

Phoenix Simulation Exercise

ESD.141

Session 9 Debrief

Stages in the Process: Stage I

- **Stage I: Highly structured, public-private, multi-party, competitive, individual bids**
 - **Key Skills:**
 - **Knowing your own interests**
 - **Anticipating the interests of other stakeholders**
 - **Constructing an opening statement**
 - **Establishing the “rules of the game”**
 - **Sending signals about collaboration, without making firm commitments**
 - **Fostering an open exchange of information**

Stages in the Process: Stage II

- **Stage II: Multi-party coalitions, with arrival of disruptive information**
- **Additional Skills:**
 - **Forming coalitions**
 - **Adjusting to highly disruptive information**
 - Disparaging for some, an opportunity for others
 - **Adjusting the “rules of the game”**

Substantive Outcomes

- **Key Metrics**
 - **Jobs**
 - **Land**
 - **Housing**
 - **£ Million Public & Private investment**

Substantive Outcomes: Issues

- **Only Pinnacle would meet its company's financial criteria if it were to submit a single bid. For the others their financial criteria would only be met if they were to submit a joint bid.**
- **If allegations against Pinnacle are proven then any deal involving them will be null and void.**
- **Ethical issues concerning the Armaments industry will need to be weighed up against other social benefits such as job creation.**

Focus on Substantive Outcomes

- Structuring an Agreement and Thinking “Outside the Box”
 - Knowing your BATNA (Best Alternative to a Negotiated Agreement)
 - Optimizing Across Four Known Metrics
 - Mitigation of Risk – Contingency Agreements
 - Creation of Future Opportunities – Multi-Stage Process to Include Additional Stakeholders
 - Implementation Planning
 - Long-Term Sustainability

Implications

- Prior to negotiations:
 - Clarify your mandate on substance and process
 - Understand your own interests
 - Anticipate others' interests and options
- During negotiations
 - Foster exchange of information – advance both your individual interests and the collective good
 - Think “out of the box” – on substance and process
 - Understand your own leadership style – strengths and “blind sides” (first on a safe practice field)

Stages in the Process: Stage III

- Stage III: End-game agreements, with intrusion of the media
 - Additional Skills:
 - Skillful handling of media, with no script
 - Producing a final agreement

Tips for dealing with the media

- Resist the temptation to talk – don't develop policy on camera
- Anticipate questions that may be asked
- If you have a position go with it
- Deflect questions that could damage your organisation's reputation
 - That's a good question but the real issue is....
 - Stay on message
 - Stand up, look into the camera don't hand power to the interviewer