

What are construction and engineering professionals saying about the KARRASS Effective Negotiating® Seminar?

"Everyone negotiating contracts should take this course! Excellent class! Best I've had in my 14+ years here!"
Supervising Engineer

"The course was very valuable and I am recommending that the course be held again next year so more of our staff can be trained." Construction Group Chief

"I generally despise training courses with "games" or "role playing," however, the ones used for this course were all very effective, interesting and fun." Contracts Manager

"I liked how the presenters tied the fundamental principals of negotiation to our specific construction related challenges." Project Manager

"My other staff needs to participate in this class! I really enjoyed it." District Manager

"I have recommended to our Division Director that we should have all of our consultant contract managers attend this seminar. For that matter, any of our people who work directly with consultants or contractors should have this training." Bridge Design Engineer

"For the most part I'm not a big believer in training, we have too much work to do. BUT, every once in a while one comes along that you can really use and this was one of them. I've got to say this course was the best I've ever been involved with. You guys do a fantastic job and I have used the tools many times since the course both at work and in my private life." Project Manager

"The information presented gave me a new perspective for my negotiations. Great course!" Design Engineer

"This seminar teaches in a hands on, relevant and inspiring manner many concepts that I believe will help us all to be more effective negotiators." Construction Engineer

"This course has helped me concentrate on the opposing side's tactics and strategies, instead of losing composure to emotions. I have, and will continue to recommend this course to others." Field Engineer

"The course was very valuable – I will be able to advise those people that negotiate contract costs, what to ask for and look for." Construction Program Administrator

Over 650,000 engineers, managers, consultants, sales people, corporate officers, and other professionals have attended KARRASS EFFECTIVE NEGOTIATING® seminars. Our company has set the standard for negotiating training for over 30 years.



The World Leader In Negotiating Programs
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YOU ARE NEGOTIATING ...

It's with a government agency over a big change order – or maybe you are trying to resolve a design or technical issue with a consultant. Maybe you're trying to finalize a claim, or prevent a dispute from escalating.

You're in the middle of a project -- your customer wants to change the specifications. Your customer views it as a simple change that should not affect the price. You know this change will result in additional costs.

You feel anxious. You don't want to knuckle under. You also don't want to appear to be playing hardball and antagonize the other person.

How would a good negotiator handle it?
There are some people who always seem to

get what they want and still end up friendly with the other person after the agreement is reached. How do they do it?

We'll show you how.



The KARRASS EFFECTIVE NEGOTIATING® seminar for contractors, engineers, and project management professionals...

...is a fast paced, hard-hitting, and enjoyable two-day seminar. We teach and demonstrate practical skills, strategies and tactics that attendees can use immediately.

This seminar provides engineers, project managers, contract managers, architects, and construction and design professionals with practical techniques and psychological insights needed to help make better Both-Win agreements.

More than just a single-event, KARRASS provides extensive follow-up. Each attendee receives a comprehensive package of multimedia materials to reinforce the concepts discussed during the seminar, including a seminar workbook, two of Dr. Karrass' hard cover books, a set of 6 EFFECTIVE NEGOTIATING® program CDs, and the KARRASS Compass™—the negotiations coaching and navigational tool.

KARRASS also conducts a post-seminar survey to help reinforce the information presented in the seminar and help measure the attendees' success rate in acquiring the skills necessary to achieve more successful negotiations.





Not your typical seminar!

"I can't wait to try this out. It would have taken me ten years of trial and error to learn what I've picked up in the last two days."

We show you how to avoid common assumptions that only reduce your negotiating power. Assumptions like:

- "The customer has many options ... other vendors can do the same project for a lot less!" But, in fact, the customer may have no other bids anywhere close to your price, or the other vendors may be tied up with other projects.
- "The customer has a limited budget." Maybe for this fiscal year, but they have plenty in next fiscal year's budget, which starts in just a couple of months.
- "They have enough capabilities to do it themselves." But only if they bump other projects that have higher priority.
- "It's in their favor if we can't reach agreement and deadlock." But they have other critical projects and deadline pressures.

During the seminar we show you how to identify and handle tactics that often put you on the defensive. Comments like:

- "Are you kidding? Your competition is offering to complete this project in half the time!"
- "Where did you get this price? We've got four other bids and they are all so much less!"
- "We don't have the kind of budget you're talking about here."
- "You need 60 people to do this phase – last time we only used 32."



You're in good company.

Companies such as GM, General Electric, Boeing, Bechtel, Dillingham Construction, Fluor, Halliburton, Lockheed Martin, Raytheon, and Turner Construction have all used KARRASS's Effective Negotiating Seminars to help sharpen their negotiating skills.

We examine innocent – yet untimely – statements you may make that can put you at a disadvantage and jeopardize negotiations.

- "We've got plenty of resources available right now."
- "Don't worry, we can incorporate that change later – I'll take care of it at no additional charge."
- "We've had a tough spring, if we land this contract it will bring us back to plan."
- "There are still a few design issues we have to figure out."

We demonstrate the art of creative compromise and the best way to make concessions.

- How do you build a credible opening position?
- What is the best way to trade minor concessions for major concessions?
- Why "splitting the difference" is never a good idea.
- How to say "no" in a way that minimizes resentment from your customer.
- How small concessions add up.
- Using the "quid-pro-quo technique" to build a stronger agreement – easy concessions from the customer that may have much greater value to your company.

HANDLING THE TOUGH NEGOTIATING ISSUES

- **THE SCHEDULE**—how to negotiate an effective "get well" plan when unforeseen problems and delays threaten to cause the project to miss important milestones.
- **CHANGES**—how to anticipate the type and magnitude of changes that might occur and to protect yourself from being pressured into doing them for free.
- **COST BREAKDOWNS/VALUE PROPOSITION**—how to protect against providing cost information while establishing the value in cost savings or revenue generation for your customer.
- **MAINTAINING A GOOD WORKING RELATIONSHIP**—how to calm an irate customer who may involve senior management or go around you, or may cancel the project or a portion of the job.
- **MANAGING THE PROJECT**—insuring you control the project and get active participation from your customer's key resources to prevent unexpected delays that may be difficult to overcome later.

BEWARE OF THE "FUNNY MONEY" TRAP

Don't lose sight of the real dollar value involved when negotiating over:

- Daily or hourly fees for consulting, appraisers, agents, or specialty sub-contractors;
- Mobilization costs;
- Price per cubic yard of concrete, or excavation or price per ton of asphalt.
- Unscheduled customer meetings;
- Delays caused by customer (or third party);
- Payment at end of project vs. payments based on percentage of work completed;
- Work hours of direct labor;
- Equipment rate per hour;
- Data processing rate per hour.

BUILDING YOUR NEGOTIATING POWER

- How to lend legitimacy to every position taken.
- How to develop probing questions to uncover your customer's real position.
- Techniques for getting budget information while protecting your team from giving away detailed cost breakdowns.
- When – and how – to use a team negotiating approach.
- Establishing milestones to keep the project on schedule, and to surface and solve problems at an early stage avoiding stressful confrontations.
- How to gain greater insight into the hidden pressures your customer has placed on their own project managers, purchasing managers, consultants and other staff.
- Understanding how cultural differences affect the way people negotiate.

DISCOVER HOW TO MAKE CREATIVE BOTH-WIN AGREEMENTS

- Redefining the scope of the customer's requirements to afford your customer a lower total cost. The project is now easier for your team to complete and more profitable.
- A willingness to share risk and resources can save money for both parties.
- Adjusting project phases and implementation to save money while optimizing resources.
- Realizing efficiencies by adjusting customer and company resources for testing, documentation, inspection and quality control to help streamline the project's flow of work.
- Using a better mix of labor to ensure completion on schedule.
- Using your customer's work facilities or administrative resources to lower your overhead.