



Strategic Tenant Management Roadmap (Basic) Part 2

Facilitated by:

Teo Jin Lee, Founder and Managing Director



Name: _____



Strategic Tenant Management Roadmap (Basic) Part 2 Day 1

Facilitated by:

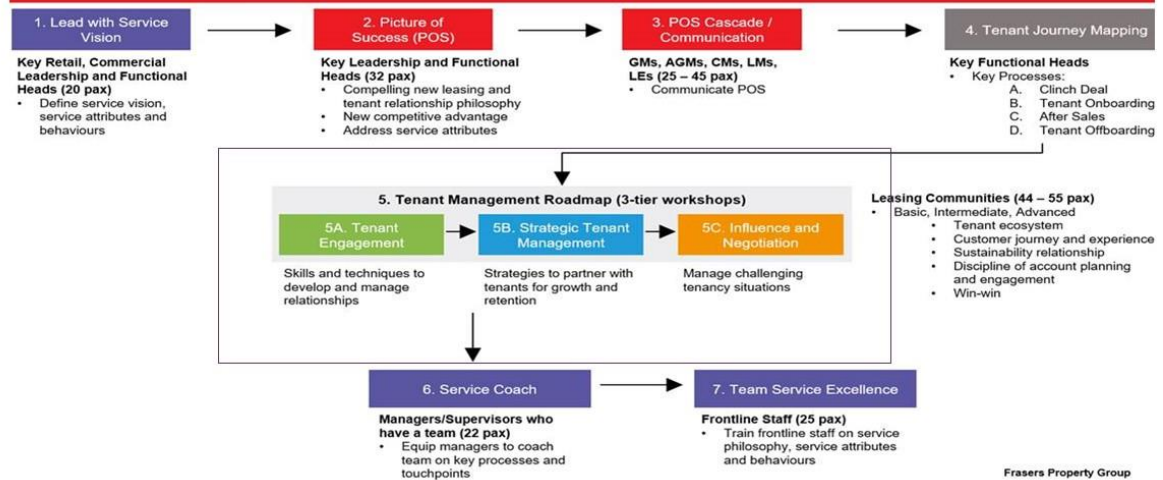
Teo Jin Lee, Founder and Managing Director



Changi City Point, Singapore

Leasing Culture Transformation

Leasing Culture Transformation Overview of Deployment



Fraser's Property Group



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Leasing Culture Transformation - POS Statement

Be AGILE!

	Alignment	Growth	Internal Efficiency	Learning	Engagement
What we do?	Seek Alignment of interests and deliver value for both tenants and FPR.	Adopt a Growth Mindset to embrace change and be adaptable.	Enable Internal efficiency through leveraging digital technology.	Learning the needs and wants of tenants and shoppers.	Take a tenant-centric approach in all our Engagements.
Success Descriptors How we do it?	<ul style="list-style-type: none"> ◆ Ensure value alignment between both tenants' and FPR's needs and interests. ◆ Win tenants' respect and trust as a long-term partner for business growth and sustainability. 	<ul style="list-style-type: none"> ◆ Embrace change and push boundaries to stay ahead of industry trends and market forces. ◆ Be open minded and forward looking. ◆ Grow alongside our tenants by leveraging on our scale. 	<ul style="list-style-type: none"> ◆ Embrace and leverage digital technology to be nimble and effective. ◆ Drive efficiency to value add to the evolving needs of tenants and shoppers. 	<ul style="list-style-type: none"> ◆ Stay on top of the evolving needs and wants of tenants and shoppers. ◆ Keep abreast of the industry trends, news and regulations. ◆ Create unique and innovative shopping experiences. 	<ul style="list-style-type: none"> ◆ Energise the touchpoints with our shoppers to drive tenant sales. ◆ Focus on driving tenants' success with shoppers and the community. ◆ Adopt a personalised approach for each tenant

3

Strategic Tenant Management Workshop – 4 Day Agenda (Basic) Part 1

Tenant Engagement

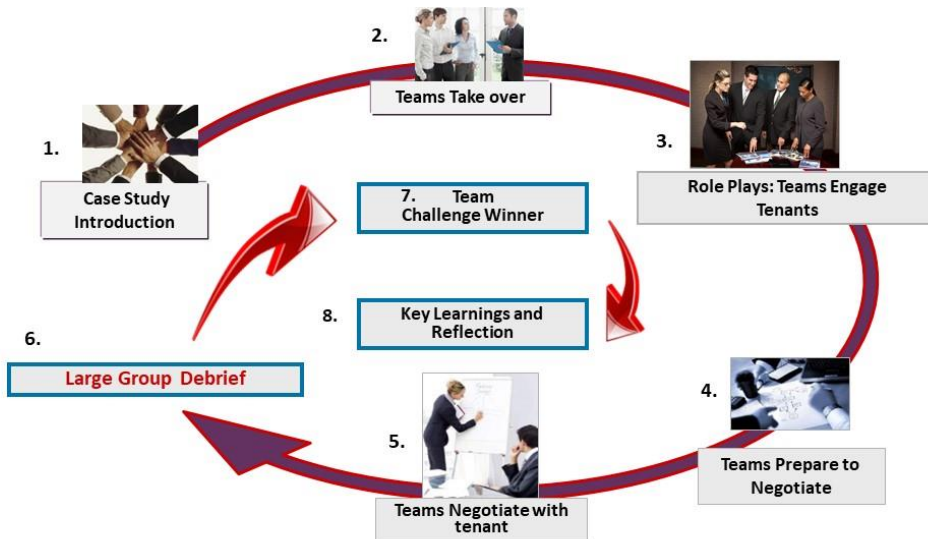
- Welcome and Introductions
- Frasers' Tenant Engagement Process
- Practice Engagement
- Frasers' Signature Engagement Technique (SET)
- Frasers Customised Tenant Case Study
- Powerful Questions
- Articulating Frasers' Value Proposition
- Tenant Engagement 1 and Debrief

Strategic Tenant Management

- Review Day 1
- Know the Tenant's Business
- Profile the Tenant
- Tenant Case Study Analysis
- SWOT/Competitive Analysis
- Translating your Business Model
 - Competitive Strategies
 - Relationship Strategies
 - Coverage Strategies
- Tenant Meeting 2 and Debrief

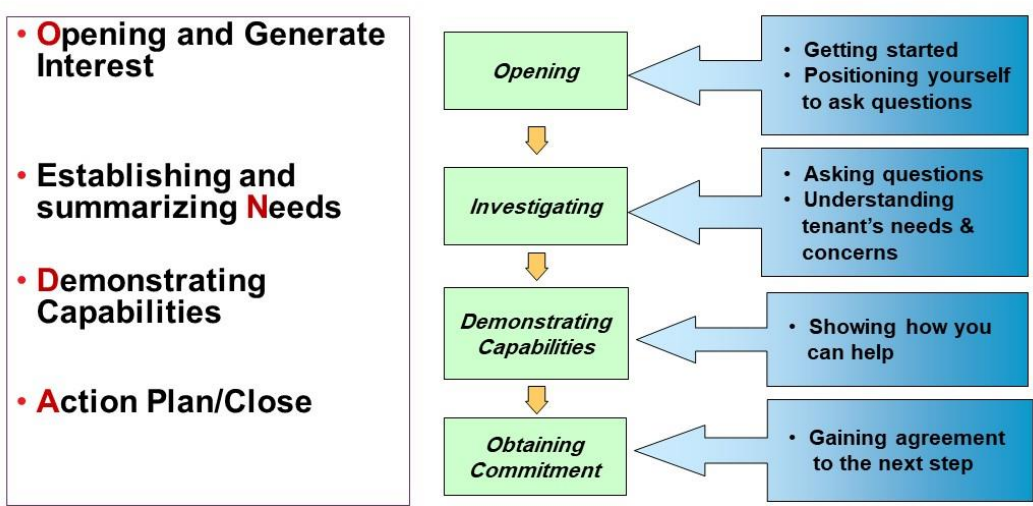
Note: The 4 days do not have to be consecutive days

Fraser's Tenant Management Case Study



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Fraser's Signature Engagement Technique (SET)



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SNIP Questions – How?

- **Situation** – What, when, why, who, where, how
- **Need** – Where are the issues/ dissatisfactions/ improvements/needs?
- **Impact** – Shared understanding of the consequences/effects/ implications if nothing is done?
- **Payoff** – Shared understanding of the benefits if the need/issue is addressed?

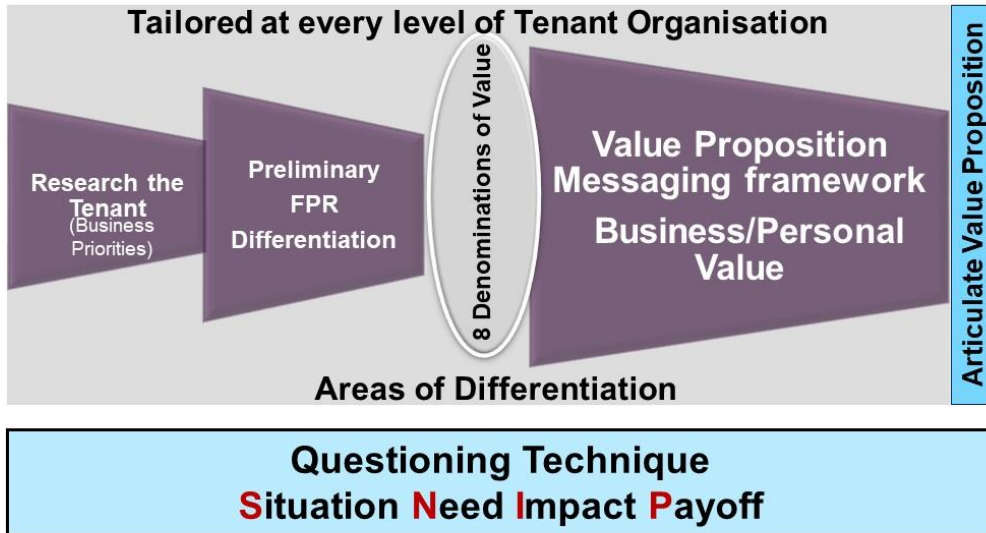


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Value-Based Engagement Methodology



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Differentiation Approach: Needs Orientation

Tenant Position: _____

Competitor: _____

FPR Leasing Solution

Tenant

FPR's Offer	Tenant's Needs/Problems

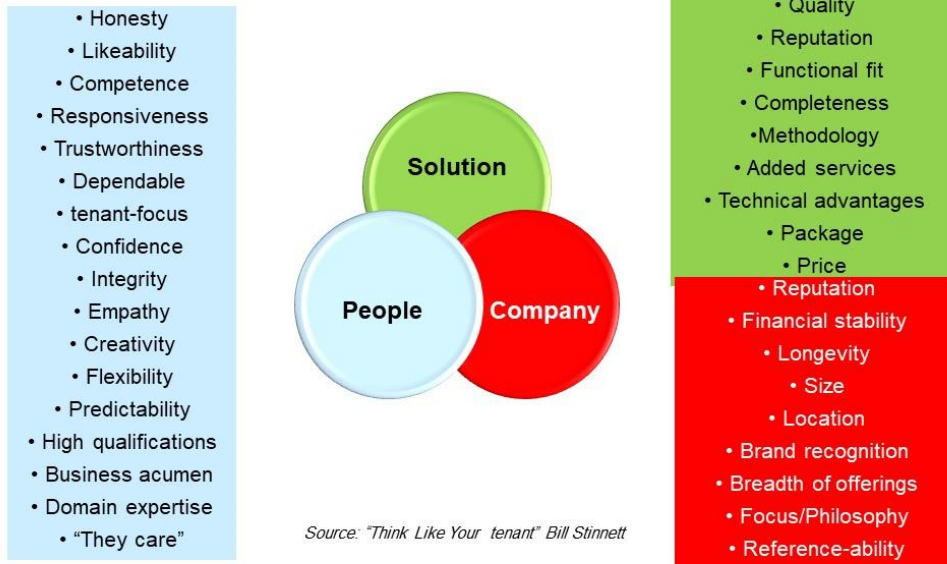
- Did you describe specific needs/problems you can solve?
- Did you describe needs/problems from the tenant's point of view?
- Did you describe the problem where FPR differentiates itself from your competitors?



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Notes:

Three Major Sources of Value (FPR Differentiators)



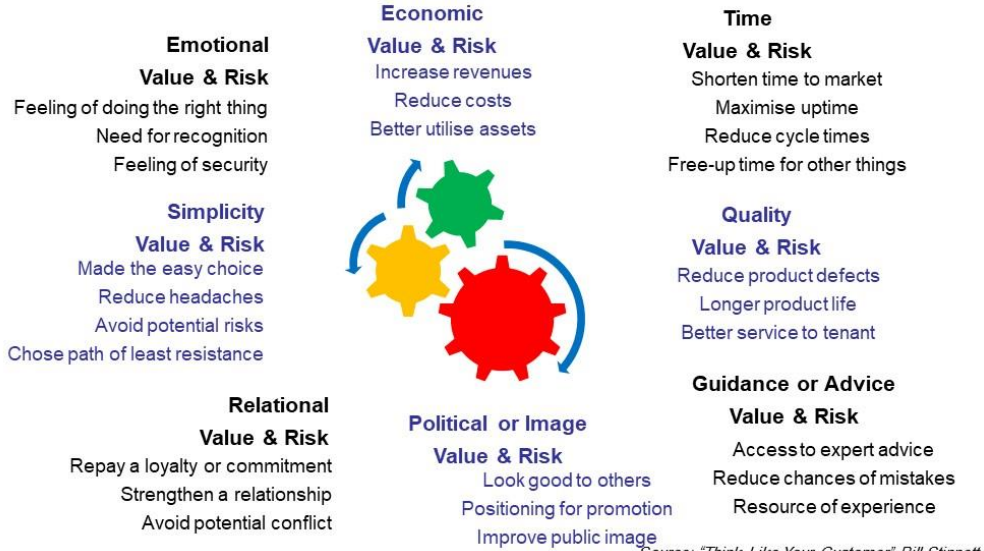
Source: "Think Like Your tenant" Bill Stinnett



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Notes:

Eight Major Denominations of Value



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Source: "Think Like Your Customer" Bill Stinnett

Notes:

Building the Value Proposition

Tenant Name:
Position:
(List Business / Personal Value)

Business Value



Personal Value



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Value Proposition Statements

- As a result of (FPR's Differentiation) _____
- Tenant (*name*) _____ will be able to (issue addressed) _____
- Resulting in (tangible/intangible benefits) _____

(Confirm that the tenant is in agreement)



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What have you Applied back at Work?

What has Worked?	What were the Challenges?



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Notes:

Strategic Tenant Management Workshop – 4 Day Agenda (Basic) Part 2

Influence

- Review Day 2
- Influence Model (Credibility, Reciprocity, Persuasion)
- Frasers' Tenant Philosophy: Engaging with Care and Respect
 - ✓ Credibility
 - ✓ Reciprocity
 - ✓ Persuasion
- Stakeholder Analysis and Strategies
- Frasers' Tenant Case Study meeting 2 and Debrief

Negotiations

- Review Day 3
- Win-win Negotiations Overview
 - Investigating and Planning
 - Bargaining and Agreement
- Negotiation strategies/tactics
- Tenant Case Study Negotiation clinic
- Debrief Negotiation
- Key takeaways
- Action Plan



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Note: The 4 days do not have to be consecutive days

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Influence Activity

Notes:



Defining Influence

- Getting things done through others
- Increasing commitment
- Successfully lobbying for resources
- Working cross- functionally
- Asserting your ideas
- Persuading others to do what's right



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Thought Questions:

- What makes a person “influential”?
- Think of one person whom you consider powerful and influential in your organization. What makes him/her powerful and influential?

in·flu·ence

/ˈɪnfluəns/ ⓘ

noun

1. the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

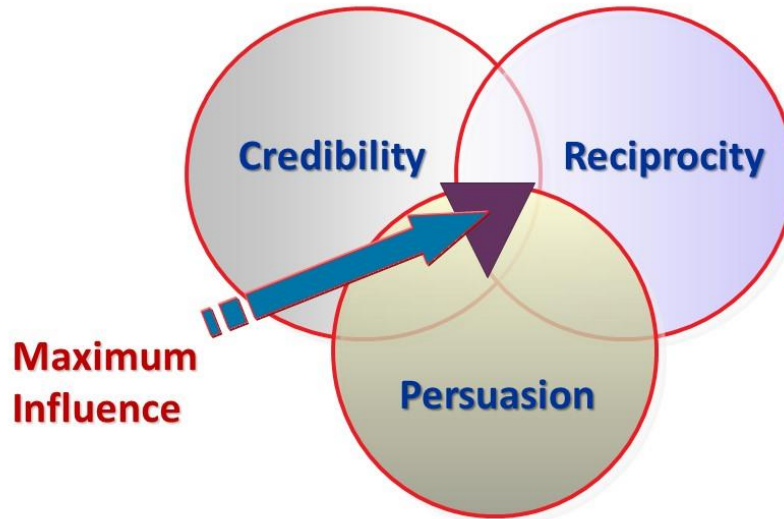
“the influence of television violence”

synonyms: effect, impact; **More**



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Three Methods of Influence



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The quality of being trusted and believed in.

It involves generating goodwill toward yourself and your ideas by demonstrating honesty, integrity, expertise and competence.

Credibility



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Credibility

Characteristics	Position
Ambitious	
Broad - minded	
Caring	
Competent	
Cooperative	
Courageous	
Dependable	
Determined	
Fair-Minded	
Forward- Looking	
Honest	
Imaginative	
Independent	
Inspiring	
Intelligent	
Loyal	
Mature	
Self-control	
Straight Forward	
Supportive	



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Notes:

Credibility

Characteristic	
Ambitious	10%
Broad-minded	41%
Caring	27%
Competent	58%
Cooperative	30%
Courageous	33%
Dependable	32%
Determined	13%
Fair-minded	49%
Forward-looking	71%
Honest	87%
Imaginative	28%
Independent	5%
Inspiring	68%
Intelligent	38%
Loyal	10%
Mature	14%
Self-controlled	5%
Straightforward	34%
Supportive	46%

Kouzes, James M & Posner, Barry Z. Credibility. San Francisco: Jossey-Bass Inc.



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Credibility

Survey Results

Corresponding Power and Influence Resource

Honest (87 %)	➔	Integrity
Forward-looking (71%)	➔	Focus/Proactive
Inspiring (68%)	➔	Charisma
Competent (58%)	➔	Expertise



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Credibility

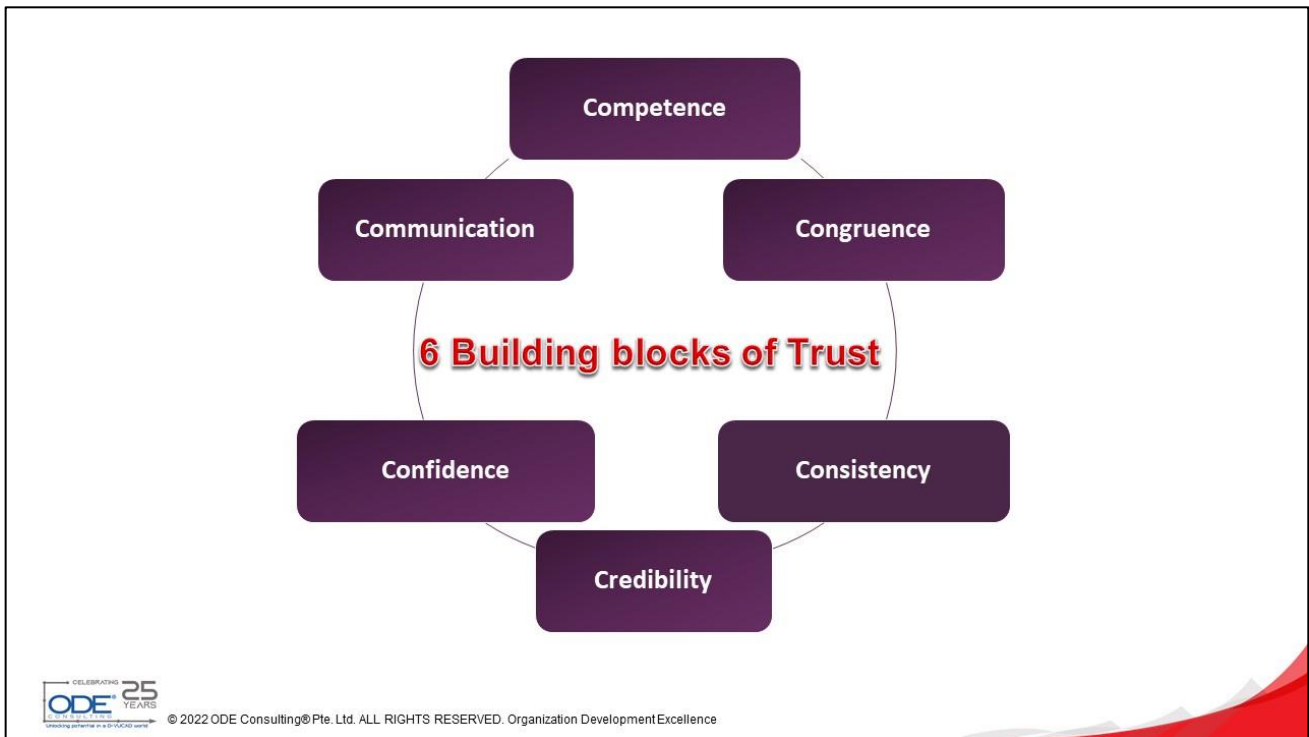
Establishing Credibility

- Explain your experience: **communicate** your **expertise**
- Show enthusiasm and be persuasive. Use your **communication** skills to win people over your point of view
- Be confident and positive. Have **charisma**, energize your audience
- Be **focused** and **proactive**. Communicate your vision.
- Show **integrity**: do what you said you would do.



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Reciprocity

What do you have/can give/support (tangible/intangible) that other people might want?
.....helping others achieve their goals as you achieve yours

It involves:

- Understanding your own power and interest
- Understanding your stakeholders' power, goals, desires, interests, and functional outlook
- Building your personal bank account of favors
- Creating situations that enable you to offer something of value to your stakeholders to obtain their commitment to your efforts



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Reciprocity

What do you have/can give/support (tangible/intangible) that other people might want?

.....helping others achieve their goals as you achieve yours



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Reciprocity

The Cohen-Bradford Model of Influence Through Exchange

- Assume the person is a potential ally: open mind, open communication
- Clarify your goals: What do you want ? What is it worth?
- Diagnose your ally's point of view: What does he want?
- Assess your resources relative to your ally's wants: What can you offer?
- Diagnose your relationship with your ally: Assess your level of credibility
- Determine exchange approach and make exchanges

Adapted from: Cohen, Allen R. & Bradford, David L. Influence Without Authority. John Wiley & sons, Inc., 1991.



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Notes:

Persuasion: Audience Analysis

- **Goal focus**
- **Hot buttons** (what's important to them)
- **Attitudes** about topic, you, specific purpose
- **Possible objections**
- **Behavioral style**
- **Needs / Motivations (WIIFM)**



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Behavioral Styles

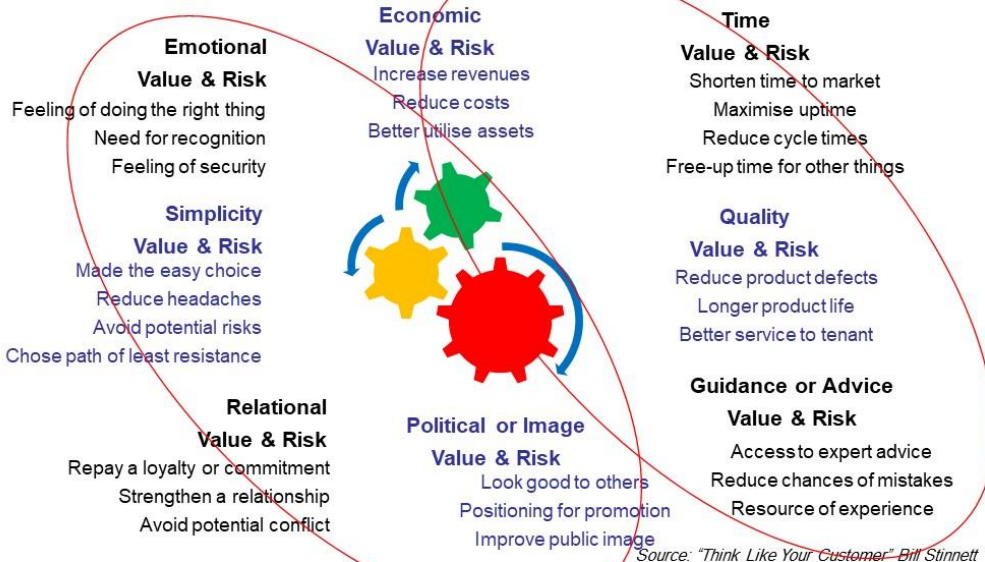
R E S P O N S I V E N E S S	High 65	<p>EMPATHETIC (Stable) <i>(Co-operative, Reserved, Helpful and Caring, Supportive, Diplomatic, Patient, Loyal, Sensitive, Sympathetic, Understanding, Trusting, Patient, Thorough and tolerant, "Champion" of others, Team player, Good Listener, Makes a point to acknowledge people)</i></p>	<p>ENERGETIC (Influence) <i>(Outgoing, Fun Loving, Animated, Spontaneous, Persuasive, Enthusiastic, Look at the Big Picture, Likes New Ideas, Highly Creative, Look at Fresh/Novel Approaches, Take Risks to Seize Opportunities, Thrives Socially, Highly intuitive)</i></p>
	Low 0	<p>RATIONAL (Compliant) <i>(Logical, Thorough, Serious, Systematic, Prudent, Industrious, Objective and Well-organised, Careful decision makers, Appreciates rules, Good in follow up and follow through, Structured, Expert analysts,)</i></p>	<p>RESULTS-ORIENTED (Dominant) <i>(Task-oriented, Independent, Candid, Decisive, Assertive, Possibility thinkers, Hard workers, Creative, Goal-oriented, Practical, Efficient, Competitive, Take Sound Risks, Fast paced, Get Things Done!)</i></p>
	33	28	55
	ASSERTIVENESS		High 55



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Notes:

Eight Major Denominations of Value



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Source: "Think Like Your Customer" Bill Stinnett

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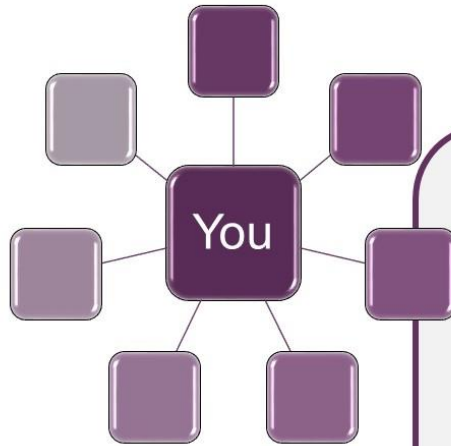
Understanding Agendas/ Value

Business Need/Agenda	Personal Need/Agenda
<ul style="list-style-type: none">• Measurable• Rewarded• Aligned with Business Objectives	<ul style="list-style-type: none">• Promotion• Recognition• Personal Growth• Legacy• Team Contribution



Notes:

Stakeholder Analysis












- What are the different roles involved in my project?
- Why are they important to the project? How will they contribute?
- Who are these people?
- What are their expectations? WIIFM?



Notes:

Conflict in Key Stakeholder Interests

WIIFM?	 Time	 Money	 Quality
Top Management			
Client			
Accounting			
Team			

Rate for each stakeholder on a scale of 1 to 10 their interest in the project



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Notes:

Persuasion

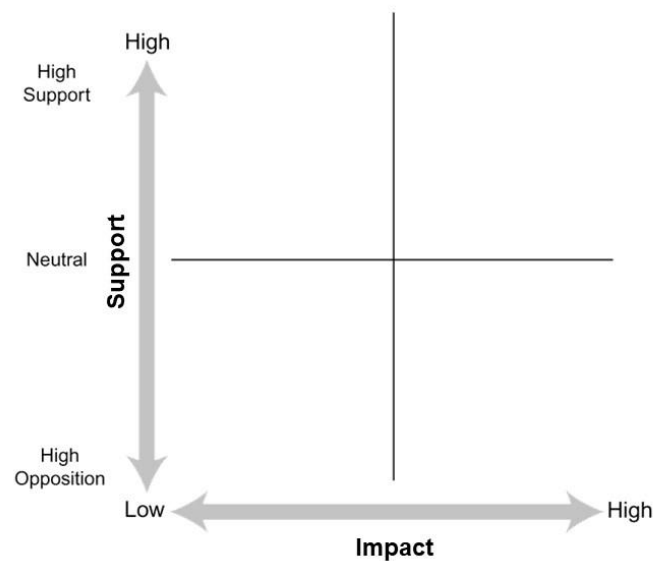
The art of knowing that logic and reason are not enough!

- Opponent
- Supporter
- Neutral
- Uninformed



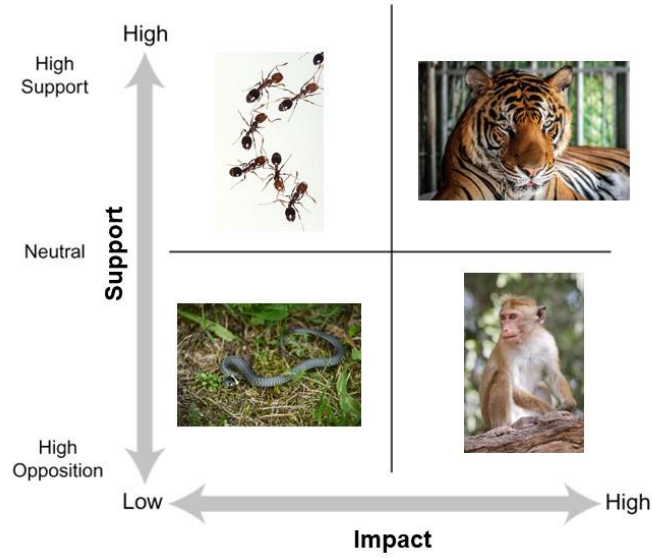
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Analyzing Stakeholders

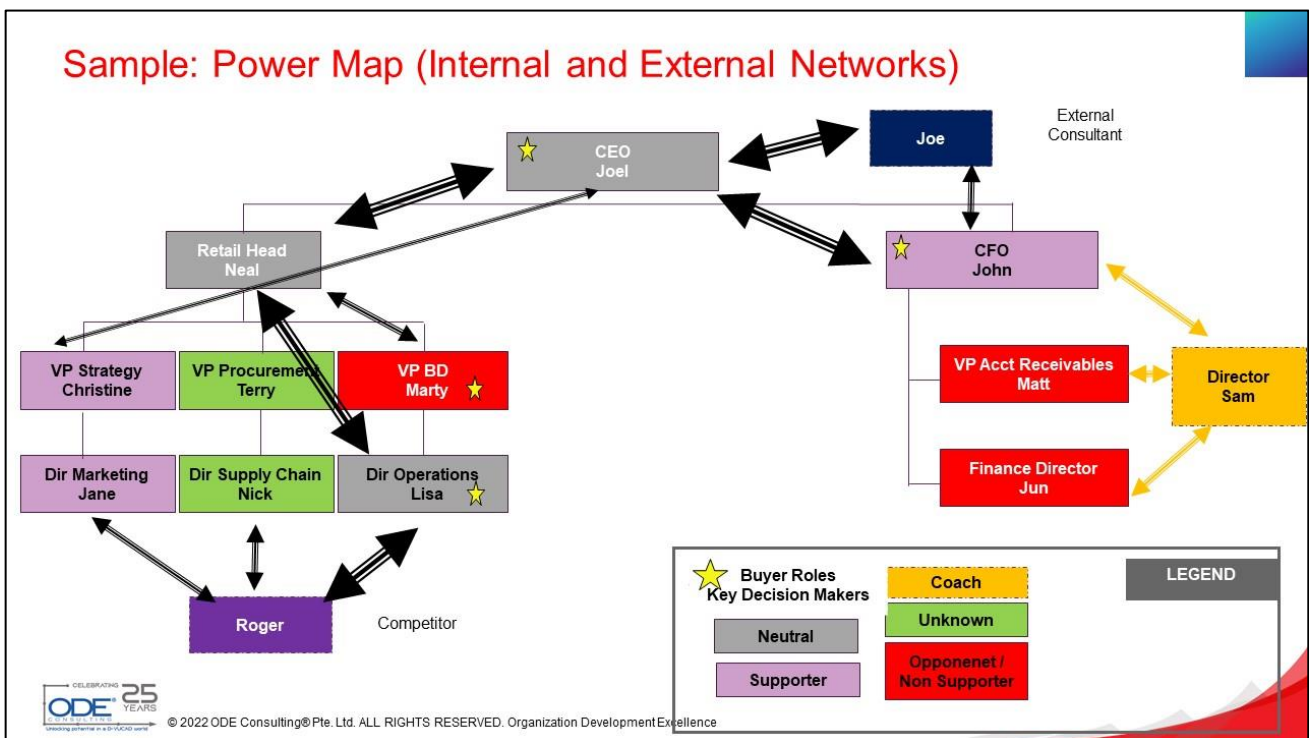
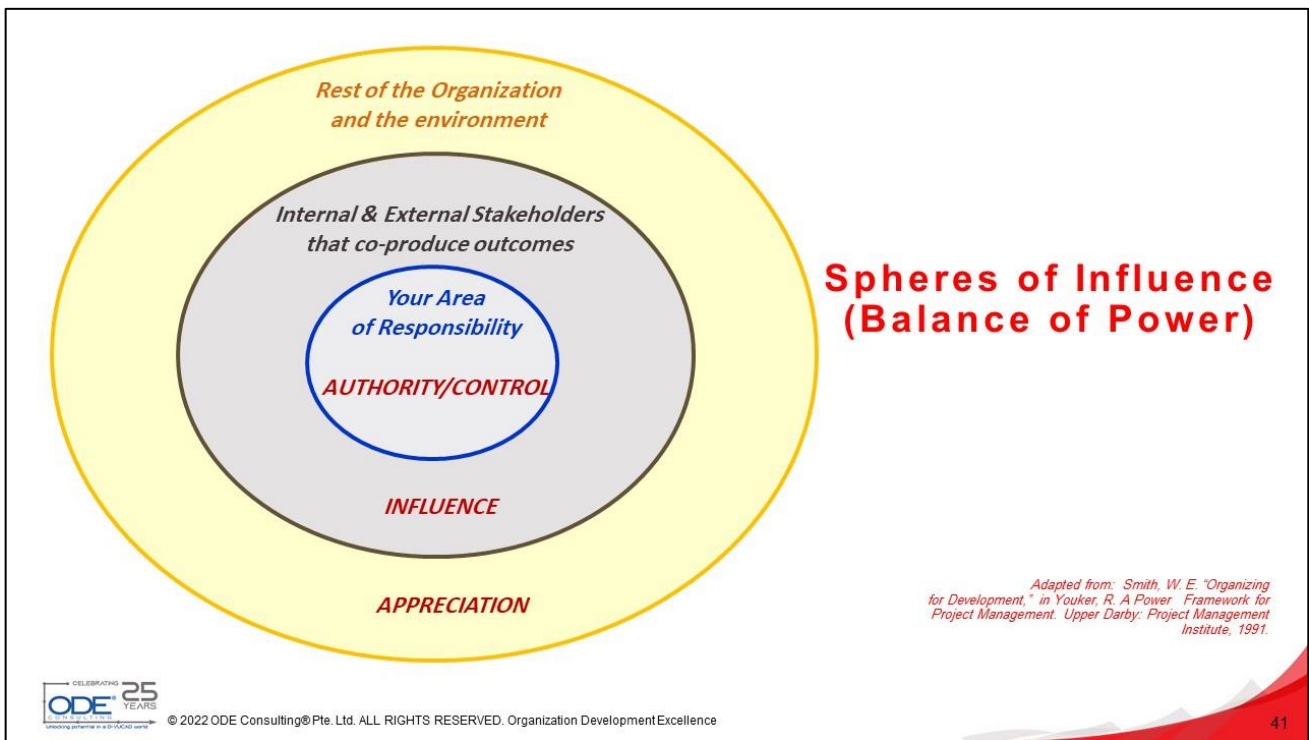


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Analyzing Stakeholders



Notes:



Developing Stakeholder Influence Strategy

- State your objectives and purpose.
- Identify stakeholder groups with the stakeholder map.
- Understand their interests/needs. Do they support you, oppose you?
- Determine the position of each group - are they supporters, neutrals or opponents?
- Analyze balance of power / impact on situation (Low/Medium/High)
- Is it worth the effort to build an influence strategy?
- Using above - work out your strategy for each stakeholder need.



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Stakeholder Strategy

- Convert your neutrals
- Leverage on supporters
- Leveraging Opponents/Resistors
- **Nurture a coach**
- Leverage off coalitions (common interests)
- Develop influence strategy (who? why? what? when? how?)
- Develop information strategy (who? when? where? how?)

- **Goal focus**
- **Hot buttons** (what's important to them)
- **Attitudes** about topic, you, specific purpose
- **Possible objections**
- **Needs / Motivations (WIIFM)**



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Leveraging Supporters

Do

- Enroll them in the process/activity
- Offer ownership roles
- Solicit their opinions

Don't

- Expect them to lead the effort
- Dismiss or ignore their ideas

Leveraging Opponents

Do

- Reframe the change in terms of benefits
- Acknowledge problems
- Invite them to voice their reluctance

Don't

- Dismiss or ignore
- Assume the resistor for one change will resist all change

Berger, Lance A. et. al. The Change Management Handbook: A Road Map to Corporate Transformation. Irwin: NY, 1994. & Berger, Lance A. et. al. Reengineering the Corporation: Leading Growth from Within. Haverford Business Press: Haverford, 1998.



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Notes:

Building your Stakeholder Strategy

Name of Stakeholder	Power (Circle One)	Audience Type (Circle One)
	Low Med Inner Circle High	Support Oppose Neutral Uninformed
Describe their point of view:		
What influence strategy will work best, and why? (Credibility, Reciprocity, Persuasion):		
Based on this analysis, what is your influence plan for this stakeholder:		



Notes:

Prepare Stakeholder Analysis and Strategies for Real Tenants

Notes:



Present Stakeholder Analysis and Strategies for Real Tenants

Notes:



Tenant Scenarios (GV, IF and Intelligensia) Role Play II

Notes:



Building your Stakeholder Strategy

Name of Stakeholder	Power (Circle One)	Audience Type (Circle One)
	Low Med Inner Circle High	Support Oppose Uninformed Neutral
Describe their point of view:		
What influence strategy will work best, and why? (Credibility, Reciprocity, Persuasion):		
Based on this analysis, what is your influence plan for this stakeholder:		



Notes:

Plan your Communication

- **Analyze the situation**
 - ✓ Plan your influence goal
 - ✓ Diagnose the relationship
- **Analyze the audience**
 - ✓ Hot buttons (what's important to them)
 - ✓ Attitudes about topic, you, specific purpose
 - ✓ Possible objections
 - ✓ Behavioral Style
 - ✓ Needs / Motivations (WIIFM)
- **Tailor communication**
 - ✓ Receptivity Scale (for/against)



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Real Play Debrief

What worked? +	What did not? △



Notes:



Tenant Engagement 2 and Debrief



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Debrief Tenant Meetings Role Play 2

What was done well?	What could have been done differently?



Notes:

Strategic Tenant Management Roadmap (Basic) Part 2 Day 2



Facilitated by:

Teo Jin Lee, Founder and Managing Director



Changi City Point, Singapore

Notes:

Day 1 Review

Notes:

Strategic Tenant Management Workshop – 4 Day Agenda (Basic) Part 2

Influence

- Review Day 2
- Influence Model (Credibility, Reciprocity, Persuasion)
- Frasers' Tenant Philosophy: Engaging with Care and Respect
 - ✓ Credibility
 - ✓ Reciprocity
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Negotiations

- Review Day 3
- Win-win Negotiations Overview
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- Key takeaways
- Action Plan



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Notes:

Activity

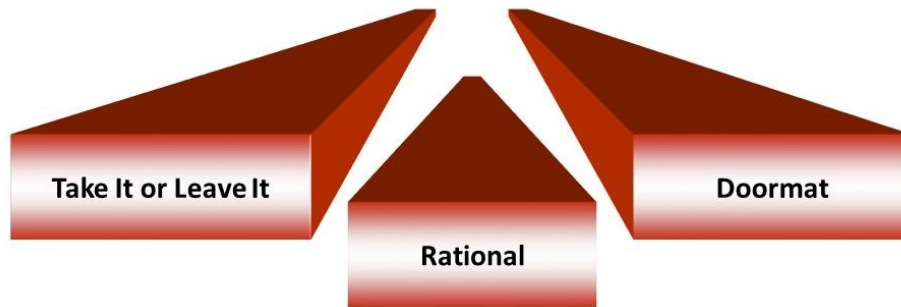
What worked in the Negotiation?	What did not in the Negotiation?



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Notes:

3 Negotiation Styles



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What are the characteristics of a Rational Negotiator?



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The Rational Negotiator

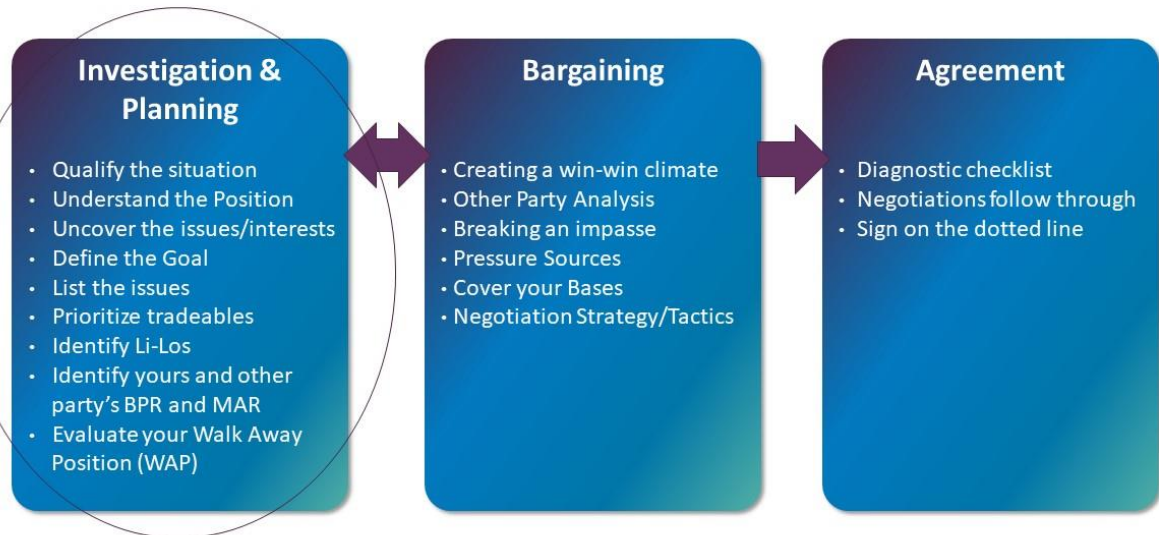
- **Seeks solutions** – doesn't take 'positions'
- **Has integrity** – doesn't play 'yes' and 'no' games [say yes first, later say no]
- **Is a relationship builder** – builds trust
- **Listens effectively**
- **Probes** – this person asks 'why'
- **Is fair minded** – a collaborative approach in which all view points are recognized
- **Is patient** – 'yes' or 'no' comes when everything has been considered
- **Plans not to rush into a fast decision**
- **Explores detail** – surface information is not sufficient
- **Leverages experience**
- **Is a lateral thinker**



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Notes:

The Negotiation Approach



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Notes:

Investigating Phase

- Qualify the Situation
- Understand the Positions
- Identify the Issues/Interests



3 Ps – Perceptions, Point of View, Preferences.

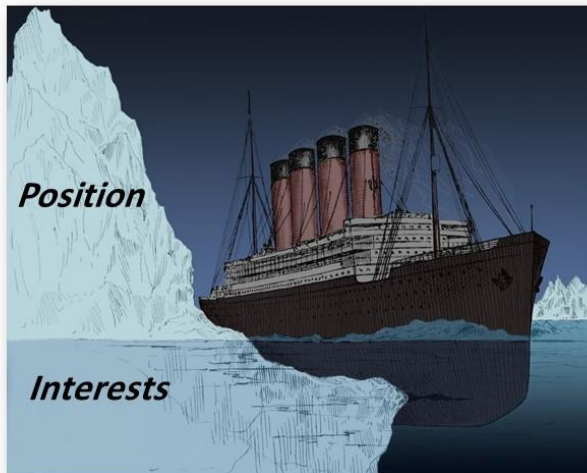


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Positions versus Interests



Positions
are conclusions or assumptions
about how

Interests
can be satisfied.



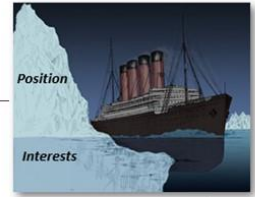
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What are Typical Objections?

- **READY**
- **A.I.M (Acknowledge/Isolate/Minimise)**
- **F.I.R.E. (Facts/Information/Reaction/Empathy)**



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Objection Handling Clinic

Notes:

Identify the Interests/Issues

- **Minor**

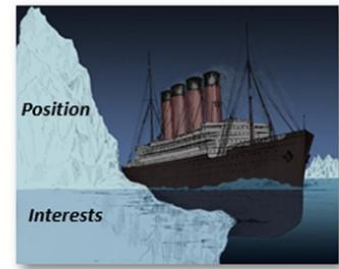
- Hidden objection / test

- **Non-core**

- Can be bargained
- Important areas which are often 'traded' to reach final agreement
- Good idea to negotiate on a non-core issue early in the process to give both parties an early win

- **Core**

- Cannot be bargained (non-negotiable)
- Very important issues that need to be resolved / dealt with
- Pride, reputation and image are often at stake



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Notes:

What are the typical issues/interests of any Negotiation?

- **Minor**
- **Non – Core**
- **Core**



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Planning Phase

- Define the Goal
- List the Interests/Issues (other party and Yours)
- Identify Little (Li) - Lots (Lo) (other party and Yours)
- Prioritize Tradeables (other party and Yours)
- Identify 4 possible results
 - Minimum Acceptable Result (MAR)
(yours and other party's)
 - Best Possible Result (BPR)
(yours and other party's)
- Evaluate your Walk Away Position (WAP)



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Notes:

Define the Goal

- Shared goal
- Mutual resolution of a problem
- Shared achievement of value creation
- Balance of business goal and future relationship



Goals drive your strategy



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List the Issues

- Make a list of all the issues identified
- Include the ones you are confident in handling and those which you are uncomfortable
- If there is a possibility that an issue is on the other party's list, make sure it is on yours



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Identify the Li-Los

- Issues which mean little to you but a lot to the other party and vice-versa
- From our perspective and from the other party's perspective
- If you can identify what is important to the other party and what they are prepared to trade, it may represent a big step in the negotiation process



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Notes:

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What would be the Li-Lo of any Negotiation?

What would mean a lot to the customer but little to you?	What would mean lots to us but little to the customer?



Notes:

Prioritize Tradeables: Sample List of Tradeables

Price
Discount
Payment terms
People
Extra features
Contracts
Terms
Documentation

Follow-Up
Service
Timing
Schedules
Urgency
Guarantees
Conditions
Place



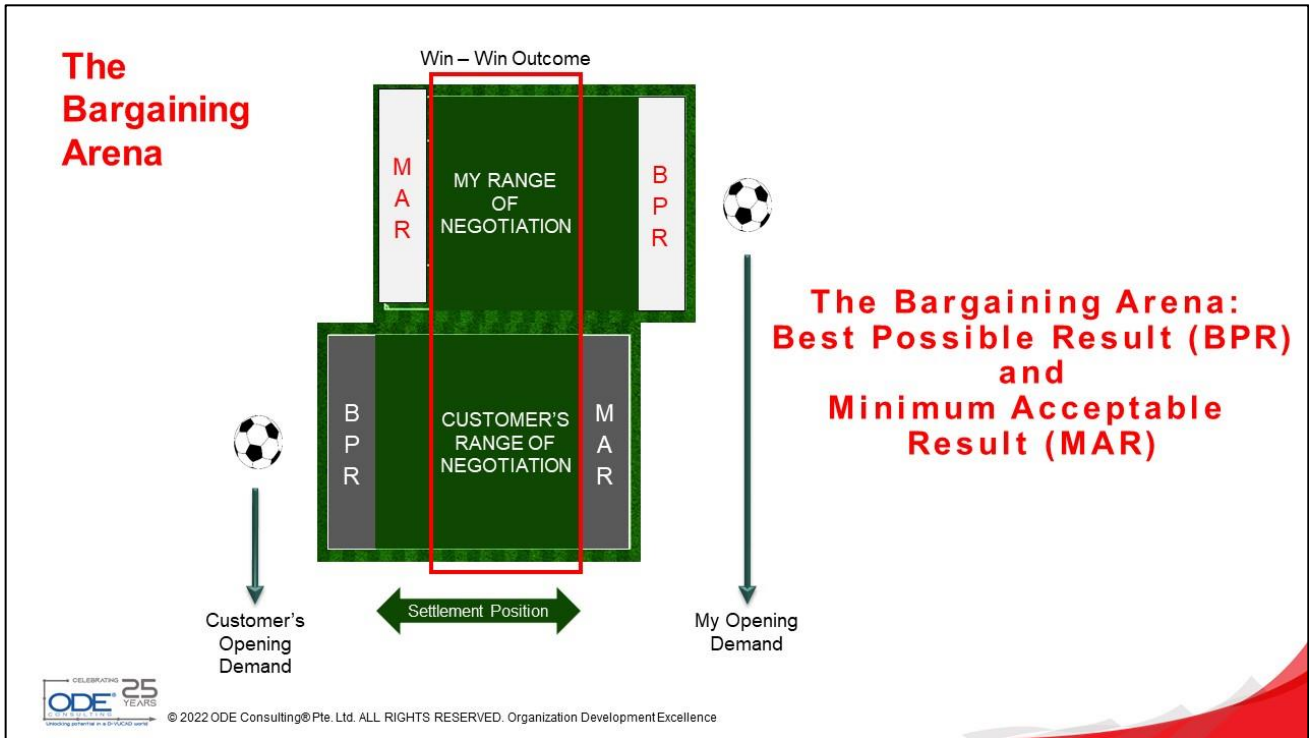
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What have you got to trade in any Negotiation?

What are your tradeables?



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Notes:

Walk Away Position (WAP)

Alternatives if your Minimal Acceptable Result is not met

- What are your better options compared to the offer from the other party. Gives you psychological strength.
- If your MAR is not met, you need to be comfortable walking away from the deal.
- Your WAP and other party's WAP what are the options?

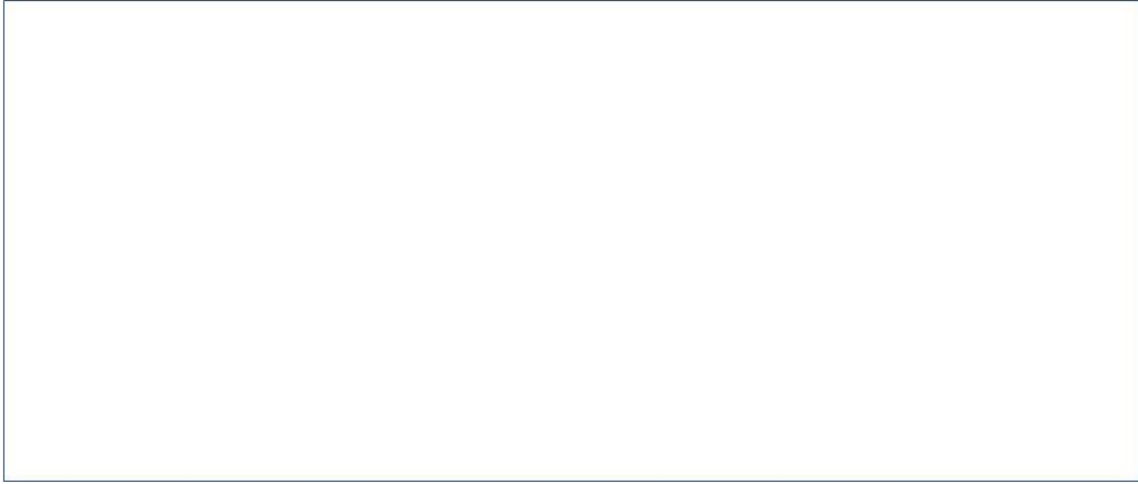
WAP is not further refinement of your MAR!



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Notes:

What is your Walk Away Position (WAP) of any Negotiation?



Notes:



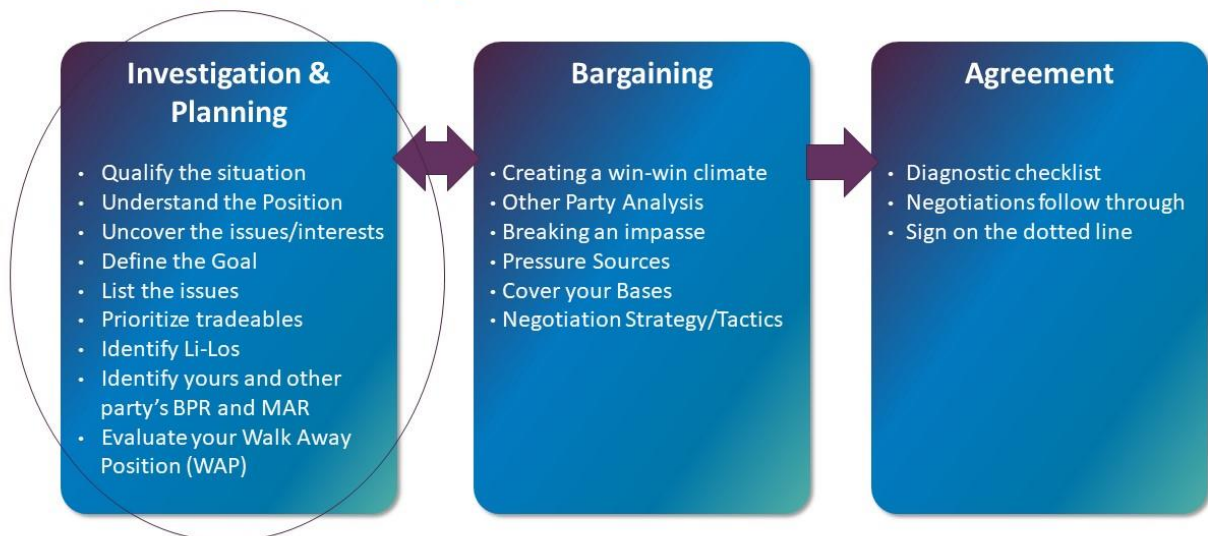
Planning Summary

- Define your Goal
- List the Issues (Core, non-core, minor)
 - which ones are you confident with?**
 - which ones are you not?**
- Identify the Priorities
 - issues which mean little to you and lots to the Stakeholder, and vice versa**
- Identify the 4 possible results
 - Their Best Result - Your Best Result**
 - Their Minimum Result - Your Minimum Result (no soft options)**
- Have a clear Walk Away Position (WAP)
- Plan your Tradeables



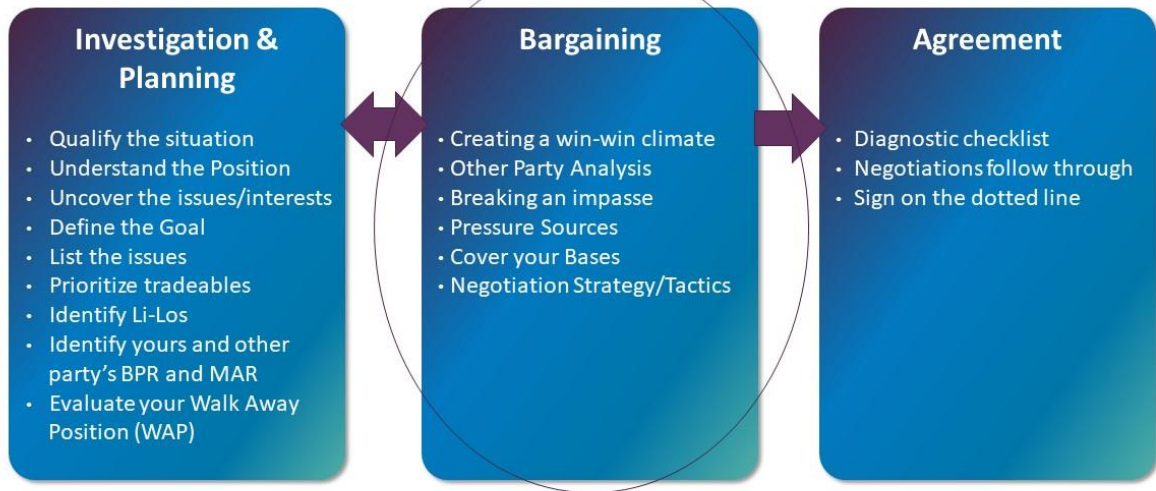
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The Negotiation Approach



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The Negotiation Approach



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Notes:

Creating the Climate

- Maintain early neutrality
- Probe for entire shopping list
- Clarify perceptions
- Confirm areas of agreement



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Evolving a Win-Win Climate

Open sharing of information

Win - Win

Some sharing of information



Minimum sharing of information

Win - Lose



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Know the Other Party (Audience Analysis)

- 3Ps - Perceptions, Points of View and Preferences
- Hot Buttons (what's important to them)
- Attitudes about topic, you, specific purpose
- Possible Objections
- Behavioral Style
- Needs / Motivations (WIIFM)



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Breaking an Impasse (Gridlock)



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How have you been able to break an Impasse?



Tenant wants something but FPR has difficulty agreeing to the request. You are hitting the wall!



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Notes:



8 Tactics on Breaking an Impasse

- Change the shape of money
- Change a team member or the team leader
- Change the time shape of uncertainty
- Change the time shape of risk-sharing
- Change the bargaining emphasis
- Change the type of contract
- Change the base for a percentage
- Make changes in specs or terms



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Change the shape of money

E.g.: *“Instead of a 20% increase in rental fees, can we relook at the GTO%.”*



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Change a Team Member or the Team Leader (Increase Commitment)

- Additional marketing support for the tenant
- Make the tenant feel he is important



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Change the Time Shape of Uncertainty

E.g.: Tenant: *“The fit up may take longer than I thought.*

“What if you gave me a guarantee in the agreement?”

Pay for fit up or CAPEX expenses



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Change the Time Shape of Risk-Sharing

E.g.: Tenant: *“I’m not sure there will be sufficient footfall.”*

“We will provide you with traffic analytics on a bi-weekly basis or work with you on designing marketing plans.”



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Change the Bargaining Emphasis

E.g.: If the tenant is bargaining on GTO% focus on all the value add services that FPR is offering and quantify the value and impact to their business.



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Change the Type of Contract

E.g.: *“Base rental fee vs GTO% and CAPEX assist.”*

Investment vs Expense



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Change the Base For a Percentage

E.g.: *“Instead of looking at the base rental fee, consider the total annual cost of operations, consider the rental fee as a percentage of the total cost or annual cost savings from the value add service as a percentage of the base rental fee.”*



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Make Changes in Specs or Terms

Allowing the tenant to change certain terms and condition or
scope of the offer.



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8 Key Tactics on Breaking an Impasse

- Change the **shape of money**
- Change a **team member or the team leader**
- Change the **time shape of uncertainty**
- Change the **time shape of risk-sharing**
- Change the **bargaining emphasis**
- Change the **type of contract**
- Change the **base for a percentage**
- Make **changes in terms**



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Pressure Sources



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Pressure Sources

- In every negotiation, there is pressure
- Know the pressure source
- Know how to use it
- Know how to handle it when it is directed at you



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Pressure Sources Options (1)

Pressure Source	How to Use It	How to Handle It
<ul style="list-style-type: none"> Reward Compliments Time-linked incentives 	<ul style="list-style-type: none"> Selling a Business Position Flattery Celebration Events No Bribes 	<ul style="list-style-type: none"> Caution Expose if unwarranted
<ul style="list-style-type: none"> Consequence Time-linked penalties 	<ul style="list-style-type: none"> Deadlines may slip [used to force a decision] 	<ul style="list-style-type: none"> Explain what it takes to do it
<ul style="list-style-type: none"> Consistency No movement 	<ul style="list-style-type: none"> Don't flit from one stance to another Change your stance in a very precise manner Create delays 	<ul style="list-style-type: none"> Be specific with your approach
<ul style="list-style-type: none"> Persuasion Enthusiasm 	<ul style="list-style-type: none"> Sell your position 	<ul style="list-style-type: none"> Slow down Do not get caught up in a tide of enthusiasm



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Pressure Sources Options (2)

Pressure Source	How to Use It	How to Handle It
<ul style="list-style-type: none"> Authority through position or title e.g. Managing Director; Senior Manager 	<ul style="list-style-type: none"> Use with tact 	<ul style="list-style-type: none"> Recognise you are dealing with a human being – not a title
<ul style="list-style-type: none"> Use of technical knowledge 	<ul style="list-style-type: none"> Use experts 	<ul style="list-style-type: none"> Use experts
<ul style="list-style-type: none"> Use of legal or contract knowledge 	<ul style="list-style-type: none"> Avoid it – unless you use an expert or are one 	<ul style="list-style-type: none"> Use experts
<ul style="list-style-type: none"> Use of confidential knowledge e.g. impending merger 	<ul style="list-style-type: none"> Be tactful 	<ul style="list-style-type: none"> Exposure Indifference [ignore, not for public consumption]
<ul style="list-style-type: none"> Use of relationships 	<ul style="list-style-type: none"> Be tactful 	<ul style="list-style-type: none"> Exposure Indifference



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Exercise: Pressure Source You Can Use

What are some pressure sources you can use in your future negotiations?

1+1=



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Coverage Strategies

- **Based on the people you have identified to build relationships with (Cover your bases)**

- Why do we engage?
- Who to cover or engage? When?
- What approach?
 - Face-to-face
 - Phone
 - Formal vs informal
- How often?



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Notes:

10 Negotiation Tactics

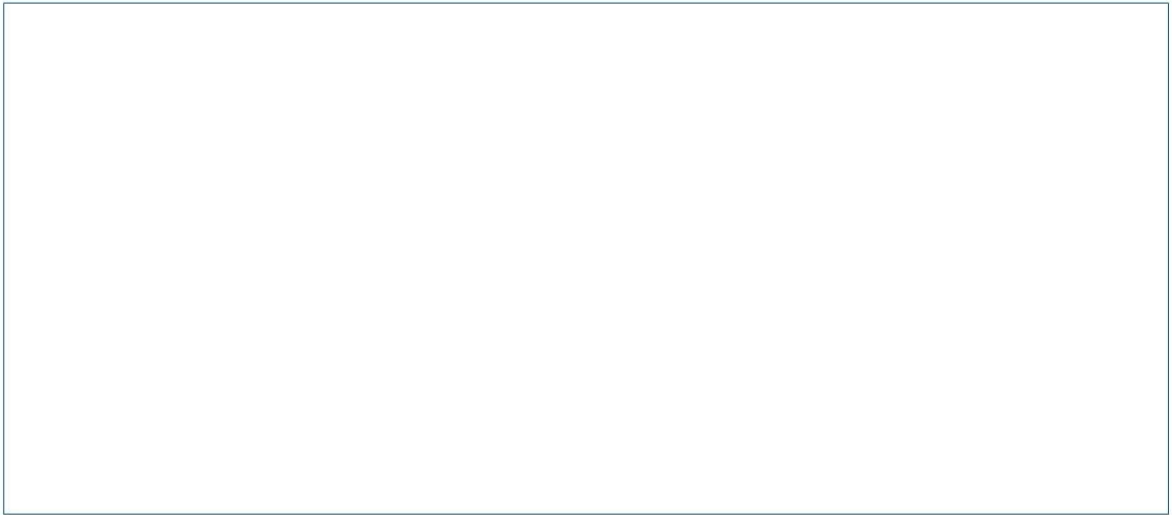
- Best Possible Result
- Delaying Issues
- Can't Be Done
- Compensating Movement
- Meeting in the Middle
- Reversal
- Time Out
- Good Guy: Bad Guy
- An Extra Factor
- The Surprise Move



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What Negotiation Tactics have you used? How Effective was it?



Notes:



Negotiation GV, IF and Intell

Notes:



Summary of Bargaining Phase

- No ONE BEST tactic
- Combine different tactics in any negotiation
- Consider the tactics the other party may use and be prepared for them during the planning process
- Be prepared with contra-tactics to your other party's tactics; anticipate and be proactive
- Know priorities, options, BPR and MAR
- Know your WAP



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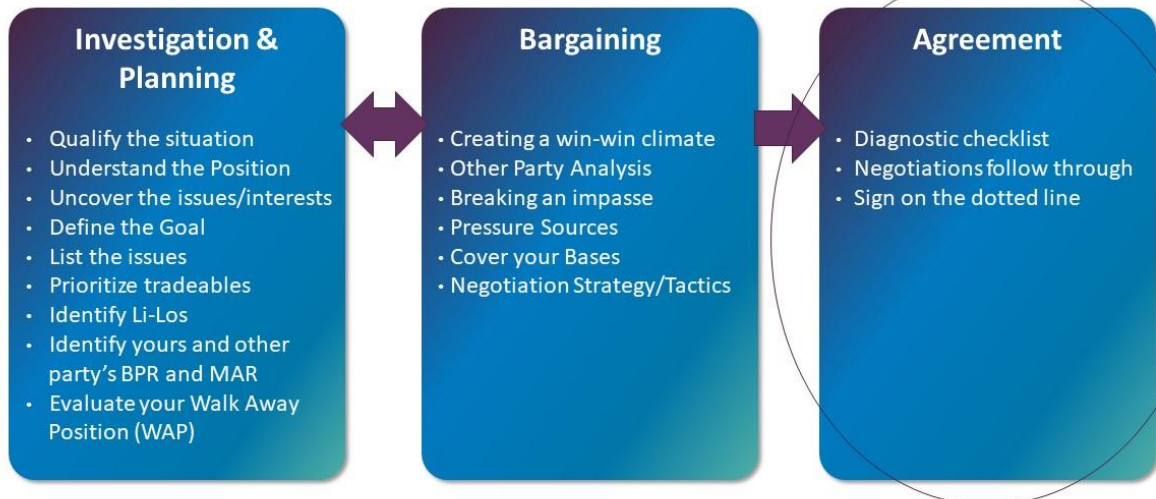
Executing the Negotiation

- **O**pen and Build Rapport – Climate setting and lighten the mood. Seating arrangements
- **S**ummarise needs and agreements to date
- Deliver the **g**ood news!
- Show **e**mpathy – I understand why you would need this.....(Negotiation Strategies and Tactics, example, BPR and Surprise factor)
- Break **I**mpasse/Tradeables to negotiate
- **A**ction plans to drive closure



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The Negotiation Approach



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Diagnostic Checklist

- Relationship
- Communication
- Interests
- Alternatives
- Options
- Legitimacy
- Commitments



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Negotiation: Good Outcome

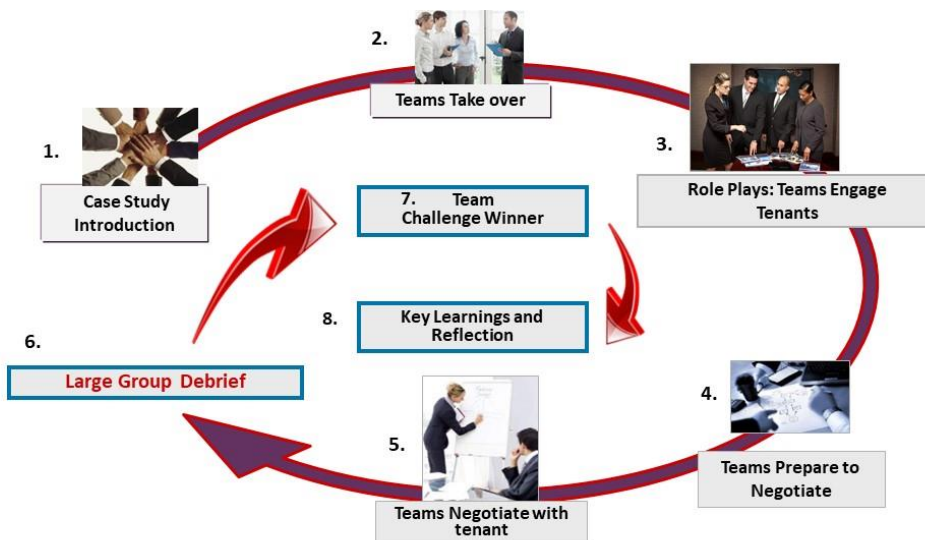
- Is Better than our WAP
- Satisfies interests
- Best of many options
- Win-win to all

- Includes commitments
- Effective communication
- Builds the right kind of relationship



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Frasers Tenant Management Case Study



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Final Negotiation Session: Winning Team Evaluation Criteria

TEAM NAME: _____

Evaluation Criteria	Score (Max 50 points) (max 5 points per criteria)	Comments
Seek alignment of interests and deliver value for both tenants and FPR. (Value proposition)		
Adopt a Growth Mindset to embrace change and be adaptable. (Strive for Win-Win outcome)		
Learnt and understood the needs and wants of tenants and shoppers.		
Took a tenant-centric approach in all our Engagements.		
Trusted advisor to the tenant		
Total (30 points):		

Tenant Team (Teamwork) : _____ Total Points (20)



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Notes:



Tenant Negotiations and Debrief



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Debrief Tenant Win-Win Negotiations

What was done well?	What could have been done differently?



Notes:

Time Management Matrix

	Urgent	Not Urgent
Important	I <ul style="list-style-type: none"> • Crises • Pressing Problems • Deadline-driven • Projects 	II <ul style="list-style-type: none"> • Prevention • Preparation • Relationship Building • Recognizing New Opportunities • Planning, Recreation
Not Important	III <ul style="list-style-type: none"> • Interruptions, some calls • Some mail, some reports • Some meetings • Proximate, pressing matters 	IV <ul style="list-style-type: none"> • Trivia, busy work • Some mail • Some phone calls • Time wasters • Pleasant activities



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Notes:

Our Collective Commitment



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