



Grant Pearson Brown  
Consulting Ltd.

The Communication  
Skills Specialists

*Advice squeezed  
straight from the  
experts*



Welcome to our **32nd  
Journal – Winter 2008!**

**In this edition:**

**Christmas 2008 Quiz – ‘Who said that?’**

You might have heard the quotes, know the names and recognize the faces .... But can you put them all together? Do that, give your favourite funny quote and perhaps you'll win some champers!

**Competitive Dialogue – Shout to be the loudest? – by Ewan Pearson**

Top tips on how to get ahead in the next pub quiz and how to handle the EU's newish formal pitch process.

**Givers Gain – Part 1 – by Tim Farish**

Get what you deserve this Christmas with our 'networking how-to'.

**‘Different strokes for different folks’ – by Alastair Grant**

Learn how to push everyone's buttons in time and avert the traditional Christmas family row.

**Prepare not to be prepared – by Carl Schreiter**

Everyone is staring at you, anticipation hangs heavy in the air ... impromptu speaking – Eeek. Carl takes the demons out of your worst dream with some on-the-spot-speaking strategies.



**Merry Christmas and a Happy New Year!**

*Welcome to our 32nd Newsletter. We wish everyone a very Merry Christmas and a Happy New Year of recovery. We'd like to say again what these newsletters are all about. In short, they are 'free advice' and 'top-tips' from us to our clients and other friends. Much more Harvard Business Review; a journal, not a slick sales brochure. So from now on we'll call it a journal! For clients, our journals offer the opportunity to refresh and enquire into the specialist areas that we occupy – most significantly, presentation skills and business development. For others they are also a chance to get to know us and our approach a little better. We hope you find them useful and entertaining and we welcome all your feedback. Every back-copy is also available with a few clicks on our website: [www.gpbuk.com](http://www.gpbuk.com).*

**Ewan Pearson**  
Managing Director

## 2008 Christmas Quiz

### *Who said that?*



Welcome to our Christmas quiz. Match the names to the pictures to the quotes. Include your own favourite 'funny quote' and the name of the person who said it (no crude quotes please!) and send your answers to [a.dovey@gpbuk.com](mailto:a.dovey@gpbuk.com) in the form number, letter, name. Answers must be received by Midnight December 22nd. The person with the most correct answers will win a celebratory bottle of champagne. In the event of a tie, the person who submits the funniest quote will win. And yes, we know it's very challenging!

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

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# 2008 Christmas Quiz

## Who said that?



### Names:

Queen Elizabeth I

Plato

Ronald Reagan

Harold Macmillan

Sean Connery

Mark Twain

Nelson Mandela

Mother Teresa

Oliver Cromwell

Julia Roberts

Winston Churchill

Oscar Wilde

Richard Nixon

Margaret Thatcher

Queen Elizabeth II

Martin Luther King

George Bush

Groucho Marx

Geoffrey Howe

Bill Clinton

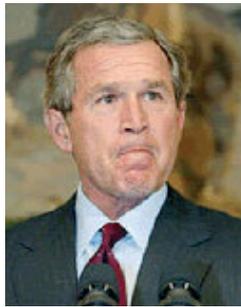
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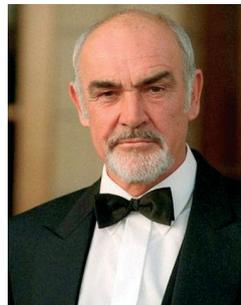
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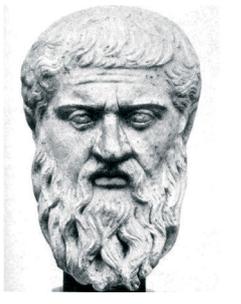
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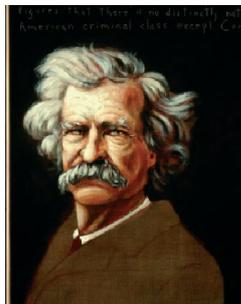
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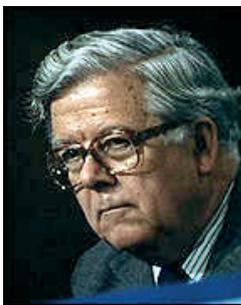
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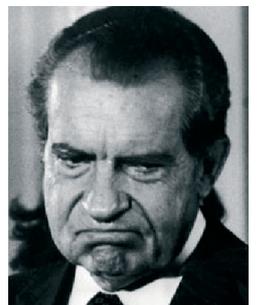
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# 2008 Christmas Quiz

## Who said that?

### Quotes:

- a) We contend that for a nation to tax itself into prosperity is like a man standing in a bucket and trying to lift himself up by the handle
- b) I know I have but the body of a weak and feeble woman; but I have the heart of a king.
- c) I am more concerned about the return of my money than the return on my money
- d) I come before you tonight as a candidate for the Vice-Presidency and as a man whose honour and integrity has been questioned.
- e) The wind of change is blowing through this continent
- f) I have a dream today
- g) Ignorance, the root and stem of every evil
- h) The poor people are a very great people. They can teach us so many beautiful things.
- i) I could dance with you till the cows come home. On second thoughts, I'd rather dance with the cows until you come home.
- j) The government's view of the economy could be summed up in a few short phrases: If it moves, tax it. If it keeps moving, regulate it. If it stops moving, subsidise it.
- k) It is rather like sending your opening batsman to the crease only for them to find, the moment the first balls are bowled, that their bats have been broken before the game by the team captain
- l) 1992 is not a year I shall look back on with undiluted pleasure. In the words of one of my more sympathetic correspondents, it has turned out to be an 'Annus Horribilis'.
- m) You turn if you want to. The Lady's not for turning.
- n) A great people has been moved to defend a great nation
- o) It is an ideal for which I hope to live for. But my Lord, if it needs be, it is an ideal for which I am prepared to die
- p) Ye have no more religion than my horse
- q) Referring to a woman's sphere in life, I'll say that woman is always right.
- r) I have nothing to offer but blood, toil, tears, and sweat.
- s) Everybody tries to get me to shut up. It didn't work with my parents and it didn't work now
- t) I was working on the proof of one of my poems all morning, and took out a comma. In the afternoon I put it back again.
- u) I can honestly say that I'd have rather won the US open Golf Tournament
- v) Yesterday is yesterday. If we try to recapture it, we will only lose tomorrow.



# Competitive dialogue - "Shout to be the loudest"?

## Ewan Pearson



**C**ompetitive Dialogue?? What?? To the agnostic, this might sound like some race where you fight to speak loudest, highest or fastest, organised by some debating or sporting organisation. Actually that sounds just like the chit-chat over the family Christmas lunch, so maybe you're about to experience it.

No, in fact it's the new-ish formal pitch process established by the European Union for large, highly complex contracts, particularly those that involve governments throughout the EU. In the UK, the NHS has been a big user, as has the MoD.

To us at GPB there are many similarities to the preceding process and winning such pitches still depends on getting much the same important things right as before.

Competitive Dialogue (CD) was launched on 31 January 2006. We have been fortunate enough to be involved in several of these CDs and have learnt many and varied lessons along the way. Now is a good time to let you benefit from the crucial points learned so far.

The main features are:

- a) Dialogue with selected suppliers to identify and define solutions to the stated needs
- b) The awarding criterion is singular – "the most economically advantageous tender"
- c) Dialogue can be in several rounds, with solutions/bidders reduced at each round
- d) There are tight rules on what happens afterwards – on things like changing the offer.

My reaction to working on my first CD was to be lost among a soup of new acronyms, seemingly invented especially for the new process. But eventually the fog lifts and you get used to them, I promise you! To help you, I have put some key acronyms and their full versions together in a convenient cut-out-and-keep table, very useful for your next acronym competition down the pub!

CD is formalised as one part of a process:

- First, an offer is put out in the OJEU
- Second, bidders respond
- Third, a PQQ is filled in and returned by each bidder.
- Then via an ITPD the client selects a few lucky participants to take part in what I can best describe as "a sprint followed by a marathon". Competitive Dialogue ensues, at the end of which the preferred bidders submit FTs. One big difference with the old negotiated procedure is that bid proposals are much more developed than they were before.

There are some real devils in the details. For instance, when they say "dialogue", they don't say how much. It can last for *months*. In one case, we worked with a client's team of about 10 people who got Monday and Tuesday of every week over 12 weeks allocated for dialogue with the client. Their competitor got the Thursday and Friday....so cancel the holiday plans. It's also going to cost you a lot to bid. Contracting authorities are permitted under CD to pay some or all of the bidders' expenses, but we have yet to see that in practice, except for the winners.

There are concerns too about idea leakage across to the competitor teams; that's one risk you'll just have to live with, I'm afraid. But we have never found it to be a problem.

Thankfully a new type of CD has emerged called "CD Light". This is a low calorie version of what I've described – less talking over fewer weeks. Possibly also fewer competitors in the mix.

Then there's the quaint phrase "most economically advantageous tender". How do you define that! Well, I can tell you that the answer is, "Pretty much however you



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- **ITPD** – Invitation to participate in dialogue
- **OGC** – Office of Government Commerce
- **OJEU** – Official Journal of the European Union
- **PQQ** – Pre Qualification Questionnaire
- **TED** (Tenders Electronic Daily) is the online version of the 'Supplement to the Official Journal of the European Union', dedicated to European public procurement.
- **TEG** – nothing to do with CD, but the nickname of a Welshman I met last week
- **MEAT** – Most Economically Advantageous Tender (no, that one's not a joke)
- **JV** – Joint Venture
- **FT** – Final Tender
- **OFTAP** – what I've always said OFWAT should be called, and much more environmentally friendly. Governments can't take (or tell) a joke!

## Competitive dialogue - "Shout to be the loudest"? ...continued

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like." It's as loose as a bride's nightie. It was meant to take procurers away from just buying the cheapest all the time, and to be fair that *has* happened. Procurers now buy the second cheapest. No, I don't mean that, it's just the cynic in me...

What it really means is 'best value for money'. That's nearly always been the main criterion and the position we have always taken when helping clients. Either be the cheapest or be the best (value for money). That's it. But our advice is that if you choose to be (let's say you are) better, not only does the amount by which you are better have to easily exceed the extra money that will cost, you have to prove it is so.

Then there's the reduction in bidders at each round. Yes that happens, and there are supposed to be three minimum at the start, but that has not always happened where there's a lack of realistic qualified competition. The most we have seen is four bidders, reduced to two.

So, how do you win, or how do you avoid losing CDs? Aha, if I told you we'd be giving the shop away. But, in the spirit of Christmas, here are some top tips to give you a head start:

- Have a team, not a group of individuals, with clear leader and member roles (not so easy in JVs)
- Make it the team's day job, not extra-curricular
- Get fit for purpose - this is a marathon
- Learn how to build rapport, smile, shake hands, engage with eye contact, and how to ask open and closed questions well
- Learn how to present well as a team, using our 'unique and valuable contribution' model
- Write accurately. We always find typos
- Get an organised person who communicates well to run the campaign
- Have a clear, compelling, differentiated proposition with easy-to-recall key points
- Think about problems as if you were the client. Now, where did I put my music collection? It's all on those Competitive Disk thingies .....

## Advice squeezed straight from the experts



## Givers Gain – Part 1

Tim Farish

**The ability to network effectively is becoming increasingly important for today's business professionals. Networking is now big business and it really is true that, 'who you know,' is just as important as, 'what you know.' But very few people feel confident that they have the skills and knowledge to be a good networker.**

The days of spraying your business cards have long gone and a more skilful, subtle approach is now required. With the boom in networking groups, both social and professional, we have to be more selective about how we spend our time and who we follow-up with. So, what is the right approach to take and what are some of the skills that are required?

The first thing to bear in mind is that the best networkers view networking as a permanent activity, even a mindset. The best networkers are like the hub of a wheel where they are able to connect the spokes to create motion.



When someone is described as being 'well-connected' it is a measure of how many influential people they know and how they are able to use their networks to full effect, for the benefit of others as well as

themselves. Business Network International (BNI) is the world's largest business networking group and its founder, Ivan Meisner, is recognised as one of the leading thinkers on networking. He founded BNI on the philosophy of 'Givers Gain' which says that "If you give me business, I will want to give you business":

*"The biggest problem networking had and a major reason that most people feared it was that it was too selfish. It was all about 'me' and what the individual could gain. This created a competitive pressure that got in the way of people getting creative about how they could help each other. Making it more co-operative has meant that people are able to relax and help each other much more than they were able to before."*  
(*'Master of Sales', Meisner Et Morgan, 2002*)

Meisner realised that effective networking takes time and is built on trust and reputation. For people to open their networks up to others involves risk and so trust needs to be developed over time. The reality is that for people to feel comfortable with potentially putting you in front of their clients and best contacts they need to believe that you are capable of adding value and are easy to deal with. The best networkers realise this and create opportunities to let their new contacts know that they are able to meet this expectation with



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## Givers Gain – Part 1 ...continued

### Advice squeezed straight from the experts



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testimonials from relevant parties.

From a skills perspective, the most important things to master are an ability to build rapport (see our 25th journal for more information), to actively listen and to ask good, incisive questions.

Actively listening means being in 'receive-mode', where the listener is fully present and engaged. When someone is described as 'hanging on every word that is said' they are describing a person who is able to listen actively and whose mental distractions are kept to a minimum. There are many practical advantages to active listening but, given the context of being in a network environment, the most important thing is making the person feel as though what they are saying is important and worthy of your attention. It is worth remembering that confirming nods of the head along with confirmatory sounds all help to create an atmosphere for the free expression of thoughts, ideas, attitudes and values which will offer an invaluable insight. Another useful tip to remember is that by reflecting back the key ideas and phrases of what's being said will let the speaker know that you are listening to them. It will also improve your memory of names – a classic weakness!

The ability to ask good questions is equally critical

to networking success. Being able to ask powerful, open questions allows issues to be explored and potential needs to be expressed which otherwise might lie uncovered. There are two types of questions; open and closed. Put simply, open questions explore and uncover information whilst closed questions focus on and seek commitment. The open questions are: Why? Where? What? When? How? and Who? and when used well can uncover vital information whilst also allowing the speaker time to expand upon what has already been said. Closed questions limit the response to a yes or no or to a choice of alternatives. Typical closed questions are Do? Can? Are? or Is? and help provide the facts behind a question as well as being relatively quick and easy to answer. When opening conversations, a good balance of the two is important. The closed questions start the conversation and summarize progress, whilst the open questions get the other person thinking and continuing to give you insightful information about them.

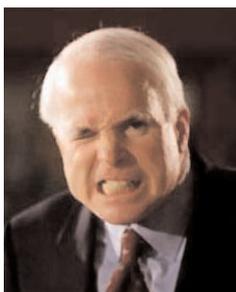
My next article will focus on the things NOT to do in a networking situation. So now you have some useful tips enjoy all the networking opportunities of the festive season. And let me finish this article with the first tip of the next one. Don't drink too much!

## “Different Strokes for Different Folks”



### Alastair Grant

**I**n the recent American Presidential election the press showed a picture of John McCain with his mouth wide open and sticking his tongue out in a scene of mock horror. He had made his way to the podium from the wrong direction. For sure if Barack Obama had made the same error he would have not grimaced in such a way. We can quickly make a simple deduction. John McCain readily shows his feelings in an exaggerated way. Barack Obama is relatively much more restrained.



A basic understanding of different behaviours is important. People are different. If you can understand better the way that others need to be treated and behave accordingly, you will be more effective – especially with smaller audiences. The

American quote of “Different strokes for different folks” is absolutely true.

In 1921 Carl Jung divided behaviour into rational and irrational as well as introvert and extrovert. And whilst Myers Briggs has value today, we prefer a much simpler approach called behaviour styles that you can use with new contacts, and without a questionnaire! You can use it quickly to gain valuable insight. It's based on the measurement of two key sets of behaviours and was started by Larry Wilson in 1965. It is used widely although the labels vary, we have used the two most popular labels and our diagram has four labelled squares.

Back to McCain and Obama. I'd say Obama does not show his feelings in such an expressive manner as McCain. But we would not accuse him of being stone faced. When his Grandmother died he appeared genuinely moved – a tear ran down his face. But what about assertiveness? I think that both men are assertive, so I'd put them to the right of the vertical mid-line. This then means we have McCain as a Showman but Obama as a Director,

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# “Different Strokes for Different Folks” ...continued

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forceful but controlled.

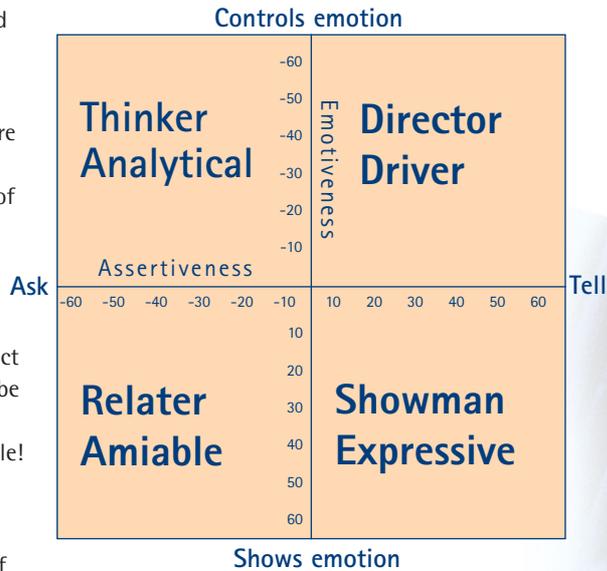
Most of us have varying abilities to operate in all four boxes and also have a definite comfort zone. For example, someone who has strong 'Thinker' style characteristics may find it hard to be an outgoing expressive presenter. They dislike what they see as being flamboyant. On the other hand a 'Showman' style would probably get quickly bored with lengthy, detailed and information-packed PowerPoint presentations.

A simple questionnaire can accurately reveal where your default position is likely to be. Some are surprised at the result as they have a perception of themselves which is not shared by others. Many believe they behave differently in different situations. "At work I am focused and behave in a Director style but at home I am a Relater". Well it's true that circumstances and other people affect our behaviour. The Directing style at work might be fine but might change at home because of a dominant spouse who is more domestically capable!

The 'Behaviour Styles' model looks simplistic and does not take account of the complexities of human behaviour, but that misses my point. All of

us have a level of assertiveness and emotiveness in our genetic makeup. Identifying where we are and spotting where the other party is gives us a clue how to better interact with them, to treat them the way they need to be treated. It is a useful tool to have if you wish to be successful.

## The four quadrants of 'Behaviour Styles'



Here's a quick guide for you on how to treat others:

Top Right – Director Driver. They are brisk and business-like. Be factual and succinct. Do not socialise and chit chat.

Bottom Right – Showman Expressive. They are spontaneous and sociable yet try to dominate. Be prepared to praise them and acknowledge their contribution. Do not bore them or ignore them

Bottom Left – Relater Amiable. They are relaxed and friendly. Be friendly back and take an interest. Reflect on how they might feel about an issue. Do not do anything untrustworthy. They are not weak.

Top Left – Thinker Analytical. They are orderly and systematic. Process and accuracy is important to them. Do explain ideas logically with evidence to support them. Avoid being flippant or disorganised.

# Prepare not to be prepared

## Carl Schreiter

At GPB we cannot stress the importance of preparation enough. If done properly and efficiently it will significantly increase the success rate of presentations and pitches. In the last journal, I even used the motto, "To fail to prepare is to prepare to fail," as an example of an antimetabole.

However, sometimes we have to accept that everyday working life doesn't afford us much preparation time. At times you have to speak persuasively and convincingly off-the-cuff, there and then, without time to prepare. Luckily, all's not lost as there are remedies and rescue plans for even

the toughest of situations.

Some of you may have been drilled in the art of delivering an *elevator pitch*. A short self-promotional speech consisting of about 100 words, allowing busy professionals to answer questions like "So, what do you do?" and, "What company do you work for?" By the time you reach the top floor, a stranger may have turned into a prospect, keen to meet up for a chat to learn more about what you can do for them.

The general format for an *elevator pitch* is simple:

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# Prepare not to be prepared ...continued

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"I am/do (nature of service or product) for (ideal client/customer) so that they can (benefit to client/customer)". Here's an example: "I coach business development for financial advisers so that they can improve their conversion rate and so win more business."

After a short pause and an affirmative nod from your listener, you may then embellish with "how", "why" and "when" and finish off with a polite call to action as in "I'd love to tell you more and learn more about what you do. Would you like to do that?" An *elevator pitch* is a pre-packaged speech ready to be delivered whenever the opportunity comes along, so it's not really the same as 'off-the-cuff'.



*Ordo naturalis* is a similar speech device though much earlier. It was introduced in *Ad Herennium*, circa 86-82 BC. Though elevators had yet to be invented, impromptu speeches were probably as much part of business life then, with pitches being delivered while mounting the mighty marble steps to monumental palaces. However, the Romans believed that such communications should be delivered in "natural order" based on chronology. The format is simple and powerful: 'Past - Present - Future.'

## Let's see if it works in 2008 A.D.

Say you're a partner of a law firm and that you've been called to a meeting with no warning. You're

unprepared. You meet and greet potential clients. After breaking the ice with the obligatory "please and thank yous", one of your fellow partners turns to you and says "You've been with the firm longer than anyone else. I'm sure that Mr Client and Mrs Prospect would value your input". You cast your mind back to your organisation's history:

"Let's put what we do today into context. When the firm was founded in 19XX, a majority of our work was in transport. These were interesting times. What we learned was that.... etc." While talking about the past, you call upon your brain to plan ahead, to think of what's coming next. So you head into the present. Words like "today" and similar sign-postings work beautifully as transitions.

"Today, we have grown to 23 partners, 45 associates and 50 juniors. We are taking on more clients and our work has changed significantly because our clients are asking us to help them in other areas, such as X, Y and Z..." Now you're getting ready for your grand finale.

"Looking forward, I expect our client base will continue to grow and the nature of our work will thus develop and expand. If you decide to use our services, I am certain that you will benefit from our wealth of knowledge and experience"...etc

As opposed to an elevator pitch, 'Past - Present - Future' doesn't require much preparation. It's pure improvisation. All it takes is the discipline to speak chronologically. That's the golden rule.

With two new weapons - *elevator pitch* and *Past - Present - Future* added to your verbal artillery, the impromptu challenge is hopefully less daunting and ambushes less likely to scare you.

Remember that "to fail to prepare is to prepare to fail" but that there are times when we need to prepare to not to be prepared. Good luck in defying the unexpected and surprising the unexpected.

And what better time to honour the use of 'Past - Present - Future' than now when, 'tis the season to be a jolly speaker at Christmas bashes, banquettes and balls. Be no discouraged Scrooge. Take to the stage and undergo a profound experience of redemption over the course of a few minutes - Christmas Past - Christmas Present - Christmas Future. 'Bah humbug!'

## 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 & Face Analysis, Prospect Relationship Management (PRM) and the Information Iceberg.