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## **New Ideas about Negotiation Training and Organizational Capacity**

***By Hal Movius***

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In this podcast, Hal Movius and Noah Susskind discuss why building individual negotiation skills can fail to produce organizational results. Dr. Movius, co-author of a forthcoming book on building world-class negotiating organizations, explains how business leaders focus too much on building general negotiation skills, and not enough on assessing and changing organizational constraints—the way that roles, processes, and incentives are structured.

World-class negotiating organizations go beyond individual training; they work to implement effective preparation processes, to support negotiators with coaching and information, and to align goals with appropriate success metrics and rewards.