

2nd run in Asia!

Negotiation Skills & Techniques

for Engineers and Technical Professionals

**27 – 28 January 2011
Kuala Lumpur, Malaysia**



With Jim Wardhaugh, B Eng, C Eng, MITE

Over 28 years with Shell internationally, Jim has had extensive practical experience of negotiation with contractors, vendors, service agents, trade unions and purchasers of equipment and products.

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Negotiation Skills & Techniques for Engineers & Technical Professionals

Why Attend this Course?

Many technical experts find it difficult to move out of their expertise areas and deal with commercial matters. Negotiating to optimise business value is a step further from their comfort zones. All too often negotiations are then left to finance personnel. They bring many strengths to the table but an understanding of engineering trade-offs is not one of them.

By attending this course participants will add to their technical know-how a core competence in negotiation skills. They will thus become formidable negotiating opponents.

About the Course

This is a two day training course that is aimed at providing professionals in the oil & gas business with a comprehensive set of core negotiating skills. Negotiations take place in many situations e.g. between peers, manager and subordinate, company and trade unions, company and government. The skills learnt on this course will be useful in all of these situations. However the course puts a focus on the skills needed in commercial negotiations. A particular emphasis is placed on the relationship and negotiations typically carried out between client and contractor, vendor or the provider of services.

A mixture of theory, examples and practical exercises are used, so that participants understand the principles and get an opportunity to try them out. The case studies used are real cases encountered in the oil and gas industry.

Who should attend?

This is a course specially prepared for, and aimed at, middle-managers and technical and other staff who let contracts, but with limited previous exposure to negotiations, and who will need these skills in the near future.

Your Expert Trainer: Jim Wardhaugh B Eng, C Eng, MITE



Jim is a chartered engineer with more than 40 years experience of hands-on, executive and senior management positions. He spent 28 years with the Shell group internationally; during this time he has had extensive experience of negotiation with contractors, vendors, service agents, trade unions and purchasers of equipment and products.

In his last position with Shell, he headed the electrical construction then permanent electrical organization of the Shell grass-roots refinery project at Rayong in Thailand. Prior to that he was the Chief Engineer (Electrical, Projects & Construction) in Shell Refinery, Pulau Bukom, Singapore. Jim was also the head Engineering Quality and Training at the Rayong Refinery.

Significant periods of his career were spent in UK, Holland, France, Singapore, and Thailand. Consultancy assignments were carried out in many other countries such as South Africa, Australia, Taiwan, India and Dubai. This significant immersion in many different cultures has provided a rich multi-cultural perspective.

He has many years of teaching experience to technical staff both in a corporate setting, and in an academic setting for Robert Gordon University in Aberdeen UK. Several thousand people from around the world have benefited from his courses.

He brings an engineer's practical perspective, and can readily empathize with technical staff making forays into the commercial world of negotiations. He has prepared this course keeping in mind the needs of technical people. Jim is joint author (with Vee Narayan and Mahen Das) of 100 Years in Maintenance and Reliability ISBN 978-0-8311-3323-8 Published by Industrial Press. This has been adopted by a number of blue chip companies (e.g. Shell) as the text for their maintenance courses.

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2 – Day Course Outline

Day 1

Introductions and admin matters

- Course focus and structure
- What is negotiation?
 - negotiation theory
 - purpose and benefits of negotiation
 - the fundamental elements of a negotiation
- *Exercise: The maintenance department of a Malaysian petrochemical operation has gone to tender for some schedule of rates work. A Head Office review is interesting to say the least. Teams of participants will act as client and contractor to clarify issues, find a way forward and strike a deal.*

Coffee

Identification of the typical negotiations seen in industry

- How individuals have different styles/responses to negotiations
- Soft or hard negotiating styles
- Negotiator traits
- Exercise: characteristics of the most effective negotiators participants have known
- Negotiating styles (win-lose, win-win)
- Is win-win always the best approach?
- When to go for win-lose.
- Exercise: what is a successful negotiation?

Lunch

Preparing for the negotiation

- Goals – setting your minimum and maximum objectives for each negotiable issue – expected outcomes – When to say no and walk away.
- Identifying sources and types of information about the other party's position
- Identifying and valuing potential concessions. What would you want in return?
- The importance of creating a vision before developing detailed tactics
- Choice of one to one or team-team negotiations
- Putting together an effective negotiating team
- The role of individuals in a team
- Benefits of outside associates
- The benefits a mediator can bring to a negotiation
- *Exercise: Two technically acceptable offers to clean & inspect a (largely) over-ground pipeline have been received from two different contractors. Discussions and negotiations are needed with each of the contractors to come up*

with a clear “best” value option. Teams of participants will act as client and contractor. In this exercise participants are asked to identify the necessary activities, choices and decisions to be made before the face to face negotiation starts. A structured preparation sheet is given out to provide a framework to guide the process.

Tea

- Different negotiating strategies and factors which affect the choice
- Evaluation of comparative strengths and weaknesses
 - strong position
 - weak position
- How to zero in on what the buyer will pay and the seller will take.
- Handling a “take it or leave it” situation
- “What if” and “Would you consider tactics” and how to handle them.
- *Exercise: Pipeline case study. Two technically acceptable offers to clean & inspect an over-ground pipeline have been received from two different contractors. Pre-negotiation preparation has been done in an earlier exercise. Teams of participants will act as client and contractor. Each contractor aims to win the job. The aim is for the client side to come up with a clear “best value” option. This option can then be recommended to the tender board for letting.*

Day 2

What we have learnt so far

- Thorough preparation is key, goals, concessions etc
- Know more of the detail than the other side
- Using creative thinking to develop options for mutual gain (making the pie bigger)

Managing specific aspects of the meeting

- Style of the meeting (collaborative or aggressive)
- How to create a climate for success
- Using creative thinking to develop options for mutual gain (making the pie bigger)
- Get yourself in the other party's shoes
- Do's and don'ts to improve question asking ability
- Managing confrontation, conflict, intimidation and anger
- The benefits of parallel informal discussions on specific aspects
- Managing the “experts”
- Use of time and time-outs – giving yourself time to think
- Record stage agreements as you go. How should these agreements be recorded and by whom?

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Coffee

Bargaining

- Ensuring the negotiator opposite has the authority to strike a deal himself
- The benefits of limited authority
- Avoiding getting stuck into a position
- The power of simple solutions
- Have patience
- Use of force majeure
- Using time and time-outs to give yourself time to think
- Nibbles
- *Exercise: Utara Refinery wants to introduce a grading system for its technicians. The idea is to encourage the acquisition of additional skills. Teams of participants will act as client and union to strike a deal..*

Lunch

Impact of different cultures on international negotiations

- tactical use of interpreters
- separating the people from the problem
- differences in the decision process in different cultures

Managing the close

- How to test when the other side is ready to close
- Different techniques to promote closure

The Agreement

- Ensure that the key points of the agreement are documented as you go along
- These should be agreed at the end of the meeting
- He who writes the minutes wins!!

• *Exercise: Utara Off-Shore high voltage motors. UOS has historically repaired and overhauled its high voltage electric motors using its own technicians. High voltage availability and maintenance costs are reasonable but certainly not world class. UOS has offers from two motor repair contractors for the complete monitoring, overhaul and repair of these machines with payment based on the future availability of the turbines.*

Teams of participants will act as client and contractor. Each contractor aims to win the job. The aim is for the client side to come up with a clear "best value" option. This may be to stay with own maintenance or let to a contractor.

Tea

- Summarising the negotiation process
- Final questions and clarifications
- Individual action plans for return to work
- Course questionnaires & close

About **petroEDGE**

The core competencies of professionals in the Oil & Gas industry are constantly evolving. To meet this ever growing gap, PetroEdge in-house training solutions provide targeted up-to-date, practical and technically sound training solutions that enable engineers and industry professionals to be continuously relevant in industry.

To learn more about us, visit www.petroedgeasia.net

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REGISTRATION FORM

Kuala Lumpur, Malaysia	Early Bird Price	√	Normal Price	√	
2 – Day, Negotiation Skills for Engineers and Technical Professionals	S\$ 2499		S\$ 2699		TEAM DISCOUNTS PetroEdge recognises the value of leaning in teams. Group bookings at the same time from the same company receive the following: 3 or more at 5% off 5 or more at 7% off 8 or more at 10% All other promotions including early bird is exclusive of the group discount.
PetroEdge In-house Training <input type="checkbox"/> Yes, I would like to organise this training in-house and save over 20% of total course fees! For further information about in-house training, please call +65 67419927 or email info@asiaedge.net					

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 Job Title: -----
 Department: -----
 Email: -----

Mr Mrs Ms Dr Other
 Delegate 2:

 Telephone: -----
 Email: -----
 Job Title: -----
 Department: -----
 Head of Department: -----
 Company: -----
 Address: -----

 Country: -----
 Postcode: -----
 Attention Invoice to: -----
 Telephone: -----
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- photocopy this form to register multiple delegates.

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