



The Carlyle Consulting Group  
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## **Bidding, Negotiating and Selecting Service Providers**

1. Understanding Negotiations
  - a. Lose – Win
  - b. Win - Lose
  - c. Win – Win
  - d. Walk Away
2. Team Exercise: Opponents
3. Six Stages of Negotiations
  - a. Research
  - b. Opening Discussion
  - c. Evaluate
  - d. Concessions
  - e. Agreement
  - f. Dissection
4. Opening Strategies
  - a. Motivation
  - b. Authority
    - i. Interests Versus Positions
  - c. Features Versus Benefits
5. Nonverbal Communication – Yours & Theirs
  - a. Gestures & Eyes
  - b. Mirroring
  - c. Seating & Staging
  - d. Lessons From An Attorney
  - e. Cultural Differences
  - f. Personality Styles
6. Team Exercise: Concessions

7. Concession Strategies
  - a. Perceived Equitability
  - b. The "Flinch"
  - c. The "Call Back"
  - d. Feel / Felt / Found
  - e. The Power of Silence
  
8. Games & Gambits
  - a. The Nibbler
  - b. Fait Accompli
  - c. Good Cop / Bad Cop
  - d. Splitting the Difference
  - f. The Written Word
  - g. The Hot Potato
  - h. Reluctant Buyer / Seller
  - i. The Call Girl
  - j. "Take it Or Leave It"
  - k. Higher Authority
  - l. Reverse Higher Authority
  - m. "Subject To" Clause
  - n. Red Herring
  - o. The Take Away
  - p. Winners Curse
  - q. Price versus Cost
  - r. Lowest Common Denominator
  - s. Accidental Distractions On Purpose
    - i. Handling Conflict – Actual or Otherwise
    - ii. Environmental Issues
  
9. Team Exercise: Price & Options
  
10. Understanding Your B.A.T.N.A.
  - a. Breaking a Deadlock
    - i. Focus on the agreements
    - ii. Creativity
    - iii. Needs Versus Desires
    - iv. The New Player
    - v. Mediate
    - vi. Final Offer
  
11. Closing Strategies
  - a. Selecting the Winning Vendor
    - i. Comparing Apples to Apples
    - ii. Low Bidder Defense
    - iii. Low Bid Causes
  - b. Pre-Bid Walkthrough
  - c. Selection Tool: Weighted Vendor Table
    - i. Lowest Evaluated Bidder
    - ii. L.H.B.E. – A Clear Picture Of Value
  - d. Team Exercise: Comparison Of Two Janitorial Vendors