

Negotiate Your Adversary Into Your Ally!

**Six Secrets For Success Using Global Best
Practices At Home**

By Phil Richardson, CD, BA, CSM

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A Step Ahead— Globalize To Double Your Income:

60 Secrets For Success, At Home And Abroad

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Dedication

So many have inspired me to dream without limits and supported me when I've reached for the stars.

In the forefront of them, I was blessed to have the most loving parents who nurtured me in every way possible, taught me their ethics and helped me to believe in myself. While they have both passed, their example and lessons continue to guide me daily in my journey.

They led me to God as a child and He has embraced me with love throughout my life. He has carried me when I was too weak to bear the burdens of life alone, and stood with me through all my trials. And He blessed me with so many precious gifts...the love of my parents, my life partner, my four sons, their partners and my seven grandchildren are absolutely the most important of them.

This book, with such an important message for so many, is dedicated to God and my family. May God bless you and yours as He has me and mine.

Foreword by Raymond Aaron

I'm so pleased that Phil Richardson asked me to provide a foreword for this very important book. He is an imaginative entrepreneur who succeeds in passionately sharing his exceptional international experiences and the lessons he has learned from them. You won't be able to put the book down during your first reading and I know you'll pick it up again and again in the future to refer to the potent secrets he wants us all to know.

I share his strong belief that internationalizing by adopting global best practices is the only way for companies and individuals to maximize their profit potential in an increasingly competitive world. No one can rely any longer on protectionist government policies or old ways of doing business to maintain their present situation, let alone to grow their prosperity.

Instead, we have to rise to meet the international competition that our rich markets increasingly attract by improving our strength and productivity. We must all learn and apply global best practices to succeed. While there are no guarantees for our success, there is an absolute certainty of failure if we do not adopt them in our strategies and operations.

And he also makes a strong case to seek out strong international partners and combine your North American knowledge and market access with their capital and vigor to capture an unfair share of your markets, both here and abroad.

Phil is one of those adventurous people who chose to work outside of his "box," leading the development of world class property projects in the Middle East, India and China. There he learned greatly improved ways of conducting business from which we can now all benefit.

His mission is to share his knowledge with those here who want to double their income at home as well as abroad by applying his advanced knowledge and unique perspective.

He is someone who has already succeeded with this winning strategy and has helped many others to do the same. You must read his book to learn his vital secrets.

Raymond Aaron, New York Times Best Selling Author:

Double Your Income Doing What You Love

Chicken Soup For The Parent's Soul

Introduction by Phil Richardson

This is the first in a series of e-books I've created to help North American businesses and their executives and managers to beat the increasing number of international businesses coming here to share in our rich markets. They are using global best practices to succeed and we must do the same to preserve our share of them.

I will tell you a fascinating story about my journey that is extremely important to your future prosperity and to that of your family and friends. In fact, it's crucial to everyone in North America.

I lived and worked outside of my home country as an expatriate (expat) for a number of years and recently returned to be closer to my family and to share the lessons I learned. I now offer my knowledge to perceptive North American executives, entrepreneurs and professionals who want to learn global best practices because they too see how urgent our need is here. While away, I worked alongside people from many different cultures whose unique knowledge and skills made all the difference in achieving our mutual goals. In this book, I share with you the key lessons of globalization that I learned while working outside of my box.

We North Americans tend to forget how dynamic and massive the other major world markets are, especially those that are developing rapidly. The competitive spirit and brilliant capabilities of their multitude of entrepreneurs and business professionals are formidable. In their cultures, simply to survive, they must continuously develop effective new strategies and deploy them rapidly in response to their robust competition. They learn and apply global best practices continuously.

It's urgent that we learn to do the same because our rich domestic opportunities increasingly attract their best and brightest to compete with us at home. We must learn the important differences in cultural thought, strategies, and global best practices they use, just so we can survive. You will learn about them in this book and by improving your competitiveness you will increase your personal, corporate and national prosperity. And you will position yourself to partner with them to your mutual advantage, both at home and abroad. **Complacency is simply not an option for us.**

If you want to dive deeper and more effectively into your rich veins of opportunity using global best practices, I am available for private consultation. I help companies and individuals formulate and deploy sophisticated action plans based on my deep cultural and professional knowledge of key world markets and their top players. And I can share with you the latest global best practices that can be applied across many industries and cultures. You can reach me at: phlr@globalize2x.com

I look forward to contributing to your future success.

Phil Richardson, CD, BA, CSM

Globalization Specialist

About the Author



Enjoying a tea with friends in the Landmark, Hong Kong

Phil Richardson is a successful Canadian businessman with considerable international experience. As well, he is the proud father of his close family of four adult sons and grandfather of seven who inspired him to write his books on globalization.

He is a decisive senior property executive who has led sizeable teams in the successful acquisition, development and operation of iconic commercial projects in Asia, the Middle East and North America. To succeed, he applies the deep multi-cultural professional and personal knowledge that he's gained in his thirty year career around the world. He is an executive consultant and teaches global best practices in all aspects of Asset, Development and Investment Management to an audience ranging from students to mid-managers to senior executives.

Previously, while based in Abu Dhabi, UAE and later in Hong Kong, China, he led a high quality team of International Property Professionals delivering best in class consultancy to the executives of property developers, financial institutions and investors. He has a wide network of contacts across Asia and the Middle East upon which he draws to remain up to date and influential within those regions.

The solutions he offers are the opposite of those past protectionist policies that only succeeded in adding great costs to doing business in North America and have drained our wealth rather than added to it. As you will read in this book, his solution is to **adopt global best practices** to optimize whatever we do and to **partner** with the multitude of high quality international people and companies wanting access to our rich markets. He believes passionately that we must blend our strengths with theirs in order to succeed both at home and abroad.

Chapter Two

Your Foreign Competitors Goal: Mutual Success Over The Long Term... But First, Theirs, Of Course!

“Always be prepared to negotiate, but never negotiate without being prepared.”

—Richard M. Nixon, 37th President of the United States

Technique—Paris, France

The boardroom was tense as small talk about being in the World Capital of Love swirled around it amongst those who had arrived. The room is a replica of an ornate 18th Century Gentleman’s library, but armed guards now stood outside its doors in one of the city’s most famous hotels. The surroundings couldn’t have been more opulent and suitable. This was a meeting between one of the world’s largest property development companies and one of the world’s largest movie studios.

“Very pleased to see you again” the CEO’s had exchanged greetings when they arrived an hour ago.

But the Studio’s Chairman was beginning to look more exasperated by the minute. He and his executive team had flown in from Burbank on their Gulfstream 9 only a few hours before. But our Chairman was nowhere to be seen, overdue now by 75 minutes as the antique clock on the mantle ticked away.

“I’m sure he’ll be along soon.” our British CEO offered politely to his anxious looking American opposite number. “We know our 737 is on the ground.” he added, a bit archly.

After finally agreeing to the long sought meeting with our Chairman, everyone was anxious to settle the pressing business issues we came to resolve. Everyone, it seemed, except our Chairman.

But there was a lot at stake. On the table was the establishment of the new Middle East center of excellence for cinematic production...a full blown world class studio operation from which, it was hoped, would come movies to rival those of Hollywood and Bollywood. As well, a chain of cinemas to cover the whole region was planned, and last but not least, a huge indoor theme park was to form a part of our retail and entertainment mega project.

This aspirational vision had been formed a year ago, beginning in Abu Dhabi and then moving on to Burbank, over lunches with executives and celebrities. The toasts had been made and now it was time to move ahead with concrete planning.

But the world economic crisis had intervened since then and urgent face to face talks were needed to adjust the deal. Everyone's global brand was tailored to portray unlimited resources, but reality had intruded and the 'party' was at risk.

The clock continued to tick away.

Suddenly, the double doors swung open and, with a flourish of white robes and proud demeanor, our Chairman "arrived". The room breathed a sigh of relief as he grasped the hand of the Studio Chairman and shook it vigorously.

We all stood chatting for a few minutes while more refreshments were offered and then we took our places. The finishing touch to this "movie set" was the seating arrangement of executives, each across from his opposite number, seven per side, with me half way along our row. And what a great place that was to observe what followed.

It became clear as the meeting proceeded that resolution would not occur that day. After a presentation of the latest plans of the theme park based on the large scale model at the end of the table, our leaders set out to agree what they could.

The Americans pushed aggressively for agreement on each element, occasionally referring to the "hand shake" deal that had been done a year ago. The Brits rebutted with the need to agree formally, but based on more detailed planning before proceeding. And the Arabs...well they just watched. As the discussion of each element concluded the Chairmen would eye one another speculatively.

"We must resolve the timing of each element now to preserve our Board's support for our overall deal" the American Chairman pressed.

Our Arab Chairman deflected

"We highly value your studio's commitment to our country and company but we must consider what is the right timing". But at the end of it, he made no offer to settle dates.

The elephant in the room was money, of course, and the uncertainty of making it available in a timely fashion. There was never the suggestion that sufficient resources weren't available...it was just a matter of when. But if the Americans wanted more certainty as to dates, then perhaps an adjustment to the terms might be offered by them to effect it?

After five hours of this tennis match, exhaustion began to creep in. The Studio executives resigned themselves that they would not be able to report a successful conclusion to their Board. The price of oil had stubbornly remained below \$50 per bbl. in recent months and it became clear that only when it returned to a healthy level would any of these visions be made real. The meeting concluded, leaving an unsatisfied feeling for everyone. But at least it was over and our Chairman's message delivered: The Studio was just not that important to cause his country to tap its reserves to move more quickly.

We dispersed after the usual pleasantries, and went out into the warm summer evening, ready to let Paris distract us.

The Middle Eastern point of view on negotiations is very different than that typical for the Westerner. Stretching out discussions and delaying meetings and decisions is viewed as favoring them. And always there is their inclination towards dominating the discussion through subtle and not so subtle tactics such as arriving an hour and a half late for a meeting! Their hope is always to improve a deal over time in the face of the usual impatience of Westerners to "get a deal done".



Yas Island, a \$48 Billion mixed use project in Abu Dhabi, UAE planned for 100,000 future residents with a 3.5 million square foot super regional mall, Ferrari World and Warner Brothers indoor theme parks and an outdoor waterpark...along with a championship golf course, F1 Race Track and seven five star hotels! I led the design, development and delivery of the first four elements.

SECRET #2

Getting Under The Covers

Give yourself the time to gain valuable knowledge. Involve your advisors in an ongoing role so they can help you to separate style from the intentions of the other party. Don't ever go it alone as the information vacuum you will suffer will greatly increase your vulnerability.