

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

TSC Category	Business Development					
TSC	Business Negotiation					
TSC Description	Engage stakeholders in accordance to established protocols to achieve business goals					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				MAR-BDV-4001-1.1	MAR-BDV-5001-1.1	MAR-BDV-6001-1.1
				Facilitate negotiations and evaluate negotiation outcomes	Cultivate partnerships and build trust by leading negotiations	Set negotiation guidelines, policies and limits for organisation
Knowledge				<ul style="list-style-type: none"> Negotiation objectives and context Types of negotiation processes and techniques Social and cultural differences which may affect negotiations Legislations and regulations relevant to the marine industry Communication and conflict resolution techniques Conditions for successful negotiation Emotional intelligence management Cost-benefit impact Principles in ethics 	<ul style="list-style-type: none"> Organisation's products, policies and processes Components of advanced negotiation plans Types of negotiation styles Results of effective negotiations Advanced stakeholder management Principles of advanced decision-making 	<ul style="list-style-type: none"> Principles of strategic negotiations Organisation's vision, mission and values Negotiation guidelines and limits
Abilities				<ul style="list-style-type: none"> Identify negotiation outcomes in commercial situations to establish organisation's desired position in negotiations Prepare relevant background information to understand stakeholders' positions Apply knowledge of interpersonal relationships to facilitate negotiation processes 	<ul style="list-style-type: none"> Prepare negotiation plans and agenda Set negotiation objectives, parameters and desired outcomes Lead negotiations with key stakeholders to build trust and cultivate partnerships Anticipate discussion points of actual negotiations 	<ul style="list-style-type: none"> Develop negotiation policies with purpose statements, scope, responsibilities, and policy statements Develop negotiation limits which may involve prioritising of potential negotiation issues in relative order of importance to organisation

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				<ul style="list-style-type: none"> • Plan alternatives and outcomes for stakeholders in negotiations to support negotiation objectives • Apply communication and conflict resolution techniques to achieve desired negotiation outcomes • Take necessary follow-up actions to close negotiations • Monitor negotiation outcomes against objectives 	<ul style="list-style-type: none"> • Determine acceptable alternative outcomes • Brief negotiating teams on negotiation processes, roles, responsibilities and levels of empowerment • Implement negotiation strategies according to organisation's negotiation guidelines • Provide feedback to relevant stakeholders for negotiation policy refinements 	<ul style="list-style-type: none"> • Evaluate potential negotiation risks and rewards • Identify non-negotiable issues, issues open to concession, issues to avoid, issues open to bargaining, and impact of potential negotiation outcomes • Determine acceptable trade-off positions • Set negotiation boundaries and governance standards for negotiations • Evaluate and refine negotiation policies and limits based on negotiation outcomes
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