

Negotiation Barometer

—
KNOWING AND
UNDERSTANDING
NEGOTIATORS'
EXPECTATIONS



JUNE 2022

Negotiation barometer

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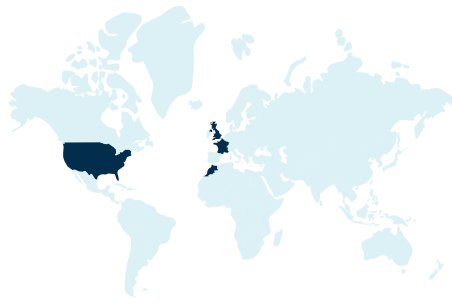


Overview

NEGOCIATORS FROM ALL OVER THE WORLD



1294
RESPONDENTS



TOP COUNTRIES

FRANCE
UK
USA
MOROCCO

Of the respondents

56%

ARE MEN

44%

ARE WOMEN

77%

OF THE RESPONDENTS
ARE BETWEEN
26 ET 55
YEARS OF AGE



From every horizon

Pharmaceutical
Transport
Research Services
Commerce
Food Insurance Bank UN Construction processing
Agriculture
Tourism Energy Tech NGO
Logistics Industry Ministry
Telecommunications



Major Negotiation Survey

HEADLINES



CONFLICT MAKES
FEEL UNCOMFORTABLE

40%

OF RESPONDENTS



EQUALITY BETWEEN
MEN AND WOMEN

Professional negotiator's analysis

THE IMPORTANCE OF CONFLICT IN NEGOTIATION

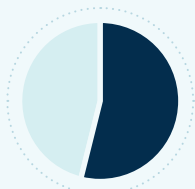
Conflict is the expression of a disagreement. And it is conflict that will push the participating parties to negotiate to find an acceptable solution for everyone.



When 40% of the respondent's self-esteem is so humble that they recognize conflict makes them feel uncomfortable, they are naturally in an unfavourable or very unfavourable position to defend their interests and come to a negotiated solution.

THE MOST FREQUENT CONSEQUENCES

- 01
The decision
to consent
- 02
Wilful
self-effacement
- 03
Using force
to be heard
- 04
Mounting stress
and getting
flustered
- 05
Intentionally
running away



54%

THEY BEGAN A NEGOTIATION
WITHOUT A CLEAR MANDATE

Professional negotiator's analysis

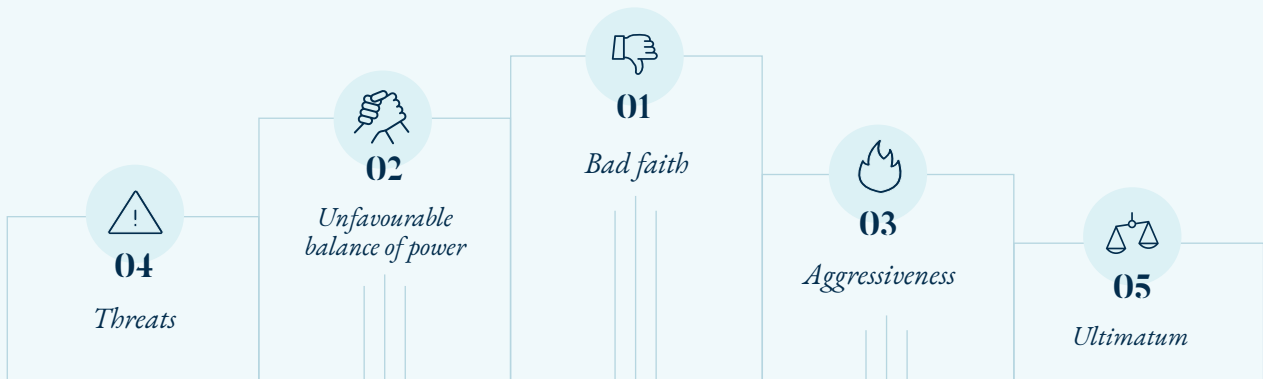
THE MANDATE AND CREDIBILITY

Several elements are necessary to give the negotiator credibility, such as his/her skills, organisation, his/her capacity to create a connection, his/her track record or title. All these factors lose value when the negotiator does not have a mandate. The negotiator will be discredited in the other person's eyes if he/she is not liable and does not know his/her limits. This loss of legitimacy will affect the negotiation considerably, especially when the balance of power is already unfavourable towards the negotiator.



The complexity factors

THAT ARE HARDEST TO DEAL WITH



88%

CONSIDER THEIR NEGOTIATIONS TO BE DIFFICULT AND EVEN VERY DIFFICULT

Professional negotiator's analysis

THE COMPLEXITY OF NEGOTIATIONS

Negotiations are difficult and will become more even more challenging. This reality observed by respondents is unfortunately the way are world is evolving: shortage of resources, financial crisis, global warming, demographic explosion, rising waters, extreme competition, inflation of raw materials...

This kind of context favours "competitive" negotiations, where destabilising manoeuvres thrive, such as bad faith, aggressiveness, the refusal to negotiate, irrational demands, threats, or ultimatums.



50%

admit they do not have the skill needed to deal with this.

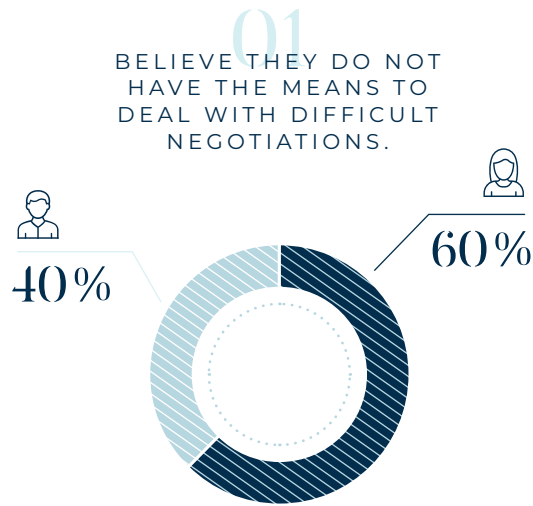
60%

admit they very rarely or never take part in negotiation training courses to improve their skill.

Professional negotiator's analysis

THE URGENT NEED FOR TRAINING
OR TO BE ASSISTED

When faced with this reality where the negotiator feels uncomfortable with conflict, where negotiations are becoming more and more difficult, unsettling behaviour is on the rise (bad faith, threats, pressure...), the balance of power is unfavourable and the mandate is unclear, negotiators need training and support more than ever. This assessment is even more true for two main reasons:



02
DO NOT BENEFIT FROM OR
ONLY RARELY PARTICIPATE IN
NEGOTIATION TRAINING COURSES.



THE LAST WORD

CONTRARY TO POPULAR OPINION, NEGOTIATION
is not a soft-skill but a hard-skill.

01

Neutralise
a threat

02

Reverse an
unfavourable
balance of power

03

Counter
bad faith

04

Deal with
a refusal to
negotiate

05

Reduce the
level of demand

06

Get a deteriorated
solution to be
accepted

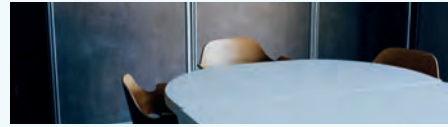
THIS REQUIRES A GREAT DEAL OF EXPERTISE,
well beyond the negotiator's acquired experience.

The reality of the current context, and of what is coming next, calls for **solid technical and psychological skills** to deal with the complexity of negotiations.



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