IPI Academy

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Presented by
Falconbury

Strategic Commercial Contract Negotiation

16 September 2026

This highly interactive training course will transform your approach to negotiations to realise greater commercial success, strengthen relationships by developing a partnership approach to risk management, and achieve win-win outcomes

Format:
Live online

CPD:
6 hours for your records

Certificate of completion

Course overview

This highly interactive negotiation skills training course will show you how to unlock value whilst reducing risk for commercial success. In today's competitive environment, strong contracts aren't just a legal formality - they're a strategic asset.

This practical, high-impact training course is designed specifically for commercial and contracts professionals who want to sharpen their negotiation skills, minimise risk exposure and deliver greater value through better contract outcomes.

The expert trainer will explore the real-world impact of the 'battle of the forms'. Showcase how to secure clear, mutually beneficial agreements from the outset - avoiding ambiguity that potentially could lead to disputes or costly litigation down the line.

But this course goes beyond just protecting your position. It shows you how to leverage contracts to build stronger supplier and client relationships, improve project delivery and foster long-term collaboration – the key to achieving better commercial results.

You'll gain a structured, repeatable methodology to prepare for and conduct negotiations with confidence - with no legal jargon, just actionable, takeaway techniques. Learn how to define your objectives, choose the right approach and handle complexity with clarity and confidence.

Whether you're renegotiating terms, finalising a supply agreement, or managing a major contract portfolio, this training course equips you with the tools to take control and deliver better commercial outcomes - faster, and with fewer risks.

Benefits of attending

By attending this training course, you will:

- **Develop** a clear plan to prepare and lead negotiations with authority and clarity
- **Learn** how to spot red flags early and navigate contractual complexity efficiently
- **Understand** how to clarify responsibilities and minimise ambiguity to prevent costly misunderstandings and legal exposure
- **Master** how to negotiate contracts that unlock more favourable terms, maximise revenue potential and protect margins
- **Improve** your ability to influence outcomes and secure agreements that support wider business objectives - not just legal compliance
- **Discover** how collaborative, well-structured contracts can foster long-term supplier and customer partnerships
- **Gain** the tools to work more effectively with legal teams, aligning commercial goals with legal requirements
- **Apply** what you learn immediately through structured exercises

Who should attend?

This training course has been specifically designed for all those providing input into the contract being negotiated and those involved in the negotiation process, including:

- Contract managers / specialists
- Commercial managers
- Procurement / Purchasing managers
- Project managers
- Business development managers
- Supply chain managers
- Supplier relationship managers
- Operations managers
- Technical managers
- Contract administrators, officers and specialists

This training course is ideal for all those whose role is directly involved in negotiating, managing or reviewing commercial contracts and who want to gain practical insights to improve outcomes, compliance and stakeholder relationships.

Programme

Legal objective of the negotiation

- *Exercise – Co-op v ILC*
- Offer and acceptance process
- Power of attorney of negotiators
- Commercial confidentiality of content being negotiated
- Ensuring end result is legally binding – Legality, Intent, Legal capacity, Agreement,
- Consideration (LILAC)
  - What is being negotiated?
  - Understanding the relationship between implied term (Statute) and express terms (negotiated terms amending/ deviating from statute)
- Why negotiate the contract terms?
  - To move away from the 'one size fits all' of statute
  - To achieve better clarity of contractual obligations
  - To assign responsibility and liability
  - To proactively manage potential risk – practical solutions / remedies replacing monetary compensation
  - To allocate liability to reflect bargaining position
  - To enhance relations: 'win-win' approach for long term gains – realising opportunities
- *Exercise – Review of real-life express term clauses*

Preparing for the negotiation

Negotiation is two-fold: content and process

- Step 1: Content
  - Understanding your strategy – objectives/ goals/ motivation/ drivers
    - Alignment with organisations vision/ mission/ policies
    - Relationship (with other party) or Task (achieving the best outcome for you)
    - Win/Win v Win/Lose. Carter's pie theory
    - Time v Quality v Price (Slack, Chambers & Johnson's Iron Triangle)
    - Attitude to risk: risk minimisation/ sharing risk
  - Methodology for determining priorities: MIL, Must have; Intent to have; Like to have
  - Cost v benefit analysis of time/ effort dedicated to negotiation
- *Exercise – Price v Scope or Risk*
- *Exercise - Preparing your MIL*
- *Exercise – Drafting potential settlement zones. 4T's*

Determining the bargaining position

- Different theories / methodologies, same logic:
  - Determining the bargaining power of each of the negotiating parties.
    - Difference sources of power: Reward; Coercive; Expert; Informational; Referent; Legitimate
    - "BRA": Best Realistic Alternative / "BATNA": Best Alternative To a Negotiated Agreement
    - Porter's 5 Forces: Bargaining power of suppliers; of buyers; threat of new entrants; threat of substitutes; industry rivalry
    - Porter's Generic Strategies for Competitive Advantage model: cost leadership; cost focus; differentiation; differentiation focus.
    - Steel & Court's Supplier Preferencing model – Development; Core Business; Nuisance; Exploitable. Attractiveness of buyer's organisation and value of buyer's business to the supplier
    - SWOT analysis: Strengths; Weaknesses; Opportunities; Threats
    - Cox's Power and Dependency matrix
- *Exercise – Porter's Generic Strategies*

Programme

Undertaking the negotiation

Negotiation is two-fold: content and process.

- Step 2: Process
  - Aligning your negotiation style and tactics to your bargaining position and strategy

Negotiation style

- *Exercise – negotiation questionnaire identifying delegates default style*
- Different theories, same message:
  - 6 styles theory: Acceptance, Compromise, Threat, Emotion, Bargain, Logic.
  - Cooperative (bargaining & logic) v Competitive (threats)
  - 3 C's: Compromise, Compete, Collaborate
  - 3 types – Assertive (aggressive), Accommodator (relationship oriented), Analyst (conflict avoidant)
  - Thomas–Kilmann dual concern model: Competing, Accommodating, Avoiding, Compromising or Collaborate
  - Constructive v Destructive
  - Push (exerting power) / Pull (persuasion) influences
  - Rational compromise
- Consciously selecting an appropriate style to achieve objectives
- *Exercise – 'Push' / 'Pull' and 'Constructive' / 'Destructive' approaches*

Negotiation tactics

- Confidence v arrogance
- Honesty and trust, more than just rapport. Relationship values and drivers.
- Acknowledgement of past interactions – good or bad
- 'Framing' the negotiations
- Opening the negotiation / effective listening & asking questions, gaining insight
- Exchange of information / being aware of your own disclosures
- Getting a reply: 'rephrasing / reframing' the same question
- Use of empathy for 'win-win' and/or to encourage disclosure of information
- Ury & Fisher's - 'Getting to Yes': separating people from the problem; focusing on interest rather than position; generating options; focus on objectives
- Body language
- Silence tactic – using it / diffusing it
- Breaking deadlock and moving negotiations forward
- *Exercise – Effective questioning*

Approach and environment to reflect objectives and maximise desired outcome

- Timing
- Mode / venue
- Environment
- Atmosphere
- Attendees

Structuring negotiations and good 'housekeeping'

- Establishing power of attorney of attendees
- Ensuring confidentiality
- Keeping negotiation open until formal written agreement signed
- Focus – use of agenda: pros and cons
- Summarising and capturing the agreement accurately

Presenter

Catherine Hurst

Catherine Hurst BSc(Hons), CIMDip, PgDL, is an independent consultant in the contract and commercial fields. She was formerly a Commercial Manager at BAe Systems, following previous contract/commercial roles with GEC and Siemens. She has extensive practical experience of bid management, contract drafting and negotiation, contract and subcontract management as well as commercial risk management, both with UK and overseas customers and suppliers, in the private and public sectors.

She is a highly experienced trainer, having a style which brings a subject to life, creating interest and stimulating the enthusiasm of delegates. She combines academic best practice with real world experience.

She lecturers Chartered Institute of Procurement and Supply (CIPS) diploma, levels 4, 5 & 6 at Chichester college. As well as being a member of CIPS, Catherine has a degree in Management Studies, a Chartered Institute of Marketing diploma and more recently achieved a distinction in her Common Professional Examination (CPE)/Post-grad diploma in law, winning the prize for the highest achieving student in the contract law module.

Catherine has successfully provided training to organisations across a wide variety of industries, including:

Transport / utilities / energy / construction / engineering / IT / telecons: Network Rail, ScotRail, Balfour Beatty, London Underground, Westinghouse Springfields Fuels, General Dynamics, Siemens, Metronet, Thales, ABB, Hitachi, Jungheinrich, Honeywell, PALL Europe, Senior Aerospace BWT, RES (Renewable Energy Systems), AGI, Silvertown, QinetiQ, Clyde Pumps / Weir Pumps, Scottish Power, NCOC (North Caspian Operating Company), Computacentre, CISCO, BT, United Utilities

Health / pharmaceutical / education: Nuffield Health, Surrey PCT, Bristol Myers-Squibb, Newcastle University, Exeter University

Public: Forensic Science Services, Office for National Statistics, DARA (Defence Aviation Repair Agency), Metropolitan Police

Charity: Phoenix Futures, Homegroup

Retail: Co-op

Course date

16 September 2026	**Live online** 09:00-17:15 **UK (London)** (UTC+01) *Course code 16123*	GBP **499** ~~599~~ EUR **699** ~~839~~ USD **803** ~~959~~ **Until 12 Aug**

How to book

Online:
ipi.academy/2685

Alternatively contact us to book, or if you have any queries:

Email:
info@ipiacademy.com

Phone:
+44 (0)20 7749 4749

Discounts

- Booking more than one delegate on any one date qualifies for a **30% discount** on the second and subsequent places.
- Most events qualify for an **early booking discount** prior to 6 weeks before the course date. Be sure to check on our website, where the latest discounts will be shown.

Further information

Fee

The fee includes all meals and refreshments for the duration of the course (for venue-based courses) and a complete set of course materials (provided electronically). If you have any particular requirements, please advise customer services when booking.

Please note

IPI Academy (and our training partners) reserve the right to change the content and timing of the programme, the speakers, the date and venue due to reasons beyond their control. In the unlikely event that the course is cancelled, we will refund the registration fee and disclaim any further liability.

Terms and conditions

The rest of the our terms, the event cancellation policy and the terms and conditions are on our website, please visit ipi.academy/content/terms-and-conditions

Reviews

★★★★★

Seamless session. Better understanding into my current negotiation style and how i can change this depending on the potential customer. Very good course.

James Morgan
EPC United Kingdom Plc
Mar 16 2026

★★★★☆

It was a good presentation and everything delivered was relevant to the training, the speaker has vast knowledge about this domain and she explains well with all the facts and scenarios.

Umer Shakeeb
Category Manager
NTT DATA UK LTD
Apr 26 2024

Run this programme in-house for your whole team

Coming to IPI Academy for your in-house training provides an all-inclusive service which gives you access to a wide variety of content, learning platforms and delivery mechanisms as well as your own personal training adviser who will work with you from the initial enquiry through to feedback and follow-up after the programme.

With over 600 trainers, all practitioners and experts across a huge range of fields, we can provide the training you need, where you need it, when you need it, and at a price which suits your budget. Our approach to tailored learning and development consists of designing and delivering the appropriate solution for each client.

For your FREE consultation and to find out more about how we can work with you to solve your training needs, please contact our training advisers:

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IPI Academy

IPI Academy is a training initiative of Falconbury and Management Forum; leading providers of industry training for over 30 years, based in the UK.

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