

C-TO-BE

THE COACHING COMPANY

# AGENDA

- 01 | This is us!
- 02 | Working Hypothesis and Project Scope
- 03 | C-TO-BE Project Approach
- 04 | C-TO-BE Work Packages
- 05 | Selected C-TO-BE Reference-Clients

# 1. C-TO-BE NEGOTIATION CONSULTING TEAM

This is us!



**Jutta Portner**  
GM & Senior Project Lead  
Consultant Profile



**Dr. Chris Schäfer**  
Senior Consultant  
Consultant Profile



**Christian Wunderlich**  
Senior Consultant  
Consultant Profile



**Björn Hammerling**  
Senior Consultant  
Consultant Profile

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## 2. WORKING HYPOTHESIS (1/2)

Description of Outside-in Hypothesis Influencing Project / Project Approach

### Outside-in Hypothesis








The **Outside-In Hypothesis** in negotiation consulting refers to an approach that emphasizes understanding and addressing external factors, perceptions, and stakeholder influences to shape negotiation strategies effectively. Instead of focusing solely on internal goals, preferences, or processes, this hypothesis suggests that negotiators should consider the external environment and the perspectives of all parties involved. Here's how it applies in practice:

#### Key Aspects of the Outside-In Hypothesis:

- Understanding the Counterparty's Perspective
- Stakeholder Analysis
- Market and Environmental Factors

# 2. CLIENT PROJECT SCOPE (2/2)

## Key Questions

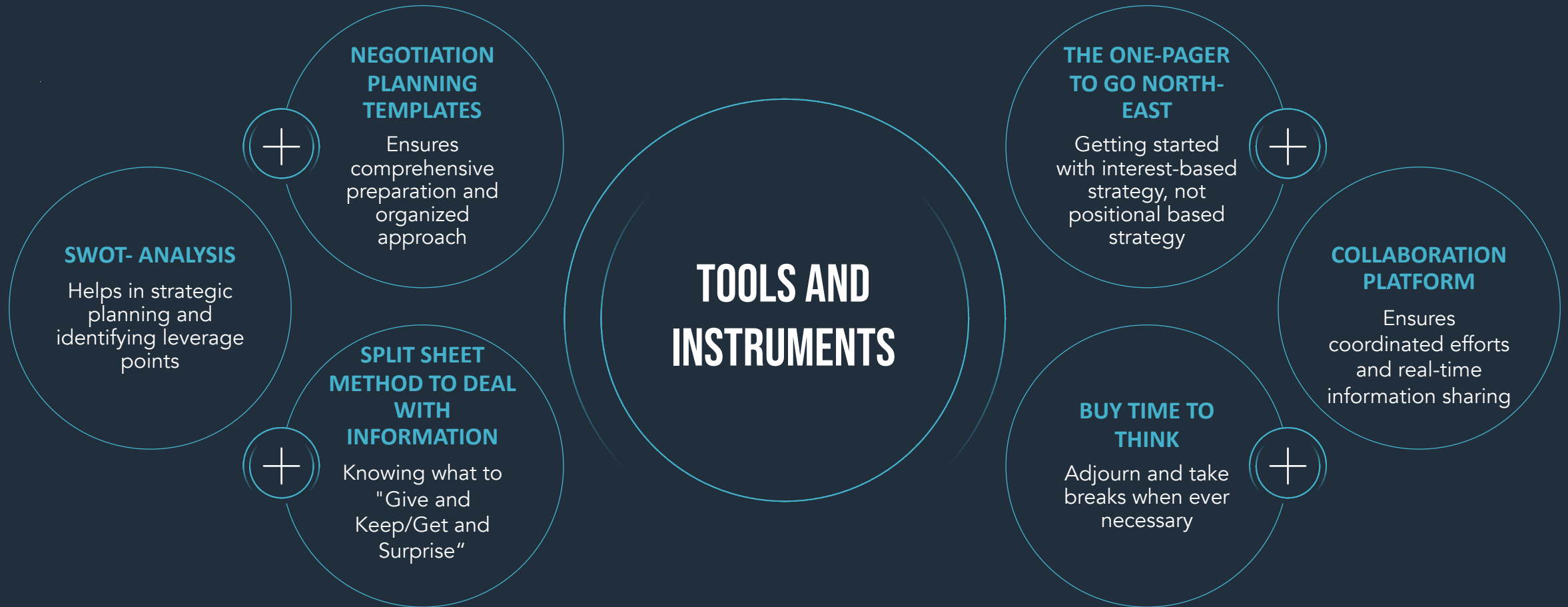
<p><b>KEY PARTNERS</b> </p> <p>Who are our key partners?          What are expectations of the management? What are the expectations of the counter part?          What is the role other stake holders?          What is the exact role of C-TO-BE?          What is C-TO-BE expected to contribute?</p>	<p><b>KEY ACTIVITIES</b> </p> <p>What key activities does our approach require?          How does the process look like? Timings?</p>	<p><b>UNDERLYING NEEDS</b> </p> <p>Which issues are we helping to solve?          What works council's needs do we want to satisfy?          What is the specific approach to fulfill these needs?          What are the key-elements/criteria that match counter parts' needs?</p>	<p><b>RELATIONSHIPS</b> </p> <p>How can we maintain and grow relationships?          How do we deal with escalation from their side?          When do we escalate?</p>	<p><b>ESCALATION STRATEGY</b> </p> <p>How are we going to deal with pressure from their side?          When are we going to escalate?          What leverage do we have?          When will you use them? How do we react to tactical maneuvers by the other side? When will we break off the negotiation?</p>
<p><b>SIMILARITIES/DIFFERENCES</b> </p> <p>Where do we have common ground?          Where are the differences?          How are these prioritized?</p>		<p><b>POSSIBLE CONCESSIONS</b> </p> <p>Where can we make concessions?          What is easy for us? What is difficult?          What arguments do we have?          How can you overcome objections?</p>		

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# 3. PROJECT APPROACH (1/3)

Tactical recommendations for the negotiation process





# 3. PROJECT APPROACH (2/3)

Sources, Methods, Tools and Instruments

THE INTERNATIONAL BESTSELLER

**GETTING**  
↓↓↓ TO ↓↓↓  
**YES**

UPDATED  
and  
REVISED

NEGOTIATING AGREEMENT  
WITHOUT GIVING IN

ROGER FISHER AND WILLIAM URY  
AND FOR THE REVISED EDITIONS BRUCE PATTON  
OF THE HARVARD NEGOTIATION PROJECT

"WORTH ITS WEIGHT IN GOLD."  
—John Naisbitt and Patricia Aburdene, coauthors of *Megatrends 2000*

GETTING  
PAST **NO**

NEGOTIATING IN  
DIFFICULT SITUATIONS

WILLIAM URY

Director of the Global Negotiation Project at Harvard University  
and coauthor of the *New York Times* bestseller  
*Getting to Yes*

HOW TO BREAK DEADLOCKS  
AND RESOLVE UGLY CONFLICTS  
(WITHOUT MONEY OR MUSCLE)

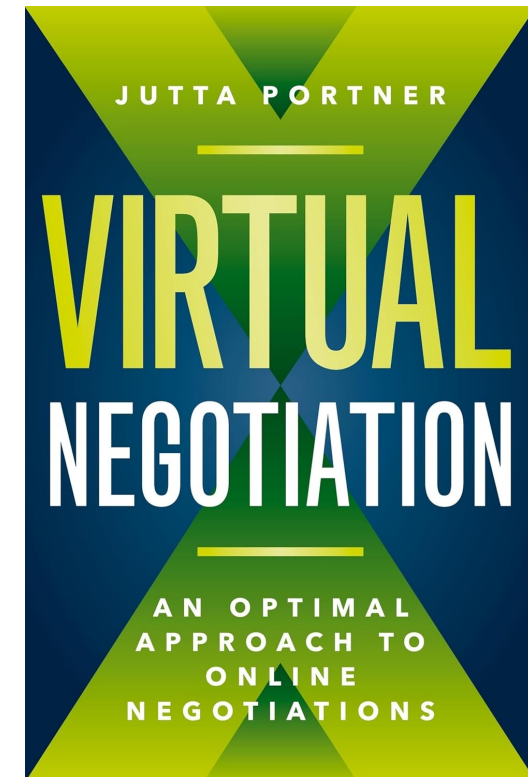
NEGOTIATING  
THE  
IMPOSSIBLE



DEEPAK MALHOTRA  
HARVARD BUSINESS SCHOOL

# 3. PROJECT APPROACH (3/3)

Sources, Methods, Tools and Instruments



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## 4. C-TO-BE WORK PACKAGES

**1. PROJECT KICK-OFF & PLANNING**

**2. NEGOTIATION STRATEGY PLAN & STAKEHOLDER ANALYSIS**

**3. TRAINING & COACHING**

**4. SCENARIO PLANNING & SIMULATION**

**5. NEGOTIATION PLAYBOOK CREATION**

**6. COMMUNICATION PLAN DEVELOPMENT**

**7. ONGOING SUPPORT WITH RISK ASSESSMENT & MITIGATION PLANS**

**8. PROGRESS REPORTS**

**9. POST-NEGOTIATION ANALYSIS & REPORTING**

**10. IMPLEMENTATION & FOLLOW-UP**

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## 6. SELECTED C-TO-BE REFERENCE-CLIENTS



**DLR-GfR mbH**  
Germany

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**SIEMENS  
HEALTHINEERS AG**  
Germany

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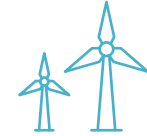
**WACKER CHEMIE AG**  
Germany

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**VOLKSWAGEN AG**  
Worldwide

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**NESTE Oyj**  
Finland

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[More references here](#)

Please contact us for further  
information on specific projects.

# SUMMARY

## BENEFITS OF A C-TO-BE NEGOTIATION CONSULTATION

Reduce legal disputes.



Saving time and resources.  
Negotiators can concentrate on strategic core tasks.

Minimizing the risk of negative financial consequences.



Fresh perspectives and innovative approaches



Strengthen relationship with stakeholders.

Minimise conflicts and promote constructive discussions.





Thank you for your interest in our negotiation consulting services. We look forward to working with you and achieving your negotiation goals.

Jutta Portner, Dr. Chris Schäfer, Björn Hammerling and Christian Wunderlich  
C-TO-BE. THE COACHING COMPANY



C-TO-BE

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