



be better!



Negotiating your message

Speak when you are **angry**
and you will make the best speech
you will ever **regret**
- Ambrose Bierce

beSpokeSkills be better!

Negotiating at COP26



Why, where and when do we negotiate?

Official negotiations

Take place over 2 weeks

1st week mainly government officials

2nd week is ministerial and heads of states to make
Final decisions

Informal negotiations

Establish initiatives for delivering climate change

UK presidency 5 priorities

1. Adaptation and resilience
2. Nature - safeguarding ecosystems
3. Energy transition - cheaper renewables
4. Accelerating the move to carbon zero road transport
5. Finance - unleash the finance to make it possible

Negotiating Phases

Plan

Identify the gap

Narrow the gap

Close the gap

Review

Gap Analysis - Your purpose



Current
situation

?

IDENTIFY THE GAP



Goal /
Outcome

Gap Analysis - Use your influence & argument



Current
situation

?

NARROW
THE GAP



Goal /
Challenge

Gap Analysis - Get them to buy into your message

Close the Gap



Current situation	Goal / Outcome
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Modes of Negotiating

beSpoke Skills



Reason



Power



Creativity

Modes of Negotiating

beSpoke Skills



Advantages:

Simple to use

Disadvantages:

May damage relationship

Useful when:

You have more power

Use:

When they insist on power play.

Use to bargain
and trade, haggle or give
and take.

If you.. then i...

Modes of Negotiating



Competition
Expertise
Personal relationships
Courage
Patience
Time and deadlines

others are doing it
we could be the best
like working with you
I'm willing to walk away if it's not right
If you don't we'll keep going till you do
ours is ready to go

Modes of Negotiating

beSpoke Skills



Advantages:

People like things to be fair

Disadvantages:

You might lose the argument

Useful when:

Useful when you have high perceived expertise

They care about the reasoning

Use:

When you have a good case

Modes of Negotiating



Reason

Useful when people like to be fair

Useful when there's a good case

You make a concession because you accept the logic, fairness or reasonableness of the points I have made

Modes of Negotiating

beSpoke Skills



Creativity

Advantages:

Better deal for both

Disadvantages:

May not fit win-lose assumptions

Useful when:

Use when bridging a gap or
when there's a deadlock or
you want a long-term relationship

Use:

Whenever you can

Modes of Negotiating



Creativity

Common Interest

It's good for our country

Differences

deal agreed if I can ...include my name

Economies of scale

We need this to get support

Gains from a 3rd party If we collaborate with others would you consider it?

Best mindset for negotiation

Transparency

Openness

Common purpose

Maximum
gain

Collaborative
Mindset

Challenge Assumptions

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Their Message: HISC

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H = Human

I = Interests

S = Solutions

C = Criteria

HISC

beSpoke Skills

Human

Put the people first - pay attention to the people
Emotions, issues, triggers, background, opinions

Interest

Think of their interests, fears, desires, needs not positions

Solution

Look for solutions where both walk away looking good

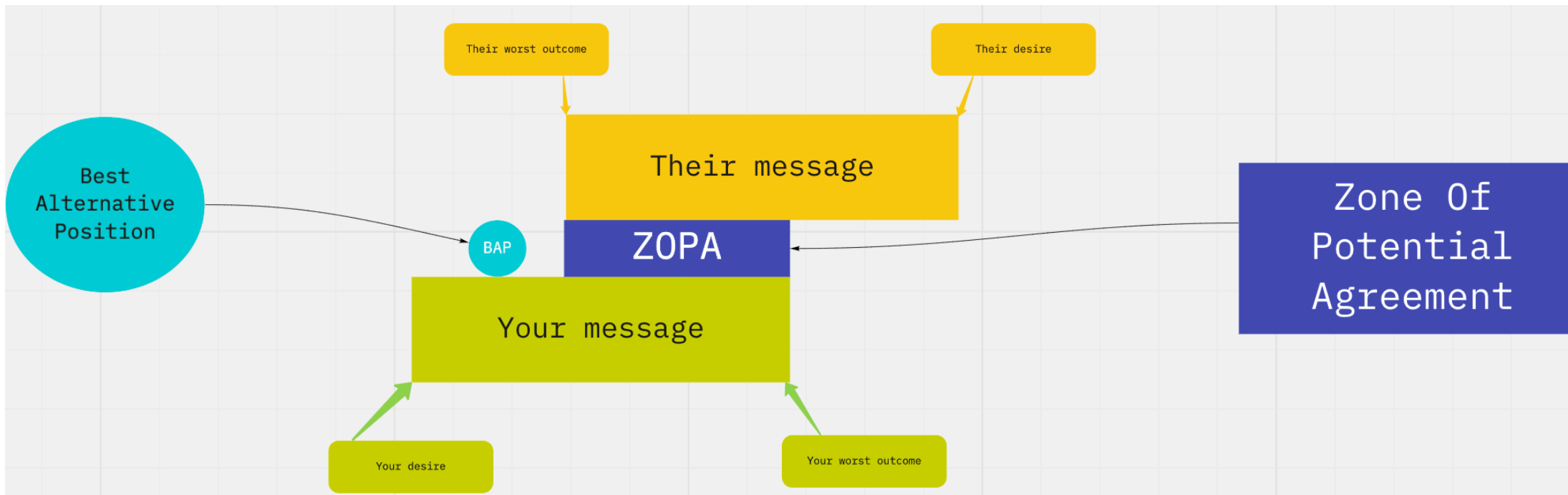
Criteria/
Concerns

What are their concerns, their blockers and enablers?
What is at stake? What are you trying to divide up?



Negotiation framework

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Your message: Concessions and Information

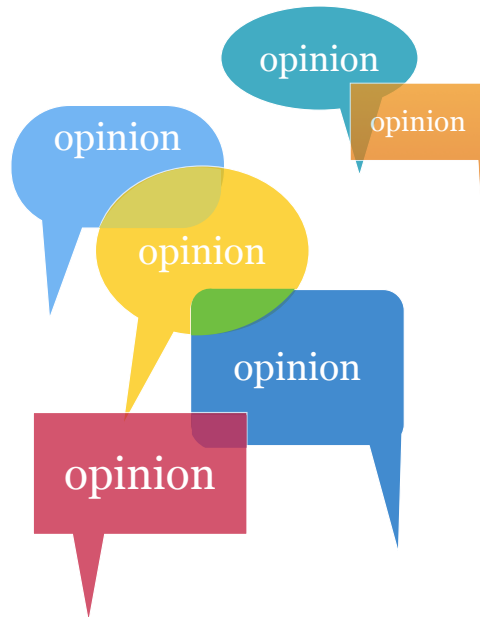
Know when to
cross
the double line

GIVE - what will you trade?	GET - What do you want?
KEEP information To use later - keep suspense	SURPRISE - you'd be surprised if they'd agree to it

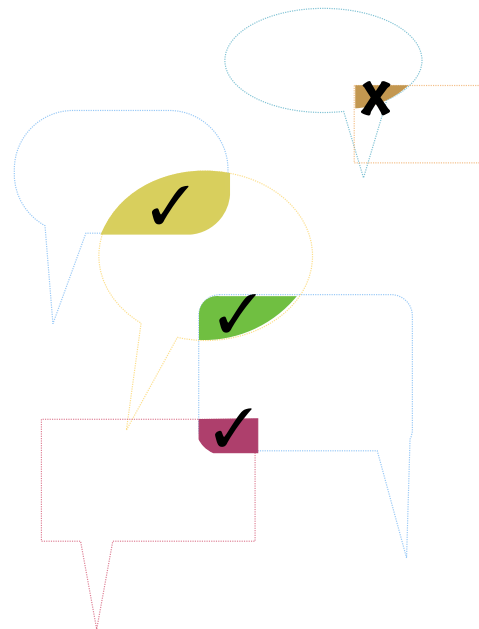
Navigate through

beSpoke Skills

gather → **clarify** → **organise** → **prioritise** → **recommend**



Gather information from a variety of witnesses



Corroborate and clarify.
Identify differences and
look at the facts

1st priority

2nd priority

Identify the key areas of importance and
decide the top recommendations for the
government to implement

1.

Raise

Our voices

2.

Harness

Human Resources

3.

Support

Mother Nature

Collect Value verbs

1.

Reduce

Emissions

2.

Increase

Public engagement

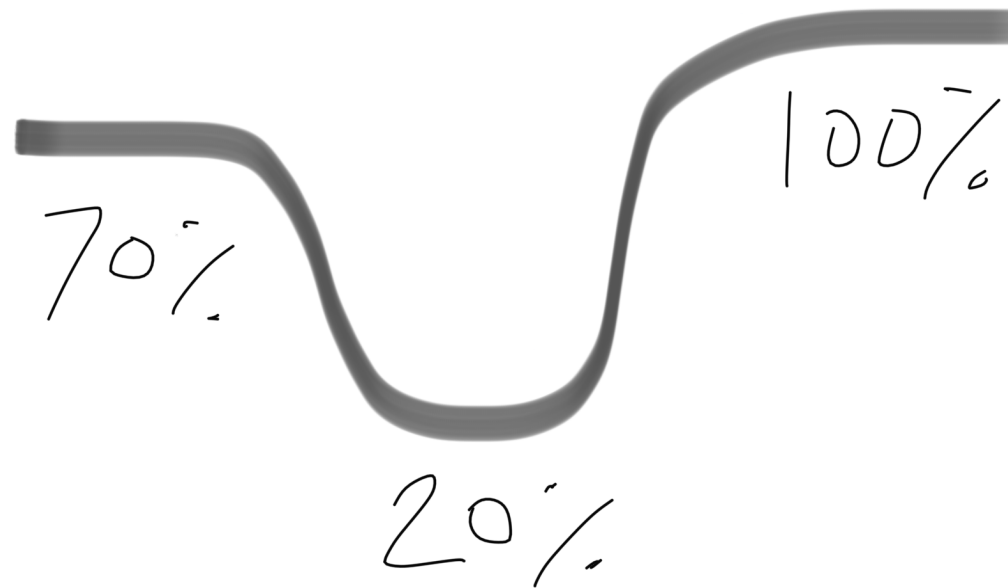
3.

Invest

In innovation

Collect Value verbs

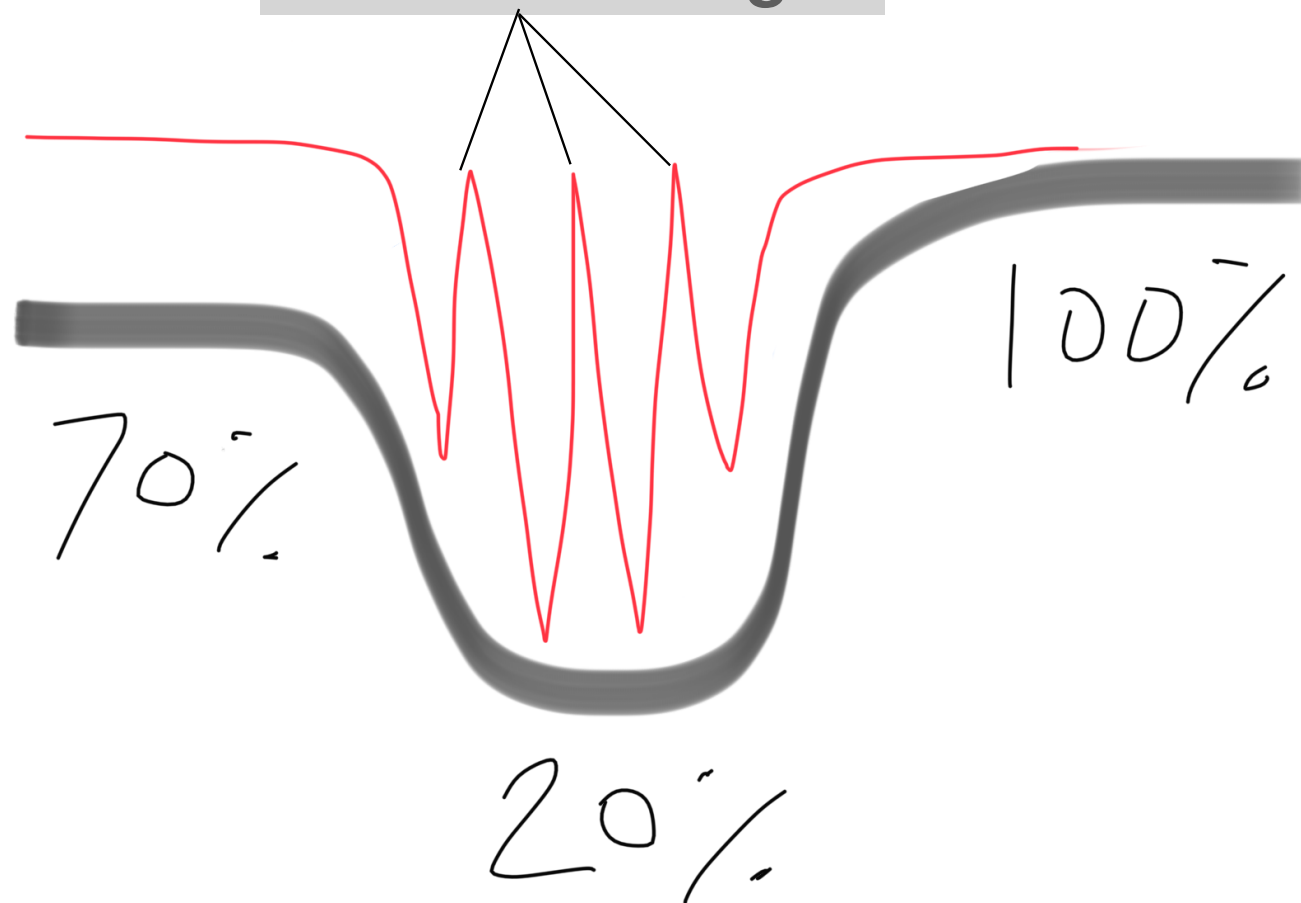
Timing



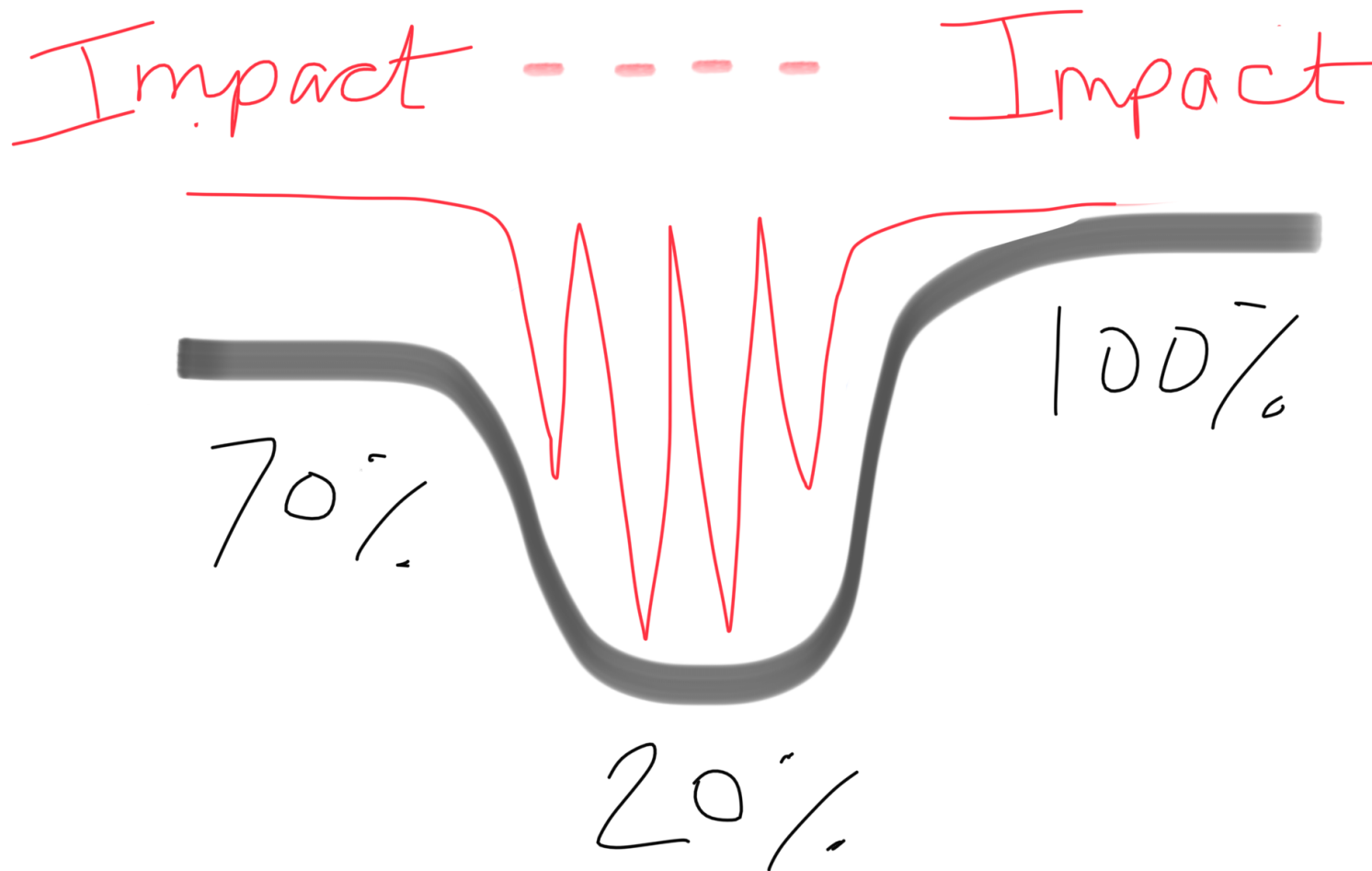
Pitch with TEETH!



Power messages



Pitch with TEETH!



Strategy 1: Support + What if...

What if you never had to sell another programme
to a TV executive?

What if you could get a sell 90% of the time?

What if those sales were all over the world?

Strategy 2: Number Play - statistics

2500

90

10

John Medina Brain Rules

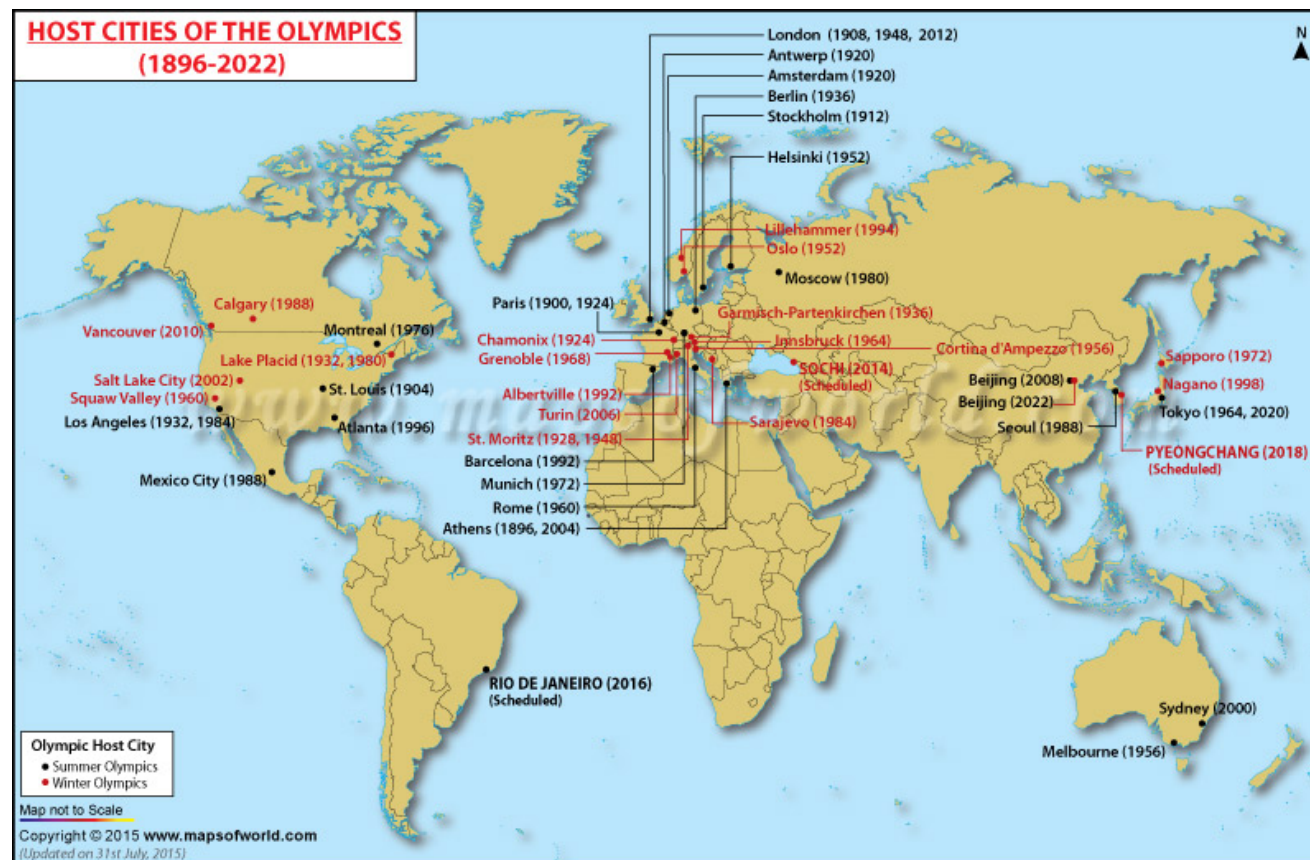
Strategy 3: Create a message with a story

Stories stimulate your senses



Strategy 4: Use pictures

Rio for the Olympics



Negotiation

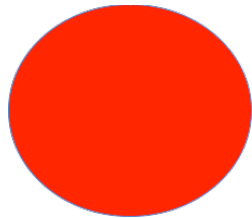
beSpoke Skills



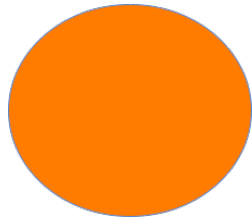
how do you
feel
about
negotiation?

Have a strategy

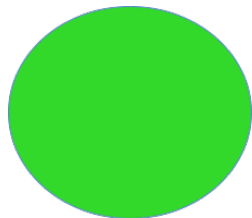
influencer	1. 2. 3. 4. 5. 6. 7. 8. 9. 10.	<u>Your message</u>	<u>Their message</u>
themes	1. 2. 3.	<u>Zone of agreement for you</u>	<u>Zone of agreement for them</u>
type	<u>Your negotiating approaches</u>		



What will you STOP?



What will you Continue?



What will you START?

