Stages in the Process: Stage I

- Stage I: Highly structured, public-private, multi-party, competitive, individual bids
  - Key Skills:
    - Knowing your own interests
    - Anticipating the interests of other stakeholders
    - Constructing an opening statement
    - Establishing the “rules of the game”
    - Sending signals about collaboration, without making firm commitments
    - Fostering an open exchange of information
Stages in the Process: Stage II

- Stage II: Multi-party coalitions, with arrival of disruptive information

- Additional Skills:
  - Forming coalitions
  - Adjusting to highly disruptive information
    - Disparaging for some, an opportunity for others
  - Adjusting the “rules of the game”
Substantive Outcomes

• Key Metrics
  – Jobs
  – Land
  – Housing
  – £ Million Public & Private investment
Substantive Outcomes: Issues

• Only Pinnacle would meet its company’s financial criteria if it were to submit a single bid. For the others their financial criteria would only be met if they were to submit a joint bid.

• If allegations against Pinnacle are proven then any deal involving them will be null and void.

• Ethical issues concerning the Armaments industry will need to be weighed up against other social benefits such as job creation.
Focus on Substantive Outcomes

• Structuring an Agreement and Thinking “Outside the Box”
  – Knowing your BATNA (Best Alternative to a Negotiated Agreement)
  – Optimizing Across Four Known Metrics
  – Mitigation of Risk – Contingency Agreements
  – Creation of Future Opportunities – Mutli-Stage Process to Include Additional Stakeholders
  – Implementation Planning
  – Long-Term Sustainability
Implications

• Prior to negotiations:
  – Clarify your mandate on substance and process
  – Understand your own interests
  – Anticipate others’ interests and options

• During negotiations
  – Foster exchange of information – advance both your individual interests and the collective good
  – Think “out of the box” – on substance and process
  – Understand your own leadership style – strengths and “blind sides” (first on a safe practice field)
Stages in the Process: Stage III

- Stage III: End-game agreements, with intrusion of the media
  - Additional Skills:
    - Skillful handling of media, with no script
    - Producing a final agreement
Tips for dealing with the media

• Resist the temptation to talk – don’t develop policy on camera
• Anticipate questions that may be asked
• If you have a position go with it
• Deflect questions that could damage your organisation’s reputation
  – That’s a good question but the real issue is....
  – Stay on message
  – Stand up, look into the camera don’t hand power to the interviewer