

Hartley-Brewer *Negotiation Consultants*

A division of **Kingstree**

Management Briefing

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Summary

Hartley-Brewer Negotiation Consultants, a division of The Kingstree Group (U.K.) Ltd, are market leaders in the specialist field of negotiation skills.

Our clients operate in and across a wide range of sectors ranging from investment banking and retail through communications and information technology to entertainment, energy, law and intellectual property.

We provide an intellectually rigorous and practical programme that is delivered in a highly interactive and fun-to-learn way by high quality tutors with real world negotiating experience. All of which produces major returns from those involved in the client's most significant negotiations.

Our negotiation skills development programme is delivered to six to twelve participants in three phases:

- An initial two / three day introduction which focuses on development of highly practical advanced negotiation skills.
- A further day, delivered two - three months later, once the delegates have had a chance to put the skills into practice. This will help to reinforce the skills and look at case studies based on the implementation of the skills.
- An optional one day follow-up every 6 – 12 months

The programme looks in detail at areas such as:

- Identifying and dealing with behavioural styles
- Developing cooperative Win-Win and competitive Win-Lose strategies to create optimal deals
- The Three Phases of Negotiation: Identifying, Narrowing and Closing the Gap
- The Three Modes of Negotiation: Creativity, Reason and Power
- Flexible, tool-based planning that encourages teamwork
- Tactical negotiation through Opening Positions, Concession Rules and Closes
- Using Gambits and dealing with Counter-Measures
- The Four Tasks in Negotiation: Sending, Receiving, Recording and Managing
- Effective Teamwork through a revolutionary Role based system linked to the Four Tasks in Negotiation

The programme is fast, inter-active, flexible and fun, with practical, easy to implement principles reinforced through participation in simulated negotiations with video feedback.

We encourage our clients to measure the return on their investment in our programme as it should be quickly recovered, many times over, by participants involved in significant negotiations.

The Division, its Services and our Clients

Hartley-Brewer Negotiation Consultants division of The Kingstree Group (U.K.) Ltd provides consulting and skills development services in their specialist field to a wide range of client organisations worldwide.

The consultancy was established by Mike Hartley-Brewer who has been a specialist in this field for over twenty five years. In 2010 The Kingstree Group (U.K.) Ltd were granted the exclusive licence to operate Hartley-Brewer Negotiation Consultants. To guarantee the high quality expected by our clients, our services are provided by a small team personally trained and mentored by Mike.

The services available are:

- > high level training in practical negotiation skills
- > consulting services, including
 - assistance in planning and preparation for major negotiations
 - advice on the handling of difficult negotiations

The firm operates across the world from Houston to Hong Kong with clients in sectors ranging from investment banking and retail through energy, communications and information technology to entertainment, law and intellectual property. Our clients include:

AAC Capital Partners	General Electric
Alliance & Leicester	Handelsbanken
Allied Irish Banks	Henderson Private Capital
Argos / Homebase	Hewlett Packard
Ashurst	HSBC
B&Q	Intermediate Capital Group
Bank of Scotland	Jewson
BBC	KPMG Corporate Finance
BHP Petroleum	Lazard
BNP Paribas	Liberty
Boots Healthcare International	Linklaters
Bristol-Myers Squibb	McKinsey & Co
BP	Merrill Lynch
BTG	Ministry of Defence
BT	Nationwide Building Society
Cable & Wireless	Nike
Cairn Energy	Palamon Capital Partners
Candover Partners	PPM Capital
Capita	Rolls-Royce
Capital Group	N M Rothschild & Sons
Carnegie	Royal Bank of Scotland
Chevron	SEB Enskilda
Cinven	Selfridges
Commerzbank	Serco
Close Brothers Corporate Finance	Serono International
ConocoPhillips	Shell
Credit Suisse	Smiths Group
Deloitte	WH Smith
DHL	Société Générale
Deutsche Bank	Staples
Diageo	3i
EMAP	UBS
EMI	Wragge & Co
Ernst & Young Corporate Finance	Zurich Financial Services

Our Consultants

Mike Hartley-Brewer, the founder of Hartley-Brewer Negotiation Consultants, is an internationally recognised authority on the theory and practice of negotiation.

After graduating in behavioural sciences he worked as a journalist, a Political Adviser to the British Government, and a "trouble-shooter" and head of training for an international oil trading company.

In 1985 Mike set up his specialist negotiation consultancy. As the leading consultant in his field, Mike worked all over the world with blue chip companies in many sectors, in both training and consulting roles. He has been profiled in national newspapers and was the subject of a documentary on BBC Television. Mike also taught negotiation programmes at London Business School for MBA students, managers and entrepreneurs.

Although Mike has now retired from tutoring training courses, he has personally trained and mentored the present consulting team and is available on request to provide advice to clients on the conduct of major negotiations.

Anthony Drew is the Head of Hartley-Brewer Negotiation Consulting at The Kingstree Group and is responsible for the development and delivery of all of their coaching and blended learning programmes, including the Hartley-Brewer Negotiation Skills Programme.

Anthony provides personal development coaching for senior executives, guidance for pitches and support for management teams during transactions and negotiations. He also advises organisations that seek innovative and effective ways to communicate and negotiate both internally and externally.

Before joining Kingstree in 2002, Anthony was a Senior Consultant and Solutions Architect with Oracle UK, where he was involved in the negotiation and delivery of high profile projects in the volatile dotcom market, as well as designing and delivering the training programme for one of their proprietary global project delivery methodologies.

Anthony's earlier career included consultancy to financial services and utilities organisations with LogicaCMG, and employee development and mentoring with Vision Consulting.

Anthony holds a BSc in Electronic and Electrical Engineering from Dundee University.

Gabriela Lazar has been an Associate of Hartley-Brewer Negotiation Consultants for ten years, working with clients in sectors ranging from investment, corporate and private banking through bio-tech, pharmaceuticals and retailing to logistics, building materials, publishing and broadcasting.

Previously she had wide experience of international negotiations in the pharmaceutical, cosmetics and retail sectors. Born in Romania, she

graduated in Pharmacy from the Bucharest Institute of Medicine & Pharmacy, having achieved the highest marks in a competitive entrance examination.

In parallel with her studies, she was a member of the Romanian national basketball team, part of the time as captain, and also won the national championship several times with her club team.

After the fall of the communist regime, Gabriela left Romania and went to Paris, where she obtained a PhD with Written Congratulations of the Jury, winning a prize for the best PhD in Pharmacology.

Gabriela then worked in France, UK and Germany, first in research roles and then in international Business Development roles in the healthcare industry. She was involved in negotiating licensing agreements and acquisitions and disposals of products and technologies internationally. She also negotiated a number of complex distribution contracts while leading a team responsible for the integration across much of Europe of a major acquired product range.

She speaks fluent French, English and Romanian and has a working knowledge of German. She enjoys skiing, scuba diving and sailing.

John Morton has a PhD in Chemistry. He lectured at Manchester University and was a Research Fellow at Imperial College of Science and Technology before joining the UK Civil Service, where he held senior posts in the Department of Trade and Industry and the Treasury.

After many years at the sharp end of negotiations within government, with the EU and with private sector corporations, John was seconded to the British Technology Group, a leading technology transfer organisation, to prepare it for privatisation. John managed the complex Management Buy-Out negotiations between the Government, the management team and a consortium of investors led by a major venture capital group. He was a main board Director of BTG, its US subsidiary and Rolls Royce Motors.

John has been an associate of Hartley-Brewer Negotiation Consultants since 1993.

His leisure interests include running, playing bass in a jazz band and tending his olive groves in Umbria

Anne Constans is a French national, and is responsible for Kingstree's business in France and Spain. Before joining Kingstree, Anne served as an Underwriting Manager for France and Spain with Chubb Insurance Company. In this role, she was regularly charged with conducting negotiations on all aspects of the clients' insurance requirements and securing the best possible underwriting outcome.

In addition to her responsibilities as a key member of Kingstree's European Team, Anne is responsible for advising major clients such as Acciona, AON, EQT, KPMG, Marsh Inc, Shell and Telefonica de Espana. She is also a key member of Kingstree Transaction Services Team. In this role Anne advises a

number of major international companies on the sale of business units and other assets.

Anne graduated in 1991 from ISG, and holds an MBA. She is a qualified French/Spanish translator.

Bill Brandt worked for over 20 years in BP's global M&A team. He understands the project management process, due diligence and negotiating issues faced by large multinational organizations. Bill holds an MBA from Wharton and currently is consultant and lecturer at University of Leeds, University of East London and Brunel University.

His speciality is multi-cultural collaboration, networking and negotiation in Asia. Having spent many years with BP working on large and small mergers and acquisition transactions Bill knows how to bring networks together to deliver on major negotiating projects. Bill is a regular guest lecturer on the topic and is an authority on "Westerners negotiating in Asia and the art of understanding all parties".

Advanced Negotiation Skills

Learning Goals

Our goal is to help participants to become more effective both as solo negotiators and as team members.

By the end of the programme all participants should have:

- > A clear grasp of their personal negotiating Style and Behaviour and how to manage these more effectively.
- > An awareness of the need for both Cooperative Win-Win and Competitive Win-Lose strategies, and the ability to strike a realistic balance between them.
- > An understanding of the three fundamental Modes of negotiation - Creativity, Reason and Power - and when to use each of them.
- > A set of flexible Planning Tools for deciding on a limit, target and opening position; handling information and concessions; planning around multiple issues etc.
- > Practical mechanisms for Creating and exploring Options for Mutual Gain to build a better, Win-Win, deal for both parties.
- > Effective techniques for using Reason to reach agreement by putting arguments more persuasively.
- > The ability to use and resist Power Tactics by
 - deploying and reacting to Opening Positions
 - managing the flow of Concessions
 - using and countering the major Tactical Gambits.
- > Enhanced Social Skills in communicating, questioning, listening, managing conflict and reading the hidden meanings of speech and body language.
- > A clearer focus on effective Teamwork in the planning and conduct of negotiations.
- > Greater Control over the negotiation process - whether face to face or on the phone - to manage a smooth transition through the Three Phases to a successful Closing of the deal.
- > Structured techniques for Reviewing both individual and team performance to build on success and learn from setbacks.

Course Content

Introduction to Negotiation

- > Defining “Negotiation”
- > The Three Modes of Negotiation: Creativity, Reason and Power
- > Modes and personal comfort zones
- > The need for more Creativity
- > The problem with Reason (it usually doesn’t work!)
- > The dominance of Power

Strategy

- > Win-Win and Win-Lose defined
- > The link between Strategy and Modes
- > Zero Sum and Non-Zero Sum Games
- > Mixed strategies: competing and cooperating simultaneously
- > The concept of an “optimum deal”
- > Win-Win is not the same as compromise
- > Mutual gains: where do they come from?

Style and Behaviour

- > Four Negotiating Styles: Warm, Tough, Numbers, Dealer
- > Identifying and managing my Style
- > Style: links with Strategy and Modes
- > Styles and their approaches to Information
- > Style: implications for Teamwork
- > DOs and DON'Ts of Behaviour (facilitating or impeding agreement)

Planning Tools

- > The Realistic Settlement Zone
- > Deciding your Limit: the Best Realistic Alternative
- > Setting a Target: the aspiration effect
- > Opening Positions: realistic or extreme? The Nibble
- > The Concession Matrix
- > The Issue Map
- > Coping with the arithmetic: Ready Reckoners
- > The Information Matrix
- > Deal Juggler - an aid to creativity

Phase I and its Tactics

- > Background Statements - making them work for you
- > Issues, Interests and Positions: three levels of negotiation
- > Building an Agenda for the negotiation - the issues
- > Managing the Information Exchange - exploring interests
- > Deploying and responding to Opening Positions
- > Who goes first? The Anchor.
- > The Floppy and the Flinch
- > Tactical Gambits and counter-measures of Phase I

Phase II and its Tactics

- > How to narrow the gap
- > Creativity, Reason and Power: when and how to use each Mode
- > The Concession Rules
- > Maintaining momentum and keeping control
- > Calling and using adjournments constructively
- > Tactical Gambits and counter-measures of Phase II

Phase III and its Tactics

- > When to close
- > How to close
- > Summarising the agreement
- > Breaking a Deadlock: 14 Keys
- > The Final Offer Gambit
- > Escalation Gambits
- > Keeping control of the paperwork

Performance Review

- > Why and how to do it
- > Reviewing results against Target and Limit
- > Reviewing the process - a systematic approach

Tasks and Teamwork

- > The four Tasks (Send, Receive, Record, Manage the Meeting)
- > The need for more focus on Receiving and Managing the Meeting
- > Hidden meanings of speech and body language
- > Managing the tasks when solo
- > Teamwork: the unity problem
- > Teamwork: the role problem (who does what?)
- > A solution: the Team Role System

Negotiation Mediums

- > Paper, phone or face-to-face? Pros and cons of each
- > Implications of different set-ups for meetings
- > Telephone Tips

Impact of Culture on Negotiation

- > National, Organisational and Functional Cultures
- > The problem of stereo-types
- > Dimensions of cultural difference in negotiations
- > Managing cultural diversity

Personal Action Plans

- > Strengths to build on: how?
- > Weaknesses to control: how?
- > Commitment to try new skills and techniques
- > Defining opportunities to use new skills and techniques

Learning Methods

Before the course participants complete a Learning Contract in which they define their strengths and weaknesses as negotiators and identify opportunities to use what they learn on the programme in forthcoming negotiations. The contract can be completed either alone or in discussion with whoever is responsible for the participant's professional development.

Small groups of eight to twelve allow participants to practise new skills in a safe environment and to receive individual feedback on their style and behaviour.

Simulated negotiations are the main learning vehicle, together with guided discussions, group tasks and other inter-active procedures.

The style of our course tutors is fast, direct and fun.

Video playback is used both to surface key concepts and techniques of negotiation and to give feedback to individuals on their performance.

Flexibility is part of the package. There is no rigid daily time-table. Key concepts and skills are detailed in *The Complete Negotiator*, our proprietary manual. But the syllabus is covered in a way that reflects participants' needs and experience and picks up on the learning points that arise out of each simulation or discussion.

Implementation is a major theme. Participants prepare action plans for building on their strengths and tackling weaknesses; and they identify specific steps to be taken in their relationships with key negotiating partners. This action planning process integrates with the Learning Contract mentioned above.

To help them put their learning into action, participants may also receive *The Pocket Negotiator*, our pocket sized guide to the essentials of negotiation.

Additional follow-up and reinforcement are available in the form of a one day "Booster" course.

Results are measured using our Implementation Checkout questionnaire, which typically demonstrates impressively large financial savings and gains as well as improvements in confidence and professionalism.

Terms of Business

Negotiation Skills Development Programmes

Fees

The tuition fee is £6,900 per day.

Materials

A proprietary manual ("The Complete Negotiator") a pocket-sized guide ("The Pocket Negotiator") and all simulation materials are provided at £110 per participant.

Expenses and Travel Time Charge

Reasonable travel and other expenses are charged to the client.

A charge is also made for the tutor's travel time where overseas travel is involved:

- > one quarter of a day's fee for courses in continental Europe,
- > half a day's fee for courses requiring long-haul travel (eg USA)
- > full day's fee for extra-long-haul (eg China, India, Australia).

Venue and Equipment

Venue, hotel, meals etc and audio-visual equipment costs are for the client's account.

We provide a video camcorder, tripod and microphone at £175 per course.

Other A-V equipment should be provided by the venue.

Simulation Exercises

Existing simulations are provided at no charge. If client-specific simulations are required (which we do not generally recommend) these can be designed at additional cost.

Payment and VAT

Payment is due immediately on receipt of invoice. VAT is charged in addition on courses conducted in the UK.

Cancellation

If a client cancels a course a cancellation charge is payable, based on the cancellation notice received and calculated as a percentage of the fee that would have been due for the cancelled course as follows:

- > Over 12 weeks notice: zero cancellation charge
- > 8 - 12 weeks notice: 33.3% of fee is payable
- > 4 - 8 weeks notice: 50% of fee is payable
- > under 4 weeks notice: 75% of fee is payable.

Cost / Benefit

The return on this investment can be measured after each course using our survey instrument, the "Implementation Checkout". Typically, participants involved in significant negotiations quickly recover the cost many times over. Clients often report six or seven figure gains achieved by individual participants.