

Brian Farrington Ltd June 2006 newsletter

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1. Defence and Aerospace Activity

Brian Farrington Ltd has been formally approved as a Member by the Board of the North West Aerospace Alliance. NWAA was founded by the Aerospace companies in the North West of England to pool and develop cutting edge business practices. Founder members include BAE Systems, Rolls Royce and other companies both large and small. The over arching aim of NWAA is 'building a world competitive supply chain.' Brian Farrington Ltd is delighted to be part of it.

For more detail and advice on this and our other activities in the defence and aerospace sectors please contact David Wright d.wright@brianfarrington.com

2. 35 under 35

Stephen Ashcroft was invited to a May event organised by Supply Management magazine to celebrate the CIPS Journal's recent edition on the leading procurement people under 35. How delighted Stephen was (he is 40!) until Steve Bagshaw, (SM editor) gently informed him that the invitation was as a guest not as one of the chosen few. Apparently a good time was had by all.

An excellent initiative to identify the next generation of procurement leaders.

3. Good luck England?

The world cup provides us with the opportunity to share with you a quip heard on Radio 5 Live by our ken Morris (he is a proud and dignified Welshman). The metrocentric presenter voiced her anxiety for a location in the nation without England flags fluttering from cars. A listener's response? Come down our way you won't see many here in Cardiff!

4. Negotiation skills

In Spring 2006 we have delivered a number of training events for a range of professional bodies, private and public sector organisations. In addition we have also provided tender management and dispute resolution support to clients in a consultancy capacity. A consistent theme of a minority of course delegates/client team members was illustrated by the phrases 'I don't want to be defeatist but...' , 'you can't do that' or 'we have tried that and the supplier said...'

We believe that negotiation is a skill that can be developed through training. It is not a one size fits all solution. To increase the chances of success in negotiation takes careful planning. It would also appear to take courage. A safe environment with experienced and expert tutors is an appropriate environment to practice and develop what is a very personal skill.

For details of the negotiation skills training available from Brian Farrington Ltd please contact Steve Ashcroft

5. Q & A Supply Management

Ken Morris, a consultant with Brian Farrington Ltd provided the following answer to the posed question for a recent Supply management magazine advisor page.

What are your views on different negotiation styles and when should they be used?

Assuming you mean the extreme differences typified by the “Adversarial” style compared to the “Collaborative” style of negotiating, I would reply by saying that there is room for both, depending upon the circumstances in which you find yourself. Before attempting to reach any conclusion, however, let’s look at the classic characteristics of the two techniques.

The “Adversarial style is highly competitive and focused on winning at the expense of the other party. Communication is often limited to the absolute minimum and in the context of the dialogue is, sometimes, deliberately misleading. There is very little trust between the negotiators and threats bluffs and ultimatums are used to keep the other party on the defensive. In this climate of antipathy, neither party clearly understands, accepts or believes the real objectives of the other. There is certainly no concern or empathy displayed between the negotiators to the extent that the key attitude could be described as “We win, you lose” which will be seen as the only acceptable outcome. The alternative “You win we lose” is unthinkable. This hostile and aggressive stance is often contagious in a team environment and different members of the team will sometimes go to great lengths to demonstrate their macho attitudes in order to impress their colleagues. In consequence it is not uncommon for negotiations to breakdown when an impasse occurs.

By contrast, the “Collaborative” negotiation is conducted in a “win-win” atmosphere. This approach assumes that by means of creative problem solving, one or other of the parties can gain without the other losing. As the participants are not adversarial in their stance they are more willing to share concerns, ideas and expectations. The goals and objectives of the participants are not mutually exclusive; they can be common with the other party. They will often be openly declared and in an atmosphere of trust that engenders flexibility, and which generates imaginative, creative and constructive resolution of differences. This constructive attitude removes the need for hidden agendas and posturing by team members. It is, in short the very antithesis of the “Adversarial” style and even if an impasse is reached, the focus will be on how to reconcile differences or circumvent the obstacle rather than to walk away. Intervention by higher management or use of an internal or external mediator or arbitrator may be an effective way to proceed.

It is difficult to sustain “Adversarial” negotiations over an extended period; particularly when there is any need for continuity or the parties expect to have an on-going commercial relationship. A one-off deal or a quick solution to a significant disagreement may justify taking such a position. However, although potentially more time consuming, the “Collaborative” strategy is likely to be advantageous. There will be more stability and the opportunity to benefit from long term relationships where both parties are working towards common goals in an atmosphere of trust and respect. None of us are smarter than all of us and the right supplier, making the right contribution to your business is preferable to expending energy on scoring points.

How you conduct your negotiations will have a major bearing on managing your third party resource in a positive and beneficial way.

And Finally

Do you want to know more about how Brian Farrington Limited could help you and your organisation?

You can contact us by:

- Calling Stephen Ashcroft on 01744 20698
- Emailing s.ashcroft@brianfarrington.com
- Clicking the 'contact us' page @ www.brianfarrington.com
- Attending a presentation at our operation at Rainford Hall, Crank, St Helens, WA11 7RP

We are genuinely interested in comments and feedback. Indeed if you have a topic, news, query on our open courses or anecdote for our newsletter please contact us.

Finally, I apologise if you find this email intrusive. If you would like to be removed from our mailing then please return this e-mail with 'no thanks' in the subject box.

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Thank you for your time and thoughts to help BFL provide a service of value to you.

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