

TSC Category	Business Management					
TSC	Business Negotiation					
TSC Description	Engage in negotiations to reach and create outcomes which support the commercial objectives of the organisation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				ATP-LDR-4002-1.1	ATP-LDR-5002-1.1	ATP-LDR-6002-1.1
				Sustain business relationships through engagement with stakeholders	Develop and implement business negotiation plans and tactics to achieve satisfactory outcomes for the organisation	Establish contract negotiations to achieve value-added outcomes for the organisation
Knowledge				<ul style="list-style-type: none"> • Negotiation processes • Effective communication techniques • Influencing skills • Service Level Agreements (SLAs) and/or contract management 	<ul style="list-style-type: none"> • Negotiation techniques and strategies • Negotiation preparatory tactics • Influencing skills • Effective communication techniques • Concept of emotional intelligence • Service Level Agreements (SLAs) and/or contract management • Cost-benefit impact analysis 	<ul style="list-style-type: none"> • Negotiation techniques and strategies • Organisational strategic needs • Influencing skills • Personal biases and cultural factors in negotiations • Concept of emotional intelligence • Service Level Agreements (SLAs) and/or contract management • Cost-benefit impact analysis
Abilities				<ul style="list-style-type: none"> • Maintain positive working relations with stakeholders involved in business negotiations • Communicate one's viewpoints and/or positions using relevant information • Utilise influencing techniques to change other stakeholders' viewpoints 	<ul style="list-style-type: none"> • Develop constructive win-win solutions in preparation for business negotiations • Propose strategies to foster a collaborative atmosphere during business negotiations • Implement procedures during business negotiations to overcome antagonism and build consensus 	<ul style="list-style-type: none"> • Lead decisions during business negotiations • Adapt and exert different negotiation techniques to influence outcomes • Establish agreements and business values which are aligned to long-term needs of the organisation

SKILLS FRAMEWORK FOR AIR TRANSPORT
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

				<ul style="list-style-type: none">• Anticipate other stakeholders' needs and determine implications on business negotiations	<ul style="list-style-type: none">• Employ influencing techniques to convince other stakeholders to accept trade-offs during negotiations	
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