

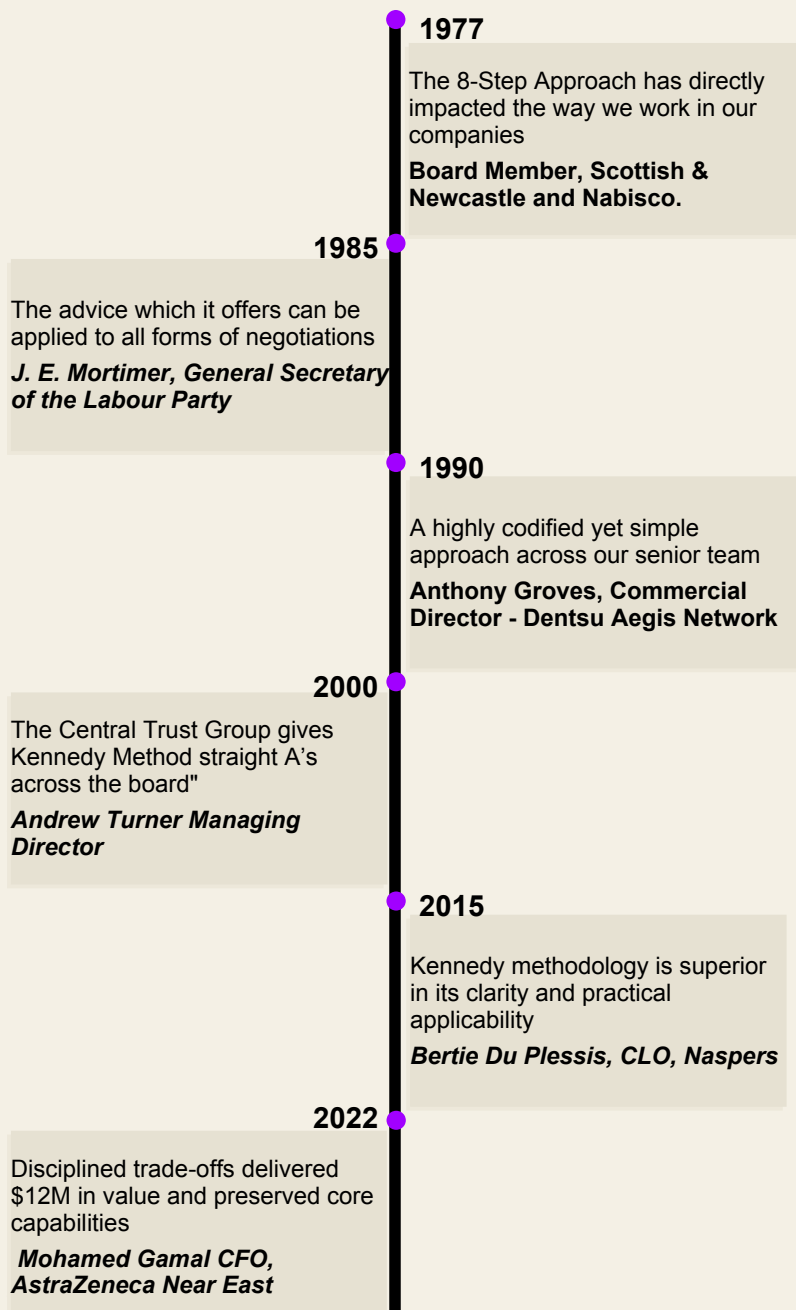
Kennedys Advancing Negotiation Skills KANS Programme

The Longest-Running Negotiation Skills Training in the UK Since 1972



Distills over five decades

Distilling over five decades of research and practice, Kennedys Advancing Negotiation Skills (K.A.N.S.) remains the longest-running negotiation workshop of its kind in the world. Designed for professionals who seek to build evidence-based capability in negotiation, it equips participants with the behavioural skills to perform under pressure, manage complexity, and secure value when it matters most



By the numbers...

99% Reported improved negotiating performance

90% of our customers return for more training

100% Would recommend the course

98% Of line managers stated that the investment was worthwhile

91% Confirmed that all learning objectives were achieved

44 x ROI
validated by participants' line managers

96% Consultants understanding of the real-world

ROI is consistent across 37 years

The Model for Real-World Negotiation Performance

K.A.N.S. is not classroom theory. It is practice in how to negotiate when the stakes are real.

Whatever your level, the programme resets the basics: prepare properly, debate efficiently, propose conditionally, and bargain without giving away value. You learn to trade, never concede.

The workshop is only the beginning. Over the following 90 days, you will test yourself in live negotiations, sharpen your edge through four follow-up mentoring sessions and application workshops, and track progress with Negotek® 360.

K.A.N.S. builds competence and confidence where it counts across the table, under pressure, and when the odds are against you. The result: fewer mistakes, smarter decisions, and stronger deals.



Our Negotiate 8-Step / Four-Phase Model

There is a behavioural process that underpins every negotiation. It is the 8-Step / Four-Phase Model. It comes from more than 45 years of direct observation of what negotiators actually do not what they claim afterwards.

The process is always the same: boardroom or shop floor, regulator or supplier, friend or foe, novice or veteran.

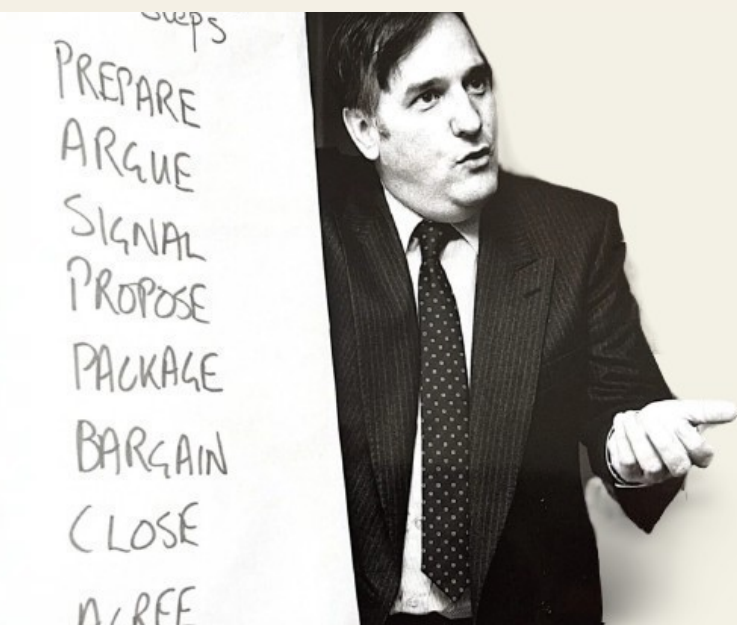
Command of this process gives you confidence and control of your negotiating behaviour.

Between 1969 and 1971, Professor Gavin Kennedy was granted rare access to observe live union-management negotiations at Shell-Haven. It gave him a front-row view of tension, breakdowns, and breakthroughs a raw education in how deals are made and how they are lost.

In the decades that followed, Kennedy and his colleagues studied thousands of negotiators across oil, gas, healthcare, education, and finance. The lesson was consistent: skilled negotiators traded; weak negotiators conceded.

What emerged was not a list of tricks it was a system. Evidence-based, repeatable, and grounded in behaviour, not theory.

In 1980, Kennedy published *Managing Negotiation* one year before *Getting to Yes*. The method was already documented, tested in practice, and in use.



How K.A.N.S. Transforms Negotiation Behaviour

Negotiation is the ratio of what we want to what they want...

Most negotiation models fall apart when pressure rises. They're too linear, too soft, or too theoretical to handle power, risk, and real stakes.

Our methodology develops individuals who can accurately recognise the current phase of a negotiation, manage progress, and adapt their behaviour dynamically.

- 1) Recognise which phase they're in and which one you're in. Negotiation is never linear.
- 2) Manage the right movement for each phase.
- 3) Adapt skillfully balancing flexibility, conditionality, and control.

Only the K.A.N.S. programme enables you to develop the Behavioural Approach for Results and Relationships by mastering the Principle of Purple Conditionality fusing red taking and blue giving into assertive trading.

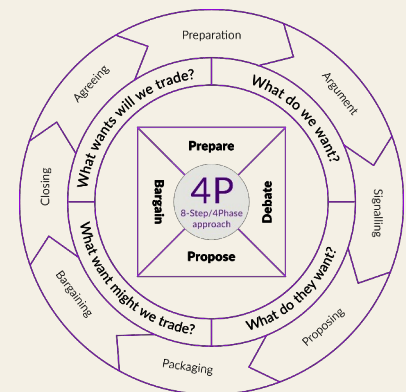
It replaces manipulation and concession with conditional exchange:

“If you give me some of what I want, I’ll give you some of what you want.”

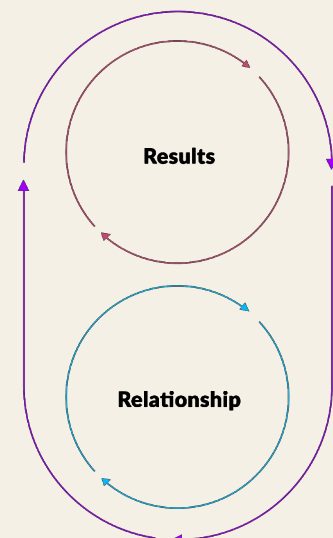
This creates disciplined, reciprocal, and trust-building negotiation behaviour.

Find out more: kennedys-negotiation.com

**The 8-Step Approach
Four phase Model**



Principle of Purple Conditionality



Build Competence and Confidence



Practice Under Pressure

Over ninety percent of the workshop is devoted to skills-based coaching and live simulations. You will make mistakes, and you will correct them. You will test yourself against experienced counterparts. You will learn to trade, never concede.



When the Stakes Are Real

The workshop gives you the skills, knowledge, and tools to perform when it matters under pressure, against the odds, and when the stakes are real. This is not classroom theory; it is forty-five years of observation, research, and practice in how people actually negotiate, not how they describe it afterwards.



Learn by Doing

Competence and confidence come from doing, not talking. You learn by preparing properly, debating without wasting time, proposing conditionally, and bargaining without giving away value. Mastering the 8-Step / Four-Phase Model gives you command of your behaviour and control of your negotiation.

3-Day Workshop

The K.A.N.S. workshop strips away the myths, jargon, and theatrics that surround negotiation. It replaces them with a clear behavioural process you can apply every time you negotiate — under pressure, when time is short, and when the stakes are real.

Our consultants do not inspire they equip. They show how people actually negotiate, not how they say they do afterwards. You will prepare, debate, propose, and bargain through live simulations built from real experience, not classroom theory.

The result is not inspiration but competence negotiators who understand what is happening, why it is happening, and what to do next.

3-day K.A.N.S WORKSHOP

Session	Day 1 Foundations	Day 2 Application	Day 3 Integration
Morning	Principles	Strategy	Proposing
	Simulation 1	Simulation 3	Simulation 5
Afternoon	Behaviour	Debating	Bargaining
	Simulation 2	Simulation 4	Negotiation Development Plan

Follow-up workshop (PURPLE IN ACTION)

The follow-up workshop turns process into performance. Participants bring their own live negotiations and apply the Eight-Step / Four-Phase Method to real situations under pressure. They test their preparation, practise conditional trading, and sharpen judgement through coached simulations.

1:8 tutor ratio

Eight participants.
One purpose
to negotiate, not observe.
Each session is led
by consultants who
have negotiated
for a living,
not taught it from a book.

Follow-up Workshop

Within the First 30 Days

Each participant receives individual feedback and a personal negotiation development plan. They review their performance in the initial K.A.N.S. workshop and identify the live negotiations where they will apply the 8-Step / Four-Phase Model.

By Day 60 Negotiation Immersion Workshop

Participants reconvene for a working session focused on applying the method to live negotiations in progress. They rebuild preparation, review assumptions, and test conditional trades through coached simulations.

By Day 90 Advanced Application Workshop

An advanced application day focused on using the Kennedy Method across complex executive contexts. Participants review recent negotiations, analyse outcomes, and refine their strategy to prepare, position, and execute effectively in:

Executive Track	Manager Track	Commercial Track
<ul style="list-style-type: none"> - Negotiating with Regulators - JVs & M&A Alliance Success - Negotiation Agenda for Boards - Private Equity Negotiations Dynamics - Negotiating Women Workshop - Re-Negotiation Strategy 	<ul style="list-style-type: none"> - Stakeholder Management for Managers - Developing Resilience Dealing with Difficult People and Problems - The Four-Phase Negotiation Framework for Adaptive Leadership - Constructive Feedback, Debate and Difficult Conversations - Advocating For Your Team/Resources 	<ul style="list-style-type: none"> - Executing Profitable Sales Negotiation - Channel-Focused Negotiation - Supplier Relationship Profitability - Healing Customer Relationships - Price Pressure - MEDDICC Negotiation - Negotiating with Government Procurement

The Real Edge

By the end of ninety days, each participant has tested, corrected and strengthened their negotiation discipline in live conditions.

Personalise Your Workshop



Individual Negotiation Reviews

Individual discussions designed to uncover how you negotiate in practice, not how you describe it afterwards. Each conversation identifies current challenges, behavioural patterns and where negotiation effort is gained or lost.



Team Negotek® 360 Survey

A company-wide assessment measuring how negotiation is planned, conducted and reviewed across the organisation. The results define current competence, expose gaps and set the priorities for improvement.



Personal Negotek® Profile

A practical assessment of how participants rate their own negotiation performance. It identifies where they feel confident, where they hesitate, and where behaviour needs to change. The results provide a clear starting point for each individual's development plan.



Bespoke Simulations

Custom-built negotiation exercises based on your own situations. Each simulation reflects the pressures, constraints and counterpart behaviours you face in practice. Participants prepare, debate, propose and bargain through these cases with coaching on every move. The purpose is simple: to test skill, reveal habit and build control under real conditions.

Focused on Your Transformation Throughout



Individual Negotiation Reviews

One-to-one discussions uncover how you negotiate in practice and where performance is gained or lost.



Team Negotek Profile

An organisation-wide assessment measures negotiation competence and exposes priority gaps for development.



Personal Negotek Profile

A quick self-assessment identifies confidence levels and pinpoints behavioural improvements to target.



Bespoke Simulations

Realistic exercises mirror your own negotiation situations to test skill and build control under pressure.



Kennedys Advancing Negotiation Skills (K.A.N.S.)

Three days of practical negotiation training where everyone negotiates, not observes. You prepare, debate, propose and bargain through real situations designed to build competence, confidence and control.



Negotiation Development Plan

A personal plan captures feedback and priorities to strengthen behaviour and prepare for Purple in Action in the ninety days ahead.



Immersion Day workshop (Purple in Action)

Participants review recent negotiations, analyse outcomes, and refine their trading strategy to strengthen discipline and control in live situations.



Application Day workshop (Application)

An advanced application day focused on using the Kennedy Method across complex executive contexts.



Consolidation Coaching

Eight personalised 20-minute group calls reinforce micro-practice, review live negotiations, and resolve immediate challenges.

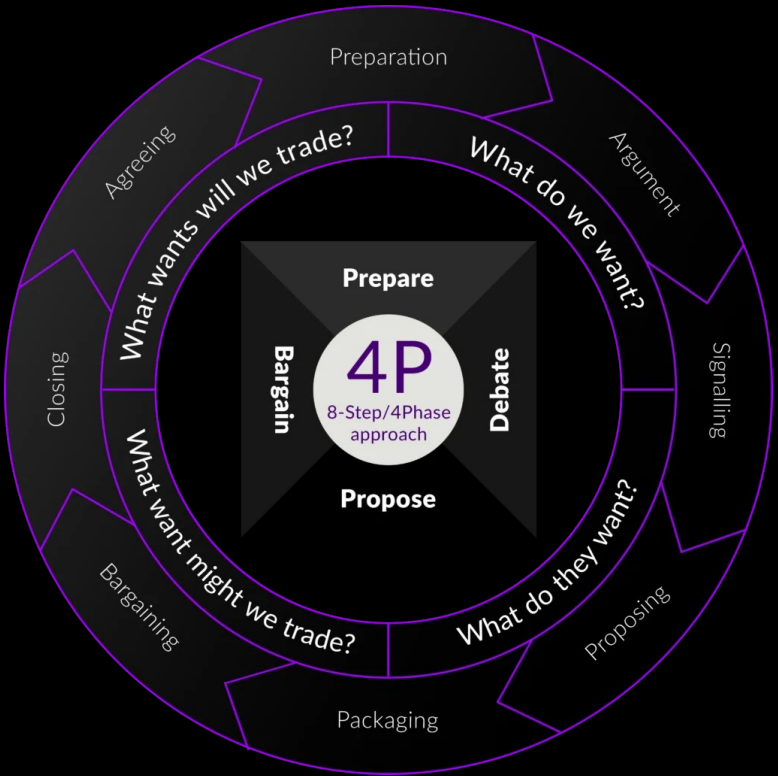


Negotek Tools

Available online and offline to support preparation, planning, and review before, during, and after negotiation. Practical tools structure thinking, test options, and guide disciplined purple behaviour.

Negotiate 8-Step/Four-Phase Model

The Kennedy Negotiation Model is the only fully evidence-based negotiation methodology in the market



FOUR-PHASE MODEL

The 4 Phases describe where you are in the negotiation and what behaviour is required

PREPARE
What do we want?









DEBATE
What do they want?

PROPOSE
What wants might we trade?

BARGAIN
What wants will we trade?

THE 8-STEP APPROACH

The 8-Step Practices are the working parts of negotiation. They drive movement through each phase and turn planning into performance

			
Prepare Objectives, Information, Trade, Strategy	Argue Constructive negotiating dialogue	Signal Spotting / rewarding / encouraging flexibility	Propose How to make and receive
			
Package Reshaping to close the gap	Bargain Trading to close the gap	Close When and how to close	Agree From agreement to effective implementation

| K.A.N.S

**The longest
running
negotiation
programme in
the UK,**

Our flagship training
is continually
adapting to address
the challenges facing
today's negotiators.

50%

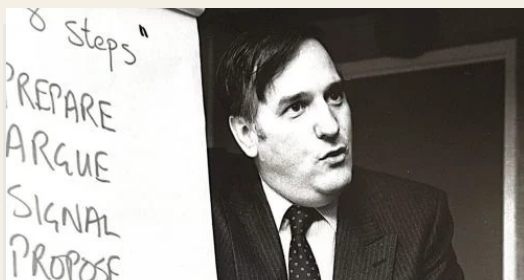
of the original
FTSE 100 have adopted
the Kennedy method,
which is also taught
at leading business
schools.

Yale
esade

HERIOT
WATT
UNIVERSITY



UK's first-ever negotiation course



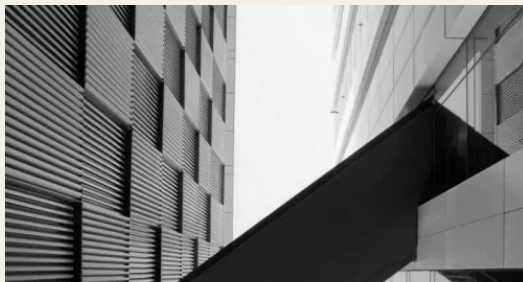
Legacy to Future

It began in 1972 not as a lecture, but as a live negotiation at Heriot-Watt University the first of its kind in the United Kingdom. From that moment onward, the discipline was transformed forever. The world's most replicated negotiation model was founded under Professor Gavin Kennedy's stewardship, marking the origin of the behavioural framework that transformed how negotiation is taught and practised.



Evidence-based

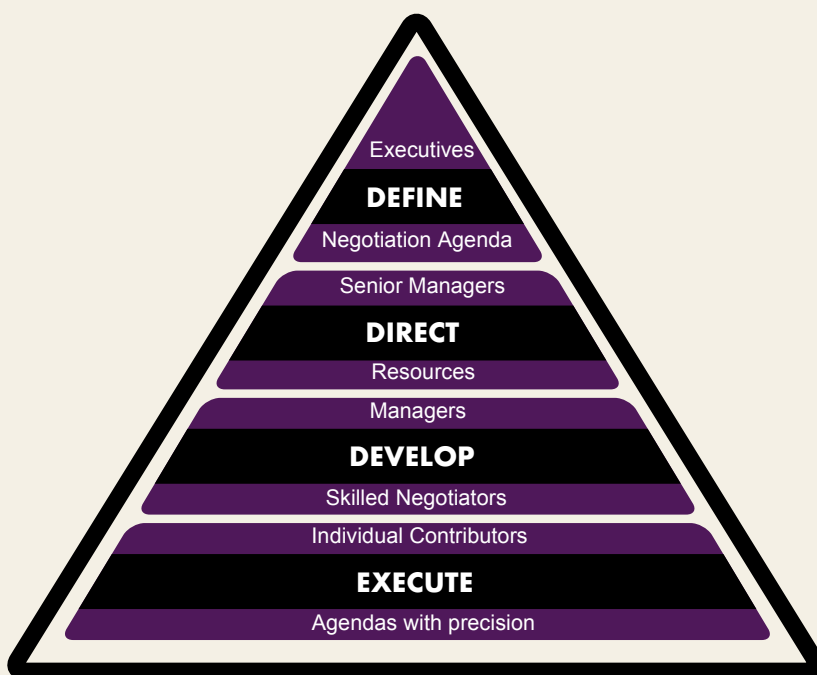
Based on 50-plus years of observation, research, and practical application, the Kennedy Method is partnered with Edinburgh Business School and remains embedded in top-ranked business schools worldwide.



Billions of pounds

It has shaped billions in negotiation outcomes and continues to drive the negotiation capability of many of the original FTSE 100 companies.

Achieving Results Through Negotiation Leadership



Business leaders begin by defining the result they want to achieve across strategic, commercial, and operational imperatives and then ask, "What must happen for this to become reality? The answer, whether straightforward or complex, becomes the strategy: a deliberate agenda of negotiations designed to produce the intended result.

Senior leaders and managers translate that strategy into negotiation capability by building the systems, processes, and people practices required to deliver it. They govern alignment, reduce friction, and direct energy where it creates the most movement.

Individuals convert capability into results through behaviour. They act at the right time and in the right way, supported by knowledge, commitment, and skill, and the work gets done.

2x

TSR outperformance when we partner with clients to build organisational capability for disciplined negotiation

44:1

ROI achieved within six months.

No other skill is more powerful in achieving improved results.

No matter whom you negotiate with, what's at stake, or which cultures your counterparts come from whether interests align or conflict — your edge lies in situational awareness, readiness, and negotiation acumen.

It comes from understanding how people negotiate across the world, recognising the common phases that underpin all negotiations, and applying strategic behaviours proven to work most effectively when used in the right phase.

The course allows you to:

- Recognise the behavioural process underpinning every negotiation. We call it the 8-Step / Four-Phase Model.
- Understand the structure behind all negotiations and manage them as a phased process.
- Apply the Negotek® preparation method to define clear tradables, negotiable ranges, and priority-led outcomes so you never enter a deal without leverage.
- Develop strategic control by managing movement, maintaining discipline, and trading only on condition.
- Identify instantly which phase you are in and which phase others are in then apply the behaviours appropriate for the effective and successful execution of that phase.

Following the K.A.N.S. Workshop, participants attend the first of two follow-up sessions, Purple in Action, designed for further practice and reinforcement. The session focuses on strengthening preparation and introducing advanced concepts for creating, justifying, and capturing value in negotiation.

The second day follows as an application day focused on using the Kennedy Method across complex executive contexts commercial, leadership, and policy. Participants work on real negotiations, including:

- Commercial: Managing price pressure, supplier relationships, and client value.
- Leadership and Change: Aligning teams and securing internal commitment.
- Policy Development: Negotiating with ministries and multi-stakeholder counterparts.

Our Consolidation Coaching includes eight personalised 20-minute group calls to reinforce micro-practice, review live negotiations, and ensure progress continues beyond the workshops.

The result: faster, more profitable, and more resilient negotiations with customers, suppliers, and internal stakeholders alike.

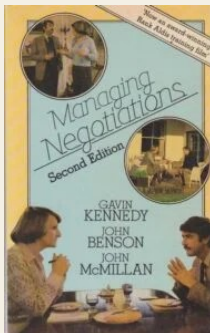


Research & Resources

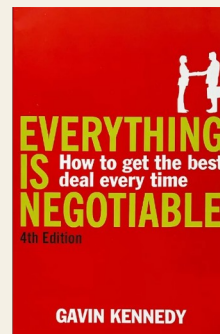
Our founder, Professor Gavin Kennedy, was an internationally recognised negotiator and the author of fourteen books on negotiation research and practice many translated into more than fifteen languages.

Drawing on decades of research, consulting, and practical experience, K.A.N.S. distils proven practices that unite science with application, enabling professionals to negotiate smarter, faster, and with greater control.

The first published book, *Managing Negotiation* (1980), preceded *Getting to Yes* by a year and laid the groundwork for modern negotiation strategy long before Harvard entered the conversation.



And *Everything is Negotiable*, is now into its 4th Edition.



Our training portfolio

Core Programmes



Mastering Strategic Negotiations (M.S.N)



Kennedys Advancing Negotiation Skills (K.A.N.S)
Extended



Kennedys Advancing Negotiation Skills (K.A.N.S)



Negotiate Essentials

Application Programmes



Executing Profitable Growth
(Commercial Excellence)



Developing Resilience and Leadership, Dealing
with Difficult People and Problems



Negotiating With Suppliers



Profitable Sales Negotiation



Negotiating Mergers, Acquisitions, and Alliances



Board & Investor Negotiation



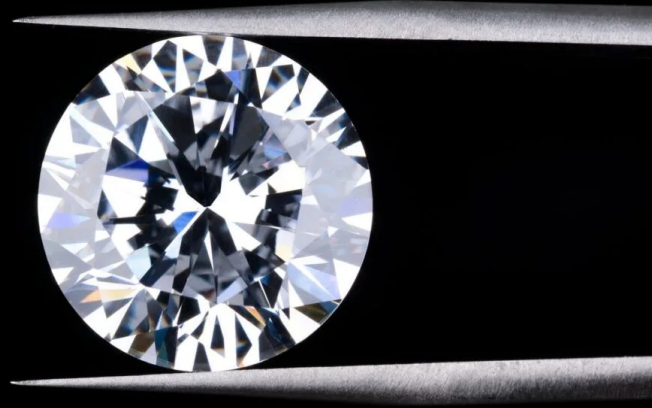
Negotiating with Regulators

Bespoke Competency Portfolio



Four Decades. One Focus

The Power of Who Negotiates



For over four decades negotiation has remained Kennedy's primary focus, a continuous evolution built on evidence, practice and results. Our work reflects a commitment to helping organisations worldwide negotiate with discipline, confidence and control.

Kennedys has advised boards, policymakers and investors exclusively on negotiation, applying the art and science of building high-performing negotiation capability.

A second-generation boutique firm, Kennedys is founded on the work of Professor Gavin Kennedy and now led by Florence Kennedy.

Confidentiality

Since 1976 our ethos, derived from Gavin Kennedy's principle Ex Bona Fide Negotari ("From Good Faith to Negotiate"), has guided negotiations worth billions of pounds in high-stakes commercial and policy settings. Our policies, trusted by half of the original FTSE 100, ensure that anyone with access to confidential client information is restricted from serving a competitor for as long as that information retains strategic value.

Our work has been the cornerstone of developing negotiation capability for hundreds of thousands of senior managers and dealmakers across every major sector.

Please contact us to find out more
Email KANS@kennedys-negotiation.com