



The search for value

# Negotiation Update



Sign seen in Abidjan recently. French speakers might like to translate for their friends.

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## Sunday morning...

Sunday morning in Cape Town. Warmish and maybe the start of some better weather...we had 30+ yesterday.

OK...right up front...Well done the Springboks. No whingeing Poms in this newsletter...they won fair and square and as a fellow Capetonian...albeit a newcomer...I have half a foot...well at least two toes... in their camp anyway...and that's my excuse and I'm going to stick to it...but did you see British Prime Minister trying to pretend he's not a Scot and trying to support England. No wonder we lost...they had Nelson Mandela and we had Gordon Brown. No contest.

Arrived back from Nairobi on Friday night at 2.00 in the morning after storms closed Johannesburg airport. I hope it's a bit better tonight as I head back up to Joburg for 4 days before a quick return to Cape Town and off to Malaysia next Friday. Next Saturday it's the Mandarin Oriental in Kuala Lumpur and then off to Borneo for a programme. As always...drinking and eating friends are welcome to get in touch and sample Sandton and Bangsar with me.

This is a very busy period for me but when you're self employed this is the way that you like it...and I get my SA Airways Gold Card this week as some compensation.

Have a good one...with 3 tips as usual.

## This week I...

This week I finished a piece of work on Key Account Management. If any of the sellers who read this newsletter would like to share ideas I'll happily give you a snapshot of what I've done.

On the negotiating front I'm developing some ideas on the behavioural elements in negotiation. I've done work on cross cultural negotiations but this time I want to combine country culture with personal behaviours. As always I'm happy to share ideas with fellow travelers.

## And finally...

(10-16) 19:46 PDT Eugene, Ore. (AP) --

When Robert Gillespie looked up from his text message, he saw a freight train. EOM. ("End of message," that is, for non-texters.) Eugene police say Gillespie's car crashed into the side of the Union Pacific freight train about 2 a.m. Tuesday. When officers arrived, they found him alert and talking, but trapped in the car. They learned about the cell phone and text message as they worked to rescue him.

Gillespie, who had turned 38 the day before, was charged with drunken driving and careless driving, police spokeswoman Kerry Delf said. His injuries were described as not life threatening, and no members of the train crew were hurt.

Delf said officers believe he was driving faster than the 35 mph speed limit as well as using his cell phone to send a text message. She said he tried to brake for the train, but it was too close.

"There are all kinds of ways to get distracted these days," said police spokeswoman Kerry Delf. "We don't recommend any of them while you're driving."



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## *Management Tips*

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### Feedback

One of the key responsibilities of managers is to provide feedback on the performance of their staff. Without feedback the staff will have little knowledge of whether their performance and output is acceptable, better or worse.

The One Minute Manager tells us that Feedback is the breakfast of champions and I remember writing a tip about this some time ago.

What I'd like to concentrate on here is the destructive nature of poor feedback. When feedback is offered in a negative or destructive way and focuses on the person rather than the performance then it shouldn't come as a surprise that the person given the feedback tends to decide that taking risks to perform well is not what they want to do if it's going to lead to such a punishing outcome.

These tips are short so what I'll do this week is to ask every manager who reads this: "Do you know how to offer feedback?" What system do you have? Does it work? What do your people think about it? Are you sure?"

If you can't answer these questions fully then you should be doing something about it. That's feedback.



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## *Sales Tips*

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### Email mailshots

Everybody hates spam. It's a bold statement but I think it's true. I'm currently getting over 30 a day.

That doesn't mean that there's no room in a marketing strategy for an email mailshot....but...

Let's get the "but" issues answered:

1. Don't send emails to strangers. You're wasting your time and their bandwidth.
2. Don't make them long. One eyescan should do the job to capture people's attention.
3. Make them relevant to the audience.
4. Make them attractive or humorous. If they're a pleasure to read you've got a better chance.
5. Provide a reason for people to reply. It's not entertainment so we want a response mechanism.

That's the basics. I'm going to do one myself this week so if you're intrigued whether I follow my own rules then why not get in touch and I'll show you mine. This could be the start of a wonderful marketing campaign!



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## *Negotiation Tips*

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### Eye to eye

As I travel I encounter many different cultures with different acceptable behaviours.

The issue recently for me in Ivory Coast and Kenya was the power and importance of eye contact.

Where I come from...Western Europe...eye contact is an absolute pre-requisite of communication. I remember my mother chiding me as a child with..."Look at me when I'm talking to you"...as I shame faced looked at the floor after some terrible "crime".

I remember saying that sentence myself when I taught in Zambia. As a sign of respect the pupils wouldn't look me straight in the eye...they averted their eyes much to my initial confusion. I soon learnt the rules but it did feel strange.

If you travel a great deal and negotiate on foreign territory then these are exactly the sort of things that you should be taking into consideration. I could just as readily discuss issues from negotiating in Hong Kong and Bangkok and indeed in New York as well.

Get the eye contact right...and all the other issues that may be foreign to you but are very natural to the other party.