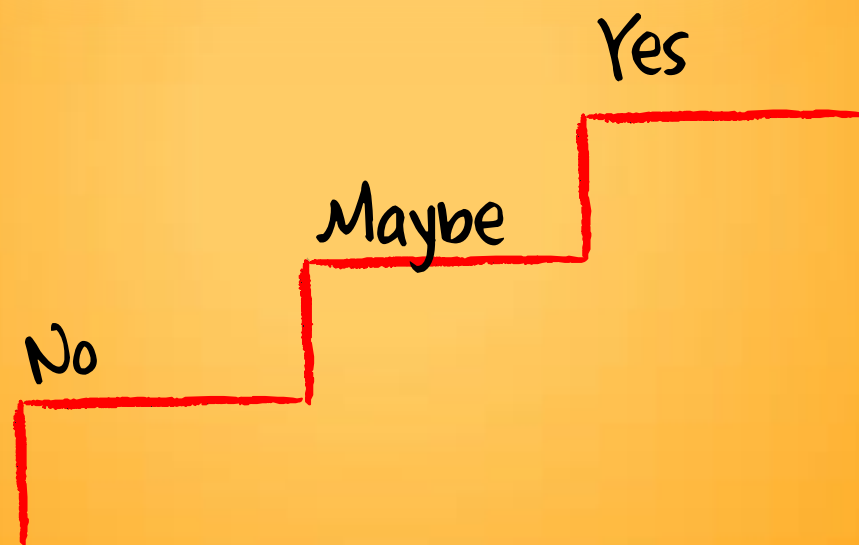


The Advantage



Negotiating, Influencing
and Dealmaking

Who are we?

The Aha! Advantage team are experts in the art and science of persuasion.

Training Workshops

We use our know how on how to influence and persuade to train clients' staff in:

- Negotiating
- Influencing
- Managing change and crafting messages that deliver persuasive punch
- Persuasive business writing

Consulting Services

We provide high-level consulting support to help clients tackle their toughest persuasion and negotiation challenges.

We help clients:

- Negotiate large sales
- Negotiate alliances
- Negotiate mergers and acquisitions
- Negotiate outsourcing and procurement deals

Deal Execution ToolKit

Our tools include our proprietary system: Deal NaviGater which helps clients design and execute large, complex deals.

Part One

Training Workshops

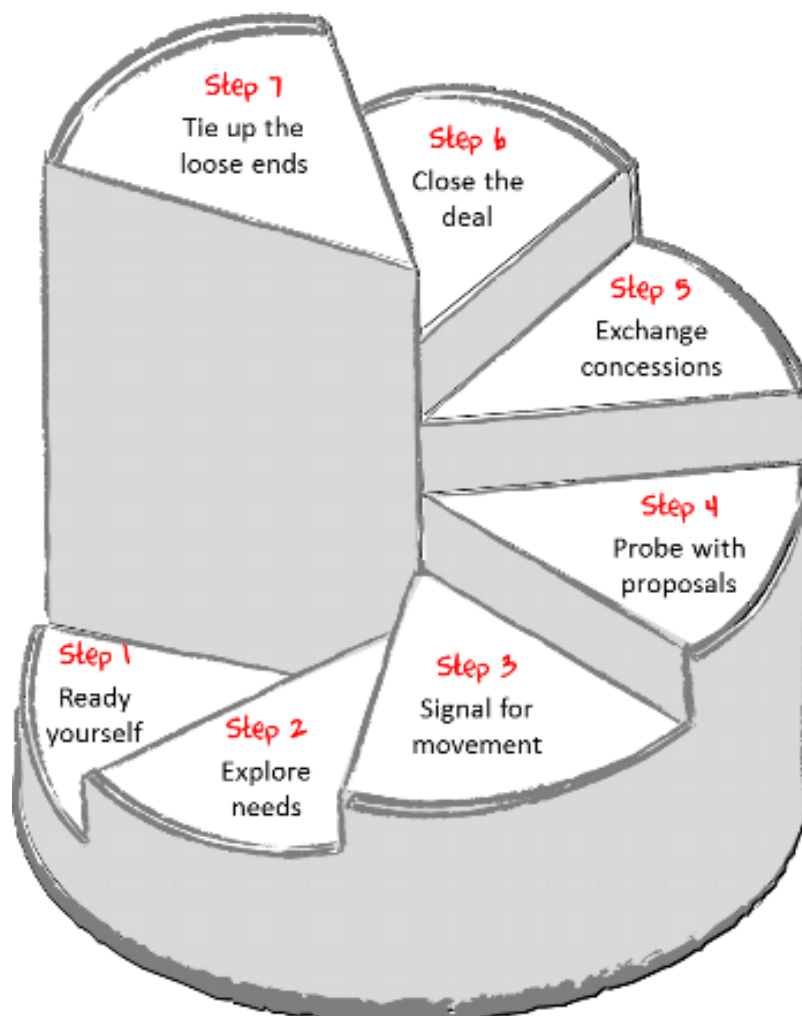
Negotiation and Dealmaking Workshops

The Art of Negotiation - How to negotiate favourable agreements that last. (2 days)

The Art of Negotiation workshop shows professionals how to:

- Negotiate fees and other clients services
- Negotiate complicated contracts
- Negotiate within your firm
- Bargain with suppliers
- Turn conflict into agreement
- Build good working relationships
- Identify client needs
- Form win-win agreements

The RESPECT Seven Steps to Agreement



Negotiation and Dealmaking Workshops

Dovetailing Your Differences- How to negotiate profitable sales (2 days)

Negotiating Profitable Sales shows participants how to:

- Improve profit margins
- Negotiate complicated deals
- Close more sales
- Turn conflict into agreement
- Build good working relationships
- Identify customer and client needs
- Outflank major competitors



Negotiating With Government - How to negotiate with local, state, national and foreign governments. (3 days)

Negotiating with Government shows you how to:

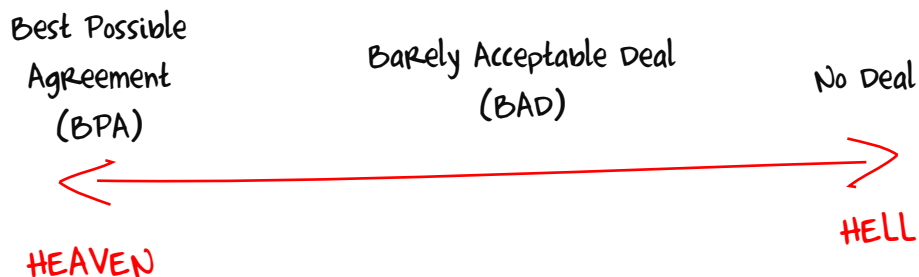
- Negotiate with local, state, national and foreign government agencies
- Influence bureaucracies
- Overcome the power advantages government agencies have
- Recognise the special interests that drive government negotiators

Negotiating High Stakes Deals - How to negotiate large, complex deals. (2 days)

Negotiating High Stakes Deals shows you how to:

- Prototype your Best Possible Agreement (BPA)
- Avoid settling for a Barely Acceptable Deal (BAD)
- Sequence the optimal set of moves you need to reach agreement
- Design a value-optimizing strategy
- Align your relationship strategy with your deal goals
- Maximize your leverage at the negotiation table

Heaven or Hell Dealmaking



Influencing and Persuasion Skills Workshops

Leading With Influence - How to command attention, change minds and influence others (2 days)

Part 1: How Persuasion Works

- Thoughtful persuasion, mindless influence.
The two routes to successful persuasion.
- The persuasion effect.
The four patterns of influence.
- Measuring your Persuasion IQ.

Part 2: Tactics, Techniques and Tips

- Persuasion starts with credibility.
How to build trust and sell your expertise.
- First impressions, best impressions.
The art of image management.
- Reading the other person.
How to use personality type to persuade.
- Powertalk!
How to give words added impact.
- Framing people's minds.
The power of metaphors and analogies.
- Packing a persuasive punch.
How to make your messages seductive, convincing and irresistible.
- Power pitches.
How to persuade with graphs, charts and video.
- The astonishing power of self-persuasion.
How to dissolve and eliminate or reduce resistance.
- Put on your SCARF.
The five surprising non-monetary motivators that make people say yes.

Nudges that influence: How to move people from no to yes - fast (2 days)

- One brain two rival minds

System 1: The emotional mind, driven by emotions, images, intuition and experience.

System 2: The rational mind, driven by logic symbols and numbers.

The Ten Triggers

- Persuasion trigger one: The confirmation bias.

We filter out or reject disconfirming evidence that challenges our beliefs.

- Persuasion trigger two: Loss aversion.

When we make buying decisions we fear loss twice as much as the value we gain.

- Persuasion trigger three: Framing.

We are more influenced by how a proposal is presented than its actual content. It's not what is said in a presentation, but how it is said that counts.

- Persuasion trigger four: Contrast.

Judgement is relative not absolute. Before we judge the merits of a proposal we search for a benchmark or anchor to compare it with.

- Persuasion trigger five: Reciprocation.

If someone does us a favour we feel obliged to reciprocate.

- Persuasion trigger six: Commitment & Consistency.

Having made an initial commitment to so a request, we have a powerful urge to act consistently.

- Persuasion trigger seven: Authority.

We are strongly influenced by the advice of authority figures and experts.

Nudges that influence Continued

- Persuasion trigger eight: Scarcity.
We rate goods, services and information as more attractive if they are scarce.
- Persuasion trigger nine: Social proof.
Humans are herd followers. We imitate what other people do.
- Persuasion trigger ten: Liking .
We prefer to say yes to people we like.

Hooks and Nudges

- What are the hooks that activate each trigger.
- What are the amplifiers that nudge a person from maybe to yes.
- What small changes deliver the biggest changes in behaviour.

Win them over - How to use your influencing and negotiation skills to build a powerful coalition of supporters (2 days)

Politics is an inevitable, legitimate and even beneficial aspect of corporate and organisational life. Hard work and good ideas are not enough to ensure success – your ability to win allies and head off resistance is what really matters in today's corporate and government environments.

If you can't mobilise support for your ideas and convert sceptics, you could become an organisational casualty.

Win Them Over shows you how to:

- Assess allies and resisters
- Build coalitions
- Negotiate support
- Understand and leverage the agendas of others

Packing a Persuasive Punch - How to make your messages seductive, convincing and irresistible (2 days)

Messages with persuasive punch have five elements:

- S**imple: One idea, easy to grasp and picture
- A**ppealing: Different, valuable and motivating
- U**nexpected: Surprising, intriguing and urgent
- C**redible: Transparent, credentialed and verifiable
- E**motional: Warm, arousing and plot-driven

Analyzing your messages for Persuasive Punch

Is your message SIMPLE?

- How do you distil your message down to one central truth?
- How do you make your message crystal clear and easy to grasp?
- How do you make your message concrete, vivid and easy to picture?

1. Is your message APPEALING?

- How do you differentiate your message from others?
- How do you position what you offer as having high perceived value?
- How do you successfully appeal directly to your audience's "self-interest"?

2. Is your message UNEXPECTED?

- How do you grab your audience's attention?
- How do you sustain their attention?
- How do you generate urgency to take action?

Message Design Workshop

3. Is your message CREDIBLE?

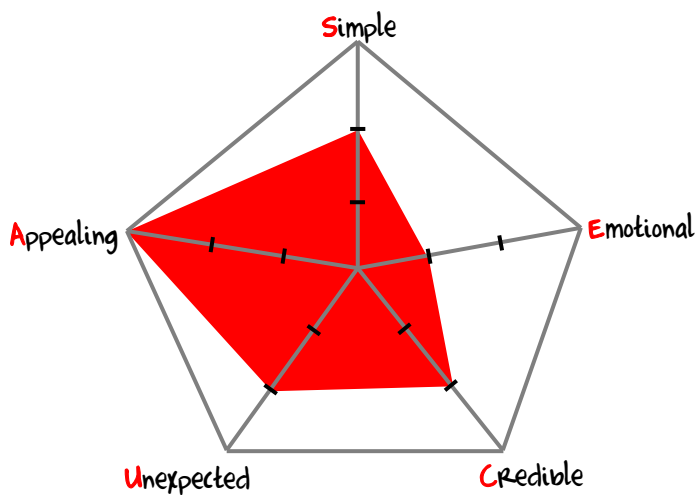
- How do you communicate you are open and transparent?
- How do you establish you have testable credentials?
- How do you communicate you do what you say?

4. Is your message EMOTIONAL?

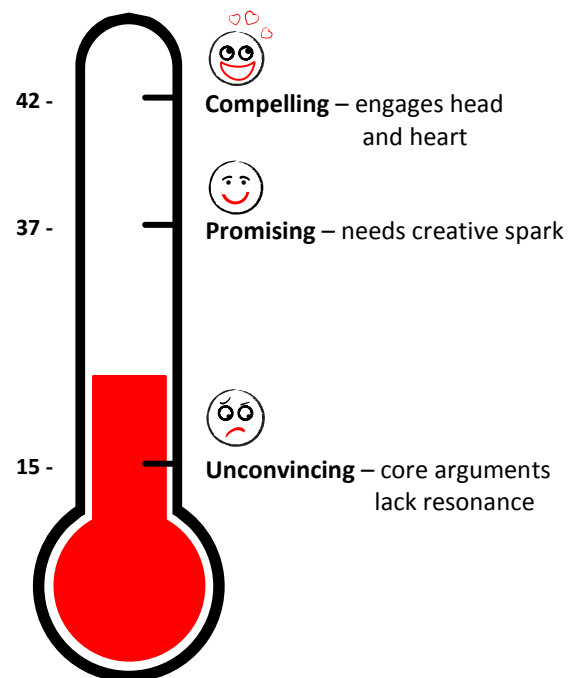
- How do you communicate you are engaging and warm?
- How do you generate high emotional arousal?
- How do you give your message a plot-driven storyline?

Measuring Persuasive Punch

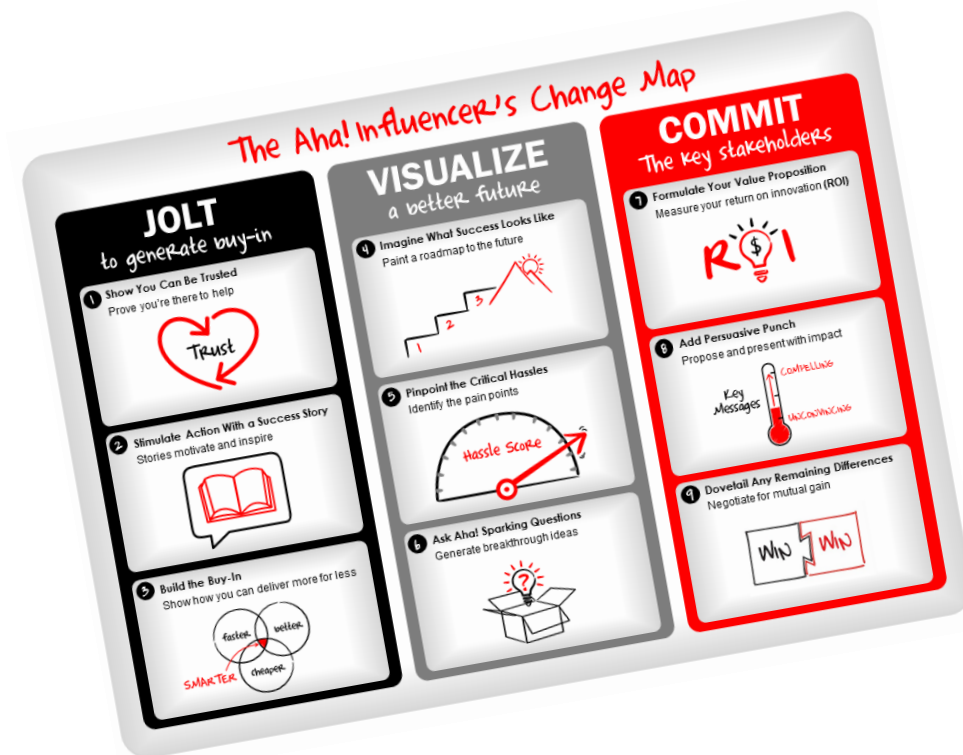
SAUCE Radar Chart



SAUCE Heat Gauge



How to Change Hearts, Minds, and Cultures by Eliminating Skepticism and Mistrust (2 days)



1. Rethinking the change process
Why successful change starts with dissolving and eliminating resistance.
2. The two ways to influence change
 1. Direct persuasion. Use facts and reasons to convince people why they need to change
 2. Self-persuasion. Help people find their own reasons for wanting to change.
3. Why self-persuasion is the key to successful change
The new science of influence that demonstrates the superiority of self-persuasion over direct persuasion.

How to Change Hearts, Minds, and Cultures Continued

4. Establishing deep trust and empathy with your audience
How to demonstrate that you are a helper and can be trusted.
5. Using stories to motivate, inspire and stimulate action
Why stories of successful change are so much more powerful than facts and figures.
6. Build the buy-in, establish the core reason behind the change
How to overcome fear and skepticism by showing you have a smarter way of delivering successful change.
7. imagine what success looks like, paint a path to the future
How to use visualization to sell a motivating vision of the future.
8. Pinpoint the critical hassles and pain points rather than you'll have to overcome
How to use the Hassle Gauge to pinpoint and prioritise the group's most pressing problems.
9. Use Aha! sparking questions to generate breakthrough ideas
Why QuestionStorming works so much better than brainstorming.
10. Measure your Return On Innovation (ROI)
Calculate the payoff that will result from your change initiative.
11. Add persuasive punch to your presentations, proposals and messages
Sharpen up your messages so they pass the SAUCE test that measures persuasive impact.
12. Dovetail any remaining differences
How to negotiate a win-win agreement, so everyone feels satisfied.

Persuasive Writing Skills Workshops

Persuasive Business Writing: How to write persuasive letters, memos and reports. (2 days)

The principles of persuasive writing:

- Writing from your reader's point-of-view.
- Establishing your credibility.
- Energizing your writing with the active voice.
- Improving readability with short, varied sentences.
- How to organize your selling points.
- Stream-lining sentences by cutting out necessary words.
- Increasing clarity by using specific concrete words.
- Using effective headlines to help your readers locate information.
- Choosing an effective tone for your communication.
- Designing for maximum visual impact.
- Selling the benefits behind your message.
- Closing with a call for action.

Persuasive Words

- The vocabulary of persuasion.
- How words interact with our minds and emotions.
- Positive words that sell.

Applying the Principles of Persuasion to Your Documents

- Memos
- Letters
- Reports

Persuasive Writing Skills Workshops

Winning business proposals: how to write sales and business proposals that convince, captivate and win more customers and contracts. (2 days)

The Principles of Persuasive Writing

- Writing from your reader's point-of-view.
- Establishing your credibility.
- Energizing your writing with the active voice.
- Improving readability with short, varied sentences.
- How to organize your selling points.
- Stream-lining sentences by cutting out necessary words.
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- Using effective headlines to help your readers locate information.
- Choosing an effective tone for your communication.
- Designing for maximum visual impact.
- Selling the benefits behind your message.
- Closing with a call for action.

Words That Sell

- The vocabulary of persuasion.
- How words interact with our minds.
- Positive words that sell.

The Six Parts of a Persuasive Proposal

- Your buyer's or client's needs.
- Your recommendations.
- Why your firm?
- Your guarantee.
- The rationale behind your pricing.
- Your current clients/endorsements.

Part Two

Consulting Services

Negotiating With and on behalf of clients

For over 25 years we have regularly negotiated large deals on behalf of government agencies, corporates, private firms and individuals across the world.

Negotiating Large Sales

Large sales invariably involve tough negotiations over price. The failure to negotiate well can be catastrophic. Discounts come straight off the bottom-line. A 1% price cut on average reduces deal profits by 12%.

When we negotiate with or on behalf of sellers we show them how to sell the value of their offering, before they start discounting. We also negotiate for buyers who often find themselves facing monopoly suppliers.

Negotiating Alliances

Alliances have become a core part of modern business strategy. Yet 50% to 70% of alliances fail to come close to expectations. We work with clients to:

- i. Negotiate new alliances
- ii. Fix up broken alliances
- iii. Maximise the performance of underperforming allies.

Negotiating Mergers and Acquisitions

Over 60% of mergers and acquisitions destroy rather than create value for the buyer. Yet there is an elite group of companies who consistently achieve superior results by following a rigorous, disciplined process.

In acquisitions we follow a three phase process that involves:

- i. Preliminary evaluation
- ii. Analysis of the business
- iii. Due diligence and contract negotiation.

Negotiating With and on behalf of clients

Negotiating, Outsourcing and Procurement Deals

Outsourcing and procurement deals often turn toxic because of mismanaged negotiations. To work, long term outsourcing and procurement relationships have to be mutually profitable.

Our value innovation methodology allows both parties to agree on an approach which creates lasting value for both sides.

- i. We work jointly or individually with buyers and suppliers to launch new outsourcing and procurement relationships.
- ii. We help put procurement and outsourcing agreements back on track.

Negotiating Large Complex Outsourcing Agreements

Outsourcing agreements of vital business functions can last up to ten years and can involve a client spending hundreds of millions of dollars.

To ensure clients get a highly competitive offer we typically invite bids from four to seven suppliers. We then reduce the number of bidders to two and negotiate with them in concert.

We might negotiate with Party A on Monday and Tuesday and Party B on Wednesday and Thursday. Negotiating in parallel allows you to fairly compare bidder's strengths and weaknesses.

When we have negotiated all the critical issues, the client selects their preferred supplier. We then negotiate the loose ends.

Part 3

Deal Navigator ToolKit

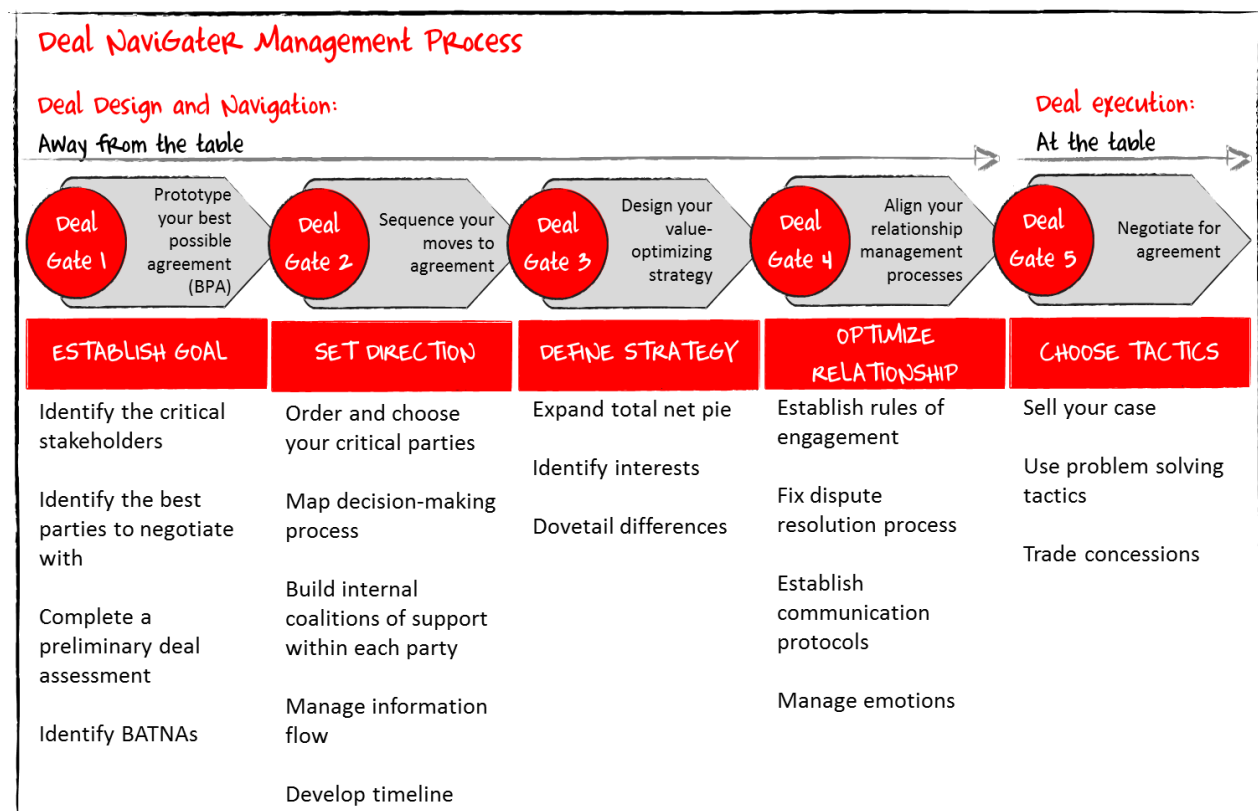
Deal Design, Navigation and Deal Execution process

Designing and executing large complex deals

Large complex deals are difficult to negotiate. Large complex deals are:

1. High stake - the costs of failures are high.
2. High risk - because of the inherent complexity and the number of parties involved.
3. Hugely time consuming - because of the on-going arguments over what appear to be the competing goals and priorities.

Because of the high failure rate in large complex deals, we have developed the Deal NaviGater deal design and management process. Deal NaviGater shows you how to design, navigate and manage your way through the most complex of deals – dramatically improving the odds of success.



The Deal NaviGater management system consists of six components

1. The Deal NaviGater Playbook

Consists of a 200 page accessible strategy and tactical playbook and forms the heart of the Deal NaviGater system.

2. The Deal NaviGater Toolbox

Includes 22 deal-shaping, value-optimizing tools. These tools have been developed and tested over 25 years with clients such as Toyota and Unilever.

3. The Deal NaviGater "Traffic Lights" Deal Tracker

Allows senior executives to manage track and evaluate progress in high-stakes deals, plus it allows delays, cost overviews and relationship issues to be solved while small.

4. The Deal NaviGater Tactical Field Guide

Includes Harry Mills' acclaimed book, *The Streetsmart Negotiator*. This field guide gives negotiators the practical tips and tactics they need when bargaining face-to-face plus a disciplined seven step face-to-face process which can be actively managed and audited.

5. Customized Training

Our experiential, simulation based training upskills your team so they can negotiate with skill and confidence and make negotiation skills a core competency and firm capability.

6. Deal-Making Coaching and Advisory Support

Our 25 years of practical deal-making experience means we can advise and coach on:

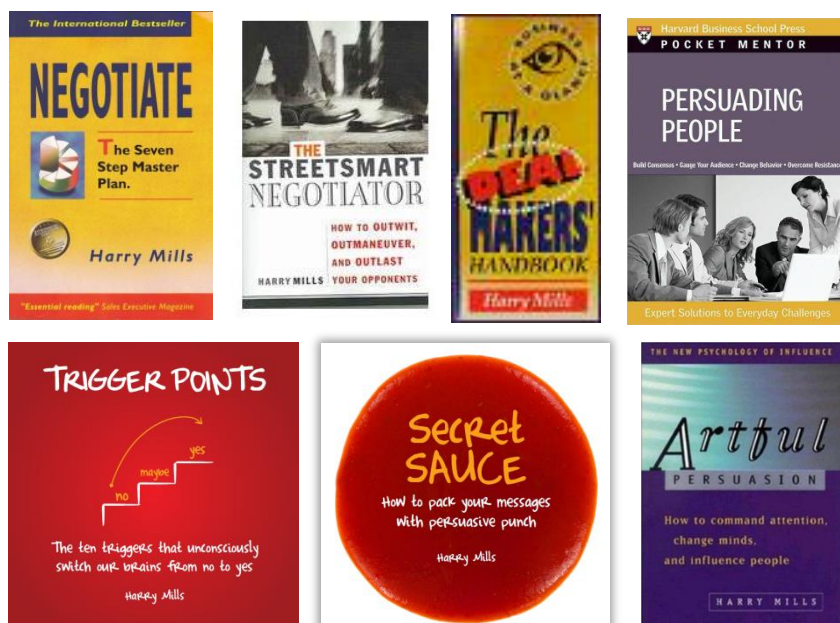
- Resolving disputes
- Acquisitions and mergers
- Joint ventures and alliances
- Major sales
- Procurement and outsourcing deals.

OUR BOOKS

The Aha! Advantage negotiation and persuasion books have been translated into 18 languages. Our negotiation books are designed to act as practical field guidelines. Our books on persuasion show readers how to change minds and win people over with persuasive arguments.

Our negotiation and persuasion book titles include:

- *The Streetsmart Negotiator: How to outwit, outmanoeuvre and outlast your opponents* (AMACOM, 2006)
- *Negotiate – The Seven Step Master Plan* (Gower, 1998)
- *The Dealmaker's Handbook: A field guide for smart negotiators* (MG Press, 2002)
- *Artful Persuasion: How to command attention, change minds and influence people* (AMACOM, 1999)
- *Persuading People* (Harvard Business Press, 2009).
- *Secret SAUCE: How to pack your messages with persuasive punch* (2016)
- *Trigger Points: The ten triggers that unconsciously switch our brains from no to yes* (2016)



Negotiating and influencing milestones

2014

Launch From ME to WE Program

How to transform the way we outsource, collaborate and share value

2013



Launch Dovetailing Your Differences Workshop

2005



Author *StreetSmart Negotiator*:

2005



Launch Deal NaviGater

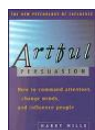
How to design and execute large complex, high-stakes deals

2002



Harry Mills appointed Harvard Manage/Mentor on persuasion.

2000



Author *Artful Persuasion*

1998



Author *The Deal Makers Handbook*

1991



Author *Negotiate: The Seven Step Master Plan*.

our Clients

Professional Services:

- PricewaterhouseCoopers
- KPMG
- Ernst & Young
- Deloitte
- A J Park
- Cap Gemini
- Crowe Horwath
- Grant Thornton
- GHD
- GYW Law
- Arup
- Damwatch
- Aurecon
- Bell Gully
- OPUS

Banking:

- Westpac
- BNZ
- ANZ Bank
- St George
- ING
- SBS Bank

Telecommunications/IT:

- Oracle
- Ericsson
- Unisys
- NEC
- Chorus
- Vodafone
- IBM
- EDS
- Telecom

Pharmaceuticals:

- AstraZeneca
- Boots Pharmaceuticals

Automotive:

- Toyota
- BMW
- General Motors
- Lexus

Consumer Goods:

- Kimberly Clark
- Unilever
- Cadbury
- Goodman Fielder
- Effem Foods
- Pernot Ricard
- Fonterra

Power:

- Meridian Energy
- Mighty River Power
- Contact Energy
- Origin Energy
- Energy for Industry

Mining:

- BHP Billiton
- BMA Coal
- Rio Tinto

Finance and Insurance:

- AMP
- Prudential
- Tower Group
- Esanda
- GE Finance
- Toyota Financial Services

Government:

- Inland Revenue Department
- Treasury
- Reserve Bank of New Zealand
- Ministry of Health
- Ministry of Business, Innovation and Employment
- Audit New Zealand
- State Government South Australia



Harry Mills is the founder and CEO of the Aha! Advantage an international consulting and training firm. For the past 27 years, the Aha! Advantage and its legacy firm, the Mills Group has been helping a mix of blue chip clients negotiate, influence and manage large complex deals and change projects.

Corporate clients include: GE Money, IBM, Ericsson, Oracle, BMW, AMP, Toyota, Lexus, Rio Tinto, Unilever, PWC, Deloitte, Ernst & Young, KPMG, ING and the ANZ Banking Group.

Harry has built his reputation by translating the latest research of social psychologists, behavioural economists and neuroscientists who study persuasion into practical, cutting-edge insights and books.

He is the author of the acclaimed book *Artful Persuasion: How to command attention and change minds and influence people*.

Harry is the subject matter expert for persuasion for the Harvard's Business Review's flagship Manage/Mentor program that goes out to 6.5 million managers.

An accomplished deal maker, Harry has authored three books on negotiation including *The Streetsmart Negotiator. How to Outwit, Outmaneuver and Outlast Your Opponents*.

In 2007 Harry was appointed the Australia and New Zealand representative for *Dealmakers International* – a European based group which provides high level support for large companies and government agencies negotiating in foreign countries and unfamiliar environments.

His latest book *Zero Resistance* shows influencers how to change hearts and minds by eliminating skepticism and mistrust.

Contact

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