



The Gap Partnership

Two day Workshop to develop Negotiation
Capability Proposal for

19 June 2015

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Introduction & Situational Analysis

██████████ of The Gap Partnership (TGP) met with ██████████ and ██████████ on The Coal Authority on 17th June 2015.

██████████ shared some of his key learnings from The Complete Skilled Negotiator (TCSN) which he attended in February 2014 and ██████████ commented on her observations of the impact of that workshop.

██████████ and ██████████ explained that The Essential Negotiator (TEN) would be more appropriate for the 12 delegates they would wish to train in July. In addition, there are 3 department Heads who might benefit from either the TEN or the TCSN. In any case their availability would be later in the year.

Any TEN run "in house" could be run locally to Mansfield and both TGP and The Coal Authority would pool contacts to achieve the most cost-effective residential solution.

██████████ asked ██████████ to check for July availability for a TEN and I can confirm that there is availability in the last week (either Tues/Wed or Wed/Thurs as you suggested). However, to secure these dates we would need confirmation by 26th June.

██████████ asked for more details of both the workshop outline and also the online learning support from E-GAP and both are attached in the Appendix.

██████████ suggested 2 or 3 phone calls with ██████████ and a commercial leader to ensure that the workshop reflected the business challenges and market conditions of The Coal Authority.

It was a pleasure to meet you all and talk about negotiation. TGP would welcome the opportunity of cascading out the learnings to a wider group within The Coal Authority. The learnings, language and approach (esp. planning and preparation) are consistent across all TGP workshops and so mixing TEN and TCSN delegates would work well now and in the future.

██████████
Head: Energy, Oil, Gas and Resources

The Gap Partnership Proposition

Advisory Services - GapConsulting

Skilled negotiators conduct negotiation meetings on your behalf to maximise profitability, negotiation problem diagnosis and analysis, organisation capability assessment, negotiation strategy design and specific issue resolution using best practice total solutions

Development Needs Analysis and Development solution design and delivery

Upfront and ongoing assessment of organisational negotiation capability and individual ability, bespoke workshop and blended learning solution design and highest level coaching and consultancy to deliver maximum impact

The New Negotiator

- Keystone workshop

Target audience:

- Negotiators with 0-5 years experience

Content:

- Essential foundations of negotiation skills explained and practiced
- Real world focus
- The 8-step process

Output:

- Delivers behavioural shift and deeper understanding of negotiation fundamentals

Format:

- 2 days residential
- 12 attendees

The Complete Skilled Negotiator

- Advanced workshop

Target audience:

- Experienced negotiators who regularly negotiate

Content:

- Negotiation strategies and tactics explored around the negotiation Clockface
- Behaviours explained through personal psychology

Output:

- Delivers sustained behavioural change and guaranteed financial return on investment

Format:

- 3½ days residential
- 8 attendees

The Creative Negotiator

- Advanced behavioural workshop

Target audience:

- Negotiators seeking the next level of competence

Content:

- Managing Risk
- Empowerment
- Positioning and Power
- Moving to and maintaining value creation

Output:

- Delivers the toolset for coping with today's economy and refreshes negotiation skills developing them to a broader level.

Format:

- 2 days residential
- 8 attendees

The Strategic Negotiator

- Strategic thinking workshop

Target audience:

- Experienced negotiators with substantial financial accountability

Content:

- The Electronic Strategic Planner informs delegate's real situations
- Leading edge process to facilitate strategic thinking

Output:

- Develops conceptual thinking and new strategies for actual negotiations

Format:

- 2 days residential
- 12 attendees

eGap

Online solutions to reinforce teachings through a blended learning approach including: Training Needs Analysis, Learning Resources, ROI measurement and Workshop Feedback

Negotiation faculty

Organisational negotiation capability development, online and face-to-face coaching, best practice sharing (internal and The Gap Partnership Negotiation Global Best Practice Database), follow up development initiatives and evaluation



The Gap Partnership

The Gap Partnership is a global negotiation consultancy that has delivered negotiation solutions within many industry sectors since 1997. Nothing but Negotiation has always been our exclusive focus.

As practitioners, we are negotiation specialists. We change behavior to achieve measurable results through workshops, practical planning, and Consulting and at-desk advice in your negotiations.

Every member of The Gap Partnership team shares a fascination and passion for the art and science of negotiation: from planning, dynamics and strategies, to psychology, tactics and behaviors.

We are the preferred global partner for over 500 corporate clients, including many FTSE 250 and Fortune 500 organisations. We deliver our workshops in over 50 countries in 12 languages and have local offices in: London, Paris, Düsseldorf, Johannesburg, Hong Kong, Singapore, Sydney, New York and Toronto.

The Gap Partnership has a proven track record in adding significantly onto clients' EBITDA through our Consulting offering. We have executed numerous successful large scale projects for our clients and have extensive experience of delivering results while understanding the importance of maintaining relationships and integrity.

Our ever-growing insights and expertise are grounded in the real world and enable us to constantly innovate. We provide you with powerful tools and solutions which help drive strategy, sustained behavioral change and, most crucially, profitability.

Visit www.thegappartnership.com for more information.

The Essential Negotiator

The Essential Negotiator workshop has been designed to provide attendees with a repertoire of practical and focused skills to deal with their day-to-day business challenges - whether working within a rigid framework or where there's scope for creativity. It's designed for anyone directly or indirectly involved in business negotiations – whether internally or externally.

Each workshop is run by a highly experienced Gap consultant over an intensive two-day residential period. You can opt for a single company, in-house workshop, or learn on an open workshop basis with attendees from other organisations. There will be a maximum of 12 attendees per workshop.

Objectives

- Equip delegates with the insight required to make a more informed decision on the approach they adopt to any given negotiation.
- Enable delegates to adapt their negotiation behaviour in a manner consistent with their choice of approach.
- Empower delegates to apply an eight-step process that allows them to manage their negotiations more efficiently.
- Provide delegates with a comprehensive suite of tools and techniques with which to exert a greater element of control over their negotiations.
- Differentiate between competitive and collaborative negotiations, adapting their approach accordingly.
- Plan and prepare for negotiations, using all available information.
- Develop and control the negotiation agenda.
- Maintain self-control and manage situations of perceived conflict.
- Pose effective questions to uncover the position and interests of the other party.
- Listen and interpret the true meaning behind the other party's responses.
- Trade concessions profitably to enhance the value of every deal.
- Develop creative proposals to move the negotiation forward and avoid deadlock.
- Maximise the profitability of every deal.

Workshop

The workshop is based on the conviction that negotiation skills development is best achieved by 'doing' and therefore the format is highly interactive, with 75% of the available time spent either in active negotiation or in the subsequent analysis of negotiations: supporting the 70/20/10 retained learning philosophy. In total, delegates tackle five different negotiations during the two days, both as individuals and in teams. Negotiations are reviewed on video, allowing delegates to observe the appropriateness or inappropriateness of their behaviour. In addition to the feedback delivered by the consultant throughout the workshop, the final two hours are dedicated to personal feedback for each delegate with both the tutor and the peer group helping individual delegates arrive at a heightened understanding of their areas of strength and potential improvement.

Based on this feedback, the consultant prepares an individual report for each delegate, offering practical advice on how to effect the improvements highlighted during the feedback session and, as a sign of commitment to their own personal development.

Workshop Outline

Day 1

- Introductions
- Workshop models
 - 14 Negotiation behaviours
 - 8 Step process
- Negotiation strategy – competitive vs. collaborative
- Case 1 – Value distribution
- Case 1 – Feedback
- 8 Step process – Steps 1 and 2
- Case 2 – Hard bargaining to maximise Value
- Video feedback
- Case 3 – Value distribution vs. value creation
- 8 Step process – Steps 3 and 4
- Case 4 – Win/win – value creation

Day 2

- Case 4 video feedback
- 8 Step process – steps 5 and 6
- Negotiation tactics
- 8 Step process – steps 7 and 8
- Case 5 – Partnership and problem solving
- Case 5 - Feedback
- Personal feedback – from consultant and peer group

Close



2015 List Price, valid until 30.11.2015

Product Name	Quantity	List Price
The Essential Negotiator	1	GBP 14,500

Fees include all materials, individual reports and performance evaluation. All fees are exclusive of accommodation, travel, expenses and VAT

Workshops are residential and venue/personal accommodation costs are for the client's account.

The Coal Authority Workshop Fee Discount Structure

Dependent upon the number of workshops committed to, The Gap Partnership are willing to consider the following discount structure for workshops booked and paid for within any 12 month period

Revenue of Workshops	Discount



Contact Details

For further information please contact:

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Appendix: eGap

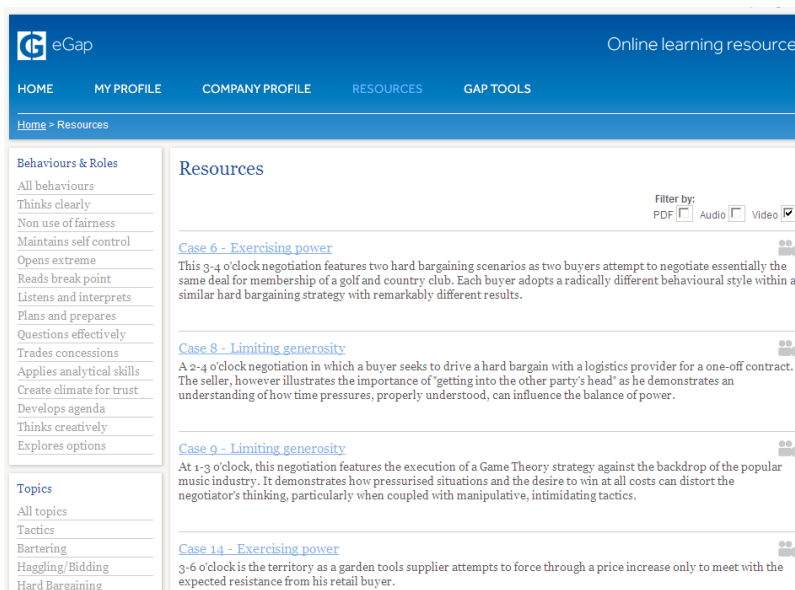


eGap is the Gap Partnership's website application for behavioural evaluation, ROI measurement and ongoing support. Designed to consolidate and promote continuous professional development, eGap provides online content and skills training reinforcement when your negotiators need it.

Resources

There is an extensive library of over 200 online negotiation video clips enabling attendees to refresh and reinforce their learning and reinforce the sustained behavioural shift. These broadcast quality clips are accessed through a unique navigation method indexed by sector or behaviour.

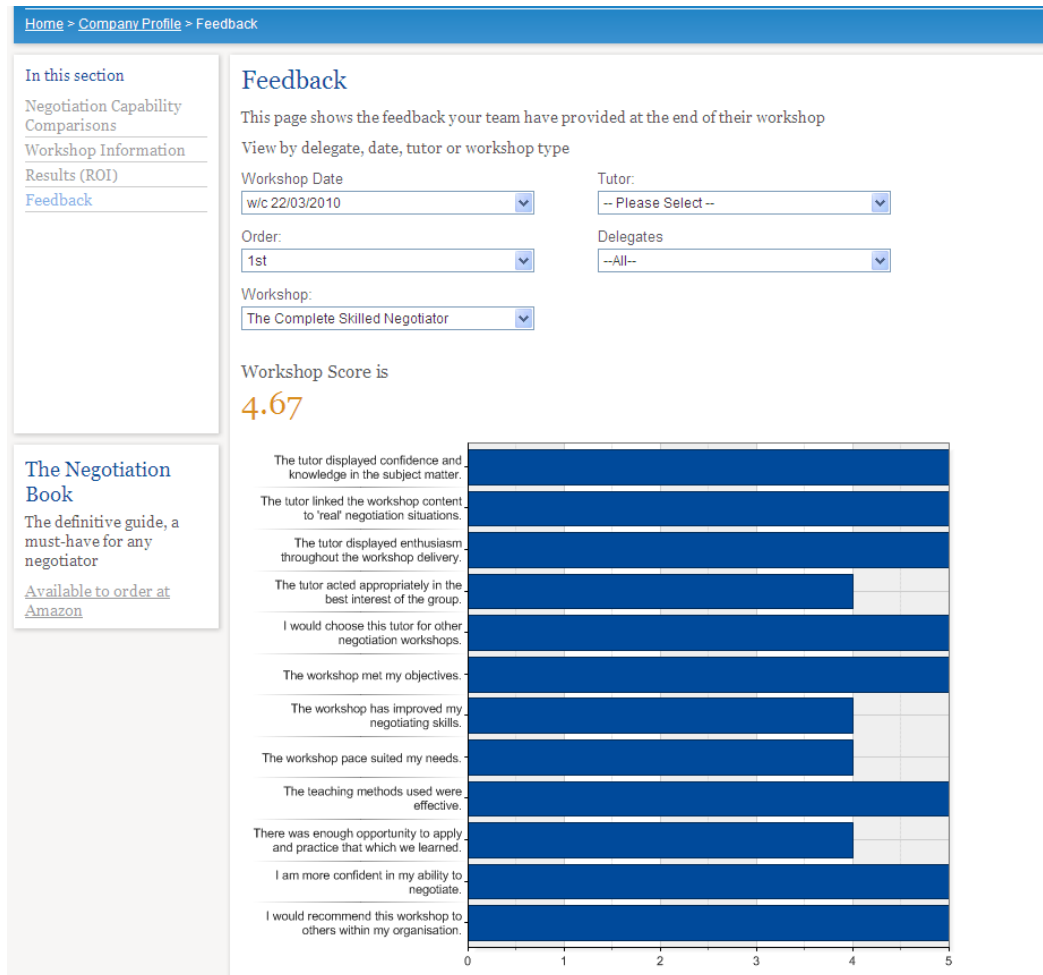
Our Negotiation Reviews provide attendees with the accumulated wisdom of expert and experienced professional negotiation practitioners. You will find the latest documented thinking in commercial negotiation, along with insightful articles, models, tools and reviews all available to download in pdf format.



The screenshot displays the eGap website interface. At the top, there is a blue header with the eGap logo and the text "Online learning resource". Below the header is a navigation bar with links: HOME, MY PROFILE, COMPANY PROFILE, RESOURCES, and GAP TOOLS. The main content area is titled "Resources" and features a sidebar on the left with two sections: "Behaviours & Roles" and "Topics". The "Behaviours & Roles" section lists various skills and traits, while the "Topics" section lists broader negotiation themes. The main content area on the right shows a list of resources, each with a title, a brief description, and a video icon. The resources listed are "Case 6 - Exercising power", "Case 8 - Limiting generosity", "Case 9 - Limiting generosity", and "Case 14 - Exercising power". A filter bar at the top right of the resource list allows users to filter by PDF, Audio, or Video.

Workshop Evaluation

'Feedback' provides workshop evaluation information for sponsors. You can view comprehensive attendee feedback scores for your workshops across 12 criteria.



Every client of The Gap Partnership is comprehensively trained on the use of eGap in order to view and evaluate each programme.

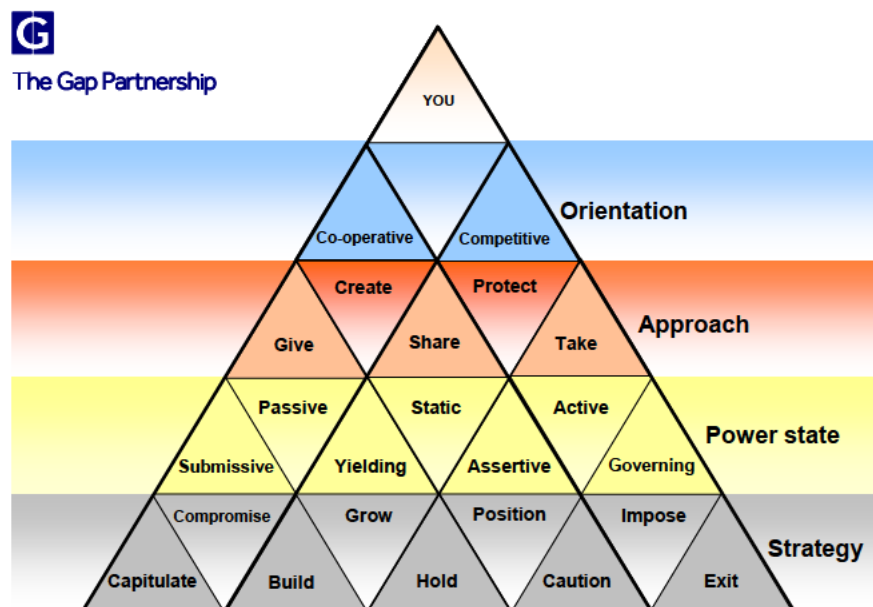
Appendix: The Strategy Pyramid

The purpose of this tool is to allow you to provide a framework to consciously consider each of the factors which will influence your strategy. Your judgement will help in defining the most appropriate strategy.

As we work our way down the pyramid in quantifying factors at each stage using the Strategic Planning Tool, we are able to narrow options through a process of elimination in quantifying the real balance of power and highlighting the most appropriate strategy.

From here we can carry out a potential problem analysis which examines the likelihood and probability of problems occurring. These problems are often triggers to move into a different contingency strategy to formulate a 'what if' scenario map.

From here an action planner is completed with dates and activities pre-planned throughout the course of the negotiation. The pyramid will also allow you to segment and categorise your customer base as different parties will require a different approach.

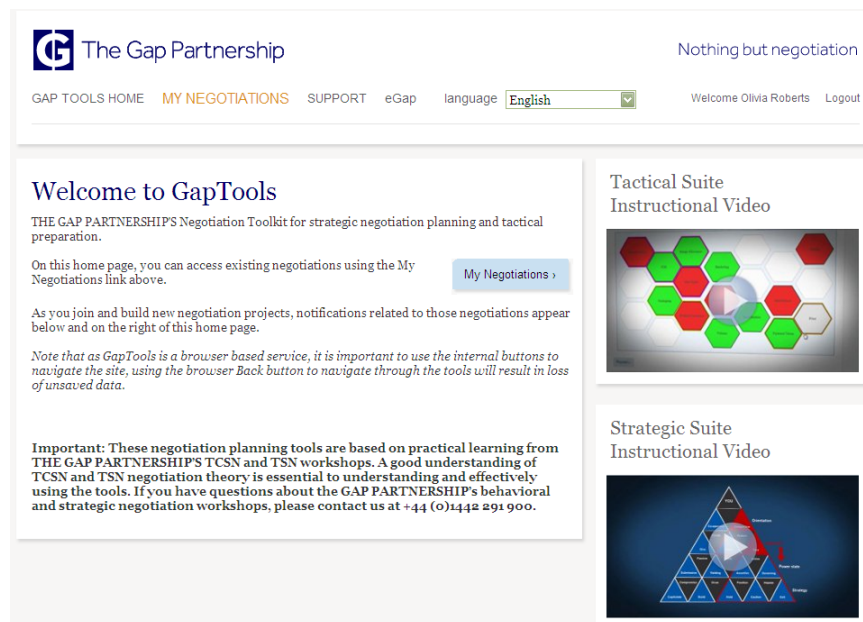


Tactical Planning

Once the strategies are complete we can use our Tactical Planning Tool to identify variables creatively then evaluate trade-off differentials to maximise value in building proposals. This tool also tracks the progress of the negotiation as it unfolds using a record of offers, and is easily transferable between the stakeholders as a means of providing clear visibility and communication as plans are executed.

Both the Strategic and Tactical Planning Tools can be accessed on GapTools by registering on eGap. *See Appendix: GapTools*

Appendix: GapTools



GapTools is a set of tactical and strategic planning tools that will make negotiation planning fast, easy, and help embed best practice as part of your company's culture.

Using existing eGap username and password, workshop delegates and Consulting attendees are able to access these online tools globally in 12 languages.

In our Tactical Suite users can creatively brainstorm variables, prioritise tradeoffs, and plot breakpoints and opening positions. The Tactical Tools allow agendas to be sent, offers to be recorded, and draft agreements to be sent to your team, and even your counterparty.

In our Strategic Suite, groups can align on scope and objectives, and decide upon an approach. The tool helps to define the appropriate strategy and map out contingencies, calculating the balance of power, assessing potential problems, and predicting the level of risk. This finally leads to an action planner with specific responsibilities, and completion dates integrated into your overall plan

GapTools provides a highly practical and pragmatic step by step approach to creating and communicating clear executable plans for every negotiation from the everyday transactional through to long term high level strategic initiatives.