

unique in that they might be able to see the cumulative effect of all this negotiation training over such a long period of time.

Courses

The System's Group's (formerly Defense Systems and Electronics Group [DSEG]) human resource development (HRD) management and development training branch was responsible for the three courses. Each of these courses was normally offered every other month at TI. The course descriptions and objectives follow:

- **Effective Negotiations I (ENI)** is a three-day, basic theory and skills course designed for TIers who are directly or indirectly involved with TI's buying or selling functions (namely, sales, purchasing, contracts, marketing, and engineering). It is especially important for those who interface with TI suppliers.

The course objectives are

- Define "effective" negotiation.
 - Identify and apply key strategies and tactics.
 - Learn how to efficiently and effectively plan for critical negotiations.
 - Identify the traits of successful negotiators.
 - Learn how to effectively negotiate agreements that lead to mutual satisfaction for all parties.
- **Effective Negotiations II (ENII)** is a three-day, skill-building course designed for TIers involved in buying or selling functions. Effective Negotiations I is a prerequisite. It is also recommended that TIers wait six months after taking ENI before taking ENII. ENII further develops and enhances negotiation skills based on techniques explored in ENI.

The course objectives are

- Identify and apply the five negotiation stages used during negotiation planning.
 - Effectively negotiate changes to previously agreed upon contracts.
 - Identify and implement advanced tactics and strategies used by successful negotiators.
- **Communicating for Agreement** is a three-day, introductory course designed for TIers involved in buying and selling functions plus supervisors, managers, and buyers (buyers must have taken Basics of Supervision before attending this class). The course addresses knowledge, skills, and attitudes required for successful negotiations.
 - The course objectives are
 - Define "negotiation" and describe its uses and abuses.

- Demonstrate the skills used to negotiate positively to enhance relationships.
- Explain and apply the situational influence model in the negotiation process.
- Identify and analyze influence styles.
- Explain the range of strategies and tactics applied in generating lasting agreements.

The Manager

An 11-year veteran with Texas Instruments, Leo Griffith was manager of the management development training branch of the HRD division. Griffith reported to the director of HRD, who in turn reported to the vice president of human resources in Dallas. Griffith agreed with Graff that he should look at all the negotiation courses. Thereafter, Griffith gave Graff his full support to conduct the study.

Project Tasks

- There were 11 steps to follow for obtaining the data for the project:
1. Develop a comprehensive questionnaire and a cover letter explaining the study's purpose.
 2. In tandem with the questionnaire, develop worksheets to help sort and organize all the incoming data.
 3. Obtain the necessary database from which questionnaire mailing labels could be easily generated.
 4. Field test the questionnaire by sending out a test mailing and evaluating the percentage and the quality of the returns.
 5. Edit the questionnaire as required based on the results from the test mailing.
 6. Once the questionnaire meets all the requirements, send out the remaining questionnaires.
 7. After all the questionnaires have been returned (based on the expected percentage as determined by the test mailing), begin sorting and organizing the data using the worksheets.
 8. If possible, analyze the data in terms of an actual return-on-investment (ROI) dollar amount for TI. Also, look for other nondollar values that occurred as a result of the training.
 9. Consolidate all the data into easily understood tables, charts, and matrices.
 10. Write a comprehensive report explaining the result in detail. Especially focus on the value of the training both to the individual participants as well as to TI as a whole.