

Webinar: Three Key Principles of Influence: Driving Business Deals and Effective Negotiations



G'Sean Williams, CPSM

Lecturer, Georgia Tech SCL

Executive Director, Supply Chain and Supplier Performance group
SMS Advisors

Procurement & Supply Management Leadership (PSM) Series

Essential Principles of Negotiations

Bid Package Development & Supplier Selection

Contracting Excellence

September 24-28, 2018

Georgia Tech Global Learning Center

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Georgia Tech  **Supply Chain & Logistics Institute**



Topics to Cover

- A. My Negotiation Journey**
- B. Leadership Phases of Negotiations**
- C. Three Key Principles**
- D. Q&A**



My Negotiation Journey

Career Highlights

BRIEF INTRODUCTION

G'Sean Williams, CPSM is a Supply Chain Expert, Industry Speaker, and International Business-to-Business Negotiator. He also serves as the Board Chair for The Institute for Supply Management: Carolinas-Virginia

CAREER HIGHLIGHTS

Progressive roles in Procurement & Supply Chain for Intel (\$55B USD), Sealy Mattress (\$2.5B USD), Pulte Homes (\$5.8B USD) MWV (\$5.5B USD), Bristol Myers-Squibb (\$19B USD)

EDUCATION HISTORY

2014: ISM Certified Professional in Supply Management
2005: ISM Certified Purchasing Manager
2000: Eli Board College of Business - Supply Chain Management
Michigan State University

BY THE NUMBERS

17 YEARS

- Over 18 years of progressive leadership in areas of Procurement, Materials Management, and Supplier Development

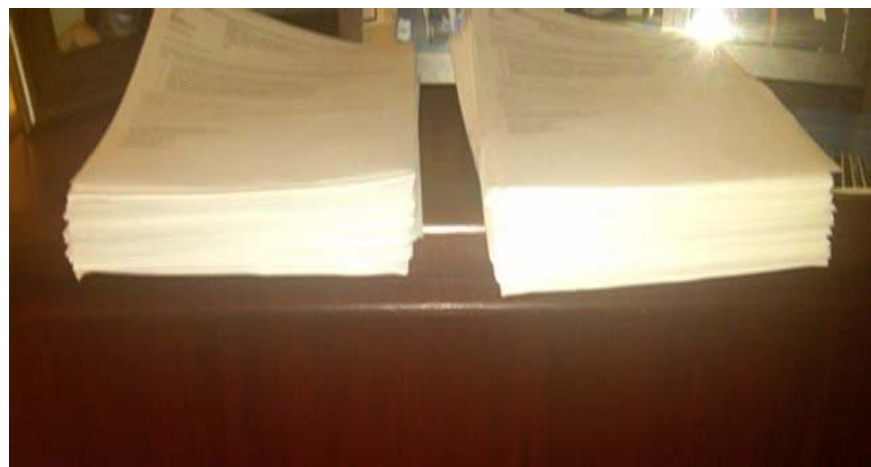
\$1.25 BILLION +

- Conducted business in 14 countries and territories across the world and executed over \$1.5 Billion in B2B negotiations and contracts

My Negotiation Journey

Largest Negotiated Deal

- ⦿ Pharmaceutical Industry
- ⦿ Global Integrated Facilities Services
- ⦿ 25 Sites, 8 Countries
- ⦿ 1441 In Scope Activities
- ⦿ Over 25 Service Providers Options
- ⦿ Selected 2 Final Service Providers
- ⦿ 5 Year - \$865MM Engagement



Actual Contract Agreements

My Negotiation Journey

Key Learnings

- ⦿ Understand Your Client or Business Unit
 - Identify vested interest with peer influence
- ⦿ Understand Your Strategic Objectives
 - Scope vs. Time vs. Cost
- ⦿ Understand Supplier Capabilities
 - Context clues are always spoken, we just have to listen
- ⦿ Understand Feasibility
 - Don't demand more than implementation can bare
- ⦿ Understand the Mastery of Facilitation
 - You don't always have to be smarter, but you always want to lead

Leadership Phases of Negotiations

3 Phases of Facilitation

⦿ Negotiation Prep

Team Alignment | Optimal Location
Clear Decision Authority | Identify Hot Topics

⦿ Negotiation Execution

Prioritize Agenda | Use Strategic Caucuses/Breaks
Show Team Chemistry | Build Trust

⦿ Negotiation Closure

Understand the Definition of Closure | Get it in
Writing

Solid Facilitation
Leadership is
UNDERRATED

3 Key Principles of Influence

Key Principles

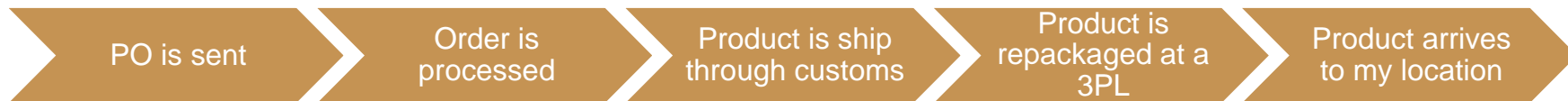
- ⦿ KP1 – Process
 - Understand Potential Roadblocks and Failures/Identify Risk
- ⦿ KP2 – Organization
 - Think with winning in mind
- ⦿ KP3 – Relationships
 - Know your audience

3 Key Principles of Influence

⦿ KP1 – Process

- Understand Potential Roadblocks and Failures/Identify Risk
 - Leverage Process Failure Mode & Effect Analysis (PFMEA)

1. Start with Process Map



2. Identify Process Risk

Function	Potential Failure Mode	Potential Effects of Failure	S	Potential Cause of Failure	O	Current Process Controls	D	RPN
Purchase order is sent	Order is not received per PO Lead Time	We shut down production	10	Purchase Order Never Received by Supplier	2	Supplier Order Acknowledgement Confirmed	2	40

3. Identify Negotiation Points based on Commercial, Operational and Legal aspects to the risk

4. Incorporate into negotiation prep strategy to build trust with stakeholders

3 Key Principles of Influence

⦿ KP2 – Organization

- Think with winning in mind

Regardless of how simple or complex, always start with how you will LOCK in the deal!

 Legal Considerations

 Operational Steps

 Commercial Gains

 Knowledge Transfer



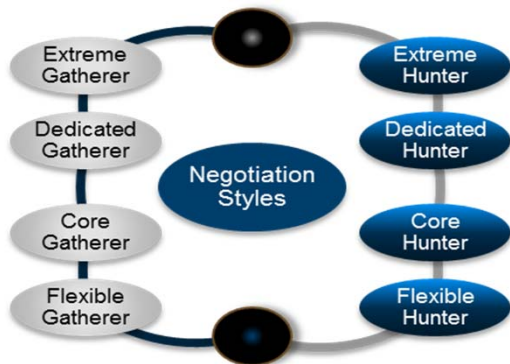
LOCK Model is courtesy of
PSM Training Solutions



3 Key Principles of Influence

⊙ KP3 – Relationships

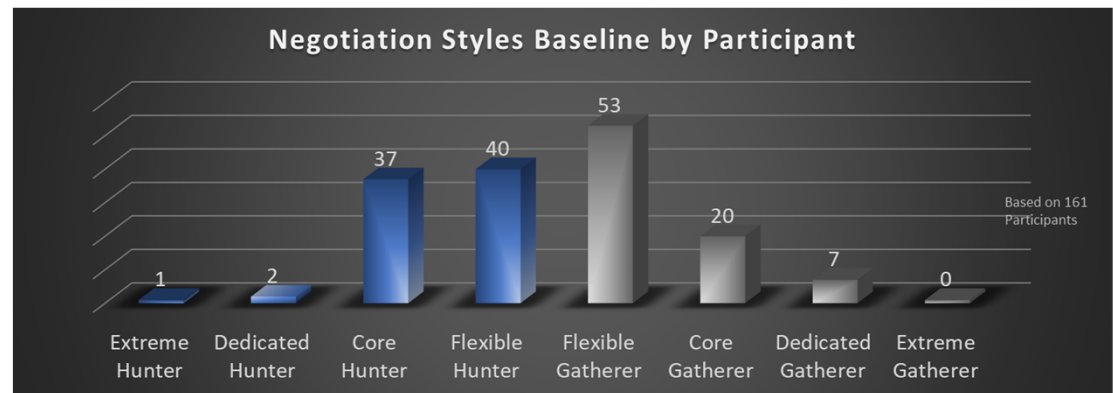
• Know your audience



Hunters – Relatively speaking they enjoy more: Vocal leadership, tactics deployment, impromptu encounters, negotiation strategy, conflict resolution

Gatherers – Relatively speaking they enjoy more: Fact-based dialog, research leadership, technique checklist, defined roles & responsibilities

- ✓ Reviewed the styles of over 700 professionals over last 4 years
- ✓ Participants went through negotiation programs in US, Middle East and SE Asia
- ✓ We took a sample population to understand the common style trends below:



Average Negotiation Style
Flexible Hunter (1.95)

Sign Up Today!

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See you in class!

3 Key Principles of Influence

G'Sean Williams, CPSM

SCL Professional Education Instructor



Q & A?

