



Post Webinar Views

Negotiation and Influence: Increasing Your Impact

From Webinar with Lloyd Mander | Fiona McKenzie | Patrick Rottiers



Why This Topic Matters



Negotiation includes commercial decisions, regulatory interactions, internal alignment, and stakeholder management.



Poor preparation weakens credibility and increases governance risk



"Winging it" is culturally common but dangerous in high-stakes situations



Core Insight: Shift to Reception Psychology

Intention focus:



What I want to say

Reception Focus:



How will they hear it?

→ Influence depends on managing perception, not just presenting logic



Experience vs Expertise

01

Experience:

Repeating the same habits over time

02

Expertise:

Systematic improvement through analysis and review

03

Self-awareness gap:

Intent versus actual impact

Reviewing recordings is the fastest way to close the gap



Reception Psychology & Anticipation



Professionals anticipate
70–80 percent of
counter-arguments

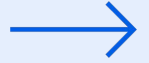


Incorporate objections
into your opening pitch
("You may be
concerned about...")

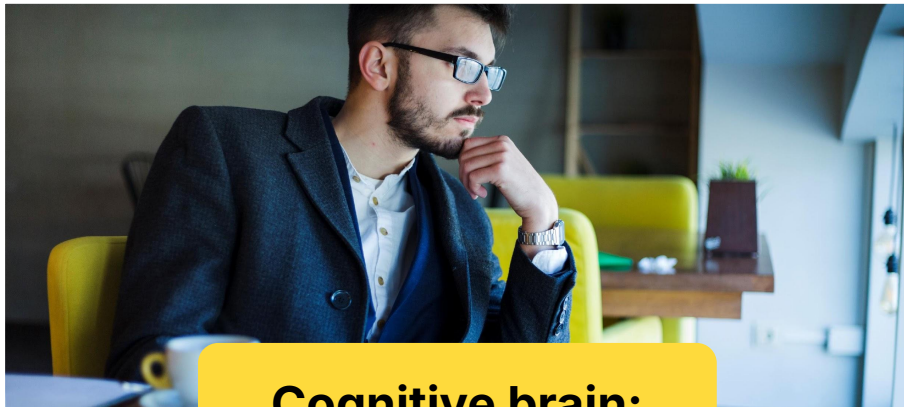


Builds **credibility** and
disarms resistance



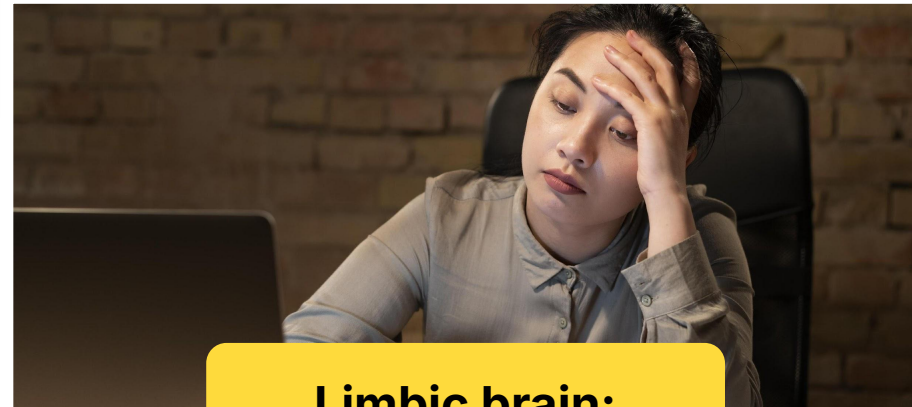


Managing the Brain (Limbic vs Cognitive)



Cognitive brain:

Rational, analytical, deliberate



Limbic brain:

Emotional, threat-driven, fast

→ Amygdala hijack: Emotional override blocks constructive negotiation

→ Directors must manage the "state" of the room to keep conversations rational



Advanced Preparation: The Iceberg



01

Standard preparation focuses only on one's own position

02

Double SWOT: Map the counter-party's strengths, weaknesses, opportunities, threats

03

Identify "boomerang" stakeholders who may influence outcomes later

04

Define non-negotiables (taboos) before talks begin



The Business Uncertainty Simulator

01

Leadership is defined by performance under pressure, not routine situations

02

Use scenario drills to prepare for system failures and sudden changes

03

Aim to remain calm and analytical even when conditions deteriorate



Practical Application

Red Teaming



Stress-test strategies
against realistic
opposition



Drill specific
challenges: false data,
threats, 11th-hour
demands



Practise until responses
are automatic and
consistently rational



Practical Application

Negotiation Proposals

Move beyond "what we want"
toward shared value



Identify value beyond the deal
(preference status, cooperation)



Present Minimum, **Target**, and
Maximum outcome scenarios



Plan concessions and reciprocal
expectations before the meeting





Practical Application

Creating Buy-In



Agreement without commitment
is fragile

Buy-in creates:

01

Flexibility during crises

02

Preference in
decision-making

03

Willingness to
collaborate on solutions



Case Insight

The Assistant Test



If everything goes to plan,
my assistant could do it

→ Leaders are paid for handling anomalies and crises

→ Preparing for "engine failure" is a core leadership function



Reflection Questions for the Board

1

Have we completed a
Double SWOT for
major negotiations?

2

Are we ensuring the right
emotional "state" before
key discussions?

3

Do proposals include
multiple scenarios
(A, B, C)?



Summary

→ **Shift mindset:**

Intention →
Reception

→ **Prepare deeply:**

Analyse the other
party as thoroughly
as yourself

→ **Drill for uncertainty:**

Prepare for failures as
much as for routine
operations



Immediate Next Step



At the next board
meeting:



Have we red-teamed this
proposal against the
worst-case counterparty
response?



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