



The S.A.B. Group: How We Can Help You

The S.A.B. Group
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Boston *New York* *London* *Chicago* *Seattle*

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- **Introduction to SAB**
 - **Program Content Description**
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Introduction to SAB

SAB is the leading edge negotiation consulting and training firm

Harvard Instructors

- **Former instructors at Harvard Schools of Law, Business and Government**
- Additional faculty from Stanford, Columbia, NYU and Cambridge

Trainers are Consultants

- About 50/50 training/consulting mix and over **US\$16 billion** worth of deals
- *We know what works from experience*

Global Clients

- Over 100 of the top 500 global companies are already clients
 - Clients include **Google, GE, KPMG, AT Kearney, General Motors, Siemens, Blue Cross/Blue Shield, Pfizer, Bear Stearns, Procter & Gamble, Random House, HSBC, Shell, Sunoco, Payless, Starbucks, Electronic Arts, the United Nations (where we are faculty members), Harvard University, Hewlett-Packard/Compaq, Dell, the NBA, Ogilvy & Mather, Eastman/Kodak, Western Union, Whirlpool and Dole Foods** among many others
 - Over 50 governments and government agencies
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The SAB Difference

What Makes Our Programs Different

Customization

- **We build the program around your needs**
- The consultant is determined by 3 screens (in order of priority): (1) Familiarity with your company and industry; (2) Familiarity with participant group; and (3) Least expensive in terms of travel costs

Impact and Results

- 2001 study: our clients create **an average of US\$8.8 Million in value per training**
- This program is **highly interactive** and exercise-based because that is where the most value is created

Long-Term Relationship

- Participants are given our direct contact details in case they have **questions about their real negotiations *after*** the program
- 10-25% of the group will follow up with us afterwards

What Makes SAB Different

Experience

- We have worked on **over US\$16 billion worth of transactions**
- Semi-annual review of our programs for effectiveness and relevance

Global Perspective

- We have provided training on six continents
- Geographic client mix: **North America 39%, Europe 30%, Asia/Pacific 25%, Latin America 5%, Africa 1%**
- Our consultants average *over* 200,000 flight miles each year

Integrity

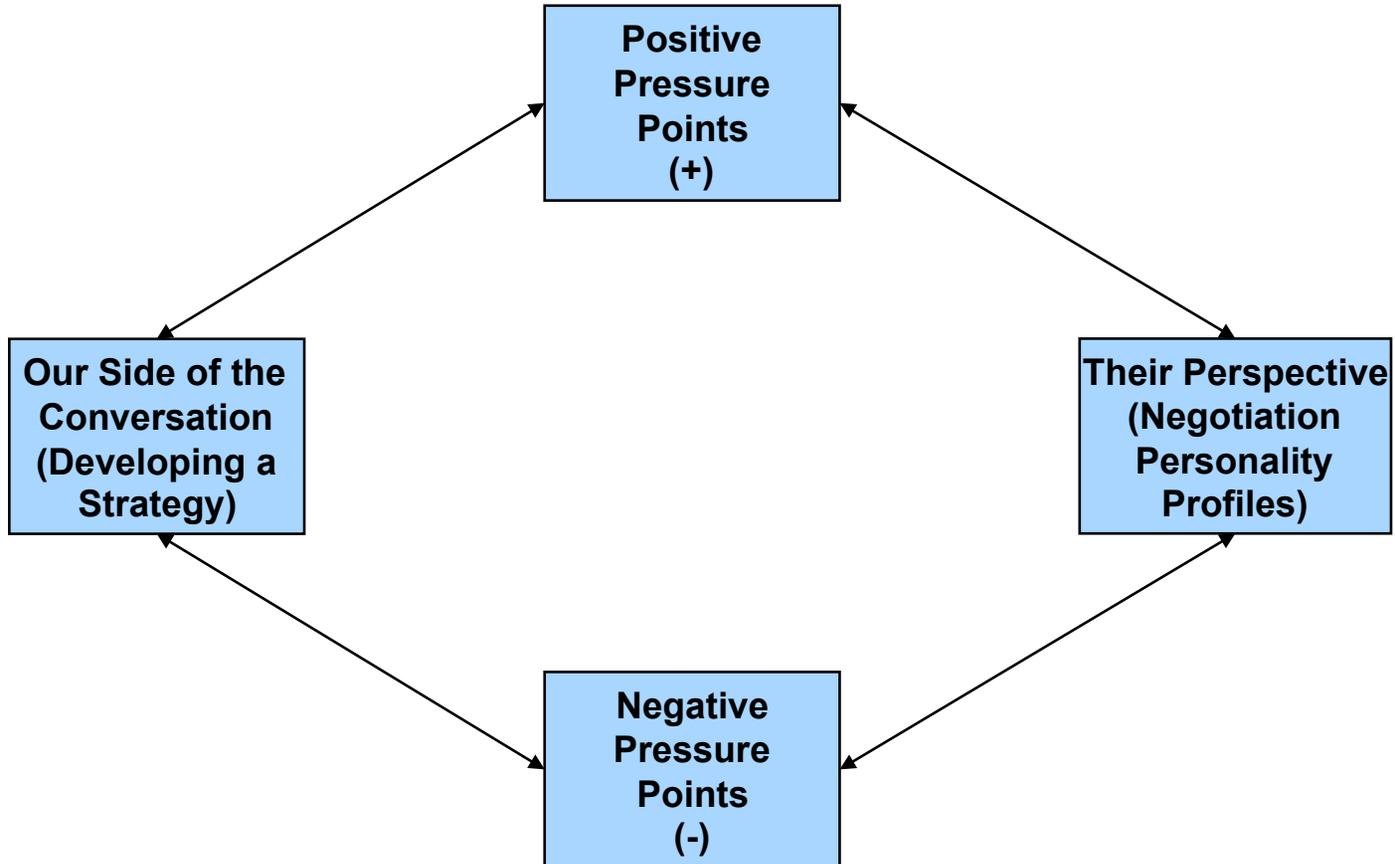
- Each consultant is required to devote 30 days a year to pro bono causes
- A significant percentage of our profits are donated to reputable charities every year
- Morals clause: There are companies with whom we won't work

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Recommended Approach: The Negotiator's Diamond

The Four Cornerstones of an Effective Negotiation Paradigm



Overview of The Negotiator's Diamond Framework

The Negotiator's Diamond is a pictorial representation of the optimal negotiation framework we recommend for your group. The four vertices of the "Diamond" each represent a "cornerstone" of the framework, summarized as follows and then elaborated further in following slides:

Diamond Cornerstone 1

- **Maintaining control over our own side of the equation**
- The steps to develop our own strategy in order to make the other side negotiate on our terms (rather than requiring us to respond to their strategy)

Diamond Cornerstone 2

- **Understanding the other side's point of view**
- How to determine the persuasion profile of each counter-party and then develop the most persuasive arguments for that counter-party

Diamond Cornerstones 3 & 4

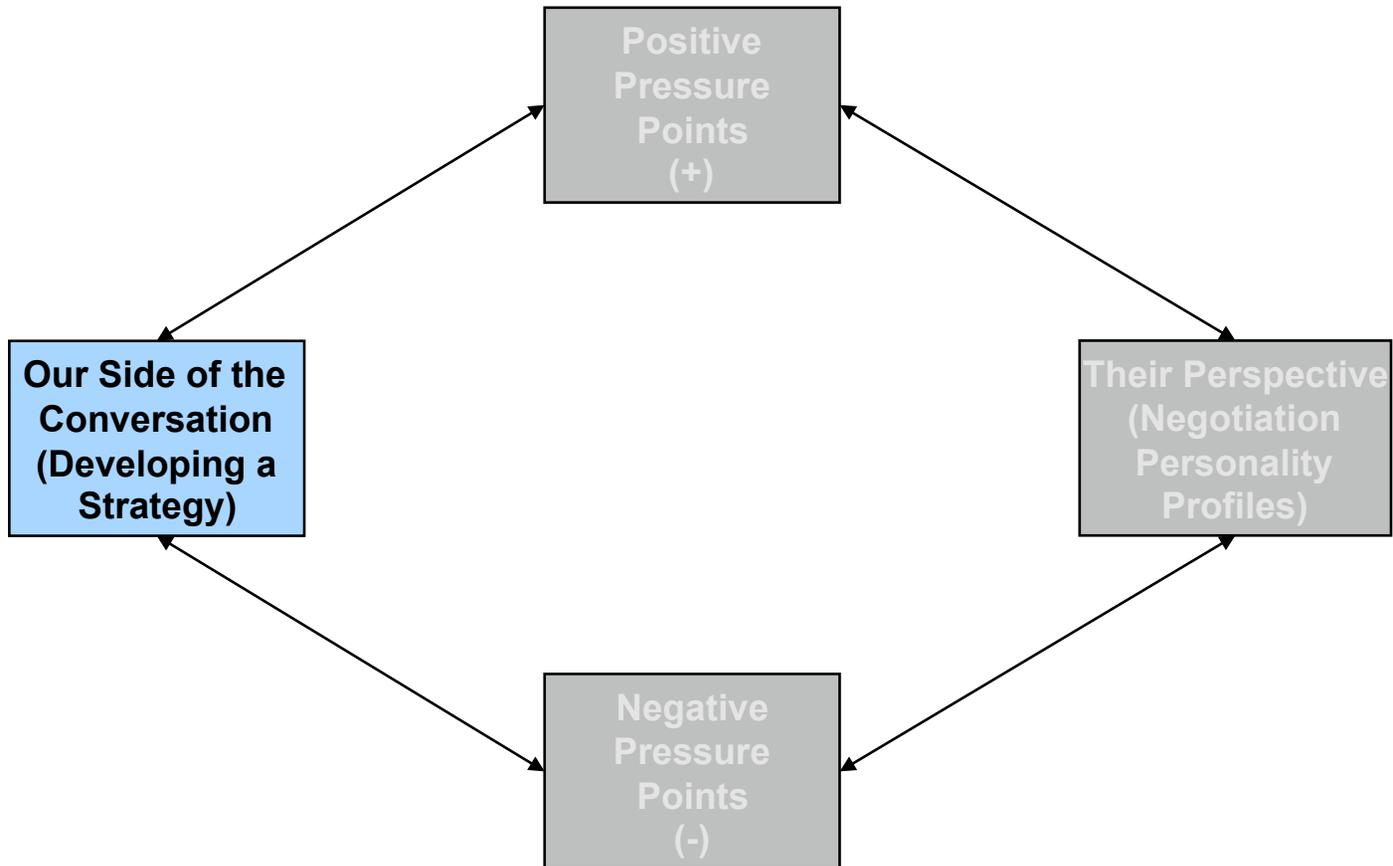
Positive and Negative Pressure Points

- The tactical methods which motivate the other side to agree to our terms
- "Motivation" for the other party can either be positive or negative

The following slides describe the module content for each cornerstone

Diamond Cornerstone 1: Our Side of the Conversation

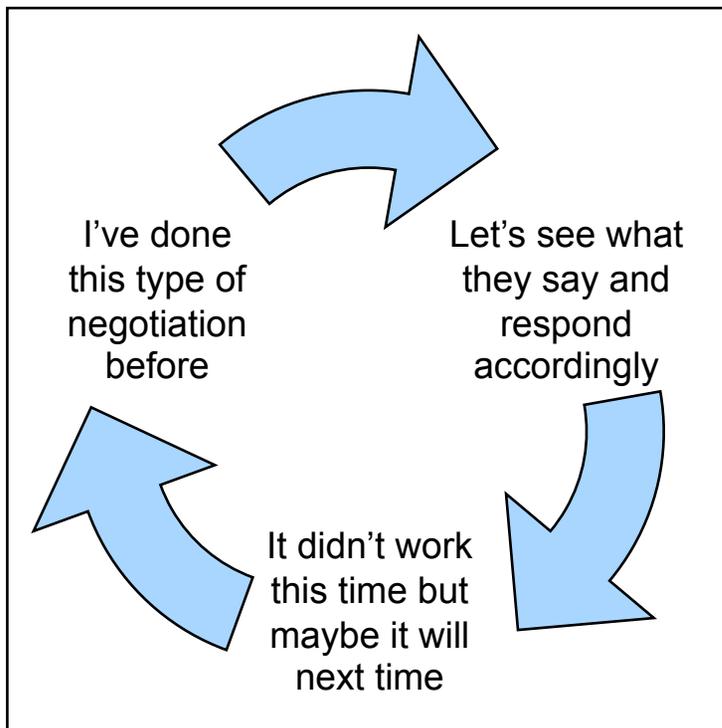
The Four Cornerstones of an Effective Negotiation Paradigm



Our Side of the Conversation: Developing a Strategy

“Insanity is doing the same thing over and over again and expecting a different result”
- Albert Einstein

The Trap: Being Reactive



Breaking Out of The Trap: Developing a Proactive Strategy

The only person we control in any conversation is ourselves

- If we don't like how someone is negotiating with us, we cannot *force* them to behave differently
- *We have to change what we are saying or doing (or not saying or doing)* so that they are responding to something different

The best negotiators are *proactive* NOT reactive

- Preparation, preparation, preparation
- Developing a negotiation strategy before the negotiation begins

Our Side of the Conversation: Core Ideas in Module

Moving from Reactive to Proactive

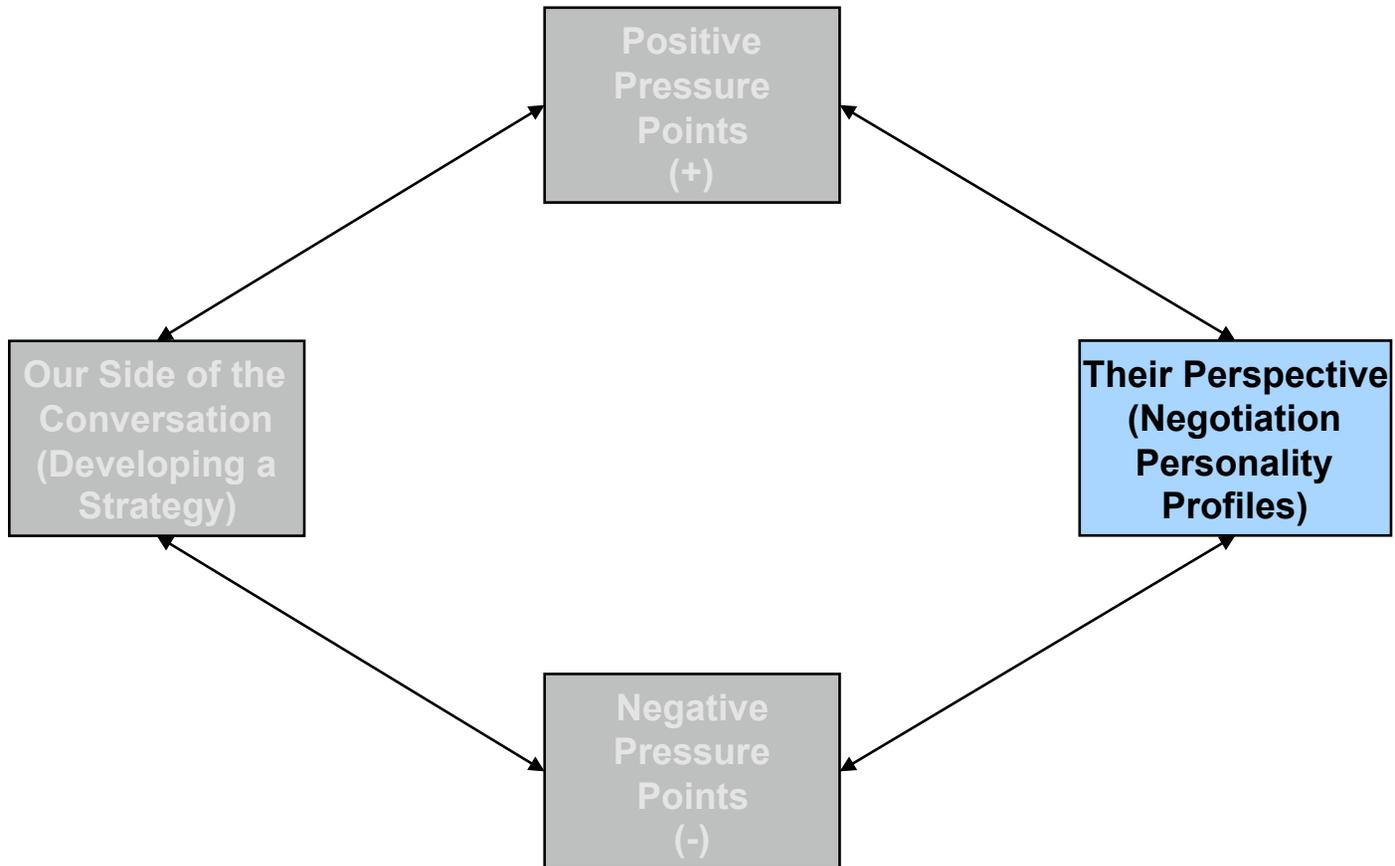
- **Developing a Negotiation Strategy**
- The **7 Elements** to Successful Negotiations
- **Tilting the Power Structure** in Your Favor
- **Generating Options** to Maximize Value
- Negotiating **Better Terms and Agreements**
- **Common Errors** in Sales Negotiation
- Effectively **Communicating Messages**
- **Creating Negotiation Power**
- How to **Improve Relationships**
- Negotiating With and Without Complete Authority
- Issues of Commitment and Agency in Negotiations
- **What You MUST Do After You Reach Agreement**

The Power of Preparation

- Why is Preparation so Important?
 - Why Negotiators are Often Unprepared
 - The Seven Elements Approach to Preparation
 - Step-by-Step Preparation for a Negotiation
 - A Systematic Approach to Influence
 - Currently Perceived Choice Charts
 - Practical Application of the Seven Elements Model
 - Brainstorming in Preparation for a Negotiation
 - Pooling of Group Resources
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Diamond Cornerstone 2: Their Perspective

The Four Cornerstones of an Effective Negotiation Paradigm



Their Perspective: How THEY Want to be Persuaded

“If you persuade, you must appeal to interest rather than intellect”
-Benjamin Franklin

If two people have the same needs and hear the same arguments, why does one say “yes” and the other say “no”?

The same arguments will not be persuasive to all counter parties **even if** they have the same needs or interests

- *Every individual* has a distinct personality profile
- Three primary personality profiles in persuasion: Commanders, Thinkers and Visualizers
- **Based on 10 years of research and experience**

Each profile likes to be persuaded in its own way

Commanders

- Decision-makers, Competitive
- Convinced by: What have you done? Who do you know?

Thinkers

- Logical, Thoughtful
- Convinced by: Where are you going? How does this work?

Visualizers

- Prefer “seeing” things in order to understand and decide
- Convinced by: Does it look good? Does it save time?

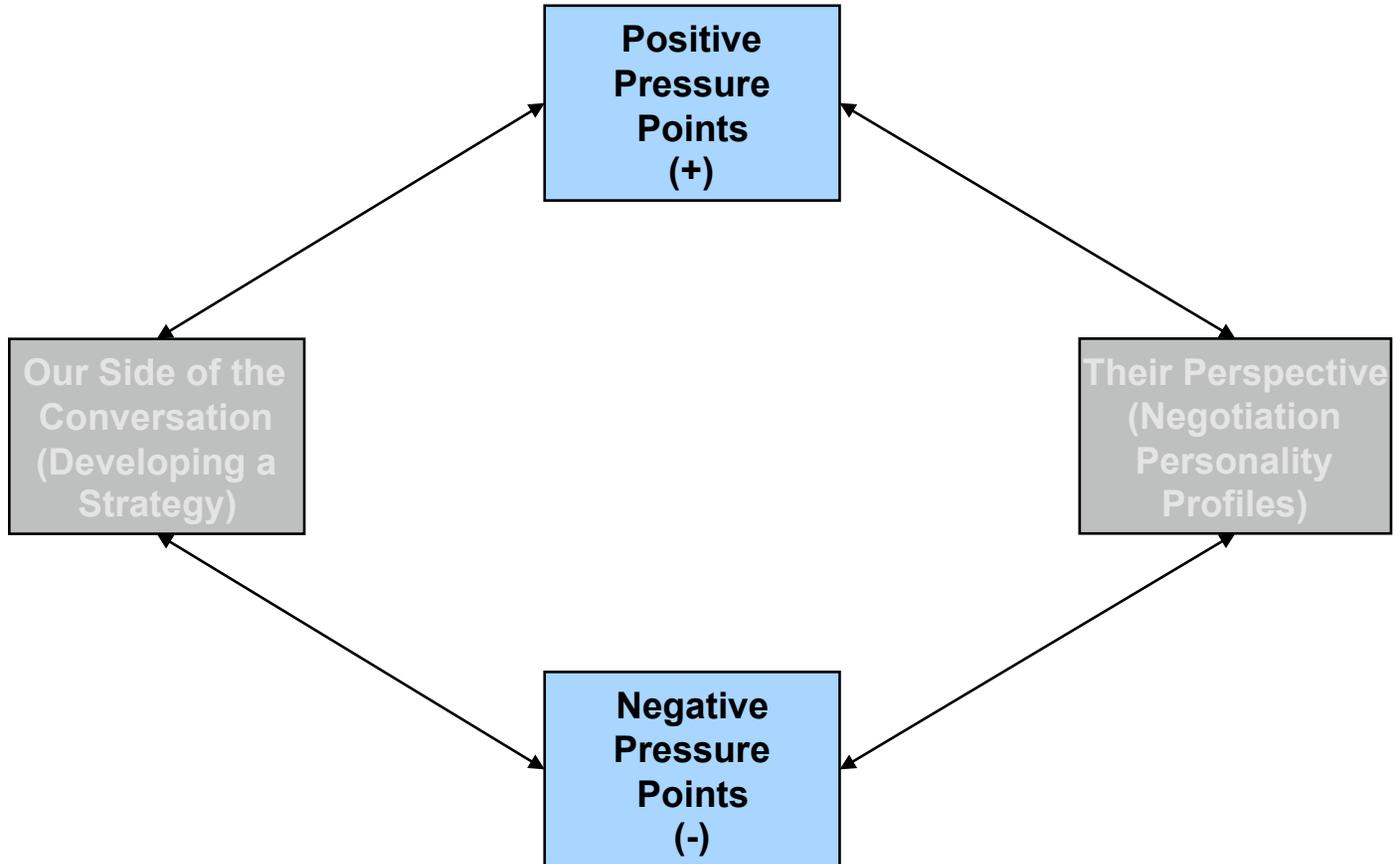
Their Perspective: Core Ideas in Module

Psychology of Negotiation: Using the Personality Profiles

- **The 3 Negotiation Personality Profiles**
 - Self-Assessment: Determining Your Persuasion Profile
 - Determining the Profile of the People You are Negotiating With
 - The Language Each Profile Prefers
 - **The Most Persuasive Arguments for Each Profile**
 - **How to Handle Multiple Profiles** Simultaneously
 - How to Negotiate if You Don't Know Their Profile
 - **Giving Persuasive Presentations** Using Personality Profiles
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Diamond Cornerstones 3 and 4: Negative and Positive Pressure Points

The Four Cornerstones of an Effective Negotiation Paradigm



Negative and Positive Pressure Points

Negative Pressure Points (-)

Negative Pressure Points

- Trying to persuade someone to say “yes” by telling them there are *negative consequences to saying “no”*
- Avoiding consequences as opposed to *seeking benefits*

Different Types of Pressure Points

- **Transactional:** If we don't get our needs met properly, I am afraid we will have to go with someone else
- **Emotional:** Our relationship may suffer if our terms are not met

Most people don't like to be addressed with negative pressure points

Positive Pressure Points (+)

Positive Pressure Points

- What makes your counterpart want to say “yes” because they *want to acquire the benefit of saying yes* (as opposed to avoiding the consequences of saying no)

Different Types of Pressure Points

- **Relationship:** How to handle difficult negotiators while strengthening relationships
- **Process:** What to say and how to say it
- **Environmental:** Where you have a conversation impacts how the conversation is conducted (e.g. conference rooms vs. coffee shops)
- **Perception:** How they **see** you (ie, nonverbal messages) has an impact on how they interpret what you **say**

Negative and Positive Pressure Points: Core Ideas in Module

The Negotiator's Tool-Box

- Tools for **Getting Past No** and Creating Agreement
- **Neutralizing Hardball Tactics**
- Negotiating **Better Terms and Conditions**
- How to **Handle Unexpected Strategies** From Your Counterpart
- Keeping Relationship Separated From Substance
- **Maximize Agreement Value**
- Silence as a Negotiating Tool
- The **Importance of Agenda-Setting** To Achieve Goals
- The Power of Questions In Negotiations
- What NOT to Say In Negotiations

Power and Persuasion

- **Your Sources of Power**
 - Using Your Power Effectively Without Harming Relationships
 - **Generating Power Even if You think Your Position is Weak**
 - Crippling Assumptions About Power
 - **The Two Pathways to Persuasion**
 - The 9 Forms of Direct Persuasion
 - The 12 Forms of Indirect Persuasion
 - How NOT to Use Persuasion
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Customization Process



- Representative sample of participants are surveyed regarding issues and challenges faced in current and anticipated negotiations
- Data collected in surveys analyzed by SAB in consultation with your staff

- Content and cases are customized and tailored to the needs of participants based upon negotiation and issues identified in Stage 1
- Specific case studies developed that address key issues faced by your team
- Participation in customization process by your staff welcome & encouraged

- Analysis of post-training assessments and training impact
- If applicable, content for next training re-evaluated and updated as necessary based on post-assessment analysis
- Continuing post-program support available on an ongoing basis

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Representative Client List

GE	Ford	Toyota	Volvo
HP/Compaq	AT Kearney	Eastman/Kodak	JP Morgan/Chase
Cisco Systems	KPMG (now BearingPoint)	Procter & Gamble	Boston Consulting Group
The NBA	Deloitte & Touche	Sunoco	Monitor Group
Pfizer	Bear Stearns	Shell Oil	Universal Underwriters Group
Dell	Caterpillar	Chevron	The Hay Group
Sanofi-Aventis	Merrill Lynch	BP	Ernst & Young
Western Union	Goldman Sachs	Nissan	TACA Airlines
Whirlpool	Bain & Co.	Electronic Arts	British Airways
the Sak	Corporate Executive Board	Accenture	Petronas
San Mina-SCI	Zurich Financial	Boeing	Linklaters
BMW	HSBC Investment Banking	The United Nations	Skadden, Arps
Starbucks	ABN/Amro Investment Bank	The World Bank	Kirkland & Ellis
Siemens	Ogilvy & Mather	44 National Governments	Clifford Chance
Forest Labs	Random House	Leo Burnett	Harvard University
Fortis Bank	University of Michigan		



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SHAHZAD BHATTI: Shahzad is a former instructor of negotiation skill and theory at Harvard Law School and an award-winning graduate of Harvard Law School. Shahzad has provided negotiation training to individuals from six different continents across a wide spectrum of professions. Shahzad has been involved in transactions totaling over US\$10 billion in value. Shahzad has also provided counseling and taught seminars to a number of individuals and charitable organizations.

Shahzad regularly appears in the media, including being featured on the *BBC*, *Bloomberg TV*, *NPR* and in *the Washington Post*, among many others. Shahzad was awarded the Lewis International Law Fellowship while a student at Harvard Law School. Mr. Bhatti received his undergraduate degrees in Economics, Political Science and Biochemistry from Columbia University, where he was a Rhodes Scholar Finalist, a Center for the Study of Human Rights Fellow and elected captain of the track team. He is the author of a number of articles on the topic of negotiation skill as well as the book Law, Foreign Investment and Economic Development in Malaysia.

MARY ANNE FRANKS: A Consultant and Trainer with the SAB Group, Mary Anne's areas of expertise are contracts, cross-cultural negotiations and women and leadership. Prior to joining SAB, Mary Anne worked at the International Negotiation Initiative at Harvard Law School, where she explored the application of negotiation theory on international disputes. Mary Anne also brings a wealth of experience from the private sector, including work focusing on intellectual property for major corporations. Mary Anne is an award-winning graduate of Harvard Law School, where she is currently on the Visiting Faculty as well. She also received the prestigious Rhodes Scholarship, researching human and women rights at Oxford.

ALEX HANAFI: Alex is an honors graduate of Harvard Law School, where he received his negotiation training and was elected Editor-in-Chief of the Harvard Environmental Law Review. Alex's extensive experience spans the private, non-profit, and government sectors. Alex's government experience includes work on negotiations creating the North American Free Trade Agreement (NAFTA). During his private practice in law firms in San Francisco and Washington, D.C., he counseled clients in negotiating complicated contracts and disputes related to environmental remediation and land sales. He also advised and counseled clients involved in significant foreign investment disputes. Alex has provided strategic advice and assistance to lawyers and policy advocates from more than 60 countries in their efforts to reform environmental and human rights laws and strengthen public participation in governmental decision making. Alex was awarded an Angier B. Duke Scholarship at Duke University, where he received his undergraduate degree magna cum laude in biology and art history. He is the author of several articles and his work has been published and cited in major U.S. and international law journals.

HAROON ULLAH: Haroon is one of the S.A.B. Group's consultants, and he specializes on issues of leadership, management and diplomacy. Haroon instructed negotiation training at Harvard's Kennedy School of Government, where he was a William J. Fulbright scholar. While at the Kennedy School, Haroon conducted research on negotiation skill and theory and its application in various corporate, non-profit and government settings. Haroon has extensive background in the international development field including experience at the World Bank, General Accountability Office and Watson Foundation. Haroon holds an MPA from Harvard University and is currently completing his PhD in Public Policy and Political Science at the University of Michigan.

DR. JOANNE SIMON: Dr. Joanne Simon is one of the SAB Group's most effective trainers and consultants. Dr. Simon is a Harvard-educated physician who is a specialist in international negotiations. Dr. Simon's work has taken her to a number of the world's "hotspots" including, among others, Bosnia, the Middle East, Central America, West Africa and Southeast Asia. Dr. Simon has worked on countless negotiations involving governments and, in particular, NGO's working on behalf of humanitarian relief projects. Dr. Simon has received numerous awards and fellowships for her work and received her MPH from Harvard, her MD from the Medical College of Virginia and her Bachelor's degree from the University of Washington. Dr. Simon is happily married with three children.

FRANCESCA KAPLAN: Francesca is one of the S.A.B. Group's lead negotiation consultants and trainers. Francesca's experience spans both the profit and non-profit sectors and she has particular expertise in the areas of sales negotiations, procurement, as well as women and leadership. Francesca's for-profit experience focused on negotiations with international suppliers and buyers in the manufacturing sector. Francesca also brings a wealth of experience in the area of training and developing effective teaching methods. She has developed and taught seminars in the area of women and leadership for both small and large organizations. Her published works include magazine articles and seminar tools for educators. Francesca is a graduate of Stanford University School of Education where she focused on curriculum development, and Stanford University where she received a degree in American Studies and also completed coursework in history. Francesca is happily married and living in New York City.