

Become an (MRICS)

المعهد الملكي للمساحين القانونيين

محاضرة رقم

02



PATHWAY

QUANTITY SURVEYING AND CONSTRUCTION –PM–APC

Dr. Moustafa I. Abu Dief, Ph.D, MRICS, CFCC™



Become an (MRICS)

محاضرة رقم 02

Pathway

Membership of the Royal Institution of Chartered Surveyors.

How to become an (MRICS)

Dr. Moustafa I. Abu Dief, Ph.D, FCI Arb, MRICS, CFCC – 2025

Profile

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- Associate Prof. ABMS University- Switzerland
- Fellow, Chartered Institute Of Arbitrators, UK. (FCI Arb)
- Fellow, Chartered Institute Of Building, UK. (FCI OB)
- Consultant Engineer, Egypt (EEA), Consultant engineer, SCE-KSA
- Fellow, Institute of Civil Engineers Surveyors, (FCInstCES).
- Certified Arbitrator, Egypt, Kuwait, Bahrain, and KSA
- Fellow and A Prof. Justice Academy for Legal and economics studies, 2017
- Risk Management Professional, and PMP®, 2006, MCI.Arb, MRICS, PMOC
- QMS/ Qa Management IRCA Certification.
- CCP - Certified Cost Consultant AACEI, US.
- Contracts/Commercial Director, ZAMIL, Ital consult, Parsons, DAR , AECOM.

Profile



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• عضو مجمع المحكمين البريطانيين - ماجستير القانون الخاص

• محكم معتمد بالهيئة السعودية للمهندسين ومستشار هندسي

• مهندس إستشاري نقابة المهندسين المصرية

• أستاذ مساعد بالجامعة السويسرية (العقود وإدارة المشروعات).

• ممتحن معتمد لشهادات دولية التكاليف والمطالبات وعضوية منظمات الإعتماد الدولي

• ماجستير ودكتوراه جامعة الأزهر (العقود والمطالبات).

• ماجستير القانون الخاص

• زميل المعهد البريطاني للمهندسين المساحيين FInstCES - زميل المعهد البريطاني للبناء - FCIOB

• حاصل على الإعتماد المهني AACE- USA - CFCC™ لمطالبات العقود.

• مهندس معتمد PMP® - PMI-RMP® - CCP® PMOC , SSGB, and

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The Worthy Journey



Never

Late

Just

Start!!

The Worthy Journey



Never

Late

Just

Start!!



MRICS ملاحظات عن محاضرة اليوم		
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Communication and negotiation

Description of competency in context of this sector

This competency covers the way in which a surveyor communicates, in writing, graphically and orally. It also looks at the process and strategy of a negotiation. Effective communication is a fundamental aspect of professionalism and candidates must be able to communicate complex technical matters to both technical and non-technical people in a clear fashion. Negotiation is a regular part of a surveyor's work and this competency deals with taking a systematic approach to achieving a satisfactory conclusion.

Examples of likely knowledge, skills and experience at each level

Communication and negotiation

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of effective oral, written, graphic and presentation skills including the methods and techniques that are appropriate to specific situations.

Examples of knowledge comprised within this level are:

- good grammar and spelling
- the etiquette of written communication in emails, letters and reports
- common formats for reports
- presentation of figures and data using spreadsheets, graphs and charts
- how to deliver a report at a meeting
- how to structure and deliver a presentation
- establishing your objectives and strategy for a negotiation
- the process of negotiation.

Level 2

Provide evidence of practical application of oral, written, graphic and presentation skills that are appropriate in a variety of situations, specifically including where negotiation is involved.

Examples of activities and knowledge comprised within this level are:

- writing letters or other formal documents
- compiling a report
- compiling minutes of meetings
- producing pricing documents
- delivering reports at meetings
- taking part in interviews e.g. for contractor selection
- giving presentations to staff or project teams
- negotiating a loss and expense claim, extension of time, acceleration programme, contract sum or final account
- agreeing the value of an instruction,

Level 3

Provide evidence of evaluation of your communication in a variety of situations.

Examples of activities and knowledge comprised within this level are:

- issuing reports to clients
- producing in-house management communications
- chairing meetings
- conducting interviews
- presenting at seminars
- public speaking on behalf of your business
- agreement of fees with a client
- advising on complex negotiations or disputes e.g. claims for loss and expense.]

Communication

Effective communication is a key skill, at work, for your RICS APC and in your personal life. Understanding how, why, what and when we communicate can help to make the process more efficient.

What do I need to do?

All RICS APC pathways include Communication and Negotiation as a mandatory competency to at least Level 2:

At Level 1 Demonstrate knowledge and understanding of effective oral, written, graphic and presentation skills including the methods and techniques that are appropriate to specific situations.

At Level 2 Provide evidence of practical application of oral, written, graphic and presentation skills that are appropriate in a variety of situations, specifically including where negotiation is involved.

At Level 3 Provide evidence of evaluation of your communication in a variety of situations.

What is communication?

Communicating with clients

Communicating clearly with clients is key to building trust. Many disputes that arise between firms and clients result from miscommunication rather than misconduct or negligence.

Different clients have different needs. Some may require additional time set aside so that you can thoroughly explain how you will proceed. It is a good idea to have an initial conversation with your client to help you establish whether they may require additional support. Taking the time to build trust with your client and clarify their understanding reduces the risk of disputes and ensures a better standard of service.

Always take care to communicate clearly and in plain language that is free from jargon. Tailor the message according to your audience. For instance, you may need to explain things more simply to a consumer client than you would to a commercial client. RICS produces consumer guides for some common areas of residential work and residential legal issues that might help to explain processes and

procedures to your clients.

Communication skills

Oral communication is used in a wide range of surveying situations and circumstances: at meetings, in negotiations, when managing people, when making presentations, in tenders, and so on. In my experience, there are some basic best practices for all situations. This can then be tailored to meet the requirements of specific situations. The list of specific situations is, of course, huge, and training will also be wide and varied.

Communication skills can be improved by additional training. Many organisations run courses in this area - these may include, for example, assertiveness training courses. However, for most candidates, the best approach is to be coached by senior practitioners in your particular area and to practice your developing skills continually.

On a general level, any course or training program should cover the nature and purposes of oral communication - addressing the different approaches to be taken in different situations and the techniques that can be used to communicate effectively.

In addition, there are many texts on the subject, allowing training to be complemented by structured reading. A search on the [RICS Books website](#) for 'communication skills' will identify a number of excellent publications

L1 **Through my work experience, I have developed a solid understanding** of communication processes, ensuring my communication reflects professional standards and ethics. Professional communication involves using **clear, precise, and unambiguous language to avoid misunderstandings** and ensure all parties understand project details. **I effectively present data using spreadsheets, graphs, and charts.** (level 02)

Additionally, I studied the book Beyond Reason by Roger Fisher and Daniel Shapiro, **where I learned to apply the five core concerns**—appreciation, affiliation, autonomy, status and role—to enhance negotiation and generate positive emotions in myself.

Mention Types of communications

I am aware of.....

Draft Draft

L2

In my role as a consultant engineer at xxxxx, I managed communication with the client and key stakeholders by compiling minutes of meetings, delivering comprehensive reports, presenting project achievements and concerns, and drafting letters with the contractual department to protect the employer's rights when submitting extension of Time claims by the contractor.

As a Project Manager at xxxxxx Contracting, I led negotiations to resolve final payment disputes with partner firms that sought to apply contractual penalty Clauses. Through negotiation, I facilitated a mutually agreeable solution, ensuring both parties' interests were satisfied.

Not final example

in my career, I have been able to implement and use the different types and methods of communication suitable for each situation. I have used letters, emails, reports, telephone meetings, telephone conferences, and web conferences; I have managed and avoided several disputes through effective communication skills.

Communication

During my journey to obtain PMP certificate, I have learned about communication management. Communication may be written as; letters, reports, emails. Or graphic as; maps, drawn plans, designs. Verbal as; phone calls, meetings, presentations. Or non-verbal as; body language, eye contact, gestures.

Cost and cashflow forecasting Reports is a form of communications, in addition to daily, week and monthly status reports.

Further, I attended a seminar about negotiation skills, I have learned about preparation for negotiation, tools of a negotiator, and negotiation strategies and tactics.

Draft
Draft
Draft

Communication

As a consultant quantity surveyor, I communicate in a daily basis with the client to inform about daily work in the project.

Moreover, in weekly basis I deliver the weekly report, which reflect project status and progress.

As a financial consultant, in a monthly basis, I prepare a cost and cash flow forecasting reports, to inform the client of likely outturn costs.

Due to a change in master plan by the employer, I prepared a written report to explain the implication of this change, and conduct a meeting with the contractor to negotiate about claims raised by him as a result of this changes.

Level 1

I took many training courses on communication. I'm PMP certified, in addition to the practical experience, especially in the KAP 5 program, which includes 32 projects. At the project start, I prepared particular forms for the periodic reports, which would be submitted to the client. I organized workshops to define the best practices for writing official letters, emails, procedures for issuing and receiving letters, and tender submittals. In meetings with the client, I focused on presenting the information in graphical form and minimizing the writing.

Level 2

As a project controls and risk manager in the project, I identified a lack of communication risk between the contractor and his subcontractors. The response plan included recommendations, KPIs, organizing workshops, and audits to ensure the effectiveness and efficiency of the contractor's communication process.

I made negotiations about the disputed items in the contract. Before the meeting, I determined the bottom line, priorities, justifications, and evidence. I tried to reach an agreement, not a predetermined decision with the other parties. Minutes for these sessions prepared and signed by all parties.

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Level One

Communication is key to dealing with quantity surveying and construction, and business in general. I learned that effective listening is one of the key for successful communication and I passed an online course for effective communication through Turner University.

I have also been trained by “Parson” for effective management styles and how to deal with challenging people.

I followed a special training in faculty of law – Alexandria University – during which I studied how to carry out successful international contracts negotiations. This involves preparing my own facts and figure, making sure that both parties have the opportunity to present their point of view, identify a bargaining area and negotiate a mutually agreeable compromise.

Communication and negotiation

Level Two

Fin my projects, I have been able to implement and use he different types and methods of communication suitable for each situation. I have used letters, emails, reports, telephone, meetings, telephone conferences; web conferences ,online social networking and text messages. I have successfully managed and avoided several disputes by effective communication skills.

At the beginning of my career, I decided to use a simple dashboard to show to my client the project financial status and critical KPIs in a glance. This proved to be the most effective method of communication in this situation.

Since this time I have suggested using dashboards when suitable, especially when reporting to top level management at my Clients organization where usually busy executive managers who did not have the time to read lengthy reports, not the need to understand all the details of the project.

The science ('hard' skills)

The science ('hard' skills)

The science has three distinct ingredients:

- **Stakeholder management** – refers to the organisation of the parties who need to be communicated with and can be effectively organised using a RACI matrix (Responsible Accountable Consulted Informed), as a communications vehicle which channels how information will be cascaded in multiple directions.
- **Communications strategy** – this will determine the messages to be communicated to and from the project participants, the frequency at which they will be informed and the format in which the message will be communicated, mindful of the variety of communication methods and technologies available to deliver project information

The science ('hard' skills)

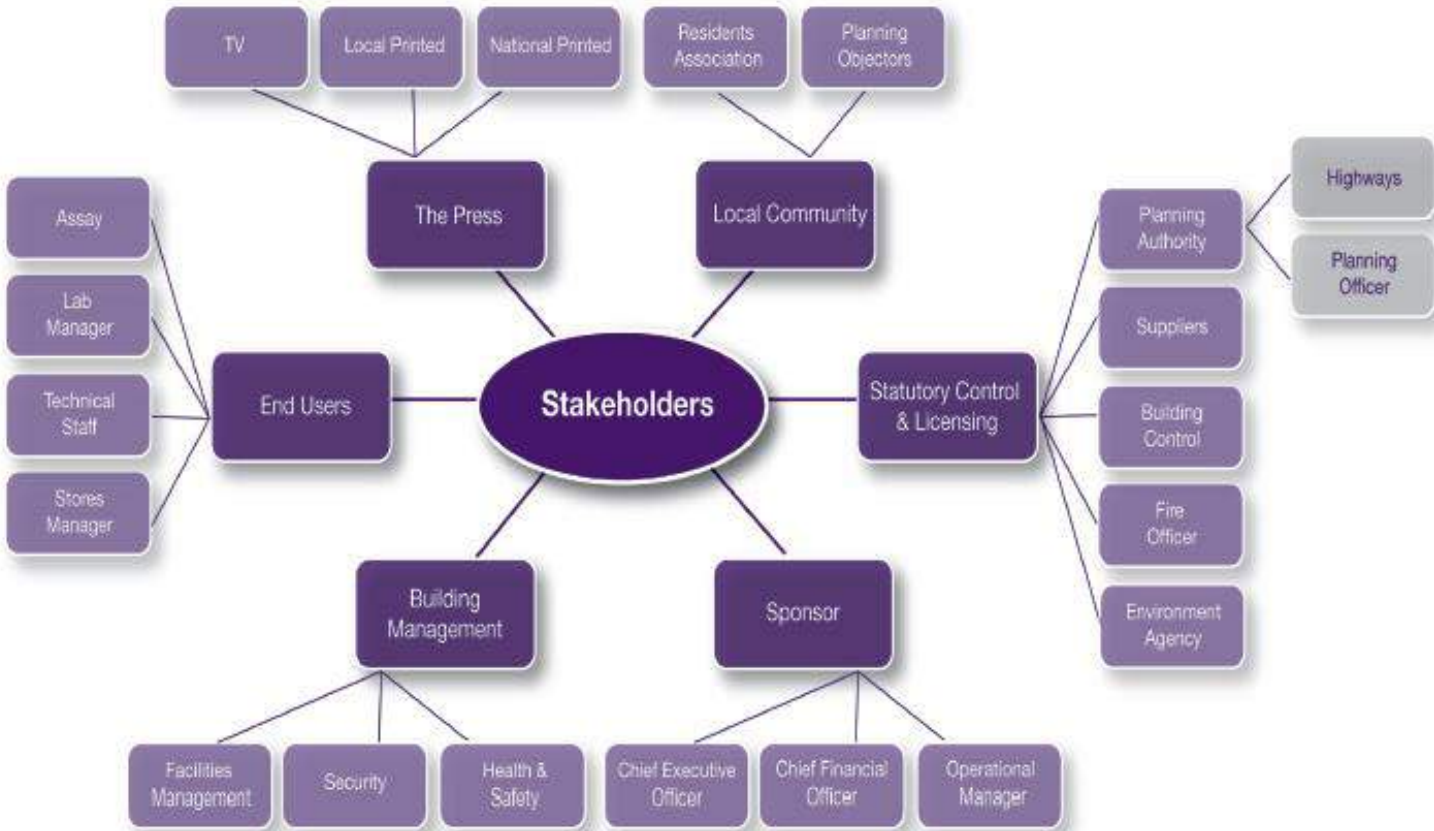
The science has three distinct ingredients:

- **Communications plan** – this is the next level of granularity and integrates the 'who, what, when and how' of the communication process, including: the type of information being communicated, the objective of the communication, the frequency with

The science ('hard' skills)

Case study 1 – Stakeholder map – Laboratory project in Berkshire

The diagram indicates the groupings of stakeholders, i.e the 'where', in pictorial form that is designed to aid communication targeting.



The science ('hard' skills)

Topic: Design to production stage D

Case study 2 – RACI chart *Education project in East London*

Indicates who is to be responsible, accountable, consulted and informed. This is designed to aid identification of who needs to be targeted, as well as their level of influence.

Activity	Accountable	Responsible	Consulted	Informed
Deliver developed design to completion of Stage D	Project manager	Lead designer (Architect)	M&E engineer; Structural engineer	
Incorporate end-user requirements	Project manager	Lead designer (Architect)	End-users; H&S department	CDMC
Develop fully coordinated design	Architect	Architect; M&E engineer; Structural engineer	Fire consultant	
Deliver within budget	Lead designer (Architect)	Architect; M&E engineer; Structural engineer	Cost consultant	Project manager

The arts ('soft' skills)

The arts ('soft' skills)

- **Awareness** – the dissemination of information that people want to know or that they may need to fulfil their roles. This is particularly important with regard to the end users and is aimed at minimising the probability of negative reactions towards the project implementation.
- **Empathy** – taking time to engage with stakeholders and project participants to gain an appreciation of how they think, work, interact and communicate. This is done in order to understand the other person's position and feelings. This is essential to establish and maintain effective, constructive relationships.

The arts ('soft' skills)

- **Understanding** – the requirement that specific stakeholders have a sound understanding of the purpose and the progress of the project in order to take decisions.
- **Commitment** – applied mainly to the sponsors (the person who saw a need for change and had the authority to make something happen, e.g. CEO) and owners (the person with genuine executive authority over the project) who are invited at certain stages of the project life cycle to show their commitment.
- **Choice of words and phraseology** – the use of open and closed questions, asking versus instructing, body language, tone of voice and avoiding acronyms.

Communication Topic

Communication Topic:

Pathway guide



Study checklist

In this section the competencies are broken down into a list of topics to help candidates make sure they have covered everything that is appropriate to their journey through the pathway competencies. The lists are not meant to be prescriptive. They are not comprehensive, nor must a candidate necessarily cover every topic. Candidates should be aware that they must consider how the law in their world region impacts on each of the individual competencies. This list is not exhaustive.

Generally, you should be reading articles in current copies of:

- RICS Media and Construction Journal
- RICS communications
- Other construction and property journals
- Quality newspapers

Mandatory competencies

Accounting principles and procedures

Level 1

- Balance sheets/profit and loss account
- Taxation
- Revenue and capital expenditure
- Cash flows
- Auditing
- Ratio analysis
- Credit control
- Profitability

- Insolvency
- Legislation

Business planning

Level 1

- Legislation
- Types of business – Partnerships, Limited companies, Limited Liability Partnerships (LLP)
- Short/long term strategies
- Market analysis
- Five year plans
- Objectives – markets, clients, turnover, staffing, acquisitions
- Resourcing – recruitment, training, financing, accommodation
- SWOT analysis
- Human resources
- Data management
- Administration
- Health and safety
- Equality
- Legislation

Client care

Level 2

- Appointment documents
- Fees
- Prequalification Questionnaire (PQQ)
- Invitation to Tender (ITT)
- Complaints procedure
- Insurance
- Understanding client objectives

- Establishing client's brief
- Site investigation
- Feasibility studies
- Procurement reports
- Project programme
- Communication strategy
- Key Performance Indicators
- Stakeholder management

Communication and negotiation

Level 2

- Oral communication
- Phone calls
- Telephone/video conferencing
- Reporting at meetings
- Facilitating/chairing meeting
- Client and bid presentations
- Staff presentations
- Contractor/consultant interviews
- Public speaking at seminars etc.
- Listening skills
- Written/graphical communication
- Letters, emails and other electronic communication
- Report writing
- Programming
- Using drawn information – checking scales and revisions
- Using CAD documents
- Using BIM [Building Information Modelling]

Communication and negotiation

Level 2

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Phone Calls

- Purpose of the Call: Identify the purpose beforehand (e.g., seeking information, negotiating terms, or resolving an issue) and stick to the agenda.
- Building Rapport: A friendly, professional demeanor helps build relationships. Introduce yourself clearly and acknowledge the other party's perspective.
- **Tips for Success:**
 - Preparation: Have all necessary documents or information ready before the call.
 - Summarization: At the end of the call, summarize the key points, agreed actions, and next steps to ensure everyone is on the same page.

Telephone/Video Conferencing

Professionalism in Virtual Meetings:

- Virtual meetings are now a key mode of communication in the construction industry, especially with international projects.
- Maintain a professional environment: Ensure good lighting, dress professionally, and avoid distractions.

Managing Multiple Participants:

- Encourage participants to raise their hands or use chat functions to prevent interruptions.
- Use the mute/unmute function effectively to maintain a focused meeting atmosphere.

Reporting at Meetings

Presenting Clear Reports:

- When reporting in meetings, ensure that your information is concise, clear, and backed by data or evidence.
- Use visuals or charts where possible to simplify complex information.

Engaging the Audience:

- Tailor your communication to your audience. Technical audiences may prefer detailed reports, whereas clients might appreciate more high-level summaries.

Facilitating/Chairing Meetings

Preparation for the Chair:

- A well-planned agenda is crucial. Make sure to include time allocations for each topic.
- Circulate relevant documents ahead of the meeting to allow participants to come prepared.

Ensuring Productive Discussions:

- Keep discussions focused on the agenda. Politely steer the conversation back on track if it diverges.
- Summarize key points at the end of each discussion to ensure mutual understanding..

Client and Bid Presentations

Tailoring the Presentation:

- For client presentations, focus on the benefits and outcomes relevant to the client's goals.
- For bid presentations, highlight how your proposal addresses key client needs, project outcomes, and competitive pricing.

Use of Visuals:

- Use visuals such as cost breakdowns, timelines, and risk assessments to back up your points.

Staff Presentations

Internal Communication:

- Focus on clarity when communicating project updates, new policies, or performance reviews.
- Ensure that the presentation is relevant to the team's responsibilities and objectives.

Engagement:

- Encourage participation by asking questions or using interactive tools (e.g., polls or Q&A sessions) to foster an open discussion.

Contractor/Consultant Interviews

Preparation for Interviews:

- Develop a set of key questions related to the project's needs, contractor's capabilities, and potential risks.
- Pay attention to the responses and assess not only the content but also the confidence and professionalism of the interviewee.

Evaluating Contractors:

- Use a scoring system to evaluate contractors based on experience, resources, financial stability, and approach to challenges.

Public Speaking at Seminars

Public Speaking Skills:

- Begin with a strong opening to capture attention. A relevant story or example can help to engage the audience.
- Structure your presentation with clear sections and provide transitions between them..

Audience Engagement:

- Make use of visuals, case studies, and real-life examples to support your key points.
- Allow time for questions and encourage audience participation to foster interaction.

Listening Skills

Key Aspects of Active Listening:

- Pay full attention to the speaker without interrupting. Make eye contact, nod, and use other non-verbal cues to show you're engaged.
- Repeat or paraphrase key points to confirm your understanding.

Encouraging Open Dialogue:

- Ask open-ended questions to allow the speaker to provide more detailed responses. This can help uncover important information that may not be immediately apparent.

Written/Graphical Communication – Letters, Emails, and Electronic Communication

Email Etiquette:

- Use a clear subject line to reflect the content of the email.
- Be concise and use bullet points or numbered lists to make the email easy to read.

Professional Tone:

- Maintain a formal, professional tone, particularly in client or contractual communications.

Key Tips:

- Attach any relevant documentation and reference it in the body of the email.
- Proofread your emails carefully before sending.

Report Writing

Report Structure:

- Introduction: Explain the purpose of the report and provide background information.
- Main Body: Present data, analysis, and key findings. Use tables, graphs, and charts to support your points.
- Conclusion: Summarize findings and recommend next steps or actions..

Clarity and Accuracy:

- Avoid jargon where possible and ensure that your points are backed by accurate data.
- Be mindful of the report's audience. For clients, focus on high-level outcomes; for colleagues, provide more technical detail.

Programming

Communicating Schedules:

- Use project management software to create clear, visual schedules. Tools like Gantt charts help stakeholders understand timelines.
- Regularly update the program and communicate any changes to ensure the project stays on track.

Effective Communication:

- Break down complex schedules into manageable phases and ensure all stakeholders are aware of key milestones and deadlines.

Using CAD and BIM

Collaborative Nature of BIM:

- BIM allows different teams (architects, engineers, QS) to share a single model, ensuring accurate, up-to-date information across all disciplines.
- Communication through BIM can reduce errors, save time, and streamline the approval process.

Importance of Precision:

- When using CAD, ensure the model's accuracy by consistently checking dimensions and annotations.
- Verify that all project data within BIM systems is correctly entered, including materials, costs, and schedules..

Negotiation Topic

Ref. Contract & Commercial Management - The Operational Guide-IACCM

Negotiation Definitions

- Negotiation facilitates agreement when some of your interests are shared and some are opposed.
- Negotiation is the process of evolving communication to get from opposition to consensus, manage conflict and reach agreement.
- Negotiation principles apply as much to your internal team as they do to an outside party.
- Negotiation and influencing skills are critical to getting the best deal, facilitating problem solving, gaining support and building co-operative relationships

Negotiation Style

Style is a consistent pattern of behaviors emanating from an individual and recognised by others

Distinct negotiating styles:

- Warm
- Tough
- Numbers
- Dealer

Warm Style

Pros for a negotiator	Cons for a negotiator
Friendly, good listener.	Interpersonal relations too important.
Emphasizes common interests.	Difficulty saying “no”.
Constructive and helpful.	Can lose sight of own interests.
Informative and open.	Conflict averse.
Creates climate of confidence.	Trusting and naïve.
Patient, calm.	Deferential and apologetic.
Supportive team player.	May struggle under pressure or with responsibility.
Trusts the advice of others.	May be perceived as weak.

Tough Style

Pros for a negotiator	Cons for a negotiator
States position assertively	Autocratic vs. team player
Dynamic, takes control	Impulsive and impatient
Decisive and quick to act	Inflexible and proud
Seizes opportunity	Overbearing
Takes the lead	Doesn't listen well: "take it or leave it"
Rises to the challenge	Quick to criticize, even colleagues
Gets the best for their side	

Numbers Style

Pros for a negotiator	Cons for a negotiator
Facts, logic, detail oriented.	Not intuitive with people.
Methodical and systematic.	Lacks creativity.
Persistent and patient.	Expects to convince with logic.
Prepares well, manages risk.	Analysis paralysis.
Sticks to policy and procedures.	Predictable: no surprises!
Weighs all alternatives.	Stubborn and resistant to change.
Confident in own skills.	Fails to see other point of view.
	Too literal: may miss golden opportunity.

Dealer Style

Pros for a negotiator	Cons for a negotiator
Socially skillful, charming, cheerfully cynical	A deal at any price: “deal junkie”
Avoids giving offence	Pushy
Adaptable, flexible, creative	Over solicitous: “sucks-up”
Persuasive, articulate	Shifts position too fast, too often
Perseverant	Alienates through talking too much
Thinks on feet	Perceived as tricky, insincere, untrustworthy
Understands true ‘win-win’	Fails to prepare, plan or listen properly
Seeks opportunities to make it work	

Beyond style, all negotiators should.....

- ✓ Have the willingness to prepare
- ✓ Enter negotiations with optimism and ambition, projecting high expectations and self-confidence
 - There is striking research evidence that people who expect more get more
- ✓ Have commitment to integrity and courtesy
 - Even polar opposites are entitled to treatment with respect!
- ✓ Develop proactive questioning and listening skills
 - Make best use of questions, body language, interjections
 - Develop supporting statements, clarifying statements & summarizing statements to elicit information and optimize communication

Negotiation Strategy

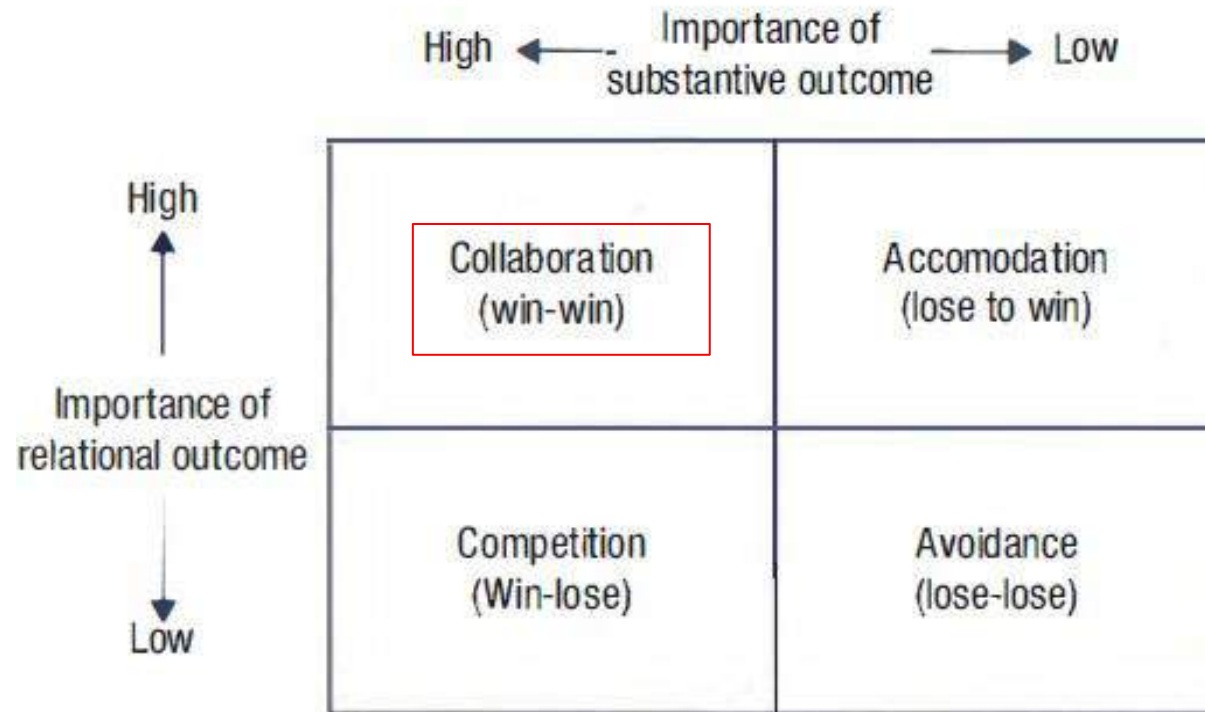
- Strategy is the overall plan on how to achieve the goals of the organization.
- Strategy is intended to integrate goals, targets and actions into a cohesive whole.
- A negotiation strategy should be a plan, which specifies the choices a negotiator will make in every probable situation.
- Negotiators usually vary between concern for our own goals, and concern for those of the other party. Therefore in selecting a strategy you need to answer two questions:
 - How concerned are we about the substantive outcome at stake and
 - How concerned are we about the relationship aspects at stake?

Negotiation Strategy

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 - How concerned are we about the relationship aspects at stake?

Negotiation Strategy

The alternative strategies that can be developed on the basis of the relational and the substantive outcome dimensions are:



Negotiation Strategy

A good strategy takes into account four elements:

1. Strategy is a matter of choice - it is not forced upon us.
2. Strategy must acknowledge the chance element of negotiation.
3. Strategy deals with interdependence - the fact that the goals of each require the cooperation of the other.
4. Strategy must deal with the fact of our incomplete knowledge of the other party's interests, needs, and strengths.

End of Lecture 2

Thanks for attentions

شكرا لكم

السلام عليكم ورحمة الله وبركاته