

MENLA 2018



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Negotiation: The Art of Getting What You Want

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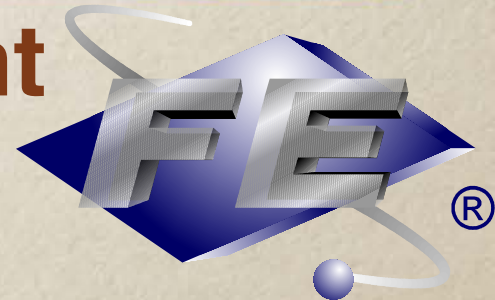


Negotiation:



The Art of Getting What You Want

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Setting Expectations



Let's have an interactive conversation

Why are you here?

What do you hope to learn?

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DOGBERT THE NEGOTIATION TRAINER

WE'LL SEE YOU
ON MONDAY FOR
OUR FIRST LESSON.



DILBERT.COM @SCOTTADAMSSAYS

SURE. I'LL SEE YOU
ON MONDAY OR
TUESDAY. POSSIBLY
WEDNESDAY.



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WE
PAID YOU
TO START
MONDAY.



THINK
HOW MUCH
YOU'LL
LEARN WHEN
I DON'T
SHOW UP.



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The Steps



1. **Setting the Stage**
2. **Key Documentation**
3. **Building the Statement of Work**
4. **Verifying compliance**
5. **Taking Title**
6. **Wrapping up**

1 Setting the Stage: Knowing What You Want

- Define your Requirements
- Define Expectations
- Develop your Team
- Establish a “Chain of Command”
- Create a Roadmap



1.1 Knowing What You Want



- **Define your Requirements**
 - Understand the inputs to the negotiation
- **Define Expectations**
 - Understand the desired outputs from the negotiation



1.2

Knowing Who Decides



- **Develop your Team**
 - People with appropriate knowledge
 - People with appropriate responsibility
 - People with appropriate authority
- **Establish a “Chain of Command”**
 - The team must speak with one voice



1.3 Knowing When to Adjust



Create a Roadmap

- Set reasonable goals
- Set an end date
- Set benchmarks along the way
- Monitor your progress



2 Key Documentation



If It Is Not In Writing, . . .

. . . It Does Not Exist



If It Is Not In Writing, It Does Not Exist



- **Use Plain Language**
 - Even for common terms
- **Clear Responsibilities**
- **Critical Issues Defined**
- **Precedence of Documentation**



If It Is Not In Writing, It Does Not Exist



- **Critical Issues Defined**
 - Named Staff / Key Personnel
 - Rights to change
 - Require Detailed Equipment Lists
 - Title and Title Transfer
 - Confidentiality
- **Precedence of Documentation**
 - Clearly defined



The Statement of Work; Your roadmap to completion



Three Critical Components

- The Implementation Plan
- The Schedule
- The Responsibility Matrix

Each should be clear and concise

- Proposal “Sales-ey” language should be avoided



The Three Critical Components



- The Implementation Plan
- The Schedule
- The Responsibility Matrix

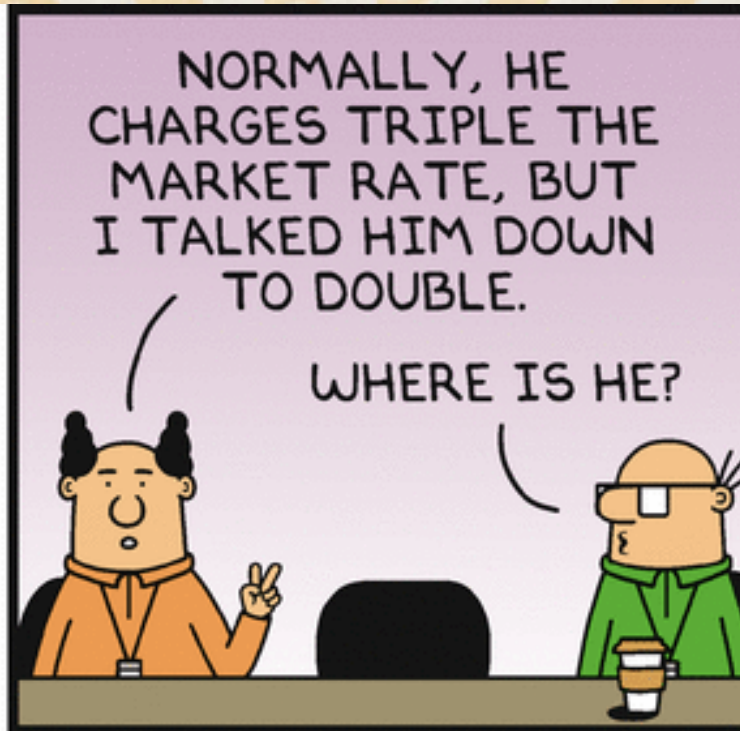
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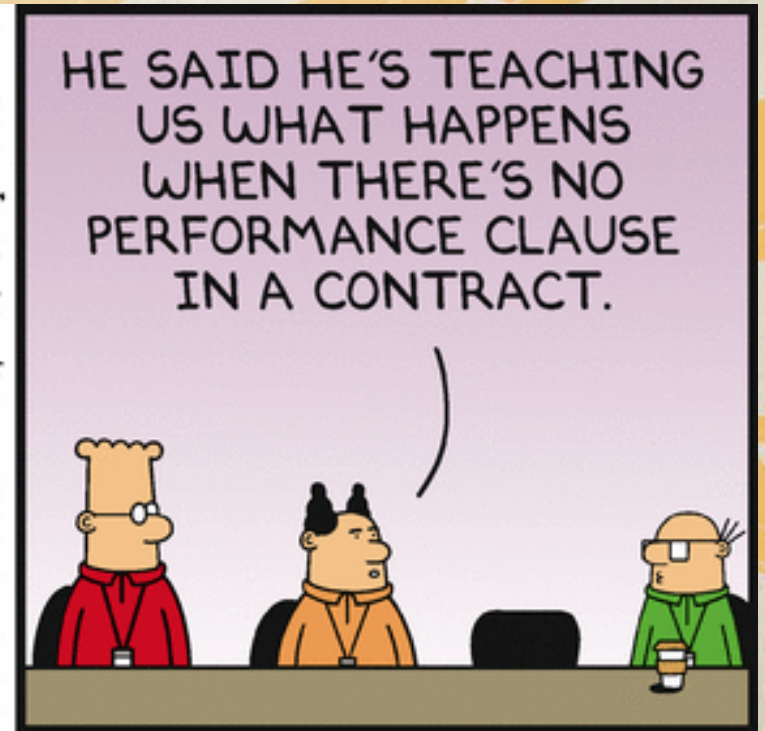
Performance



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Test Plans;

If it can not be measured, It can not be assured

- Test to the proposed design
- Define criteria for success
- Define requirements and allowances for testing and retesting
- Tightly define all critical tests

Test Plans;

If it can not be measured, It can not be assured

- **Test to the proposed design**
 - As well as the standard features
 - It is your right to have every feature tested
- **Define criteria for success**
 - And the requirements if failed!

Test Plans;

If it can not be measured, It can not be assured

- **Define requirements and allowances for testing and retesting**
 - What defines a “Retest”
 - What needs to be retested
- **Define which tests are separable**
 - And which are not!

Test Plans;

If it can not be measured, It can not be assured

- **Tightly define all critical tests**
 - Coverage, voice quality, message success, etc.
 - GUI operation, API Integration, etc.
 - Redundancy, Failure recovery, Etc!



Taking Ownership:



Beneficial Use, System Acceptance, and Warrantee

Define Beneficial Use

- or “use for intended purpose”

Define System Acceptance

- Avoid unintended acceptance



Taking Ownership:



Beneficial Use, System Acceptance, and Warranty

Define warranty start, and maintenance responsibilities during;

- Implementation, Testing, Test Use, Acceptance period

Don't forget;

- Inadvertent Use

**Define warranty/maintenance requirements
and allowances**



Negotiation: It's Not a Contest

Know what “Success” looks like

And

Know when to move on!



It's Not a Contest



Don't confuse "Winning" and "Success"

A Successful Implementation can not start if one side "loses" during negotiations

- For success both sides must come to agreement
- Each must find value in the outcome

Negotiation: **Know When to Move On**

Negotiation failures are rarely a success for anyone
Know your parameters and limits

- Know where your limits are
- Know what your costs are
- Know when to call it quits
- Know who is responsible/authorized to make the decision

Items That Impact Contract Results

- Clear acceptance terms
 - Acceptable operation
 - Subsystem vs. System acceptance
 - System Coverage
- Factory, site, and final acceptance testing
 - If not representative of true system performance
 - Or does not provide adequate test “coverage”
- Adherence to good workmanship standards
- Anything that could cause acceptance before testing is complete
 - “Beneficial Use” statements
 - “Deemed Accepted” clauses

Items That Impact Contract Cost

- Parts list errors
- Payment schedules that favor the vendor
 - Payment on shipment rather than on receipt/acceptance
- Costs for equipment or services not wanted or needed
 - Software and Service Contracts on “Spare” equipment
- Items that can be completed by the agency at lower cost
- Factory acceptance testing performed out of the country or in a cost-prohibitive location



Contract Negotiations



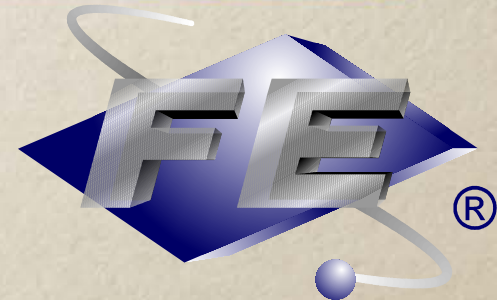
Small issues can impact the final contract

**Contract negotiations with the right support
and knowledge
can ultimately save millions**



Q&A – DISCUSSION

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Thank You

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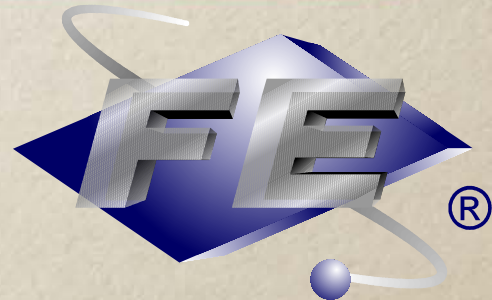




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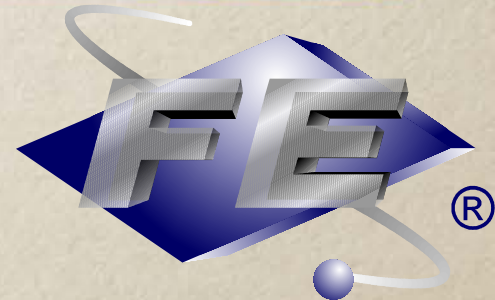




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