

EXECUTIVE INTELLIGENCE BRIEF

The psychology of negotiation

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Behavioral signals, negotiation risks, and SMARTnership moves that shape outcomes before the first offer.



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This is not a profile. This is a negotiation advantage.

Generated from publicly available professional information using NegoDNA™ DISC behavioral analysis. A strategic preparation tool
— not a psychological diagnosis.

The answer before the analysis

01 | THE 90-SECOND READ

John is a precision-driven, analytically rigorous negotiator who will not move until the numbers are fully reconciled and the risk picture is clear — patience and preparation are his competitive advantages. The single most important thing to know going into the room with him is that glossy proposals and high-energy persuasion will backfire; he responds to evidence, structured logic, and suppliers who can open their cost base without flinching.

Winning equation: come with verified numbers, a coherent cost model, and a long-term risk-sharing proposal — then give him the time and data he needs to validate every assumption before expecting a commitment.

1 Primary negotiation identity

He negotiates as a Conscientious-Steady hybrid: he wants rigorous analysis and durable relationships in equal measure, and he will not trade one for the other. His engineering background means he interrogates assumptions at a structural level, not just a commercial one.

2 Trust posture

At a trust score of 5 out of 10, he is neither hostile nor open — he is watchful and conditional. He extends trust incrementally through evidence, and a single inconsistency in your data or positioning can freeze that progression entirely.

3 Default style

His default is analytical-collaborative: he will invest heavily in understanding your cost base and constraints before tabling positions, and he expects the same intellectual honesty in return. Pressure tactics or artificial urgency will cause him to disengage rather than concede.

4 Most important implication

The single biggest thing to get right is data integrity — every figure you present must reconcile cleanly, because he will check them, and a number that does not hold up destroys more than the point it was meant to support.

28

DOMINANCE SCORE

5/10

TRUST ORIENTATION

8.1

DEAL COMPLEXITY

The signals that must not be lost

02 | KEY BEHAVIORAL SIGNALS

These are the high-value behavioral signals from the original NegoDNA read that should remain visible in any executive version.

1 Data Before Decisions

He will not move on any commercial position until the underlying cost data is verified, making thorough preparation the single most important factor in negotiating successfully with him.

2 Relationships Built Slowly

His moderate trust score means he extends confidence incrementally, so counterparts who demonstrate transparency early will gain disproportionate influence over time.

3 Process Earns Respect

His C-dominant profile means he responds positively to structured agendas, written proposals, and clear timelines, treating process discipline as a signal of professional credibility.

4 Partnership Over Transaction

His stated commercial philosophy and Steady trait combine to make shared-risk, long-term framing far more persuasive to him than short-term pricing arguments.

5 Engineering Shapes Everything

His technical formation means he will challenge assumptions at the mechanistic level, and counterparts who can engage with operational and cost-model detail will earn his genuine respect.

Counterparty snapshot

03 | IDENTITY, VALUE LOGIC, AND LIKELY RESISTANCE

At the table, he is a methodical, long-horizon thinker who treats negotiation as a structured problem-solving exercise rather than a contest of will. He is comfortable with silence and slow pace, and he will ask more questions than most counterparts — not to stall, but because he genuinely needs to understand the mechanics before he can commit. His collaborative instinct is real, but it only activates once his analytical threshold has been satisfied.

D**DELIBERATE****ROI****DURABILITY****Pace****METHODICAL**

WHAT THEY LIKELY VALUE

He values precision, long-term commercial logic, and supplier relationships that hold up under operational stress. He also values being brought in early — being handed a finished scope signals that the other side does not take procurement seriously.

WHAT EARNS RESPECT

He respects counterparts who have done the work — who can explain their cost structure openly, acknowledge risk honestly, and engage with his questions as legitimate rather than inconvenient. Intellectual rigour earns more credibility with him than seniority or relationship warmth.

WHAT THEY LIKELY DISLIKE

He dislikes vague value propositions, inflated headline numbers that obscure real unit economics, and any tactic that substitutes urgency or charm for substance. Being pushed to decide before he has finished his analysis will frustrate him deeply.

WHAT TRIGGERS RESISTANCE

His resistance is triggered by opacity: undisclosed assumptions, selective data presentation, or positions that shift without a clear analytical reason. Any sense that he is being managed rather than informed will cause him to slow down and dig harder.

DISC behavioral profile

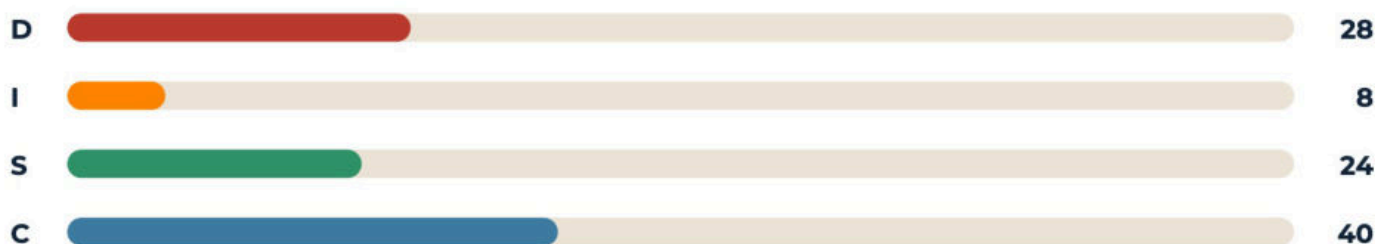
04 | CONSCIENTIOUS / STEADY

John's dominant DISC dimension is Conscientiousness (C=40), and it saturates his LinkedIn profile. His explicit admission that colleagues say he asks 'too many questions' — paired with his unapologetic defence of that habit — is a textbook C signal: detail orientation worn as a professional identity rather than an apology. His engineering background reinforces this; he is wired to model systems before he trusts them, and he applies that same discipline to commercial structures. The phrase 'I want the numbers to reconcile before I will move' is not a negotiating posture — it is a description of how his mind actually works.

The secondary Steadiness dimension (S=24) shows up in the relational and organisational language he uses. He frames supplier relationships in terms of longevity ('long-horizon agreements', 'still make sense three years in') and shared exposure ('shared risk'), which reflects S's preference for stability and mutual commitment over transactional wins. His organisational mission — transforming a buying function into one that is 'invited into the business case early' — is a Steadiness-flavoured leadership goal: building trust incrementally, integrating rather than disrupting, earning a seat rather than claiming one.

His Dominance score (D=28) is present but clearly subordinate. There is drive and strategic ambition here — he manages 1.4 billion dollars of spend across twelve markets — but he does not project it through urgency or assertiveness. Instead, it surfaces in the quiet confidence of his writing style: no hedging, no corporate filler, direct declarative sentences. He leads through intellectual authority rather than positional force, which is consistent with a C/S profile where dominance is expressed through competence rather than command.

The low Influence score (I=8) is telling. There is no relationship-warming language in his profile, no appeal to shared values or emotional connection, no name-dropping or social proof. He does not sell himself — he documents himself. This is someone who is genuinely uninterested in being liked in the room and deeply interested in being right. Counterparts who open with rapport-building, enthusiasm, or personality-forward tactics should expect a courteous but unmoved response; John signals clearly that substance is the only currency he trades in.



D = 28 | Dominance

Drive for results, control, and pace.

I = 8 | Influence

Use of persuasion, warmth, and relationship.

S = 24 | Steadiness

Comfort with consistency, patience, and process.

C = 40 | Compliance

Attention to accuracy, detail, and analysis.

Trust orientation

05 | BALANCED TRUST

5/10

1 = earns trust first

10 = starts with trust

A trust score of 5 out of 10 reflects a man who extends trust conditionally and earns it slowly — on both sides of the table. His profile contains no language of openness or good faith assumption; instead, it is framed around verification, preparation, and the elimination of surprise. The specific phrase 'discover a surprise at implementation' functions as a professional nightmare scenario for him, and his entire working method is designed to prevent it. This means he enters negotiations in a cautious, information-gathering mode, and counterparts who withhold data or use ambiguity strategically will trigger defensive, not collaborative, behaviour.

The engineering-to-procurement career arc deepens this pattern. Engineers are trained to treat unknown variables as risks, not opportunities. John has carried that epistemology into commercial negotiation: he would rather spend an extra week understanding a supplier's cost base than operate on trust that the numbers are sound. This is not cynicism — it is structured scepticism, and it is professionally rational at his level of spend. However, it does mean that trust-building with John is a slow, evidence-led process. Suppliers who demonstrate transparency early — who open their cost models, explain their margin assumptions, and flag their own risks proactively — will move the needle meaningfully.

The 5/10 score also reflects an upside: John is not closed. He is building supplier relationships designed to 'survive contact with reality', which requires some degree of genuine openness to partnership. The trust ceiling exists, but it is not a wall — it is a gate that opens with demonstrated reliability over time. His organisational transformation work, moving procurement from transactional to strategic, suggests he actively wants deeper supplier relationships; he is simply unwilling to fund them with trust he has not yet validated.

What builds trust

Trust builds through consistent, verifiable information shared proactively over time — particularly when you volunteer data that is not flattering to your own position. Honouring every process commitment, however small, compounds positively with him.

What destroys trust

Trust is destroyed the moment a number or claim cannot be substantiated on scrutiny, or when he detects that information was withheld for tactical advantage. He does not easily forgive data surprises because to him they represent either incompetence or bad faith.

How to raise the score

To move his trust score above 5, share detailed cost or risk information before he asks for it, demonstrate that your long-term interests genuinely align with his, and show patience with his validation process without pushing for artificial closure.

Default negotiation style

06 | ANALYTICAL-COLLABORATIVE

ANALYTICAL-COLLABORATIVE

METHODICAL

DELIBERATE

PRINCIPLED

ENABLING

John's negotiation style is best described as Analytical-Collaborative: he arrives with a fully modelled position, refuses to move without data, and ultimately seeks agreements that are structurally sound rather than negotiating victories. He is not a haggler and not a positional bargainer in the classical sense. He is building a case, and he expects the counterpart to be doing the same. The most productive negotiations with him are ones framed as joint problem-solving exercises with full information on the table — not as competitive exchanges where each side manages what it reveals.

In practice, this style means John will slow a negotiation down when he senses ambiguity or when the numbers do not yet add up. He will ask precise, sequential questions and he will notice if the answers are inconsistent across sessions. He is unlikely to be rushed by deadline pressure or moved by appeals to relationship or partnership language that is not backed by commercial substance. His preparation will typically exceed his counterpart's, which gives him confidence to wait. Counterparts who mistake his patience for passivity will find themselves on the back foot when he surfaces an inconsistency they thought had passed unnoticed.

The collaborative dimension of his style is real but conditional. John's stated mission — long-horizon agreements, shared risk, commercial terms that hold up over time — is genuinely partnership-oriented, and he will engage warmly with suppliers who demonstrate the same orientation through their behaviour rather than just their language. The path to genuine collaboration with him runs through the detail work: a supplier who sits down with him to model a cost structure together, who explains rather than defends their margin, and who flags a risk before John finds it himself, will unlock a counterpart who is fully capable of creative, flexible deal-making. The analysis is the relationship, for John — get that right, and the rest follows.

1 Competitive mode

When he shifts into competitive mode it is typically slow and quiet — he stops asking questions, withdraws to internal analysis, and uses process and information asymmetry as leverage rather than open confrontation. He may request extensive documentation or introduce additional stakeholders as a way of slowing momentum he does not trust.

2 Collaborative mode

His collaborative mode unlocks when he is confident that your numbers are sound and your intentions are consistent with a durable partnership. Once that threshold is crossed, he will engage constructively on shared risk structures, joint cost reduction, and long-horizon terms that most counterparts would not surface.

Best counter-strategy: Match his analytical rigour completely, propose a structured agenda that separates data validation from commercial negotiation, and resist any impulse to accelerate — his pace is the price of his genuine collaboration.

Communication style

07 | LEAD WITH SIGNAL, NOT VOLUME

DO THIS

Send a detailed pre-meeting agenda and supporting data at least 48 hours in advance so he can review figures before any discussion begins.

Back every claim with traceable evidence — cost breakdowns, benchmarks, and methodology notes — because he will cross-check them independently.

Use precise, technical language that respects his engineering background; frame commercial terms in quantitative rather than qualitative terms.

Acknowledge open questions explicitly and commit to specific follow-up timelines rather than brushing uncertainty aside.

Reference the long-term implications of any proposal, connecting it to three-year viability and shared risk, which aligns with his stated priorities.

Allow silence after presenting data; he processes carefully and does not need to be filled in — rushing him signals you are hiding something.

AVOID THIS

Do not open with relationship-building small talk as the primary mode — he values substance over rapport and will read excessive warmth as a distraction tactic.

Never present rounded or approximated numbers without explaining the basis; vague figures will immediately lower his trust in you.

Do not apply deadline pressure or urgency tactics early in the process — he interprets manufactured urgency as a sign the deal does not stand on its own merits.

Avoid grand vision language or high-energy enthusiasm without underpinning it with data; inspiration without evidence lands as noise to him.

Do not skip steps in the commercial logic, assuming he will take conclusions on faith — he needs to see each link in the chain himself.

Never contradict a position you previously committed to without a clearly documented reason; inconsistency will erode his already moderate trust level rapidly.

Negotiation strengths

08 | WHERE THE COUNTERPART IS STRONGEST

1 Rigorous Cost Analysis

His engineering background combined with a high Conscientiousness score (C=40) means he naturally decomposes supplier cost structures before committing to any position. He is unlikely to accept headline pricing at face value and will pursue reconciliation of figures until the numbers hold up under scrutiny. This makes his negotiated agreements financially robust and defensible internally.

2 Long-Horizon Relationship Building

His Steady trait (S=24) drives a preference for durable supplier partnerships over transactional wins, consistent with his stated focus on agreements that remain commercially sound three years out. He invests in understanding counterpart motivations, which builds the kind of mutual trust that sustains contracts through market disruptions. This orientation supports lower supplier attrition and more collaborative problem-solving over time.

3 Structured Risk Management

With a dominant C profile, he approaches risk systematically, mapping exposure across twelve markets and a 1.4 billion dollar spend portfolio before entering negotiation. He builds shared-risk frameworks into commercial terms rather than leaving risk allocation to implementation surprises. This proactive discipline reduces costly contract disputes and protects Meridian's operational continuity.

4 Cross-Functional Credibility

His goal of embedding procurement into early business case development signals strong internal influencing capability, moving his team from a reactive to a strategic function. His engineering heritage gives him technical language that earns respect from operational stakeholders who would otherwise bypass procurement. This positioning increases his leverage in external negotiations because suppliers recognise they are dealing with a function that shapes scope, not just prices it.

5 Disciplined Preparation

He explicitly values spending extra time understanding supplier economics before moving, reflecting a deliberate, evidence-led negotiation cadence consistent with his DISC profile. This preparation means he enters negotiations with fewer assumptions and more verified anchors, reducing the risk of being outmanoeuvred by well-prepared counterparts. His counterparts frequently find it difficult to obscure costs or introduce false urgency because he has done the work in advance.

6 Analytical-Collaborative Balance

His combined C and S profile produces a negotiation style that is simultaneously data-driven and relationship-aware, a pairing that is relatively rare and commercially powerful. He can hold firm on factual positions without damaging the relationship, and he can pursue collaborative solutions without sacrificing commercial discipline. This balance makes him effective across both strategic partnership negotiations and complex multi-party sourcing events.

Risks and blind spots

09 | WHERE THE DEAL CAN BREAK

1 Analysis Paralysis Under Time Pressure

His strong C tendency and self-described preference for thorough cost reconciliation can cause him to delay closure when deadlines are imposed externally. Counterparts who introduce artificial urgency or compressed timelines may frustrate his process and extract concessions simply by threatening to walk away before he feels analytically ready. He should develop pre-agreed internal decision thresholds so that time pressure triggers a prepared response rather than a reactive one.

2 Low Trust Limiting Concession Flexibility

With a trust score of only 5 out of 10, he is likely to scrutinise supplier claims closely and may signal scepticism in ways that slow relationship development or cause counterparts to become defensive. Suppliers who sense distrust may withhold the transparent cost data he relies on, creating a self-reinforcing cycle where lack of trust produces less information, which justifies further caution. Building structured transparency mechanisms into supplier engagement, rather than relying on relational trust alone, would help him obtain the data he needs without interpersonal friction.

3 Underselling Internal Value

His low Influence score (I=8) suggests he may be less comfortable with persuasive communication or visible advocacy, which can limit his ability to promote the procurement function's achievements to senior leadership. If the business does not perceive the value he creates, his seat at the early business case table remains vulnerable despite the genuine strategic work he delivers. He would benefit from deliberately translating analytical outcomes into commercial narratives designed for executive audiences.

4 Conflict Avoidance at Critical Junctures

His Steady trait can generate a reluctance to confront counterparts directly when negotiations stall or when supplier behaviour is commercially unacceptable. In multi-party or high-stakes situations, this may result in him tolerating suboptimal terms longer than is strategically wise to preserve relational comfort. Developing a structured escalation playbook would allow him to apply pressure in a process-driven way that does not feel personally confrontational.

5 Pace Mismatch with High-D Counterparts

Suppliers or internal stakeholders with dominant D profiles will push for fast decisions and broad strokes, which directly conflicts with his need to validate detail before committing. This stylistic gap can create frustration on both sides and may cause him to be perceived as obstructive rather than thorough. Preparing concise summary positions alongside his full analysis allows him to meet high-D counterparts at their pace without abandoning his standards.

6 Scope Creep Acceptance in Collaborative Mode

His preference for long-horizon partnership thinking, while a genuine strength, can lead him to accommodate supplier requests for scope adjustments or term modifications in the interest of maintaining the relationship. Over a multi-year contract lifecycle, incremental accommodations can erode the commercial value of the original deal in ways that are difficult to reverse. He should establish structured contract governance reviews at defined intervals to distinguish legitimate partnership evolution from value leakage.

Behavior under pressure

10 | WHAT HAPPENS WHEN THE ROOM GETS DIFFICULT

Under pressure, his high-C and moderate-S combination produces a predictable withdrawal pattern that can look like stalling but is in fact a structured self-protection response.

1 Data Retreating

When he feels pushed, he returns to the numbers as a way of slowing the process down and regaining control. He will request additional analysis, ask for cost model reconciliations, or table the conversation until more information is available. This is not evasion — it is his most comfortable defensive posture.

2 Reduced Disclosure

His already moderate trust score means that pressure causes him to share less, not more. He will stop volunteering internal constraints or budget context, making the negotiation surface harder to read. Pushing harder at this point is counterproductive and will deepen his silence.

3 Procedural Anchoring

He will invoke process, governance, or policy as a buffer — citing approval thresholds, sign-off requirements, or committee timelines. This gives him legitimate cover to decelerate without having to refuse directly, which his steady trait makes him reluctant to do.

4 Controlled Disengagement

If pressure is sustained or trust is breached, he disengages quietly rather than confrontationally — responses become shorter, meetings get rescheduled, and decision timelines extend. He will not escalate or argue; he will simply make the process inconveniently slow until the other party adjusts their approach.

Decision-making style

11 | HOW THEY GET TO YES OR NO

His decision-making is methodical, risk-conscious, and internally validated — he is the gatekeeper of his own conclusion and external pressure rarely accelerates the timeline.

1 Evidence First, Relationship Second

He will not move on personal rapport alone; the commercial case must be independently defensible before the relationship becomes a relevant factor. This means his yes is durable once given, but it cannot be borrowed in advance of the analysis being complete.

2 Sequential Gate Logic

He works through decisions in structured stages — scoping, cost validation, risk assessment, terms review — and will not compress or combine these stages under time pressure. Each gate must clear before he permits himself to move to the next, reflecting both his C-dominant process discipline and his engineering background.

3 Risk Asymmetry Sensitivity

He weights downside risk more heavily than equivalent upside opportunity, consistent with his high-C profile. A proposal that removes a concrete risk will advance faster than one that promises equivalent gain; framing options in terms of what could go wrong and how the deal mitigates it is more persuasive than highlighting potential returns.

4 Internal Deliberation Requirement

Even when he has all the information he needs, he requires uninterrupted time to reach his own conclusion before he is willing to commit. Decisions made in the room under observation feel forced to him; his most confident yes comes after he has worked through the logic privately and arrived there himself.

Closing implication: To close effectively with him, provide a complete, well-structured written summary of the agreed terms and their commercial rationale after the final meeting, then allow him a defined private review window before requesting confirmation — he will close faster when the decision feels self-directed rather than extracted.

How to deal with this counterpart

12 | RECOMMENDATIONS RANKED BY IMPACT – PART 1

1 Pre-Meeting Data Package

Send a structured briefing document at least 48 hours before any negotiation session, including cost breakdowns, benchmarking data, and a clear agenda. He processes information deeply before he is willing to move, so giving him time to interrogate the numbers independently will accelerate the actual session. Surprises in the room will cost you credibility and time.

2 Cost Model Transparency

Bring an open-book cost model or a detailed should-cost analysis to the table. His engineering background means he will reverse-engineer your pricing mentally regardless, and he will trust you more if you show your working first. Treating cost transparency as a gesture of partnership rather than a concession will register strongly with him.

3 Long-Horizon Framing

Position every proposal around a three-to-five year value horizon rather than a single transaction. He has explicitly stated he wants commercial terms that still make sense three years in, so short-term pricing plays or one-off incentives will feel misaligned with his mandate. Anchor discussions in total cost of ownership and relationship continuity.

4 Shared Risk Structures

Propose mechanisms such as volume guarantees, indexed pricing, or joint efficiency programmes that distribute risk between both parties. He is institutionally oriented toward shared risk and will view one-sided risk transfer as a structural weakness in the deal. Demonstrating that your model survives volatility will move him faster than margin concessions.

How to deal with this counterpart

13 | RECOMMENDATIONS RANKED BY IMPACT – PART 2

5 Allow Extra Time for Validation

Build at least one additional week of validation time into your negotiation timeline and communicate this proactively. He has said publicly that he would rather spend an extra week understanding a supplier cost base than face implementation surprises, and pressuring him into premature closure will erode trust. Patience here is not a delay; it is a trust deposit.

6 Involve His Internal Stakeholders Early

Acknowledge that part of his mandate is positioning procurement as a function invited into the business case early rather than handed a signed scope. Offer to engage his internal engineering or finance stakeholders directly in a joint working session. This supports his internal credibility and signals that you understand his organisational context, not just his category needs.

7 Structured Concession Sequencing

Present concessions in a logical, documented sequence rather than making ad hoc adjustments in the room. His high Conscientiousness score means he will track every movement and look for the internal logic behind each one. Label each concession explicitly, explain its commercial basis, and confirm mutual understanding before moving to the next variable.

8 Reference Implementation Evidence

Back every claim with verifiable implementation data from comparable contracts, including timelines, deviation rates, and post-award performance metrics. His trust score of 5 out of 10 indicates residual scepticism that claims will match delivery, so evidence from live contracts carries far more weight than prospective projections. Case studies with named metrics will outperform testimonials or general statements.

Language – what to say, what to avoid

14 | FIELD-TESTED PHRASES

USE THIS	INSTEAD OF THIS	WHY IT WORKS
Let me walk you through the cost build line by line so you can validate each assumption.	Trust me, the price is very competitive.	He requires data reconciliation before he will move and will interpret unsupported assurances as evasion rather than confidence.
What would we need to agree today to make this relationship still work well in year three?	If you sign this month we can offer a special one-time discount.	His stated mandate is long-horizon agreements, and short-term incentives signal misalignment with how he evaluates deals.
Here is how the risk is shared across both parties under different volume scenarios.	That risk sits entirely on your side, it is standard in our contracts.	He actively seeks shared-risk structures and will treat unilateral risk transfer as a red flag rather than a normal commercial position.
Take the time you need to review the model; we can schedule a follow-up session to address any gaps.	We need a decision by end of this week to hold the pricing.	Artificial deadline pressure conflicts directly with his preference to understand fully before committing and will damage his trust in the process.
We have run this contract structure in three comparable markets and here are the actual performance outcomes.	Our clients always find this approach works extremely well.	His moderate trust level means general positive statements register as noise; specific, verifiable outcomes register as evidence.

Red flags across the table

15 | WARNING SIGNS THAT THE NEGOTIATION IS AT RISK

! Resistance to Detailed Cost Disclosure

If he begins requesting increasingly granular cost data and senses any reluctance or inconsistency in the responses, he will interpret this as concealment and his trust level will drop sharply. His engineering background gives him the tools to identify gaps in cost logic, and he will probe until satisfied. Inconsistency between numbers presented at different points in the negotiation will be noticed and remembered.

! Compressed Timelines or Artificial Urgency

Any attempt to manufacture urgency or compress his decision timeline will be read as a manipulation tactic and will cause him to slow down rather than accelerate. He has a documented preference for thorough understanding over speed, and pressure signals that something is being hidden from his review. This is one of the most reliable ways to lose his confidence in a negotiation.

! Scope Creep or Post-Agreement Changes

Given his focus on terms that hold up over time, any deviation from agreed scope or terms after heads of agreement are reached will be treated as a serious breach of process rather than a normal commercial adjustment. He will likely have documented every agreement point carefully and will reference original positions precisely. Attempting to reopen settled points without a structured rationale will confirm his worst-case assumptions about the counterpart.

! Over-Reliance on Relationship Language Without Substance

Frequent appeals to partnership, trust, or long-term relationship without supporting them with commercial evidence will ring hollow given his trust score and analytical orientation. He values relationships that are evidenced by consistent behaviour and sound commercial structure, not ones that are asserted verbally. Heavy use of relationship language in the absence of data may actually increase his scepticism.

! Bypassing His Process to Reach Internal Stakeholders

Attempting to build momentum by going directly to his internal business stakeholders or senior leadership without his knowledge or endorsement will be perceived as a significant breach of protocol. Part of his mandate is to be the function invited in early, and undermining that positioning will damage both trust and his internal standing. Any multi-stakeholder engagement should be proposed to him first and structured through his process.

SMARTnership strategy architecture

16 | MOVE FROM PROFILE TO DEAL DESIGN

Convert John's high-C analytical precision and moderate-S relationship stability into a deal architecture built on verified data, transparent process, and long-horizon value variables that reduce his implementation risk.

A NegoEconomics

John's engineering background means he will scrutinise unit economics, so bring cost-model transparency and offer variables—extended warranty, phased delivery, performance guarantees—that cost you little but directly reduce his total cost of ownership. Avoid leading with price; instead surface the variables he can model, because a deal he has stress-tested himself is one he will defend internally.

B TrustCurrency

Trust with John is earned through accuracy and follow-through, not rapport or enthusiasm; every number you give him should reconcile, every commitment should be met on schedule. His trust score of 5/10 signals residual scepticism, so proactively share data, reference verified case studies, and never overstate a claim he can later disprove.

C Rules of Engagement

Propose a structured dialogue with an agreed agenda, defined information-exchange milestones, and a clear timeline—he will welcome this as a sign of professional seriousness rather than as a constraint. Frame the process as a joint due-diligence exercise, which aligns with his stated preference for understanding supplier cost bases before moving.

D SAM posture

Position as a strategic knowledge partner, not a vendor seeking volume; arrive with category intelligence, market benchmarks, and risk maps that make his team look better internally. His stated organisational mission—elevating procurement's role—means you gain advantage by helping him demonstrate that rigorous supplier engagement produces superior commercial outcomes.

NegoEconomics variable map

17 | LOW-COST VARIABLES, HIGH-VALUE OUTCOMES

Mapping variables before price prevents John from anchoring the entire conversation on unit cost, and gives his analytical mind a richer set of dimensions to model—where your flexibility is highest and his value perception is sharpest.

1 Payment-term flexibility

Extended payment windows cost you manageable cash-flow timing and give John's treasury measurable working-capital benefit he can quantify in his own models, making him a champion of the deal internally.

2 Performance-linked pricing bands

Tying price to agreed KPIs (uptime, defect rate, delivery adherence) signals confidence in your own quality and directly addresses his risk-management priority, while capping your downside to outcomes you control.

3 Dedicated implementation support

Assigning a named technical contact for onboarding and transition costs you a scheduled resource but eliminates the implementation surprises John explicitly says he wants to avoid, raising his confidence in post-signature execution.

4 Multi-year volume lock with annual benchmarking rights

A long-horizon agreement gives you revenue predictability at minimal incremental cost, while the benchmarking clause lets John demonstrate to his board that the deal remains market-rational—addressing his stated goal of agreements that 'still make sense three years in.'

5 Transparent cost-model sharing

Opening your cost breakdown—materials, labour, margin—costs you only commercial discomfort but directly satisfies his engineering-driven need for numbers that reconcile, accelerating his internal approval process.

6 Joint risk-register and escalation protocol

Co-authoring a risk matrix and escalation path costs you a few hours of structured preparation and gives John a governance artefact he can present to stakeholders, reducing perceived contractual risk and reinforcing the shared-risk framing he values.

Team rule: No concession is made in the room without first naming the variable being traded and the condition attached—every move must be documented before the next one is offered.

TrustCurrency plan

18 | CONVERT ORIENTATION INTO WORKING TRUST

1 Before contact

Prepare a one-page briefing note showing you have studied Meridian's spend categories, his stated strategic priorities, and any public data on their supplier landscape—he will notice the preparation and it immediately signals you are not wasting his time. Verify every figure you intend to quote; he will cross-check them.

2 First message

Open with a specific, substantive observation about a challenge relevant to his role—not a generic introduction—and propose a structured first conversation with a clear agenda attached. Avoid superlatives and relationship-first language; lead with professional precision.

3 During discussion

Answer his questions directly and completely, and if you do not know something, say so explicitly and give a date by which you will respond—he values accuracy over fluency. Bring supporting data in a format he can take away and re-examine rather than relying on verbal persuasion.

4 After contact

Send a concise written summary of what was discussed, what you committed to, and the next step within 24 hours—this closes the analytical loop for him and differentiates you from counterparts who leave ambiguity. Honour every micro-commitment in that summary exactly as stated.

Between rounds, send one piece of relevant, unsolicited intelligence—a benchmark, a regulatory update, a risk flag—that demonstrates ongoing value and keeps credibility compounding without pressure.

Rules of Engagement

19 | AGREE HOW TO DECIDE BEFORE POSITIONS HARDEN

For John, agreeing the process upfront is not bureaucracy—it is evidence that you are a disciplined, low-risk counterpart who will not create the implementation surprises he is professionally committed to avoiding.

1 Agenda in advance

Share a written agenda at least 48 hours before each session so he can prepare data and questions.

2 Single information owner

Designate one person on each side responsible for data requests to prevent contradictory figures entering the discussion.

3 Questions answered in writing

Agree that complex technical or commercial questions receive written responses within an agreed window rather than verbal answers under pressure.

4 No surprise anchors

Neither party introduces a major new variable or price move without flagging it on the agenda beforehand.

5 Joint decision log

Maintain a shared document recording every agreed point after each session to eliminate ambiguity and reduce re-opening of settled issues.

6 Explicit next-step close

Every meeting ends with a documented next step, owner, and date—no session closes in open-ended 'we'll be in touch' terms.

Suggested phrase: Before we get into substance, I'd suggest we spend five minutes agreeing how we work together—agenda discipline, how we handle information requests, and how we log what we've agreed—so neither of us is navigating surprises mid-process. Does that work for you?

First conversation operating script

20 | THE OPENING SHOULD BE DESIGNED

1 0-2 min | Set the tone

Thank him briefly for his time, reference one specific and accurate detail about Meridian's procurement context to demonstrate preparation, and state the purpose of the meeting in one sentence. Avoid small talk beyond a single professional acknowledgement—he will appreciate directness.

2 2-5 min | Agree the process

Present the proposed agenda and the rules of engagement verbally, invite him to modify them, and confirm the time available—this signals discipline and respects his preference for structured dialogue. Document any changes he proposes; adopting his edits builds early trust.

3 5-18 min | Diagnose before proposing

Ask structured, open questions about his current supplier challenges, risk exposure, and what a successful three-year outcome looks like for his category—listen and take visible notes rather than pivoting to your solution. His high-C profile means he will share detailed information if he believes you are genuinely processing it.

4 18-27 min | Frame the variable landscape

Introduce two or three of the key value variables—not a full proposal—and anchor each to a specific priority he has just expressed, showing how you have been listening. Bring one piece of supporting data for each variable so he can begin his own analytical evaluation.

5 27-30 min | Close to next step

Summarise what you heard, confirm one open question you will answer in writing before the next session, and agree the date and agenda structure of the next meeting. Leave him with a single-page written summary document to review, not a sales deck.

Preparation checklist for the team

21 | WALK IN READY

1 Cost model ready

Prepare a transparent cost breakdown you are willing to share, with every figure independently verifiable.

2 Variable menu mapped

List all negotiable variables beyond price with your internal floor and ceiling for each, so you can trade deliberately rather than reactively.

3 Meridian risk profile researched

Review publicly available information on Meridian's markets, spend categories, and any reported supply-chain challenges relevant to his portfolio.

4 Reference cases verified

Prepare two or three comparable client case studies with quantified outcomes—numbers only, no testimonial language—that he can cross-reference.

5 Questions anticipated

Draft answers to the ten most rigorous technical and commercial questions a C-profile analytical buyer is likely to ask, and have supporting data ready.

6 Follow-up template drafted

Prepare a post-meeting summary template before the meeting so you can populate and send it within two hours of the session ending.

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22 | UPSIDE AND DIFFICULTY

John presents a genuinely strong collaboration opportunity for any supplier willing to invest in process quality and transparency. His Analytical-Collaborative style means he is not adversarial by default; he will move toward partnership efficiently if the commercial substance supports it. His background in engineering means he respects rigour and will reciprocate openness with openness once he has validated that his counterpart's numbers are internally consistent. The primary lever for collaboration is demonstrating that your commercial model is durable under the same scrutiny he applies to his own organisation's costs, which will shift his default posture from cautious validation to active co-construction of the deal structure.



The collaboration ceiling with John is high but takes longer to reach than with more impulsive negotiator types. His Steady dimension means he values continuity and will become a genuinely loyal counterpart once trust is established through consistent delivery against commitments. The practical path to maximising collaboration is to sequence the relationship carefully: lead with transparency on cost and risk, support his internal stakeholder programme explicitly, and propose joint governance mechanisms such as quarterly business reviews or shared performance dashboards that give him ongoing visibility. He is building a procurement function designed for long-term supplier partnership, which means a supplier who supports that organisational agenda, not just the immediate commercial terms, will earn a structural advantage in his allocation of time, data, and future scope.

Design the negotiation, do not improvise

23 | FINAL RECOMMENDATION

Close by presenting a written term sheet that translates the agreed variables into a structured framework—not a final contract, but a documented architecture he can review, model, and present to his stakeholders. This respects his need for analytical confirmation before commitment and positions the close as a logical conclusion to a rigorous shared process.

Position the close as the natural output of the due diligence you have conducted together, not as a sales moment.

1 Do

Provide a written summary of every agreed variable, the rationale behind each term, and a clear implementation timeline he can stress-test internally before signing.

2 Do not

Never apply time pressure, emotional urgency, or scarcity language—any manufactured pressure will confirm his residual distrust and cause him to slow down rather than accelerate.

Measure success by: Success is measured by whether he returns with modelled questions rather than objections—analytical engagement at the close signals he is building internal ownership of the deal.

Source basis and limitations

24 | RESPONSIBLE USE

This report is based on publicly available professional information and AI-assisted behavioral analysis. It is designed to improve negotiation preparation, not to diagnose a person or make definitive psychological claims.

1 Use as a hypothesis

Treat each insight as a working assumption. Confirm or adjust based on live behavior.

2 Prioritize observed behavior

If behavior in the room contradicts the profile, live evidence takes precedence.

3 Avoid stereotyping

DISC signals are planning tools, not fixed identity claims.

4 Update after each round

Capture what they actually value, resist, and verify. The profile sharpens with every interaction.

Source: original NegoDNA™ behavioral profile for John Doe. Prepared as a premium SMARTnership negotiation intelligence report. © SMARTnership™ — confidential.