

Behave yourself this Christmas

We're not trying to be Festive killjoys – what you get up to at the office Christmas party is your business!

In any case, Huthwaite has always had a rather specialised definition of how people behave. Our focus on rigorously categorising verbal behaviour allowed us to develop our core research tool 'Behaviour Analysis' (BA).

Over the years we used BA to discover the commercial success models, such as SPIN[®] and the Skilled Negotiator, that will be familiar to most of our readers. But it's an earlier – although just as powerful – discovery that forms the basis of this final tip for 2009.

Last month's Insight, which introduced our latest research report, created quite a stir. It identified the startling contrast in net income performance between organisations with different levels of corporate negotiation 'maturity'. If the number of downloads is anything to go by, many of you will be gearing up to persuade your organisation to address the ten critical areas that the report detailed. For that reason, it's 'persuasion' that is our topic for December.

There's some bad news first. The logic of needing to improve your company's negotiation maturity may irrefutable, but when it comes to convincing others to act, we learnt many years ago that *'logic is not persuasive'*.

That's not all; not only is logic not persuasive, *nor is being right!* If it were otherwise, no one would try that first cigarette and common phobias such as a fear of flying would not exist.

The good news is that we **do** know what works. Many years ago, we used BA to discover the behaviours that effective persuaders sometimes use, those they sometimes avoid and the circumstances under which they make those choices. We identified two distinct persuasion styles. 'Push' is a directive approach that is best used when the decision has already been taken. It usually needs authority and monitoring processes to support it. 'Pull' is a more consultative and collaborative style that uses questions and clarifying. It builds a quality solution and commitment to it from all parties.

Neither style is good or bad; they are both appropriate to different persuasion situations and topics. For example, if you have the power, you might get away with pushing the decision that your organisation is going to improve its negotiation maturity. Whereas, how that improvement is accomplished – its implementation – is a topic that will almost certainly be more effectively pulled.

IN THIS ISSUE

Behaviour Analysis

NEXT ISSUE

Virtual Training Campus

PREVIOUS ISSUE

Deals aren't won by skills alone

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Click here if you would like to download our Behaviour Analysis document.

If you missed last month's report on 'Improving Corporate Negotiation Performance', **download it here**. You can even arrange a short telephone call with the author, or register for an upcoming webinar by **clicking here**.

If you want to develop your organisation's corporate negotiation maturity – including how to push and pull your colleagues towards it – **click here** to have one of our consultants contact you. In the meantime, however you behave over the festive period, everyone at Huthwaite International wishes you a very happy Christmas and prosperous New Year!

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