



Jeffrey Hansler, CSP

# Beyond Tactics

## The Naked Truth about Full Disclosure in Negotiations

It's a dog-eat-dog world out there negotiating in the business world. One important lesson is that if you want to survive, you've got to protect your underbelly – according to some people.

Regarding the recent events at Enron and WorldCom, there are multitudes of corporate executives and Wall Street brokers that believe – if they'd only been able to keep the information private, they might have been able to do some damage control. These individuals could even cite the financial troubles of Orange County a few years back – if the public hadn't found out about risky investments and the county had held their financial positions they'd have made money instead of declaring bankruptcy.

So what is the truth about full disclosure and its impact on business situations, legal mat-

ters, and negotiations. Should you protect your underbelly or fully disclose your position when negotiating in business situations?

What we're referring to here is the value of information (disclosed and undisclosed) and its impact on the decisions organizations and individuals make. Coming to an agreement ultimately requires a decision between two parties – a decision that each feels is the best decision they can attain at that moment. These decisions are based on melding information into a plan that affects the health of the individual or organization.

Despite today's plethora of information, the bottom-line hasn't changed; we always suspect that individuals and organizations have information they are not sharing. So what impact does this have on the decision-making process?



Robert B. Wilson, M.B.A., D.B.A.

While parties may be willing to accept responsibility for a lack of understanding and ability, they are unwilling to accept responsibility for a lack of disclosure. According to Robert B. Wilson, Adams Distinguished Professor of Management at the Stanford Business School, full disclosure is a key ingredient to bringing about agreement and

*(Continued on page 2)*

## Hot Calling in a Cold-Hard World

The telephone is the most powerful sales tool in the world – if it's used properly. Here is the first of three principles that will make your telephone sales sizzle even during a sales climate cold as an Antarctic winter.

**Principle #1: Create your**

**script – then throw it away.**

A script should be designed to accomplish three objectives. **First**, as a tool to guide your callers. **Second**, to capture and guide the attention of the prospect (client) to a sale. **Third**, as a multiplier effect for managers

for training and coaching – giving callers a reference tool to improve their calls and enhance their learning.

**First:** *The script is a tool to guide your callers*

*(Continued on page 4)*

### Inside this issue:

Sell Little Red Hen! Sell!	2
Services and Products Available	2
Sounds Like Good Business to Me	3
Experiential Problem Solving for Executives	3
Oxford Company Perspective	4
About Jeffrey Hansler	4

## Beam Me Up Scotty

Scientists at Australian National University report successful teleportation of a laser beam. The researchers were able to encode a radio signal in a laser beam, disassemble the beam, and re-create an exact replica with signal intact a meter away. It's not solid matter, but...

# Advantage Publishing is chicken about sales!

Advantage Publishing has just released *Sell Little Red Hen! Sell!* by Jeffrey Hansler.

The book is a must read for salespeople, the target market for the book. Lloyd Tucker, Senior Director of Education for the Document Management Industries Association headquartered in Alexandria, Virginia describes the book as “Exceedingly clever! At last, a new idea in sales education. *Sell Little Red Hen! Sell!* is an original, a ‘keeper’! This is a great way to teach and reinforce sales basics and principles!”

Mr. Hansler wrote about the underlying principles of sales that lead to success, and since these principles are not based on phrases and canned replies it has international applications. Moira Hearn, President of Select Marketing Group headquartered in Toronto Canada, “Thank you for your delightful book. I read it on my flight back to Toronto and have already passed it on to the members of our sales team.”

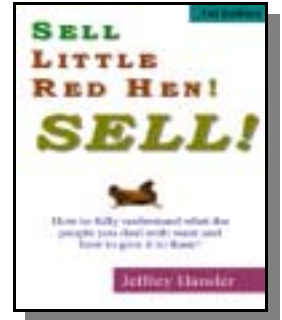
The story follows the adventures of the Little Red Hen as she enters the world of sales out of financial desperation, and the trials she faces on her jour-

ney to be a sales master.

The Little Red Hen is guided by the expert tutelage of Mr. Rooster and Ms. Peacock as she struggles to overcome failures with Mr. Horse, Ms. Pig, Mr. Duck, and Ms. Lizard.

You will find the quick reading story loaded with secrets for success. It is a book that you will decide to read again and again whether or not you’re in sales, because today everyone needs to be persuasive in their communication.

You’ll find that once you know the secrets to selling, sales is nothing to be chicken about.



**“This book is a must read!” - Matt Golden, Senior VP, Navigant International**

# The Naked Truth about Full Disclosure

*(Continued from page 1)*

establishing a bond of trust.

Mr. Wilson states that a resolution to a dispute will not be reached until both parties have enough credible information to make a decision that supports their position, “Informational disparities must be reduced to reach this point.” To build trust in the world, full disclosure must become part of your plan.

The problem, Mr. Wilson explains, is that full disclosure is not enough. People have come

to suspect that it is natural to withhold information. Mr. Wilson cites as an example of the limitations in full disclosure by the statement “these are copies of all the documents in my files relevant to this suit”. This statement raises the issue of credibility because only an exhaustive search of the files can verify (if verification is possible within economic reality) the truth of such a claim.

Mr. Wilson’s position is that actions that signal credibly have an equally important role

in reaching a decision. “Credible signaling of information that cannot be verified is required to avoid negotiations taking a more costly course on their journey to settlement – if settlement is ever reached”, states Mr. Wilson.

As part of his research, Mr. Wilson states that two actions that signal credibly in a wage dispute are patience for a settlement, and a willingness to bear short-term costs for long-term

*(Continued on page 3)*

**5 categories generating the most improvements and lower costs of T&E in the past year:**

- #1 Obtain better, timelier T&E reports from individuals
- #2 Eliminate or reduce the use of cash advances
- #3 Wrote/revised T&E policies
- #4 Stricter controls on T&E costs
- #5 Use direct deposit for T&E payments

*Source: IOMA's August 2002 AP Report*

# Services and Products Available from Oxford Company

## Speaking & Training

- Keynote Speeches
- Break-out Programs
- Training Programs
- Customized Programs
- Experiential Learning Programs

## Consulting

- Telemarketing
- Telesales
- Sales System Review
- Program Development

## Products

- Sell Little Red Hen Sell!
- Custom created
- Tapes of Live Programs
- Email us for our catalog of offerings



**Reworking Systems**

## The Naked Truth about Full Disclosure

(Continued from page 2)

gains. Long intervals between offers during negotiations signal patience. Enduring financial hardship in the near-term during these intervals signal a willingness to bear short-term costs. Compounding these two actions with significant penalties for rejecting an offer provides a strong negotiating position based on credible signaling.

It is in your best interest to use both full disclosure and signal credibility to dispel any possibility that you are faking a posi-

tion for your own gain – especially in today's environment. Do actions taken support the stated position beyond possible doubt the position is imitated for a strategic advantage?

Historical data (documents, financials, testimonials, installations, customer experiences) provides the information used to create predicative models. The interpretation of the data is a gray area subject to discussion, inference, and disagreement, which leads to the uncertainty of the decision. This is where signaling comes in: Is

the story being told and the way it is being told something that can be relied on as assessment of the risk is considered.

Conclusion: Providing a reliable picture through full disclosure and signaling of the opportunity cost of doing business under the terms of the agreement is the best situation for all.

Source: Robert Wilson, "Signaling in Negotiations," in: Richard Zeckhauser, Ralph Keeney, and James Sebenius (eds.), *Wise Choices: Games, Decisions, and Negotiations*, 1996, Chapter 22, pp. 400-413. Boston MA: Harvard Business School Press.

### Chip away...

An article by George Hulme in *Information Week* talks about a an empty Pringles Chip container being hooked to a wireless-ready notebook to sniff out wireless LAN connections.

*Could be an ex-NASA Apollo 13 CO2 filter engineer at work.*

## Sound's Like Good Business To Me

Here's a website you can sink your teeth into before you dine out in New York City. Check out the health inspection status of the restaurant you plan to grace with your presence - <http://207.127.96.244/scripts/webfood.pl>

NYC City had a problem big enough to make you sick – literally. There were only 80 health inspectors responsible for investigation of over 19,000 NYC restaurants. **Problem:**

How to reduce the number food related illnesses?

They tried hiring more inspectors, raising fines, and more frequent inspections – all to no avail. Then someone suggested they place a searchable listing of all restaurants and their inspection status on the NYC Department of Health website.

Surprise, surprise, failing restaurants didn't like the idea of having VERMIN associated with their restaurant on the

World Wide Web for everyone to see. **Result:** Restaurant inspection failures dropped by 50%, and that translated to fewer opportunities for food related illness.

The opportunities to capitalize on the Internet are limited only by our imagination.

NYC's Internet solution solved the problem, saved money, and helped the infrastructure – sounds like good business to me.

"Surprise, surprise, restaurants didn't like the idea of having VERMIN associated with their name on the World Wide Web for everyone to see."

## Experiential Problem Solving Program for Executives

How do you create a problem-solving environment that provides extremely competent executives a chance to experience incompetence? Take them to a completely different world.

Today's environment is changing. Millions of dollars follow the decisions top executives

make. How do you keep them fresh, sharp in recognizing opportunity, decisive in making a decision during a time they feel like, well, 'a fish out of water'?

This class is a true experiential learning opportunity. It offer's everything you want in an experiential situation: safety,

challenge, teamwork, leadership, stress, and new perspectives. It offer's something more – a chance to experience sites and places that are not available to everyone.

For more information, click here or call (714) 960-7461.



Submerge yourself in a completely different problem solving environment

## A Hidden Treasure

213 Second Street  
Huntington Beach, CA 92648  
<http://www.oxfordco.com>

Phone: (714) 960-7461  
Fax: (714) 960-5107  
Email: [jhansler@oxfordco.com](mailto:jhansler@oxfordco.com)

*Success with  
Directed Communication*

WE'RE ON THE WEB!  
<http://www.oxfordco.com>

Speaker information  
Training class descriptions  
Products available  
back issues of newsletter  
available



### Oxford Company Perspective

Increasing sales and profits requires that all aspects of sales are working together: lead generation systems, advertising, personnel, production, and marketing. Today's competitive environment requires everyone in the loop to communicate effectively and utilize the resources provided. What works for an understaffed sales organization won't work for a company in a dynamic growth mode actively pursuing lots of new business.

A lead systems with too wide a funnel wastes an understaffed sales staff time with non-buyers. Sales systems are dynamic and need to be adjusted to maximize opportunities brought on by marketing initiatives, customer needs, and competitive changes.

Jeffrey Hansler believes the impact of great communication is as important in your personal life as it is in your career.

Since 1988, Jeffrey Hansler has been invited into organizations to provide insights that make a difference to individuals and organizations.

His presentations move between outstanding performance and private conversation, constantly surprising audiences with new perspectives and laughter. He will bring your group to their feet in appreciation with the cornerstones of

communication he shares through examples, group exercises, and personal stories. He continues to tailor and customize his presentations to exceed expectations and guarantee success.

Jeffrey Hansler is a hidden treasure guaranteed to help the individuals in your organization reach their ultimate potential. If you want to develop your human capital resources, consider Jeffrey Hansler.

*"My success depends completely on the success of my clients. I take an active interest*



**Jeffrey Hansler, CSP**  
Author, Speaker, Trainer

*in understanding their business to assist them in attaining their objectives. I am committed to providing service that is personalized, responsive, and effective."* - Jeffrey Hansler

## Hot Calling in a Cold-Hard World

*(Continued from page 1)*

A script is based on the law of commonality, which recognizes that communication patterns develop within cultures: Fads are an example. There are common patterns that you will discover as you sell your products and services (including tempo and crescendo areas) and uncover the needs and desires of your prospects. These patterns once recognized can be addressed in your scripts. The faster you recognize the patterns and train your sales staff to recognize them the more product /services you will sell. A script helps you accomplish this objective.

**Second:** *The script should help the caller capture and guide the attention of the prospect to a sale.*

In addressing the needs of the prospect, there will be a hierarchy of interest in information the prospect needs. There is a hierarchy of information that callers need to qualify the prospect. The script helps the caller

learn the hierarchy of interest and information that your prospects and your organization need. It is the map to a sale.

**Third:** *The script should provide a multiplier effect for managers in terms of training and coaching – giving callers a reference tool to improve their calls and enhance their learning.*

Managers can't be everywhere at once. They have multiple responsibilities – only one of which is to provide training to sales staff. The script provides a reference tool for staff to learn the sales process, adjust to a different business climate, introduce a new product / service, reach a different market segment, and improve skills.

If a script is well designed, it also offers a tool to identify an ongoing problem of poor sales results.

A script offers all these benefits and the designing of the script sharpens everyone's awareness of critical sales issues as an

effective means to create behavior changes. And then...

**...Throw the script away.** A script is not something to be spilled out to keep a prospect on the line. The law of commonality ends with the individual human interaction. Each call is a dynamic process of flow and tempo, of give and take, of advance and withdrawal. I guarantee the number of sales gained by a mind-numbing script will not pay for the lost revenue and customer loyalty that can be gained by weaving key patterns and points into a partnership phone call.

Expecting solid sales results from even a dynamic electronic branching script would be the equivalent to expecting to win the Indy 500 by putting a racecar in a forced turn for the duration of the race without changing speed or course along the way.

The purpose of a script is to increase sales - an increase that will only occur when the script is tossed in the trash.