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Marcela Hogenová

*Vyjednávání  
obchodních  
smluv*



# Agenda

- Introduction
- Objectives
- Interpersonal skills
- Negotiation game



# Introduction

# Introduction

“Knowing yourself is the beginning of all wisdom”

*Aristotle*

1. What's your name?
2. Who do you admire the most?
3. What is your favourite activity?
4. What is your dream holiday destination?



# A&O today



*527 Partners, almost 2,680 lawyers, over 4,949 people*



*46 offices in 32 countries*



*100 countries in which we operate regularly*



*FY14 turnover more than £1.28bn (\$1.95bn; €1.73bn)*



*Over 60% of turnover outside London*



*Nearly 71% of the work are done by 2 or more A&O offices*

# Our Global Presence

## GLOBAL PRESENCE

### AFRICA

Casablanca  
Johannesburg

### AMERICAS

New York  
São Paulo  
Toronto  
Washington, D.C.

### ASIA PACIFIC

Bangkok  
Beijing  
Hanoi  
Ho Chi Minh City  
Hong Kong  
Jakarta\*  
Perth  
Shanghai  
Singapore  
Sydney  
Tokyo  
Yangon

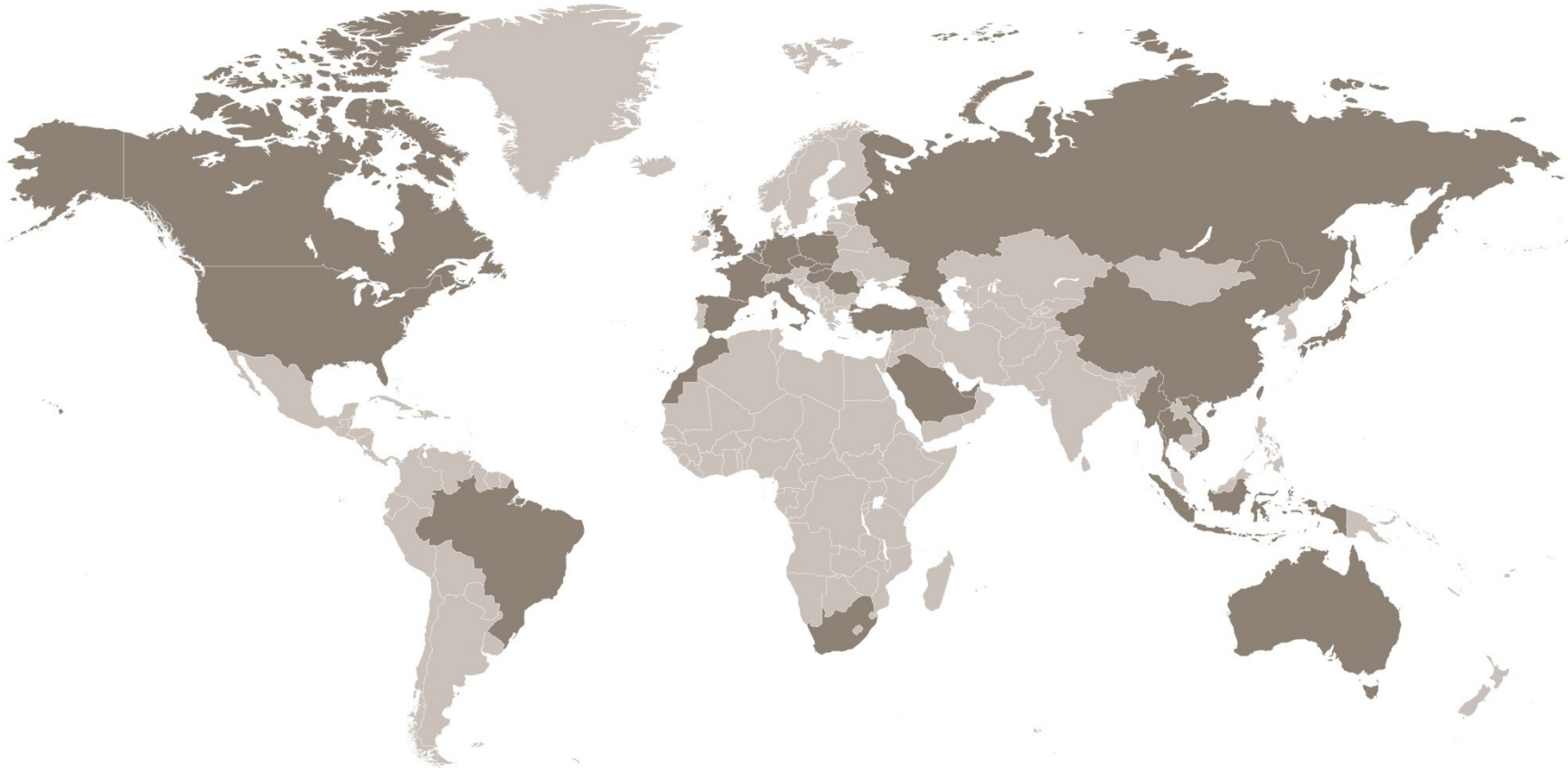
### EUROPE

Amsterdam  
Antwerp  
Barcelona  
Belfast  
Bratislava  
Brussels  
Bucharest\*  
Budapest  
Düsseldorf  
Frankfurt  
Hamburg  
Istanbul  
London  
Luxembourg  
Madrid  
Milan  
Moscow  
Munich  
Paris  
Prague  
Rome  
Warsaw

### MIDDLE EAST

Abu Dhabi  
Doha  
Dubai  
Riyadh\*

\* Associated office



*Allen & Overy LLP or an affiliated undertaking has an office  
in 45 financial centres*

# Objectives

“If we all did the things we are capable of, we would literally astound ourselves.”

*Thomas A. Edison*

## Cíl, Obsah, Osnova

- V rámci předmětu si studenti osvojí praktické vyjednávací a komunikační dovednosti, získají základní právní znalosti ohledně typické mezinárodní transakce (akvizice společnosti či poskytnutí úvěru) a v průběhu předmětu si vše vyzkouší na praktickém příkladu pod dohledem zkušeného transakčního advokáta
- Teorie a praktický nácvik vyjednávacích a komunikačních technik, schopností a dovedností, týmová spolupráce, řešení problémových situací a překonávání překážek (soft skills), dovednosti při zpracování žádosti o zaměstnání, příprava a průběh pracovního pohovoru



# Objectives

- Qualities, skills, behaviours, practice & experience sharing
- Self-development
- Interaction & Innovation
- English
- Fun!



## Our goals

- To develop your personal communication skills
- To focus on your role in transactions
- To increase your confidence and self-esteem
- To explore your potential and how to use it
- To deepen your understanding of working relationships
- To identify any barriers between you and your team and discover how to overcome them



# The anatomy of deal

# Your personal development

Personal development requires understanding and effort in three areas:

1. What do I want to get better at?

(requires positive and pro-active attitude)

2. Where am I now in respect of this?

(requires openness to feedback and personal reflection)

3. What new actions may help?

(requires commitment to action and reviewing process)

# What we need to succeed

## – What personal qualities...

- to be open, patient, polite, responsible, flexible, communicative, initiative

## – What skills...

- communication, IT skills, typing, time management, phone skills, organisational skills

## – What behaviours...

- to be friendly, calm, professional, willing to help, ambitious, ability to work under pressure





# Change

- Team changes
- Technological changes
- Strategy changes
- Legislation changes

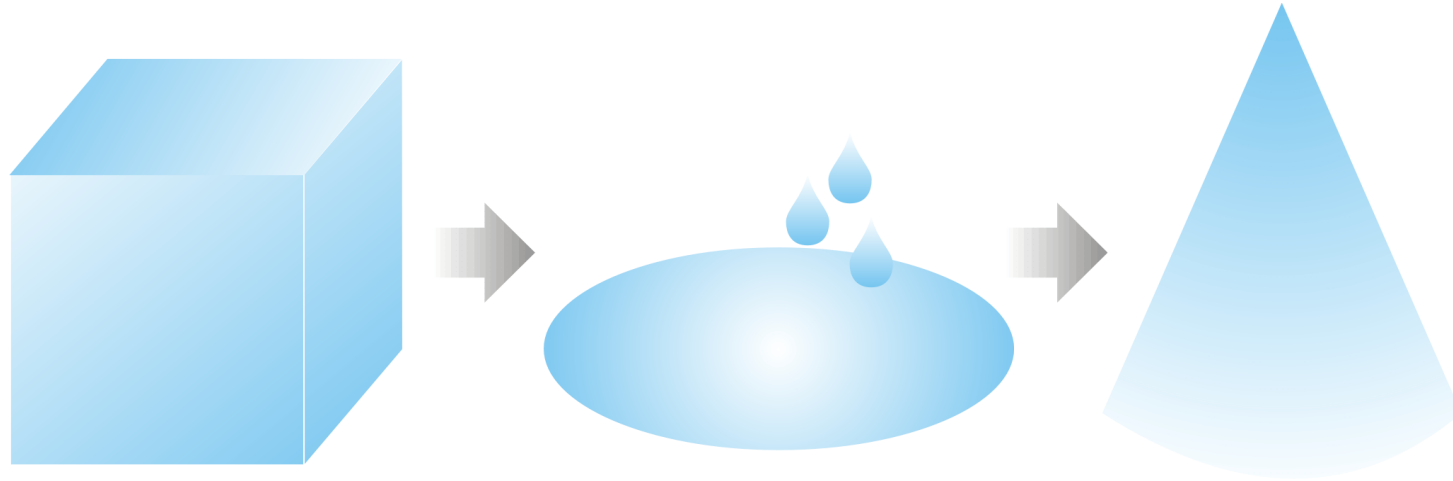
# "Business as usual" is a change

- New initiatives
- Project-based working
- Technology
- Improvements
- Staying ahead of the competitor





# Model - Change



Unfreeze

Change

Refreeze

# Unfreeze

- Understand the “why”
- Frame the importance
- Communicate the vision
- Emphasise the "why"
- Manage doubts and concerns



# Change

- Communicate often
- Describe the benefits
- Prepare everyone for what is coming
- Involve people in the process



# Refreeze

- Anchor the change into the culture
- Provide support and training
- Celebrate success!



# Change for a change

## GROUP EXERCISE



# Clients

# Clients

"Make your work be in keeping with your purpose."

*Leonardo da Vinci*



# Some of our clients...





# Clients

## Who are your clients?

- internal
- external

## What do they expect from you?

- high quality work
- punctuality
- politeness
- professionalism
- flexibility
- consistency
- technical skills
- confidentiality

## What do you need from them to support them?

- correct and precise information
- patience
- understanding
- politeness

## What can go wrong and how can you prevent this?

- misleading information
- miscommunication
- misunderstanding

# What do our clients want?

## Top clients require top service providers

- to be treated fairly, valued and respected
- totally committed to serving our clients

## Relationships with our clients based on:

- trust & confidence
- openness, mutual respect and integrity
- security, honesty

## Good working relationship

- receiving accurate information, to be greeted by name, valued as people, warmly welcomed
- proactive with our clients, anticipating their needs & providing clear solutions in time



## How can you help?

- Being professional, efficient, positive, confident & responsive
- Taking an interest in your work
- Quality communication
- Using your initiative

# Benefits

## Internal

- Enjoyable working environment
- Smooth procedures and systems
- Greater job satisfaction
- Best practice

## External

- Professional image
- Loyal clients
- Clients becoming our partners
- Awards



# Your client experience



# Interpersonal Skills

“You learn something every day if you pay attention.”

*Ray LeBlond*



# Interpersonal skills

- Communication
- Listening
- Self-Awareness & Self-Management
- Social Awareness
- Demonstrating responsibility
- Relationship Management
- Anger management



# Communication



# Communication

"The market for well-crafted messages will always have an audience."

*Steve Burnett (The Burnett Group)*

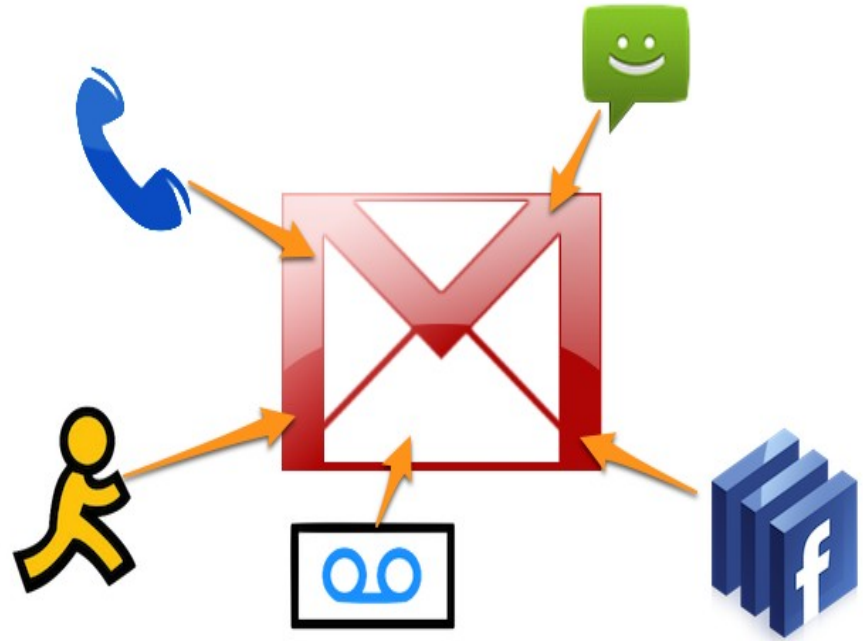


# Types of communication

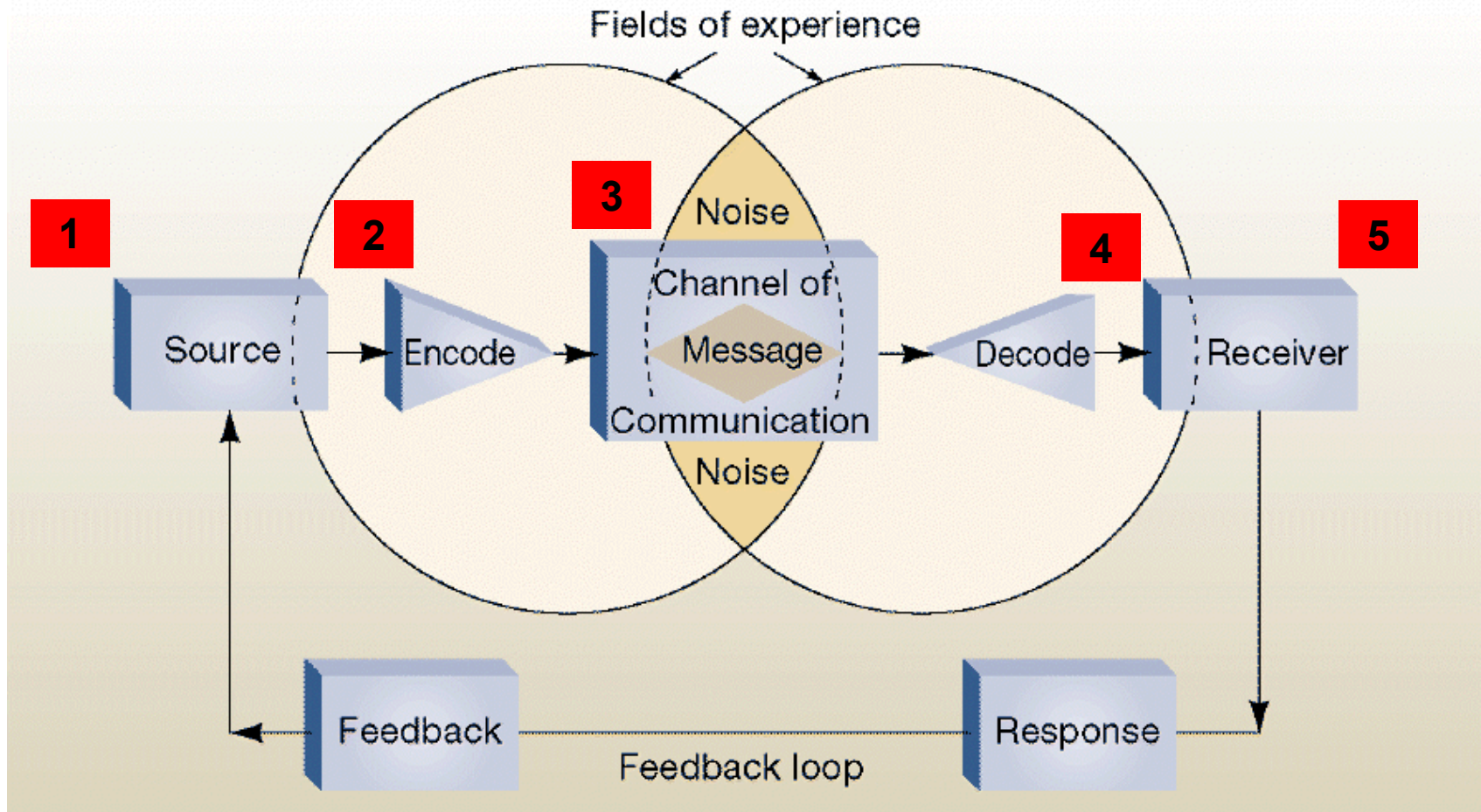
- Verbal
  - Interpersonal communication
  - Public speaking
- Non-Verbal
- Written
- Visual

## Categories of communication

- Formal/Business
  - Internal
  - External
- Informal



# 7 stages of effective communication

**7****6**

# Effective written business communication – EMAIL

## Ten general tips

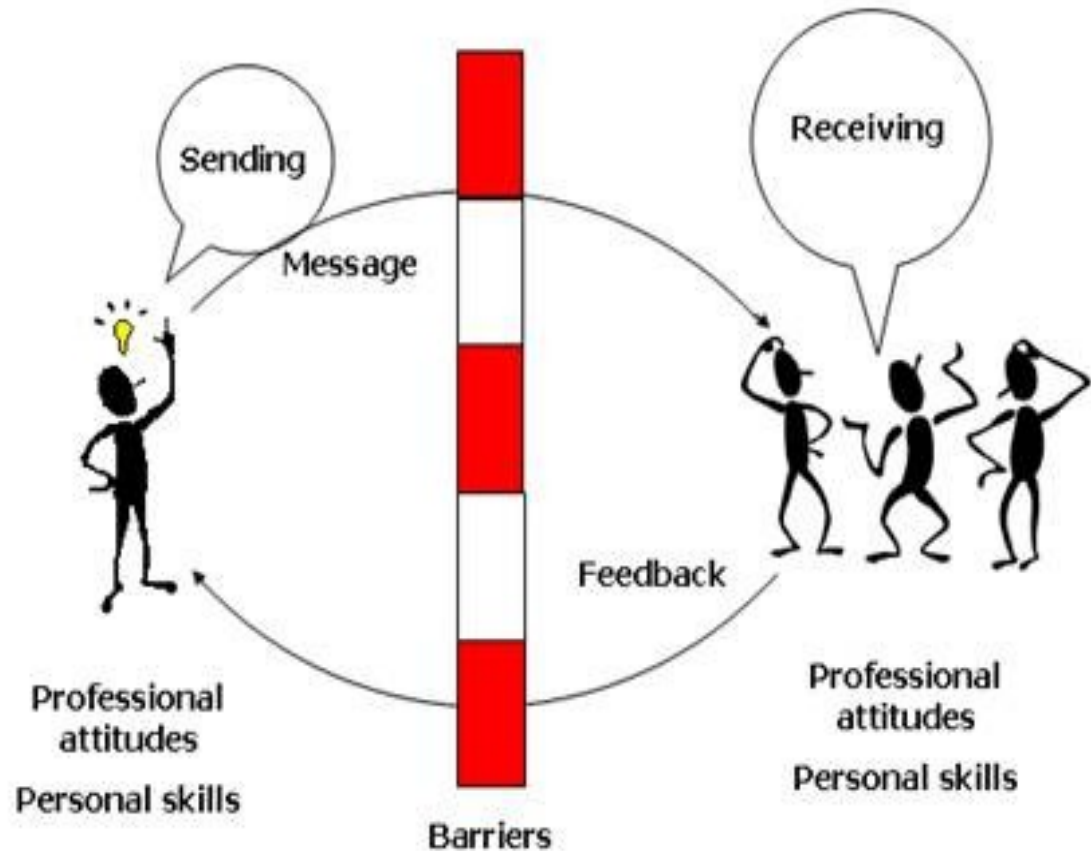
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- Write the way you speak
- Take a positive approach
- What's the benefit
- Write at the correct level
- Never send communications when you're angry
- Anticipate questions
- Remove acronyms and jargon
- Longer is not necessarily better
- Patience
- Final Proof

**email  
etiquette**

# Effective verbal business communication – FACE-TO-FACE

- ✓ Clarity
- ✓ Summarise
- ✓ Observe Responses
- ✓ Background Noise
- ✓ Use of Voice
- ✓ Eye Contact
- ✓ Undivided Attention
- ✓ Emphasise Important Points
- ✓ Positivity
- ✓ Choose your words



# General Telephone Manner and Tone

- Speed
- Volume
- Tone
- Phraseology
- Wording
- Jargon
- Accent
- Clarity



# Questioning Skills

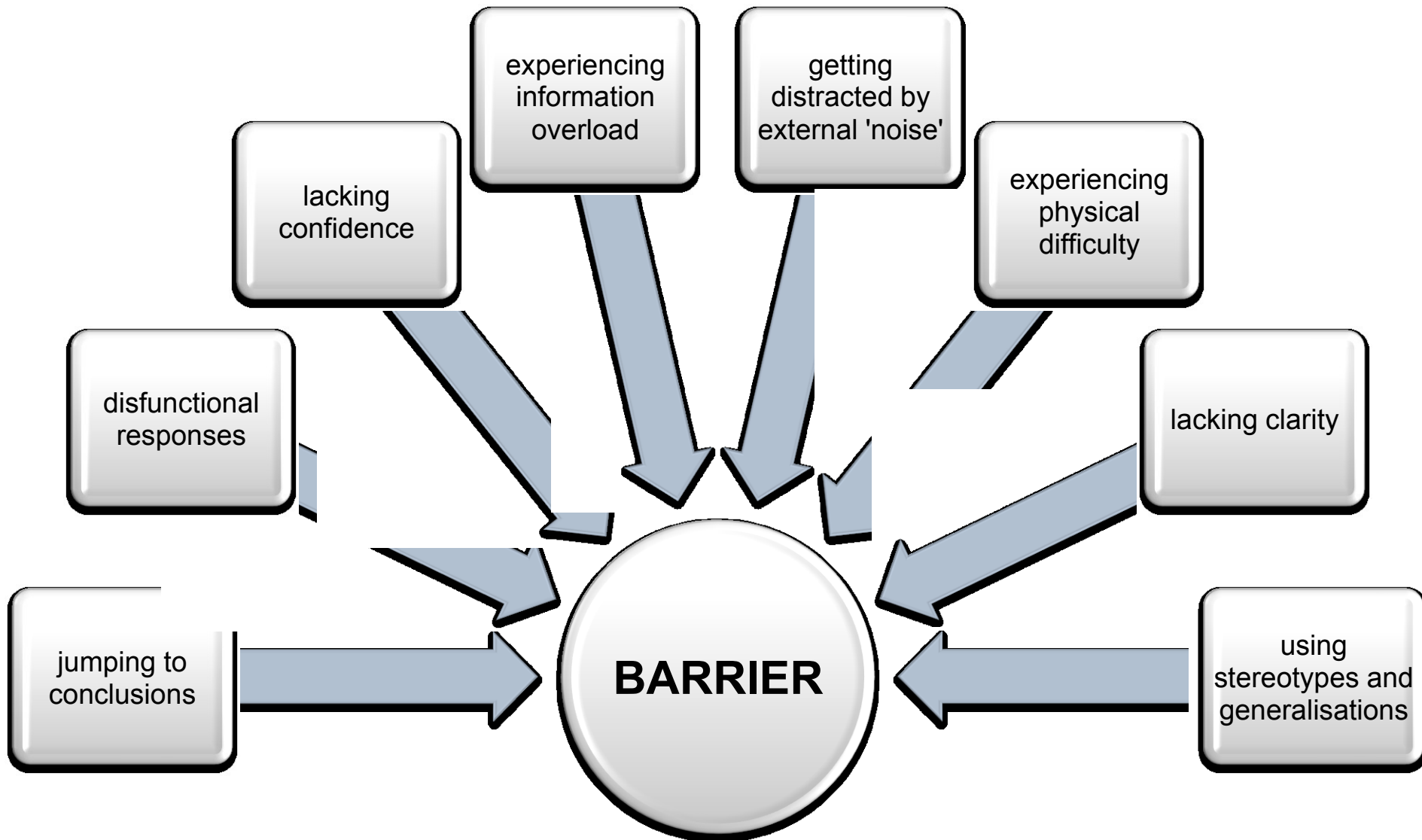
- Asking the right questions:
  - Open
    - How...? What...? Where...? Why...?  
When...?
  - Closed
    - Did/Didn't you...? Will/Won't you...?  
Is/Isn't...? Shall...? Should...? May...?
  
- Answering questions:
  - Clear & simple
    - Keep messages brief and to the point
  - Quick response
    - Make it clear whether you expect a reply,  
and if so, when

# Improving Questioning Skills

- Effective Questions
- Ineffective Questions/Answers:
  - Personal
  - Irrelevant
  - Unclear
  - Limiting
  - Misleading
- Ineffective Questions (Personal) → Effective questions



# Barriers to effective verbal communication



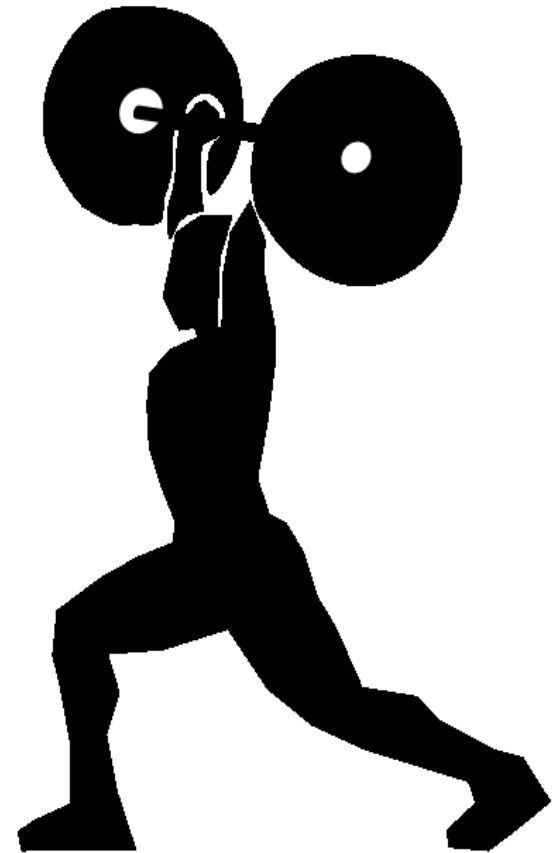
# 10 Principles of Effective Listening

1. Stop Talking
2. Prepare Yourself to Listen
3. Put the Speaker at Ease
4. Remove Distractions
5. Empathise
6. Be Patient
7. Avoid Personal Prejudice
8. Listen to the Tone
9. Listen for Ideas – Not Just Words
10. Wait and Watch for Non-Verbal Communication



## Communication - dealing with difficult situations

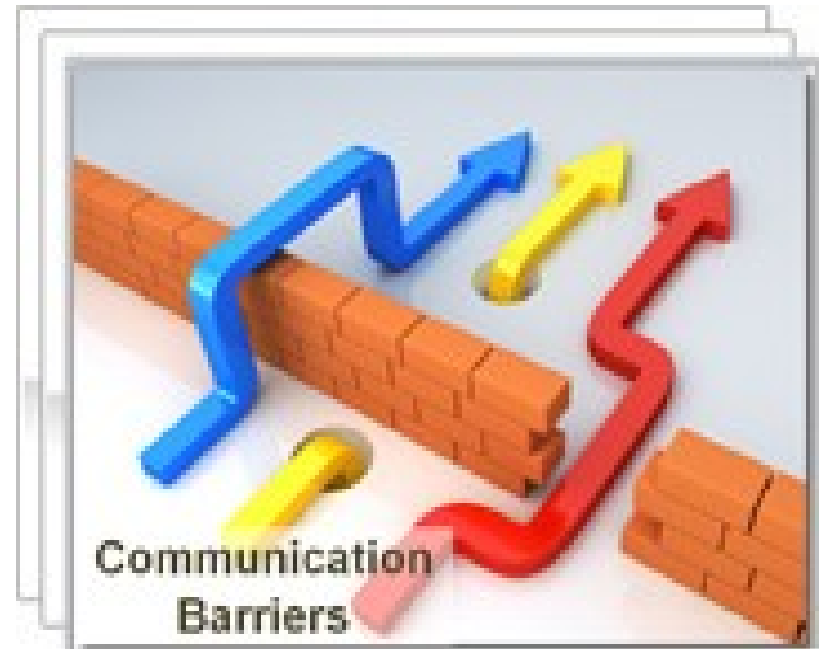
- Stay Focused
- Listen Carefully
- Try To See Their Point of View
- Respond to Criticism with Empathy
- Own What's Yours
- Use “I” Messages
- Look for Compromise
- Take a Time-Out
- Don't Give Up
- Treat People Equally
- Ask For Help If You Need It



# Our goal



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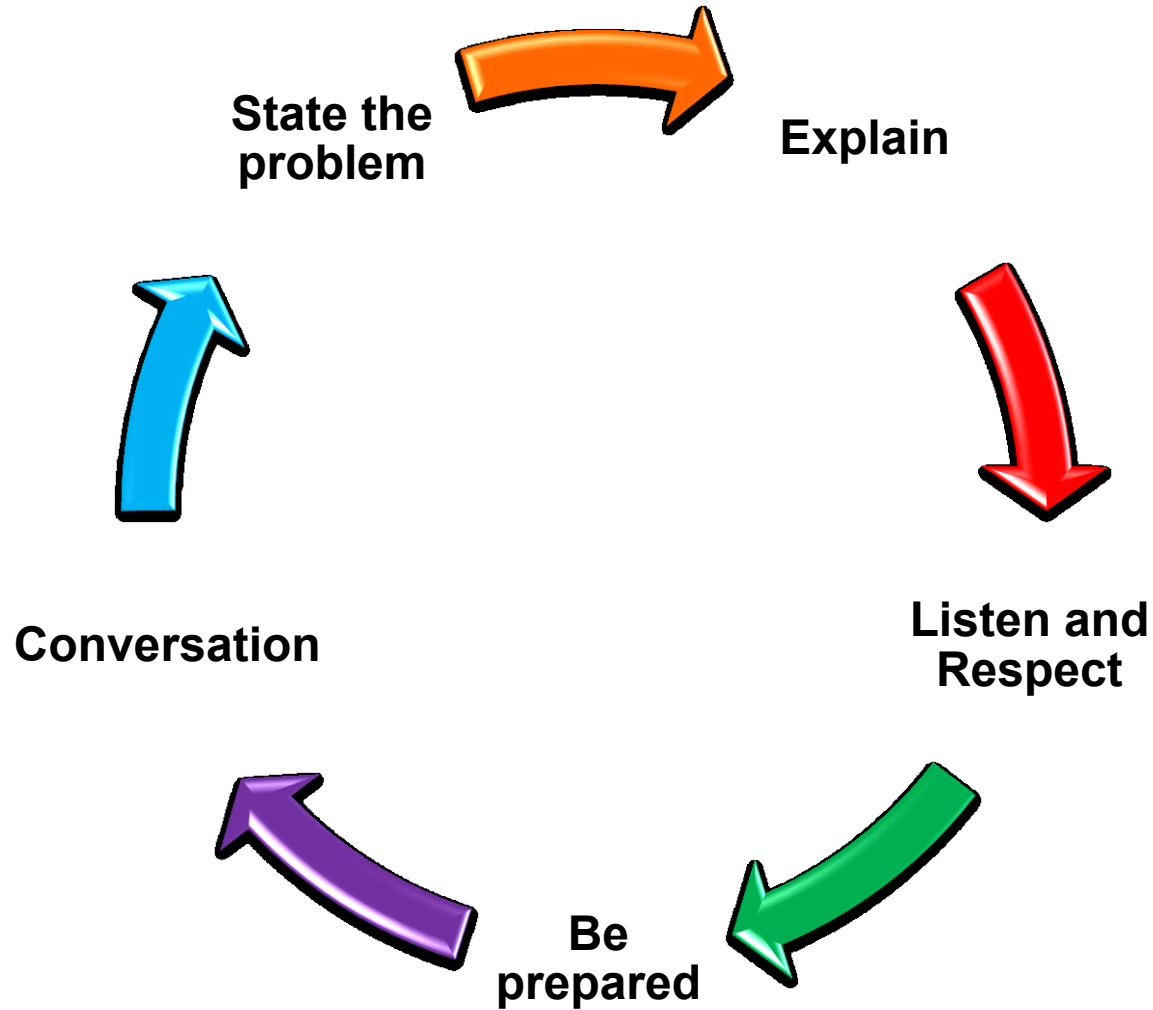
# Assertiveness & Non-verbal communication

- Behaviour
  - Aggressive, Passive, Assertive
  - Be aware of words, actions and body language
  
- Body language
  - Your postures
  - Your gestures
  - Eye contacts
  - Face expression

# Developing Your Assertiveness



# Assertive approach



# Causes of stress





# Stress management

- A
- A
- A
- A
- M



# Multiculture & Diversity

# Multiculture

- Cultural intelligence
- Integration at all levels
- Intercultural challenges



# Diversity

- Equal opportunities
- Similarity
- Difference adds value
- Inclusion
- Culture of equality



## Trends emerging in business

- Ability to manage change
- More “business administration” and “risk management”
- Excellence in services
- Self motivation to learn, get involved in office projects

## The value of your work

- Importance of the work you do
- Maximise the value of this contribution
- Share experience
- Achieve excellence




# VAK learning styles

## GROUP EXERCISE

**VISUAL**  
SEE IT 

**AUDITORY**  
HEAR IT 

**KINESTHETIC**  
DO IT 

# Team working



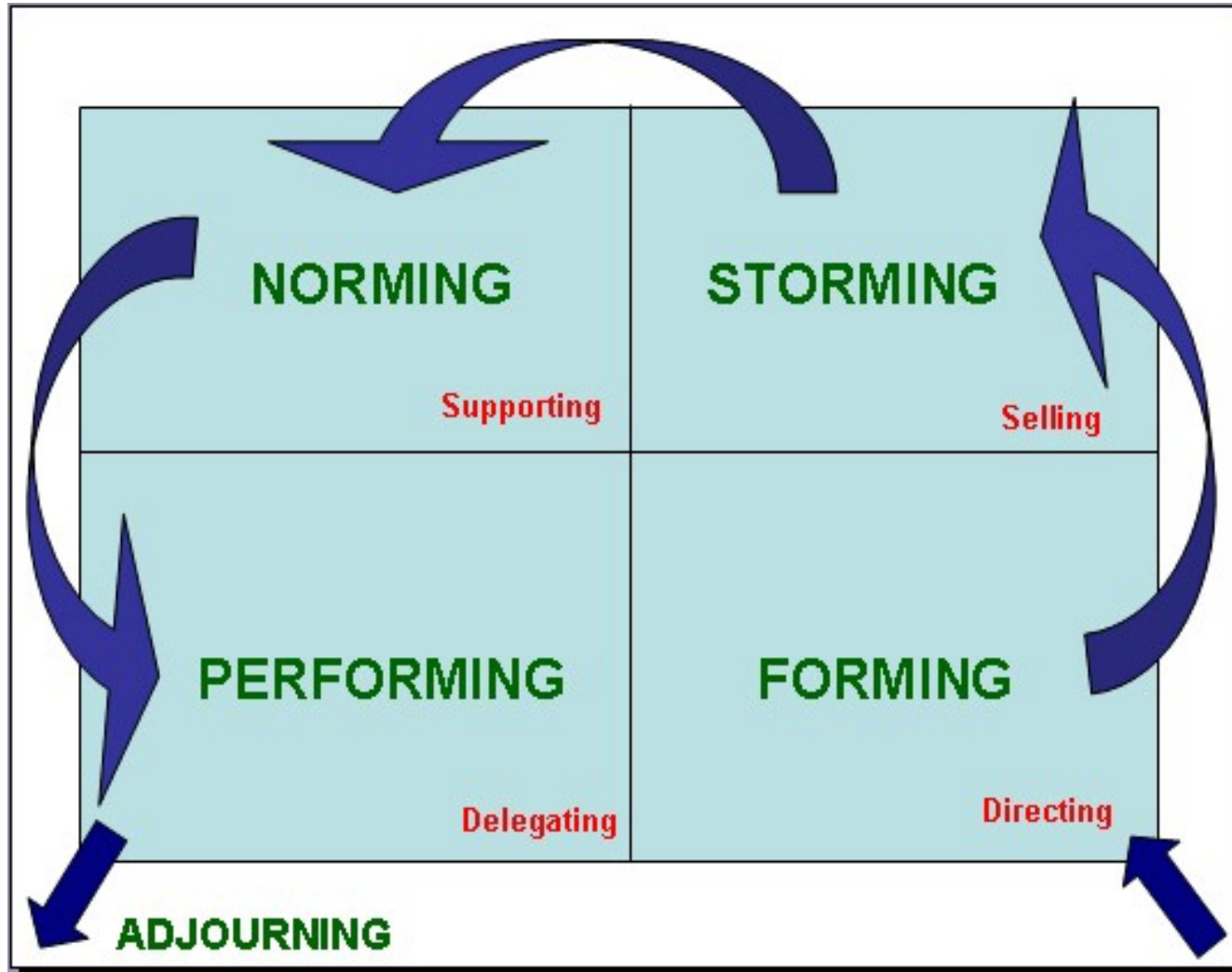
# Team Working

"Coming together is a beginning.  
Keeping together is progress.  
Working together is success."

Henry Ford



# The model for team development



# How to be an effective team member

If you're a team member:

- Communicate, communicate, communicate
- Don't blame others
- Support group member's ideas
- No bragging
- Listen actively
- Get involved



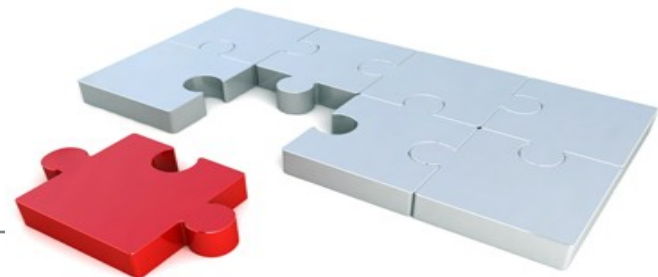
## How can you improve your team work?

- Make sure you understand the tasks you've been assigned
- Focus on how you're going to achieve all the goals and objectives of the team
- Play to your strengths rather than your weaknesses
- If you've been asked to manage a project, think about the different skills and personalities in your team
- Don't be shy if you're asked for your opinion or delegate some decision-making

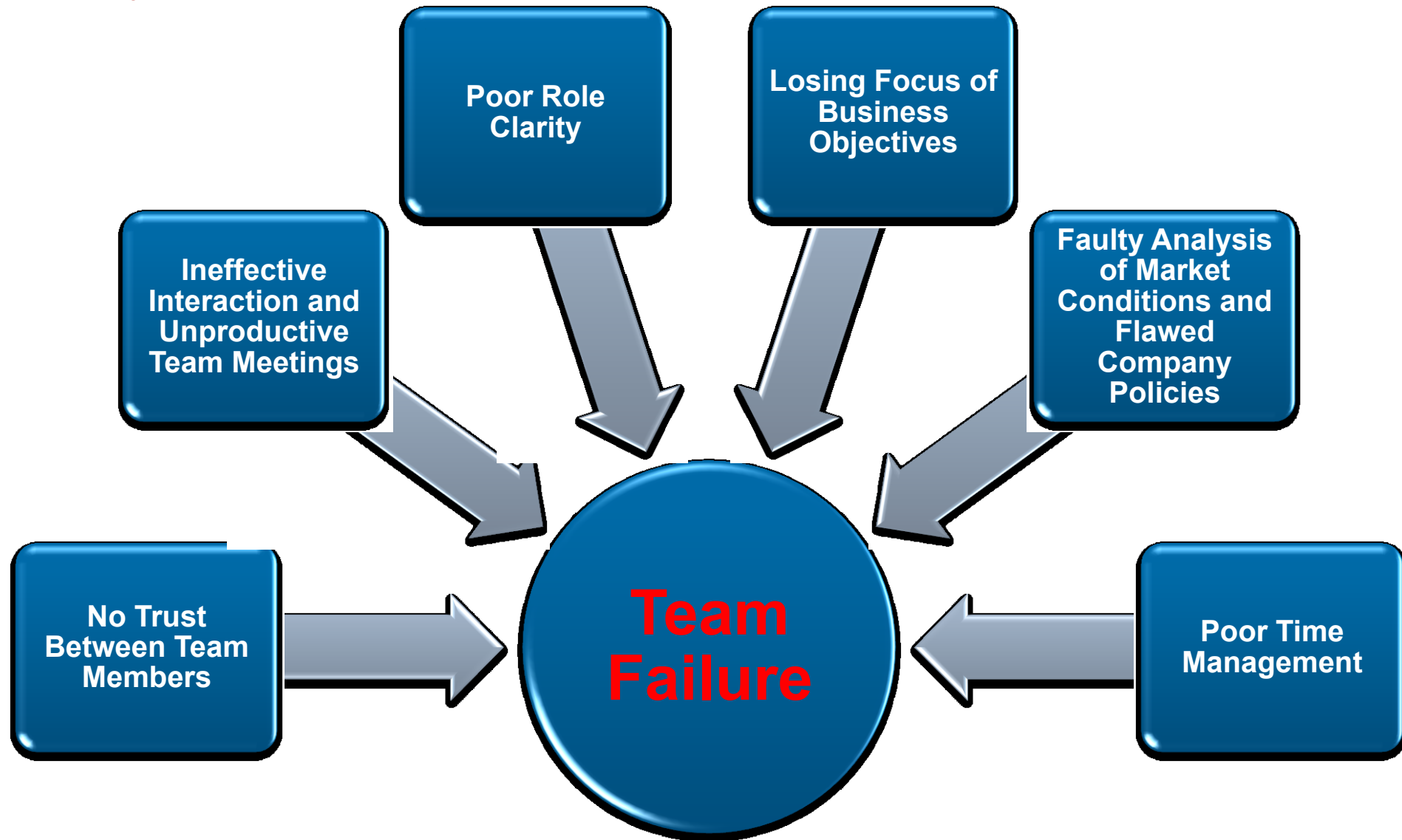


## How can you improve your team work? (cont.)

- Speak up in a timely manner if you don't agree with a decision that's been made
- Communicate effectively and use tact wherever needed to get your points across
- Build trust with each of your team members
- Remember that it's not what you say, but what you do and achieve that counts
- Help other team members to fulfil their tasks
- Offer praise to your colleagues
- Accept constructive criticism with dignity, listen and apply it



## Why teams fail?



## Being an excellent team member

Here are five characteristics of **an excellent team member**:

- Needs very little direction
- Asks specific questions when unclear of an assignment
- Needs very little supervision
- Recognises results as part of the reward
- Considers the interests of the entire team



# Successful Team

**T** ogether

**E** veryone

**A** chieves

**M** ore

**T** ime

**E** nergy

**A** nd

**M** oney



# Team work

## Negotiation game



# Objectives

- Qualities, skills, behaviours, practice & experience sharing
- Self-development
- Interaction & Innovation
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# Questions?

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[recruitment.prague@allenoverly.com](mailto:recruitment.prague@allenoverly.com)

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