

2.18. A. Andy Simmons is a partner at The Gap Partnership and is an expert on negotiating. Listen to the first part of the interview. What three things does Andy say are important in negotiating?

B. Listen and fill in the blanks

Question: How do you train people to be good negotiators?

Answer: There are three things that are important in negotiation training. Number one is to create an (1)_____ where people can do. Using case studies and the list of video, people are able to see how they (2)_____ on video. They can look at what's (3)_____ and they can look at what is inappropriate. What I mean by that is, where they're effective and where they are ineffective. Using (4)_____, people are then able to change their behavior - rather than just telling people about negotiation or reading a book. So the (5)_____ is vital. Number two: it's about keeping the learning fresh. Using different vehicles and different formats, whether that be, er, e-learning, watching videos online - or recently podcasts - or whether it be through a series of different activities following on the workshop to keep it live, keep it fresh, and to stop people falling into those old habits. The third thing that's very important indeed is to look at the (6)_____ from the (7)_____ themselves. And at The Gap Partnership, we use a ROI system - which means 'return on (8)_____'. We measure the effectiveness of those negotiations for many months after the training, and this enables us to tweak and change the training and make it more customized. But it also allows the (9)_____ to see the effects of that training, to measure it, and that provides them with a degree of (10)_____ for the future.