

Grant Pearson Brown  
Consulting Ltd.

The Communication  
Skills Specialists

**Advice squeezed  
straight from the  
experts**



Welcome to our  
36th Journal – Winter 2009!

#### In this edition:

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A taxing puzzle for you to ponder  
over the plum pudding with.

##### The art of negotiating - Part 2: Pressures and tactics.

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master class looking at how to close  
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##### Be Creative with PowerPoint

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##### The first know-all

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to the dawn of rhetoric.

##### Are you the real thing?

Carl Schreiter looks at how personal  
branding is good business.

## 2009 Christmas Quiz

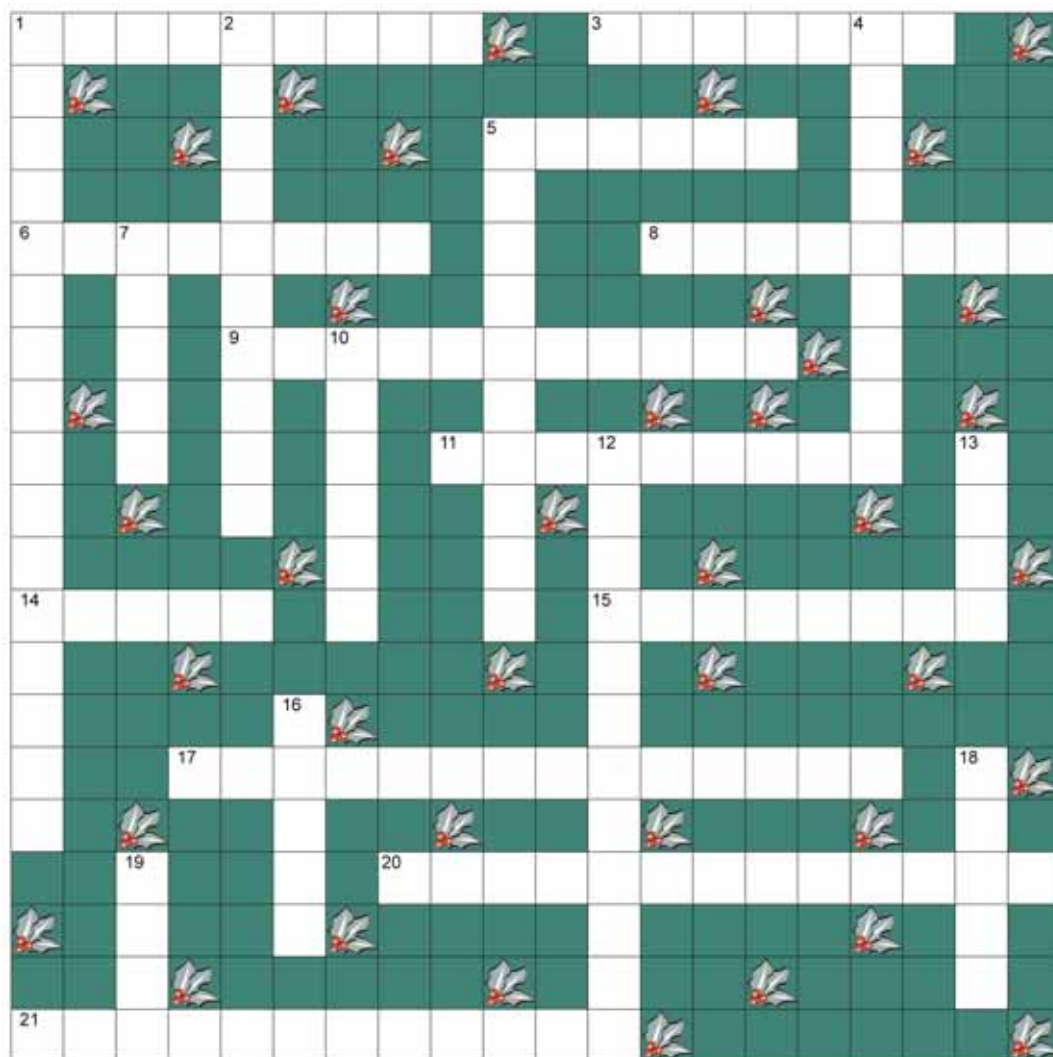
### The Philosophers Puzzle

Solve our suitably probing crossword and send your scanned answers to  
e.pinnock@gpbuk.com with 'The Philosophers Puzzle' in the subject line. Please also send  
us your favourite one-line quotation from a philosopher.

Answers must be in by the witching hour on 31st December 2009.

The winner will receive a celebratory bottle of Champagne. In the event of a tie the judges  
will select the winner with the best quotation.

The answers and the winner will be revealed on our website in the New Year.



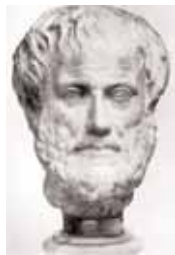
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# 2009 Christmas Quiz

## The Philosophers Puzzle

### Across

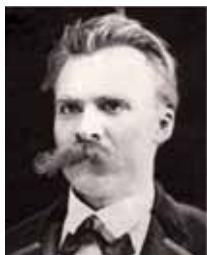
1. Steal Trio (9)



8. Vote Liar (8)



15. Hence Zits (9)



3. Ad Rider (7)



9. Calm Ah Live I (11)



17. Japan Alter Ruse (4,4,6)



5. A Clasp (7)



11. Fucus Icon (9)



20. A Shamans Quoit (6,7)



6. Acts Sore (8)



14. Leg Eh (5)



21. Tweeting Nits (12)



### Down

1. Pin Up Shoo Fatigue (9,2,5)



7. Us Mac (5)



16. End At (5)



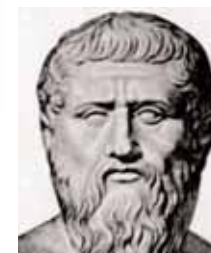
2. Maths Romeo (6,4)



10. Ice Roc (6)



18. A Plot (5)



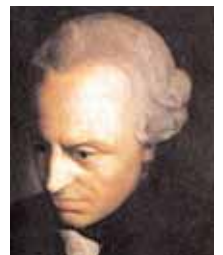
4. Steers Cad (9)



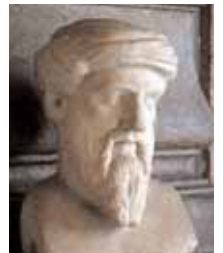
12. Fabric Canons (7,5)



19. Tank (4)



5. Togas Ah Pry (10)



13. Um He (4)



# The Art of Negotiating – Part 2: Pressures and Tactics

gpb

Tim Farish

**T**he Art of Negotiating – Part 1 looked at how the best negotiators are able to separate the person from the problem to get what they want. This article is going to look at some of the pressures and tactics involved in achieving that.

Before I go into the detail of how, let me set out some assumptions. Assumption one is that you are in an 'antagonistic' negotiation (see Journal 35). Put simply, this means that you have chosen NOT to use creative problem solving or a 'synergistic' approach. This isn't necessarily a bad thing as lots of negotiations do not have synergy as a desired outcome. Assumption two is that you have read the last article, done some preparation on tradeables and have a reasonable idea of how you want the negotiation to proceed. Yes? Fantastic! If not, come along for the ride and fill in the gaps as we go along. (If you would like Part 1, let us know.)

The first type of pressure is **time**, or the effect time has during a negotiation as it passes. Time becomes a very important factor during negotiations and can dramatically alter the settlement reached. The party with the most amount of time on their side is not always in the strongest position as time invested can sometimes work against you: the other party may have imposed a deadline, and if you have spent a considerable amount of time on the negotiation then it is likely that you will be more driven to do a deal, even a bad one – so beware! However, time can also work in your favour. If you are in no rush to move ahead with a transaction then that can put you in a stronger position.



The second technique is **the cheeky request** – or asking for more than you expect to get. There are five reasons why we advise this:

1. You might get it!
2. It gives you negotiating room
3. It raises the perceived value of what you're offering
4. It prevents deadlock
5. It creates a climate in which the other side feels they won – as you can concede a little.

The objective of this technique is to advance your 'Maximum Plausible Position' (MPP). If your initial

proposal is extreme, then imply some flexibility as this encourages the other side to negotiate with you. In fact, the less you know about the other side, the more you should ask for!

The third technique is **never say yes** to their first offer! To do so automatically triggers two thoughts from the other side:

1. I could have done better (and next time I will)
2. Something must be wrong.

The way to support this technique is to 'flinch' or show a visual and/or audible negative reaction e.g a gasp of shock or surprise. We have found that a concession often follows a 'flinch' so it might be worth getting in front of the mirror and practicing a look of disgust or disdain. (Quick tip: genuine disgust is displayed by a wrinkling of the nose and widening of the nostrils. Disdain is indicated by a lowering of the mouth on one side of the mouth.) If you are negotiating on the phone then you are better off going for the audible 'flinch'!

The fourth technique is the **vice technique** or *'You'll have to do better than that'*. This is a very powerful tactic if you are able to put in a long pause afterwards. If this technique is used on you, respond with the counter-gambit *'Exactly how much better than that do I have to do?'* This will pin the other person down to a specific. Another verbal vice is when people use the well-worn phrase *'That's too much!'* Again, another counter-gambit is *'How much too much is it?'*

The fifth technique is the **power of the third party**. This is often verbalised by people claiming that their boss, partner, board are NOT going to go along with what is being proposed. It's a powerful tool to use but can be countered well if you insist on speaking with the person concerned! Quite often, this shifts the negotiation forward.

The sixth technique is called the **power of precedence**. This means that there is a history of a certain price that has been paid for goods/services. From a buyer's perspective, it can mean that they normally pay £300 for a car service, so why should they pay more at a new garage? From a sellers



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## The Art of Negotiating – Part 2: Pressures and Tactics

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perspective, it can imply a knowledge of what the market is prepared to pay.

The seventh and final technique is playing **reluctant** buyer or seller. It is much easier to generate a better outcome in antagonistic negotiations if you appear unwilling or reluctant to do a deal. By showing less of the natural gravity that usually drives towards a deal, the other side will 'pull' harder by offering more.

So, now you know all the sneaky tactics what are you waiting for? Oh, I get it. You're trying to play reluctant seller. Well two can play that game, I wasn't interested in the first place!



## Be Creative with PowerPoint

### Alastair Grant



**W**e have a fine choir in our local church up to 60 strong of all ages from 7 to beyond 70. But our organ is not so fine. It is beyond economic repair. So I found myself attending a presentation to whip up enthusiasm to put our hands in our pockets and stump up money – lots of it. PowerPoint was deployed so I anticipated yet another dull presentation. I was wrong. The organist put up a slide of an old Ford Cortina – a metaphor for our organ. Next a large Rolls Royce quickly dismissed as being far too expensive. Finally a picture of a staid Volvo Estate, perhaps 10 years old. We were told that it would be reliable, of high quality and run for many years. We learnt to our surprise that second hand organs are often free. The catch is that they have to be dismantled and reassembled. However the Volvo was a much better bet than the Cortina or Rolls Royce.

I have typically encouraged people to work hard at *verbal imagery*, forcing the audience to create the image in their mind. For example:

*'Image a Coke can in your hand. You can squeeze it. What you might not realise is that the skin of an aircraft is only 4 times the thickness of that can'*

You don't really need a slide of a Coke can – it would distract. However the pictures in the organist's presentation really worked. Many use PowerPoint in the belief that it's a way of making a boring subject more interesting and creative. Throw



### Advice squeezed straight from the experts



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## Be Creative with PowerPoint ...continued

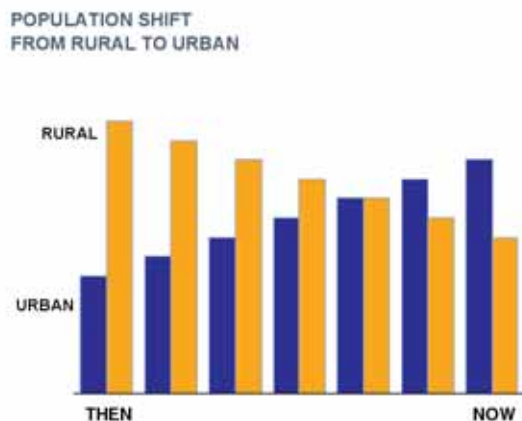
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in a few clip art pictures and the job is done. But it's not that simple. Yes, the ability to be creative can make a difference. Graphs, pictures and charts are useful when we cannot easily describe something. Word slides are rarely interesting or creative but may help to give a structure or road map to the audience. However caution is required! Too many words on a slide ensure that the audience will no longer listen to you but attempt to scan the rubric and get bored as the speaker catches up and says the same thing. Remember we can read about four times faster than we can listen.

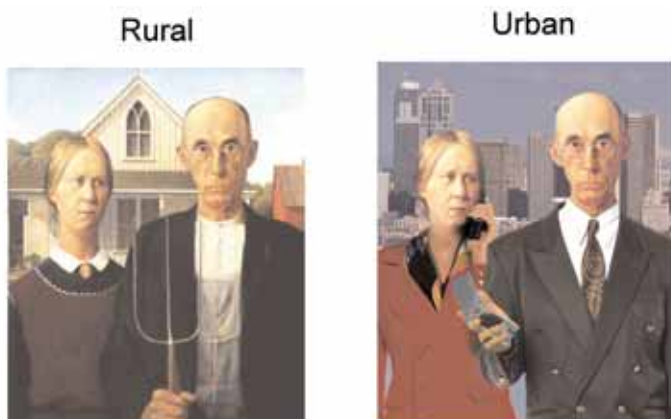
For a long time I have traded ideas and comments with Gene Zelazny who is well beyond normal retirement age but enjoys turning up to work most days at McKinseys in New York. His book 'Say it with Presentations' is excellent. He has kindly let me include an extract here. Read with a New York accent please.....

*"Today, expectations for creativity and excitement are higher than ever, and attention spans are shorter. Our collective consciousness is soaked with new sources of entertainment and information from millions of web sites, hundreds of specialised magazines. This challenge needs you to stretch your imagination to create visuals that go beyond the every day. Fortunately, the tools to do this are in your hands. In fact they are familiar concepts, such as visual metaphors, paintings and music. The trick is to use them in innovative ways.*

*This conventional chart shows a shift of populations from rural to urban areas. While it does a good job of showing its message, it is not going to stick in people's minds. "*



Now, look below and see an adaption of Grant Wood's famous and oft parodied Gothic American picture of a poor rural couple, it shows no data, but the audience will be attracted by it and intrigued. Then the graph can slide in and become a useful piece of data.



We have for a long time asked clients to use the power of verbal imagery. It encourages the audience to create images in their minds, thus they are more likely to remember the point and engage with the speaker. But the virtues of a well deployed PowerPoint presentation to make a memorable point should not be forgotten. A picture can speak a thousand words.

# The first know-all

## Ewan Pearson



In a distinctly Christmassy way, and in sympathy with those doing our Christmas crossword, I thought I should look back to the start of it all. To find out who the first true management consultant (MC) was, and to ask what their top tips were about how to present, sell and persuade.

So who was this person? Cicero? Aristotle? Socrates? The bloke down the pub in Chaucer's time? Blackadder? Cave man?

My first serious candidate is **Cicero**, who lived from 106-43 BC. I learn that he and I share a silly birthday and that he brought Greek philosophy to the Romans. So already he's guilty of plagiarism – a normal MC trait. It seems he was a good speaker and lawyer (saving a pretty penny in legal fees I suspect), and wrote lots of letters, especially to a bloke called Atticus. It was a key part of every orator's job to instruct, so we're on the right lines. I've always heard that Atticus as one of the best story-tellers (now termed 'presenter') of the time. Anyway, he kept his letters from Cicero, who was not far enough back to claim the MC title.

**Atticus** travelled widely, powered by a one-brake-donkey powered vehicle or a sail, dispensing his advice for more modest fees (a fig here, a drink there) than are achieved today. So may be I should tell you about Atticus? Nope, we have to go way further back to find the primus inter pares of this particular sub-species.

**Aristotle** was way further back, 384-322 BC. He was Greek, collected lots of Aesop's fables, riddles, folklore, Delphic Oracles, and books. That's a consultant trait if there ever was one; I doubt he read any of them but I am sure they looked good in his reception. He taught the proper use of the voice (loud, soft and moderate to express emotions), just as we at GPB do today, which is why we have his bust in our reception. He coached 'Formal Logic', a pretty important aspect of this persuasion thing, and is still widely studied today. About 1/3 of all his 'consulting manuals' survive to this day, wow! Mind you he's not everyone's cup of tea – he didn't seem to know much about gravity, and Bertrand Russell said: "Almost every serious intellectual advance has had to begin with an attack on some Aristotelian doctrine". Russell also refers to Aristotle's ethics as "repulsive", and calls his logic "as definitely antiquated as Ptolemaic astronomy". Not a fan then, Bertrand?

Aristotle went on a trip to the Louvre in Paris. His head stayed...



So, is he my original MC? No! It turns out that Aristotle studied **Plato** (428-348 BC), who we know taught Alexander the Great a thing or two (mostly stuff not suitable for a GPB Christmas Journal). So let's look at Plato. He wrote about many things, including Socrates, the philosophical components, Logic, Ethics, Rhetoric, and lots of 'complex systems' (ah, that sounds more like a consultant!). He founded The Academy in Athens (the first business school?), devoted to passing on the Socratic Method and the development of mathematical learning to achieve philosophical truth.

So even Plato isn't the 'numero uno' as he was a student of **Socrates** (469-399BC). Socrates wasn't a great writer, leaving it to minions like Plato. Socrates developed the logic of the carrot. You know the sort of thing: "Socrates is a carrot; all carrots are orange, therefore Socrates is orange." Hmm, not that difficult, but maybe the kids those days didn't have the benefit of a state school education. He was famous for saying 'I know that I know nothing' as the key to wisdom. Hmm, that's deep. Not sure if I could get away with that one these days, although it does remind me of the trendy and current phrase 'conscious incompetent'.

People like Socrates, Plato and Aristotle banged on about what they called 'Rhetoric' and 'the 7 canons'. Do you think they ever met at the pub? It seems they did at least pass on the consulting baton. Rhetoric is the systematic study of Public Speaking, or Oratory, or Persuasion. Overlapping technical terms...that's another bad consulting habit.

But we can't even stop at Socrates. There is an older candidate, the Sicilian, **Corax of Syracuse**, from the 460s BC. Ever heard of Corax? No? Well I think maybe you underestimate the man, as Corax turns out to be the source of the famous phrase: "Corackin' good cheese Grommit!", a phrase well known to followers of that great living Yooorkshire

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## The first know-all ...continued

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philosopher, Nick Parke. Yes! You learn something new every day. Otherwise Corax seems to be largely forgotten...

According to my extensive studies though, the first consultant was..... **Homer**. The poems of Homer (he lived somewhere between 1190 and 850 BC) show how keen the Greeks were about talking, long before Socrates. Now, they say you should always read the original and not some adulterated rewritten version, so I went and looked at some Homer's Originals (similar to Werther's?). Homer

does not seem to have been as keen as others to write much stuff down. You can't be too surprised by that, as protectionism is another typical trait of consultants. I did though find a couple of his books, The Iliad and his sequel, The Odyssey. The Greek was a bit tough going..... I suggest you start with something a little easier. I am going for a lie-down, to think up some new jargon. Maybe I can weave all these names into a new consulting acronym...

So there we have it, journey's end. The origin of this particular sub-species. Roll on, Charlie Darwin. Happy Christmas.

## Are you the real thing?

**Carl Schreiter**

**E**ver heard of "personal branding"? Don't be alarmed if you haven't. It's a new concept, recently introduced into the ever growing encyclopaedia of corporate jargon. Yet another conceptual novelty to churn over? Well no, not really. Personal branding would appear to be no different from corporate branding in that it treats an entity, in this case an individual, as an asset from which a promise or value proposition can be derived and communicated.

A personal brand is your way of developing and managing how others perceive you. It points out the qualities you want people to experience in you. Through a careful selection of attributes that guide your actions and reactions and dictate the way you communicate, you will position yourself and build equity. With a bit of luck you will achieve what you have set out to do and potentially maximise your earning potential.

Good personal brands have three things in common. They are compelling, authentic and consistent. The compelling element lies in your ability to communicate and deliver on a value proposition. Take Richard Branson as an example. His personal brand is intimately intertwined with his corporate brand – Virgin. Siding with the customer, media coups and challenging the establishment is Branson's 'mission' in life. His playboy lifestyle, hedonistic adventures and his smart casual appearance all seem to be in keeping with his true character. He loves the life he lives and lives to the hilt. He is always unmistakably and consistently Branson; humble and soave yet assertive whenever questioned or interviewed. His persona carries and is fuelled by an emotional

appeal, or what rhetoricians call Pathos.

As with Branson and Virgin, Michael O'Leary and Ryanair are an inseparable entity. Combined, the man and the company has changed both the way and where we fly, (Altenburg anyone?). O'Leary's mission is similar to Branson's in that he sides with the consumer, albeit not by offering the experiences we've all been longing for. O'Leary's proposition is mean and lean; he has turned greed, a vice, into a virtue and the aeroplane into an



elevated means of public transport. His promise is that you can get to Altenburg on the cheap, on time and more importantly you'll leave the airport with your bag in your hand. O'Leary preaches his value proposition with tenacity and conviction, almost smacking of fanaticism, in interviews and on panels: "We're always on time and we never lose luggage". This is the man behind the company that we love to hate. But he doesn't really care and we are in no doubt who he is and what he has set himself out to do. He is properly branded, for better



**Advice squeezed straight from the experts**



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## Are you the real thing? ...continued

### Our Services

Grant Pearson Brown Consulting is a respected adviser. We enhance the performance of businesses, helping clients to excel in the use of the spoken and written word, improving the performance of individuals and teams. Over the long term our work improves the way a firm does business.

We coach and advise individuals to perform at their best in the toughest situations including: Presentations, New Business Pitches, Business Development, Negotiating, Media Interviews, Telephone Calls and Document Writing.

We also produce scientific voice and face analysis reports, then provide voice coaching and non-verbal communications advice.

Our clients' needs are the only focus of our work; we listen to them and closely tailor our response to deliver first class coaching and advice. Through our own innovative culture we selectively pursue new ideas and approaches, continually hone our advice and create tools such as Voice & Visual Analysis, Prospect Relationship Management (PRM) and the Information Iceberg.

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and for worse. Origin is also an integral part of his brand: "I'm Irish and we don't have to prove anything. We are God's own children". Also, his perception of self: "I'm probably just an obnoxious little bollocks. Who cares?" Ever heard such self-revealing confessions uttered in and around Westminster?

So how can you brand yourself, create the right impact, raise your profile and become more successful? Does it involve extravagancies like looking down on the world from a balloon or the uncensored plain speaking of a rowdy Irishman? Of course not! But building

your personal brand is vital if you think perceptions do matter and the sooner you get your head down the better.

Here's how: You need to decide what **you** are about and what **you** can offer the market. Think of an all encompassing statement that catches the essence of your character and your value proposition. The next step is to come up with three supporting characteristics that lend support to the proposition.

A compelling triplet of rational, ethical and emotional attributes is required here. Giving the outside world more than they can chew will create only confusion, resulting in a blurred perception of who you are and what you've set out to achieve. Ideally, the attributes you choose to position yourself through should be virtuous; they should embody a quality which can be perceived as admirable by your intended target audience.

Any compelling personal brand requires a rational attribute closely associated with your ability to perform competently and deliver the 'goods'. It's your job to prove that your decisions and advice impact positively on the bottom line. Your rational side will need to shine through and make sense. People like people who are *clever, efficient* and

keep a close eye on *results*. However, precious little can be achieved unless you gain **trust**. Here good character is vital. Just think of the number of leaflets from local tradesmen in your mailbox carrying morally driven claims like *"We are reliable, trustworthy and we always show up on time"*. This is an attempt at building trust or what rhetoricians call Ethos. Your ethical stance is a vital component of your personal brand and has to be properly communicated, whether you're a plumber, builder, fund manager or belong to any other profession. You might promote the principle of *fair play, dignity, integrity* or any other character-driven

attribute in line with who you are and what you've set out to achieve. You decide.

Last but not least, your brand requires *Pathos*! You need to be able to inspire *hope*, get people *excited* and possibly communicate a sense of *urgency*. *Passion* is a powerful driver with seductive qualities that shouldn't be underestimated. That's how one man carved out his way to the White House not long ago....

The most awaited and

properly branded figure to enter the festive stage is of course Santa Claus. With a value proposition driven mainly by targeted generosity, he brings gifts to those who deserve it – well behaved children, who have eaten their greens. Santa is also the epitome of a great work ethic. He's been labouring away night and day with his little helpers, seemingly unperturbed by the harsh weather conditions in the North Pole. His mission is that of an altruist who takes pleasure in other people's happiness. Serving an entire global market in the space of 24 hours is also mind boggling, leaving most logistical experts in a state of puzzled acceptance. Not to mention the consistency in attire: white beard and red coat, (©Coca-Cola) and the all so comforting baritone *"HO, HO, HO! Merry Christmas"*!

