

The real power in negotiation starts with how you sell.



Negotiation becomes far more collaborative when selling creates value first.

Most companies pour resources into negotiation skills because that's where value feels most at risk. The stage where margins get traded and concessions get made. But the real opportunity lies much earlier: in building world-class selling capability.

Effective selling creates value. It happens when both organisations understand each other's priorities and work together to shape ideas, plans, and solutions that unlock

mutual benefit. Done well, selling builds trust-based, collaborative relationships long before anyone sits down at the negotiation table.

And when selling works, negotiations become smoother and more aligned. Both sides enter the room focused on expanding the total pool of value – not fighting over who gets the biggest slice.

Strong selling isn't separate from negotiation. It's the foundation for better outcomes, stronger partnerships, and greater long-term value for both parties.

The three things you can do this month to sell better and negotiate less:

01

Reframe the conversation to 'mutual value' early.

Before sharing your plan, ask: "What's most important to you this quarter?" and "How will you measure success?". This shifts the discussion from a product pitch to a shared growth focus.

02

Co-create instead of presenting.

Instead of unveiling a fully baked plan, bring thought starters and shape the solution together. Customers support what they help build.

03

Build a clear link between your proposal and their KPIs.

Explicitly connect your story to their commercial, category, and personal objectives. Don't assume they'll join the dots. The clearer the alignment upfront, the fewer objections later.



QUICK WIN

Before your next customer meeting, identify one area where both organisations can win more by working together.

Lead with that and notice how the tone of the conversation changes.