NEGOTIATION TACTICS

ENGAGING IN SHADY DEALINGS



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This guide will boil down the essence of successful commercial negotiations, and go into a spectrum of proven techniques, combining practice and theory.



Negotiation is a nebulous beast, and there is no one approach that can guarantee success. This document comprises 40 negotiation techniques that can be used (or should at least be recognised) across a variety of sales scenarios.

40 Negotiation Tactics

This guide will boil down the essence of successful commercial negotiations, and go into a spectrum of proven techniques, combining practice and theory. These insights are honed through years of handson experience and a commitment to continuous learning.

When in the trenches of negotiation, you can find yourself engaged for days with highly trained buyers looking to block deals, drive down price and maximise margin. Strategic negotiation becomes not just a skill, but an imperative.

Insights gleaned from influential literary works, including the intriguingly titled "The Little Treaty on Manipulation for Honest People" by Robert Vincent Joule and Jean-Léon Beauvois, as well as "Power" by Robert Greene, have all supported years of learning on the job at the cold face. These books have played a pivotal role in shaping the perspectives within this guide, and enhancing the effectiveness of these commercial strategies.

This guide will help you elevate both your own negotiation skills, and your ability to recognise these methods in the wild.

Differentiating Sales & Negotiation

Sales and negotiation are connected, but they refer to distinct activities within the broader context of business and interpersonal interactions.

SALES

- 1. **Definition:** The process of persuading and convincing a potential customer to invest in a product or service. It involves tasks such as prospecting, lead generation, presenting the product or service, handling objections, and closing the deal.
- 2. Goal: Exchange a product or service for money. Sales professionals aim to meet the needs of customers and create value while reaching revenue targets for their company.
- **3.** Focus: Understanding customer needs, demonstrating the value of the product or service, and ultimately closing the sale. It often involves a structured and systematic approach to moving a potential customer through the sales funnel.

NEGOTIATION

- 1. **Definition:** The process of reaching an agreement between two or more parties who have conflicting interests or preferences. It involves discussing and communicating to find a mutually acceptable solution.
- 2. **Goal:** Reach a compromise or agreement that satisfies the interests of all parties involved. Negotiation can occur in various contexts, such as business deals, employment contracts, or resolving conflicts.
- **3.** Focus: Finding common ground, resolving differences, and creating a win-win situation. It requires effective communication, understanding the needs and concerns of all parties, and the ability to make concessions while achieving one's own objectives.

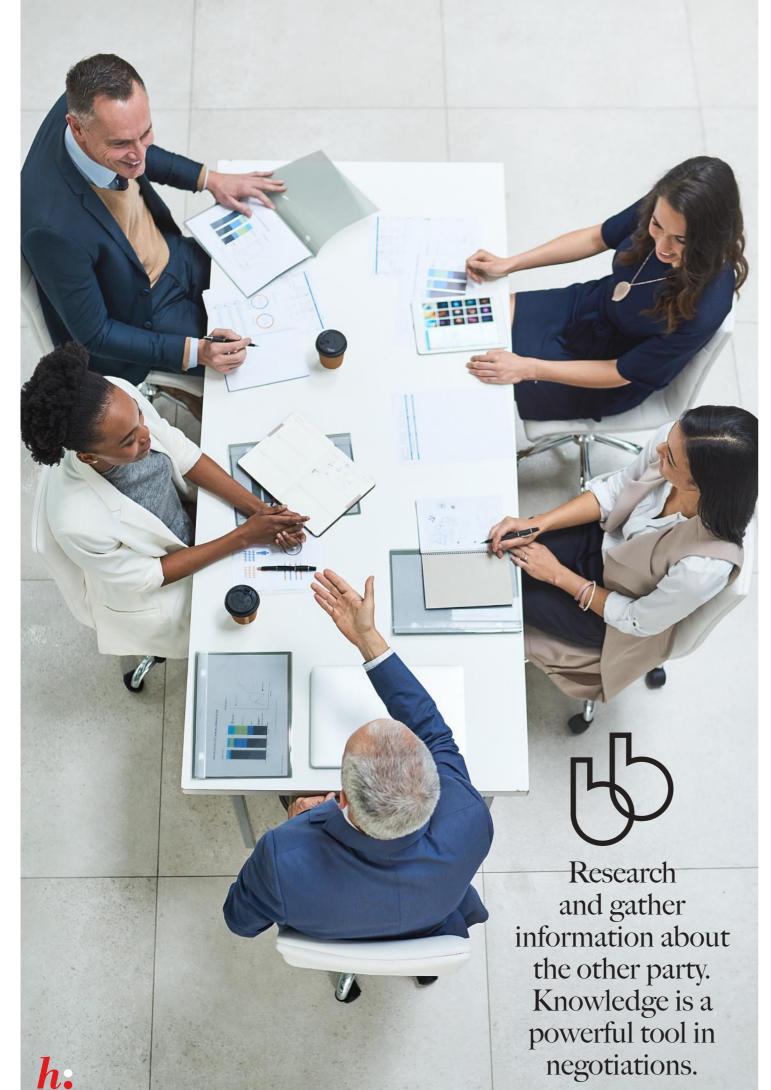
In summary, sales is a subset of the broader process of negotiation. While sales specifically deals with convincing a customer to make a purchase, negotiation encompasses a wider range of scenarios where parties seek agreement or resolution in situations where there are conflicting interests. Both skills are crucial in business, as successful sales often involve effective negotiation, and negotiation skills are valuable in various aspects of wider professional and personal life.

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In summary, sales is a subset of the broader process of negotiation.







Introducing Negotiation

A good negotiator embodies a combination of mindset. preparation, communication skills, and adaptability. Here are some tactics and tips to help you become a more effective negotiator.

MINDSET

- and cooperation.
- agreeable solutions.
- perception others have of you.
- hinder progress.

BEING A BETTER NEGOTIATOR

- powerful tool in negotiations.
- the conversation.
- concerns and motivations.
- and trust.
- constructive.
- mutually beneficial outcomes.
- communication.

Remember that negotiation is a skill that can be developed through practice and continuous learning. Reflect on your experiences, seek feedback, and refine your approach based on the lessons you learn from each negotiation.

1. Win-Win Attitude: Aim for solutions that benefit all parties involved. A win-win mindset promotes long-term relationships

2. Empathy: Understand the perspectives and emotions of each party. Empathy helps you build rapport and find mutually

3. Confidence: Believe in your abilities and the value you bring to the negotiation. Confidence will positively influence the

4. Patience: Negotiations can take time. Be patient and avoid rushing decisions. Give the process the time it needs to unfold. 5. Adaptability: Be flexible and open to adjusting your approach based on the evolving dynamics of the negotiation. Rigidity can

1. Preparation: Research and gather information about the other party, their needs, and potential alternatives. Knowledge is a

2. Set Clear Objectives: Define your goals and priorities before entering the negotiation. Knowing what you want helps guide

3. Active Listening: Listen more than you speak. Pay attention to verbal and non-verbal cues to understand the other party's

4. Build Rapport: Establish a positive and collaborative relationship. People are more likely to agree with those they like

5. Silence Can Be Powerful: Don't be afraid of pauses in the conversation. Silence can prompt the other party to share more information or reconsider their position.

6. Negotiate Issues, Not People: Focus on the specific issues at hand rather than making it personal. Keep the discussion

7. Creative Problem Solving: Be open to finding innovative solutions. Sometimes, thinking outside the box can lead to

8. Know When to Walk Away: Understand your BATNA (Best Alternative to a Negotiated Agreement). Knowing your limits and being willing to walk away can strengthen your position.

9. Control Emotions: Stay calm and composed, even in challenging situations. Emotional reactions can hinder effective

10. Summarize and Document: Summarize key points during the negotiation and document any agreements. This ensures clarity and helps prevent misunderstandings.

40 Negotiation Tactics

Here are 40 methods that can be employed throughout negotiations. Some might seem very simple - others will appear more sophisticated.

Disclaimer: Most of the following points are tactics used by buyers (aka clients), but they're worth being aware of so you can recognize them.

It's also worth mentioning that Hanson Search does not promote or encourage some of the more aggressive or manipulative methods on this list. Our aim is simply to bring them to your awareness.



The Russian Front

01 This is a well-known method among salespeople, involving presenting you with two proposals. One is so unappealing (sending you to the Russian Front) that you end up accepting the second one. If you find yourself in such a situation as a potential buyer, don't accept either one - it's a trap!



02 Request a price quote for only a portion of what you need; then, during face-to-face negotiations, inquire about prices for different quantities, gradually escalating until you reach the quantity you truly require. The other party is more likely to compromise if you promise more in return.

If you are willing to commit to a three-year contract, negotiate rigorously for a one-year agreement, then inquire about additional benefits for a two-year contract. After securing additional concessions, inquire about their offer for a three-year contract.

This strategic approach should yield favourable results. By progressively increasing the quantities from the initial demand, you incentivize the seller, fostering the hope of a larger-than-expected volume of business, which may enable them to offer a lower price due to the increased quantities.



To wipe the slate clean of a proposal without explicitly saying no...

... Accept their absurd proposition on the condition that they accept an equally ridiculous condition you will propose. It works every time, with the counterpart being unthinkable on their end.

The Broken Record

04 State the point or request you're making repeatedly. Each repetition strengthens the firmness of your demand until it can no longer be ignored. This underscores the need for perseverance in a negotiation. Refuse to take a 'no' at face value without testing it.

The Trojan Horse

05 Be cautious of an offer that is 'too good to refuse.' Check if there are hidden problems or disadvantages. You don't want to be that buyer who happily accepts a fixed-price offer for twelve months and later discovers that market prices have dropped!

Always step back from an offer and revisit it later, once emotions are set aside.



06

The Dutch Auctions

Both parties bid against each other. As the bids increase, rational judgment is set aside, and victory becomes the predominant objective.

We are far from the guintessence of negotiation here, which is win-win and joint problem resolution. Instead, we are in the rudimentary stages of barter and haggling. It's only one step above the primal urge to win a race or fight.



The False Catastrophe

Imply that a deadlock will lead to catastrophic consequences. It's possible to use threats such as "It may be

just a small order, but if we don't reach an agreement, it could affect all your relations with our group."

Keep your cool; they are trying to lead you into the realm of emotion, specifically fear, to hasten your decision.



The Pre-emptive Strike

This approach shuts down any possibility of negotiation. For example, "I have a contract here for twenty thousand pallets; if you agree to a price of X€, I'll put it in your name!"

It implies that the negotiation is all but done, and the only options left are "yes" and "no." Sometimes, this can trigger a panic reaction in the other party and make them accept.



The Secret Diplomacy

A casual meeting or informal contact can be used to test certain approaches, positions, sensitivities, etc. Be sure to define the purpose of such a meeting; don't informally conclude a formal agreement!

This can be remarkably effective if used at the right moment in a negotiation.



The Non-Reception Tactic

Suggest that the proposals made by the other party cannot be taken seriously, for example, using phrases like "Are you serious?" or "Let's stop joking!"

It implies that if they are serious, they can't possibly entertain the idea of reaching any agreement. If said with a smile, it's unlikely to be taken poorly.

This can be particularly effective in thwarting anchoring tactics that the other party is trying to establish.



The Appeal to Authority

"If you can lower your price by 3%, I'm confident I can convince my boss to move forward."

Invoking an authority figure above you can be formidable in a negotiation; however, this strategy is a double-edged sword and could also work against you. It suggests that you are not the ultimate decision-maker; caution is advised!



The Personal Favor

This is essentially an emotional stance. Emphasize all the difficulties that you, personally, have encountered in dealing with the other party, for example, "I really had to fight to get our engineers to even take a look at your product" or "I had to request a special procedure for your invoices to be paid within the deadlines you wanted."

Some representatives who go door-to-door use this technique; for example, "If I sell one more, I'll win our contest." The aim is to indicate that making an additional request or refusing to buy would be unreasonable.



The Hypothetical Scenario "What if...?" "Suppose that..."

This tactic is employed to introduce a new idea and help break through an impasse. It allows for the discussion of certain points without the fear of commitment. However, the hypothetical scenario can be a double-edged sword, depending on when it is used in a negotiation.

If used during the exploration and testing stage, it can open up interesting alternatives and contribute to shaping an agreement. If employed late in the process, after an initial framework of agreement has been established, it can lead to frustration. One party may perceive it as not a step forward but a step backward, disrupting the framework and requiring a restart of the negotiation process.

The Why's

14 One should never hesitate to question the other party, especially in the early stages of negotiation, when positions are still being defined. Use "Why?" to challenge any new proposal. The explanation provided can often reveal information about the points that are most critical for the other party.

It might seem obvious or almost too simple, but few dare to employ this tactic in the initial phases of negotiation, leaving one to wonder why not!



Smoke and Mirrors

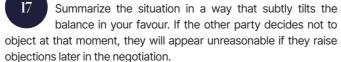
This tactic involves emphasizing a point that is of relatively little importance so that, when an agreement is finally reached on this point, the other party, thinking they have "broken the back" of the negotiation, believes they can relax. When it comes to the real issue, it receives less attention.



The Deliberate Misunderstanding

16 This is a very useful strategy when you need to buy time to think about a proposal, a scenario, or a complicated explanation. Saying, "Could you just go back to that?" can either allow you to gain time or discourage the other party from using such a complex mechanism.

The Incorrect Summary



If they do object you can take that as a sign that they're very assured and clear in what they're offering.

"And One Last Little Thing"

18 This tactic can be employed at the end of a negotiation, especially if reaching the current situation has taken a considerable amount of time. An additional concession may sometimes be easily obtained, counting on the fact that the other party will not want to jeopardize what has already been achieved.

But beware — the "last little thing" should not be crucial to the extent of reopening the entire negotiation. It can, however, provide you with a small bonus win.

19

The New Faces

Send in another team or refer to another person or group. The new individuals will not be bound by what has been negotiated so far. This is a tactic that is sometimes used in political negotiations.

This method is often counterintuitive in business because one would think that a person should be there from the beginning to maintain a certain coherence with the interlocutor.

Nevertheless, it can prove very effective and can help unlock situations when well-prepared.



The Good Cop, Bad Cop

This is a tactic employed when negotiation is conducted as a team. One team member starts the negotiation by setting the bar very high and taking a firm position. Before facing the prospect of conceding and losing face, another team member takes over, indicating a willingness to adopt a more reasonable stance. This often comes as a great relief to the other party, even though the initial high demands have lowered their expectations.

This tactic requires thorough planning and strong cooperation among team members. If another party employs such a tactic on you, remember that the goals of the "good cop" and the "bad cop" are exactly the same.

21

The Transparency Tactic

This tactic heavily depends on the atmosphere that has been created; each party must feel that they will not be exploited by the other, allowing for a guick agreement that both parties consider satisfactory.

Caution is necessary - building trust takes a long time but can be destroyed in an instant. Demonstrating transparency is more about actions than declarations. Beware of individuals who use phrases like, "I'm really going to be honest with you." It's rare that they actually are!



"This is the best I can do"

This quote emphasizes that the current offer on the table is as good as it's ever going to get, while also adding a bit of personal spice, as it suggests you yourself are putting in effort to reach this conclusion.

This statement should be accompanied by perseverance or a "broken record" approach if you really want to convince the other party (see point 4). If accepted, the result may be that both parties focus on alternatives to reach an agreement within the defined limits. Don't go too far in one direction, as it might cause you to lose face if you have to backtrack.



Time Out

Call for a break to consolidate, review, recalculate, or reshape an agreement. New ideas often emerge during a break, preferably away from the stress of the actual negotiation.

There are cases where a deadlock has been broken just by allowing both parties a "little break." A timeout often leads to renewed energy and focus. It can also be used to allow the other party to consider the consequences of a negotiation failure.

The Time Constraint

24 A time constraint can be imposed or agreed upon and may encourage parties to focus on creative solutions while simultaneously realizing that concessions are necessary. But be cautious that it doesn't lead to hasty, ill-considered solutions.

You don't need a negotiation to employ this technique; some managers use it to frame a meeting or progress update. If they don't initiate it themselves, a subtle remark at the beginning of the meeting can serve the same purpose, like "How much time are we allocating for this?"



The Silence

Employ silence, don't fall victim to it. Faced with silence, many of us will offer concessions until we get a verbal response, "We could do X" (silence) "But we could also do Y." Utilize silence, but also think about how you will handle the situation if it is used against you!



Who is (actually) in charge?

This tactic involves appealing to multiple levels of hierarchy before the matter reaches the ultimate decision-maker. At each level, however, you can gather additional information and make progress. This should be done cautiously to avoid undermining your own authority.

This might seem obvious, but many salespeople or sellers will often unfold their entire pitch to the wrong person. It's always better to know who you're dealing with before starting. Some subtle questions at the beginning of a meeting can help you with that.

The Planted Seed

27 Make an extreme opening and insist that the other party withdraw and reflect on it. "Don't give me an answer now, think about it, and let's resume the discussion next week." This way, the seed has been planted. The other party will gradually assess reasons why they can't accept the offer and then how it might be acceptable.

As time passes, others will start finding good reasons why they should accept the offer, and when the new meeting comes around, their level of resistance will be significantly reduced.

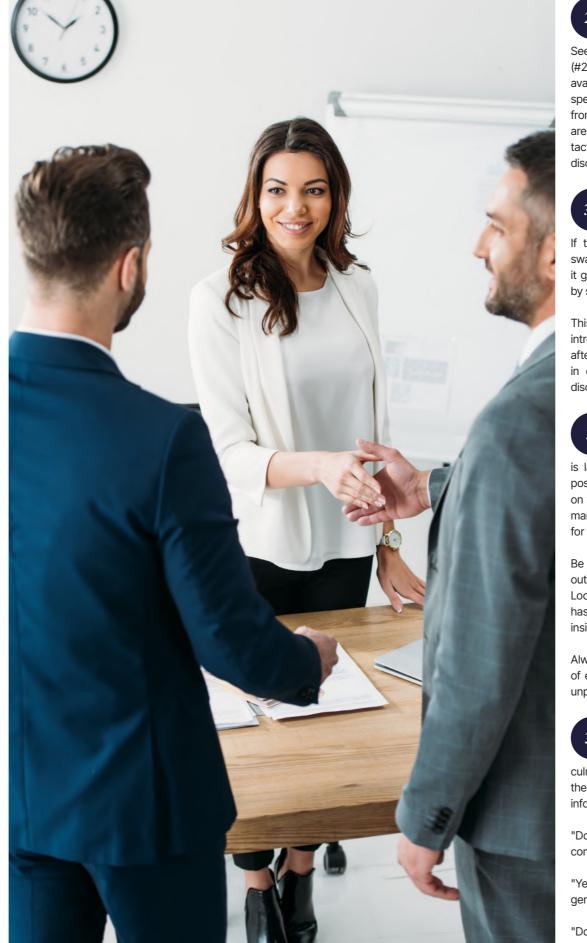
This is a very gentle technique – if it works, the other party will have truly and durably internalized the proposal. It's another good way to use time and silence in your favour.

28

The "Out-of-bounds"

"Let's agree that we won't discuss the following issues." This reduces the number of topics, which can shift the balance of power within the negotiation. Often, what is proposed to be placed "out of bounds" is precisely what could be most important to the other party.

This tactic can serve multiple purposes: push the other party to reveal themselves when you are not entirely certain of their objectives, gain the upper hand in the negotiation, or make the other party concede on secondary points that are a priority for you.



The Ghosting Strategy

29 This tactic is often used in conjunction with "The Planted Seed" (#27) and "The Time Constraint" (#24). One party ensures they are not available by phone or for meetings during a specified period, preventing the other party from making contact. When time constraints are in play and the ball is in your court, this tactic can be used to prevent unwanted discussions or undesirable compromises.



The Slicing Tactic

A proposal is more easily accepted when it is sliced into thin pieces. If the other party finds it challenging to swallow the entire proposal at once, present it gradually and secure an agreement slice by slice.

This requires careful planning to smoothly introduce each point to be negotiated one after the other. If you don't get your plan in order before, you might come off as disorganised.

Packaging that is functional 31 It is sometimes dangerous for you to play the cost reduction. This is largely used by sellers to protect their position or margin. They agree to your offer on the condition that they can reshape the market, which usually neutralizes the effect for them.

Be careful that the product is not simply outdated or the service of lower quality. Look into how the format of the agreement has been altered; this can provide interesting insights into their cost structure.

Always read the fine print at the bottom of each contract, or you might have some unpleasant surprises.



The Lawyer Tactic

Pose a series of interconnected questions as if in an interrogation, culminating in a closed question that corners the other party or trips them up on their own information and responses:

"Do you agree with your terms and conditions as they were published?"

"Yes or no, does this already appear in your general conditions?"

"Do you admit that this is not part of the sales terms we agreed upon?"

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Make an extreme opening and insist that the other party withdraw and reflect on it.

"So, you should admit that this is not a standard procedure, and we need to remove it!"

We all have an example of an exchange that feels like an interrogation, but sometimes it's much more insidious. Obviously, we are not in a collaborative mindset in this case, as the tone is quite aggressive and accusatory.



The Physical Disruption Tactic

Various physical (non-violent) means can be used to unsettle the other, for example:

- Leaning over the table to invade your "territory"
- . Seats arranged in an unusual way
- Sitting very close to you
- Making you wait before a meeting longer than necessary .

All these actions may not be considered hostile but can still be unsettling.

You can either play along or, conversely, act as if it seems perfectly normal.



The Statement of Strength

The initial statement that sets the context and atmosphere of the negotiation. "Although we are not interested in such a deal, we thought it might still be useful for us to meet."

In headhunting for recruitment, we have the equivalent with candidates saying, "I'm not actively looking, but I remain curious." It's more of a statement of "who wants to control the discussion" than a genuine objection. Obviously, there's an intention behind meeting with you, so don't be destabilized by these seemingly offhand statements.



Loss Today for Gain Tomorrow

Someone might try to convince you that accepting an initial sale at a loss will lead to larger sales in the future. Often, if they truly need your product or service, they will pay the price from the outset. Tomorrow might not be the day to turn a profit!

Don't compromise the quality of your approach or services when promised potential volume. It can be very challenging to renegotiate terms once they are already established in the future!

The Social Pressure Tactic

36 "If you don't agree, think about the reaction from your colleagues or the entire industry." "Everyone else is doing it, and you'll be the only one missing out on an opportunity that your competitors won't miss." The aim here is to apply pressure by playing on isolation and lack of self-confidence.

Stay calm; they are playing on your FOMO (Fear of Missing Out). Literally, the fear of missing an opportunity. You experience the same emotion when all your friends are going to a party you don't want to attend, but you fear missing out if you don't go. It's a pure cognitive bias. It's sometimes better to decline a deal than to work under disastrous conditions.



The Transfer of Burden

Force the other party to come up with new proposals, for example, "What do we need to do to help you improve your offer?" Sellers will then try to get the buyer's "shopping list." They will negotiate each item on that list one by one and eventually claim an order because they have agreed to all the items on the list. For example, the seller might say: "We are willing to lower our price if you agree to reduce the payment term for invoices."

The transfer of burden allows the buyer to know the seller's "shopping list," meaning what the seller demands to lower their prices. The buyer can then negotiate in the same way to arrive at the price that suits them.

The 'Use of Official Authority' Tactic

38 Contracts or legal constraints are sometimes your best allies. Getting a little extra, whether it's before the agreement, after the agreement, or, in the worst case, the invisible gnawing that happens without the seller (or buyer) realizing it. This could be deferred payment, special delivery requests, additional data or reports, changes to the specifications, etc.

Anticipate these potential pitfalls as best as you can; they can cost you dearly.



The Seduction Tactic

Using "flirting" to appeal to our ego by playing on our desire to be liked. An industry dominated by one gender is often vulnerable to seduction tactics as some companies recruit while taking advantage of this situation. Informal meetings or business meals can often be used to deploy these tactics.

Linking Questions

40 This is an extremely useful tactic but requires meticulous planning. It's essentially a way to create movement by establishing a connection between different questions, using a plan of the negotiation points. These are points that were previously considered separate. It involves introducing a "contingent relationship" between two points; it's the value of these two linked elements, not just one, that is then exchanged for financial compensation.

Before we let you go, know that 80% of a successful negotiation, including sales, is in the preparation.



Final Advice

Benjamin Franklin said, "By failing to prepare, you are preparing to fail." Preparing for a sales pitch or a negotiation meeting is crucial to increase your chances of success. Here are some steps to help you prepare effectively:

UNDERSTAND YOUR AUDIENCE

Research the individuals or companies you'll be meeting with. Know their needs, challenges, and goals.

Understand their industry and any recent news or developments that might impact their decision-making. It will also prove to them that you've done your research.

KNOW YOUR PRODUCT/SERVICE

Have a deep understanding of the product or service you are offering. Be able to articulate its features, benefits, and unique selling points. Anticipate potential objections and prepare responses.

SET CLEAR OBJECTIVES

Define the goals you want to achieve in the meeting, whether it's closing a sale, reaching a compromise, or establishing a long-term partnership.

BUILD A RELATIONSHIP

Establish rapport with your audience. Be personable and find common ground to build trust.

Listen actively to their needs and concerns. This information will be valuable during the negotiation phase.

CRAFT A COMPELLING STORY

Develop a narrative that highlights how your product or service can solve the specific problems your audience is facing. Hopefully, if you've followed our first tip, you'll already have acute knowledge of their pain points, and will be able to focus in on them.

Use real-world examples and success stories to demonstrate the value you bring.

ANTICIPATE OBJECTIONS:

Identify potential objections your audience may have and prepare well-thought-out responses.

Address objections proactively during the pitch, showing that you've considered various perspectives.

This may be one that comes with experience. As you enter more and more pitches, you'll see common questions that you can address before they're asked.

CREATE A STRONG OPENING

Start your pitch with a compelling opening statement that grabs attention and communicates the key benefit of your product or service.

Clearly state the purpose of the meeting and what you hope to achieve.

PRACTICE, PRACTICE, PRACTICE

Rehearse your pitch multiple times. Practice in front of a mirror, record yourself, or do a mock presentation with a colleague. This helps improve your confidence, timing, and delivery.

BE FLEXIBLE

Be prepared to adapt your pitch based on the dynamics of the meeting. Pay attention to cues from your audience and adjust your approach accordingly.





PREPARE A STRONG CLOSING

Summarize the key points of your pitch. Clearly articulate the next steps and what you expect from the prospect.

NEGOTIATION STRATEGIES

Understand common negotiation tactics and be prepared to use or counter them. Establish a range for concessions and know your walk-away points.

FOLLOW-UP PLAN

Develop a plan for following up after the meeting, regardless of the outcome. This could include sending additional information, scheduling a follow-up call, or closing the deal.

Remember, successful sales pitches and negotiations often involve a combination of preparation, effective communication, and the ability to adapt to the situation.

Helping You Drive Revenue Is Part Of Our DNA



Nils Gerardin has over seven years of work experience in the recruitment industry, with a past life in Sales & Marketing, he now acts as a passionate and driven Consultant at Hanson Search, a leading global executive search and selection consultancy. His core competencies include business development, client relationship management, market research, and candidate assessment. His mission is to help organizations find the best talent for their sales and marketing roles across various sectors and regions. He enjoys working with a diverse and dynamic team that shares the same vision and values of delivering excellence, integrity, and innovation to both clients and candidates.

In his current role, Nils focuses on recruiting mid-level to top management profiles with an expertise in business and reputation, both in communication, sales & marketing. He has successfully placed candidates in multiple countries, including the USA, Finland, France, Germany, Belgium, and Denmark. Some of the recent roles that he has filled include Country Manager, Head of Sales, Area Sales Manager, Senior PR Manager, Managing Director, Head of Communication, and ESG Senior Consultant. To achieve these results, Nils leverages his skills in marketing communications, B2C and B2B marketing, and multilingual communication.

If you would like to discuss your commercial hiring needs, then do get in touch. Nils Gérardin www.hansonsearch.com +44 (0)207 632 1410 New business enquiries: nilsg@hansonsearch.com

About Hanson Search



Hanson Search is a globally recognised and award-winning talent advisory and headhunting consultancy that specialises in roles that drive revenue, reputation and manage risk. Our expertise lies in recruiting and placing highly talented individuals for start-ups, scale-ups, global corporates and VC/PE-backed companies across B2B and B2C sectors around the world. Over the last two decades we have built a team of consultants based in UK, Europe, the Middle East and USA.

Renowned for our exceptional candidate quality, deep understanding of commercial and marketing roles, and rapid delivery, we serve as trusted advisors and ambassadors for our clients. We offer valuable guidance on their positioning in the candidate market and excel at delivering the best-suited candidates.

Maintaining the utmost confidentiality for sensitive business objectives and hires is of paramount importance to us. Our headhunting methodologies are designed with this principle in mind, combining meticulousness and efficiency to identify

If you would like to get in touch with us, either for business or general enquiries, please email info@hansonsearch.com and we would be happy to talk.

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top-class candidates and provide shortlists within demanding timeframes aligned with critical business objectives.

With our extensive database of senior talent, vast network of industry connections known as the 'friends of Hanson Search,' and indepth knowledge the skills required to be successful in commercial roles, we ensure a comprehensive search encompassing a diverse range of candidates, successfully meeting the objectives of each brief.

At Hanson Search, we are dedicated to fostering diversity in the workplace. Therefore, every search and longlist we produce must demonstrate a broad and inclusive candidate pool, reflecting diversity across all dimensions. Our commitment extends beyond candidate placement, as we provide ongoing support to ensure seamless onboarding through our tailored program. With a remarkable 100% success rate on retained or exclusive searches, our recent audit revealed that only 1 in 150 candidates we placed left their company within the first six months, showcasing our ability to secure long-term talent solutions.