

# BusinessPlus+ Newsletter



**CBSW**  
TAX & BUSINESS ADVISORS

Level 2, 49 Oxford Close  
West Leederville WA 6007  
PO Box 1475, West Leederville WA 6901  
T: +61 8 9363 7300  
E: [admin@cbswtax.com.au](mailto:admin@cbswtax.com.au)  
W: [cbswtax.com.au](http://cbswtax.com.au)

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## Issue – June 2023

Compiled & Researched by Lyall Bear – Business & Family Business Advisor

### Building a Successful Business Leadership Team

*"Anyone can hold the helm when the sea is calm"*

Publilius Syrus

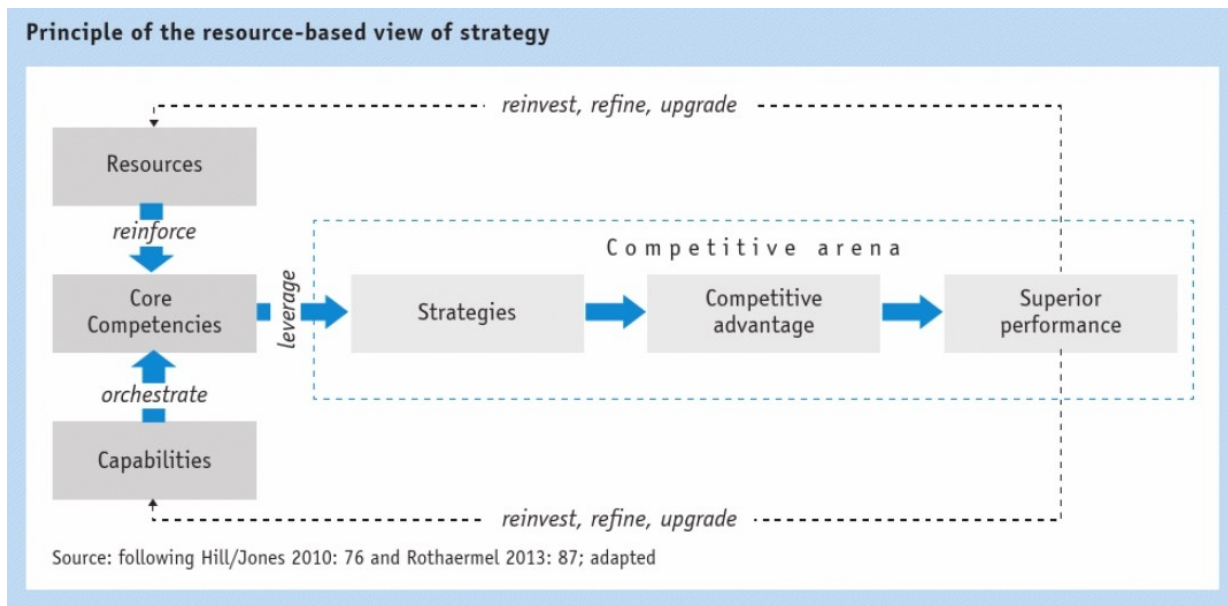


One of the biggest challenges for owner managers is building a leadership team. Many business owners find it difficult to hand over the reins or struggle to find the right people for the job. Generally, the team cannot be built all at once but needs an approach that develops leaders and a team over time.

Without a strong leadership team, a business owner and the business will suffer – always reliant on the owner and the inability of the business to scale beyond a certain capacity. Building a leadership team should be a core strategy that is implemented over time as the business develops.

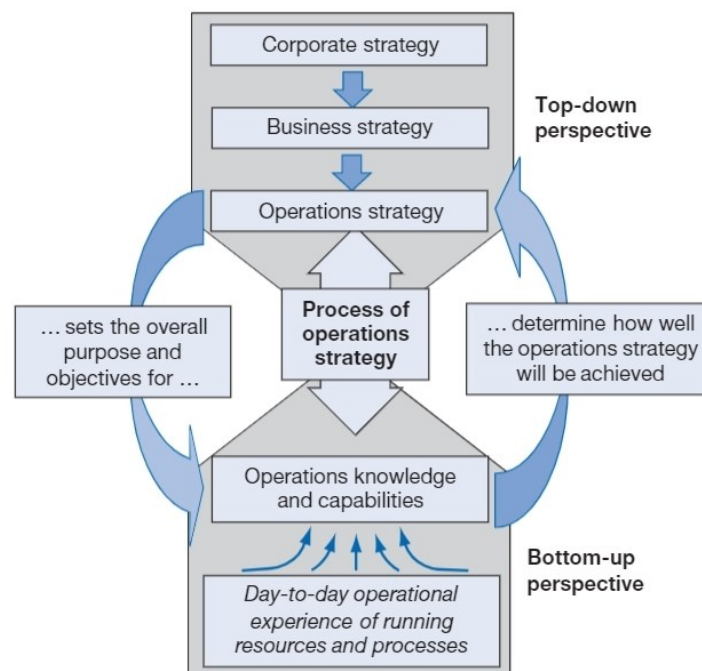
The following steps, as shown in the diagram below, are a useful guide to the approach suggested, to start the business leadership review.

## Business Strategy and Direction



The common phrase *“structure follows strategy”* is a good place to start. **If you know where you’re headed, it’s much easier to start to define the structure and roles that are needed to support the business moving forward.** Without direction, your structure will develop based on organic change or “busy-ness” – you will hire more people to help with day-to-day tasks, rather than a strategic focus or plan.

## Define Your Operating Structure



Once you’re clear on your business direction, start to define the structure that supports it. Think about areas of the business that need to grow and develop, and the types of skills and expertise that support that growth. In most cases you won’t be able to hire all your leadership team at once, it will need to develop and adapt over time. Have a plan in place for the business structure now and into the future.

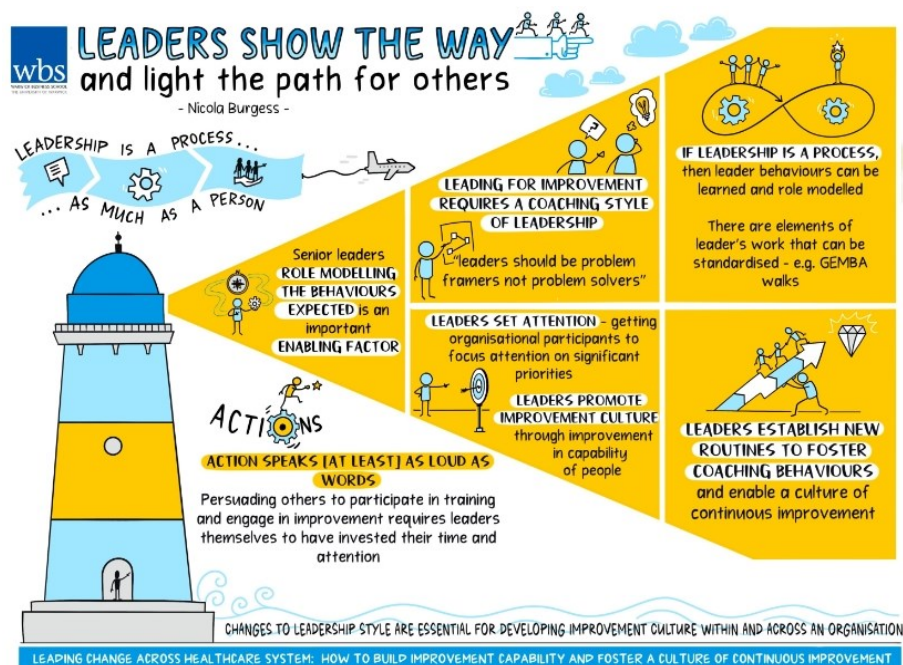
## Assess Required Skills and Expertise

Start to develop a skills and expertise matrix associated with the various roles and responsibilities within your defined structure. This capability matrix should assess the skills that are required now and those that will be required in the future.

## Identify Current Leaders



Look for potential leaders within your business who possess the skills and qualities you need, in line with your strategic direction and the skills matrix that you have developed. Consider their experience, skills, and track record of success in the organisation and alignment with the business needs moving forward. In many cases it may be easier to grow and develop an existing staff member than recruit externally.



**Source:** Warwick Business School – UK – Refer to additional resources below for full article

## Communicate Your Vision & Direction

Communicate your vision and structure moving forward to the developing leaders. Give them a sense of their role and how it fits with the overall direction of the business. Get their buy-in for what you're trying to achieve.

## Clearly Define Focus, Responsibilities, & KPI's

Once you have selected the potential leaders, be clear about the expectations for the roles and the impact they will have on the business moving forward. With focused and responsible management leadership, supported with appropriate KPIs, the better the results the business will achieve.

## Provide Support and Training

Actively work to develop your leaders over time. On-the-job development can be the most effective method to enhance skills if it follows a planned and structured approach. Use mentors, coaching models, and work-based projects to actively support, challenge and grow leaders over time. Targeted external training and development can also help speed up the process.

## Establish Regular Leadership Team Meetings

Set up an Agenda for holding regular meetings to plan, report and evaluate the performance of your leadership team members. Patrick Lencioni's "*Five Dysfunctions of a Team*" are a useful guide: **Focus on Results, Hold Self and Others Accountable, Commit to Decisions, have Unfiltered Constructive Debate, create a Transparent & Honest Environment.**

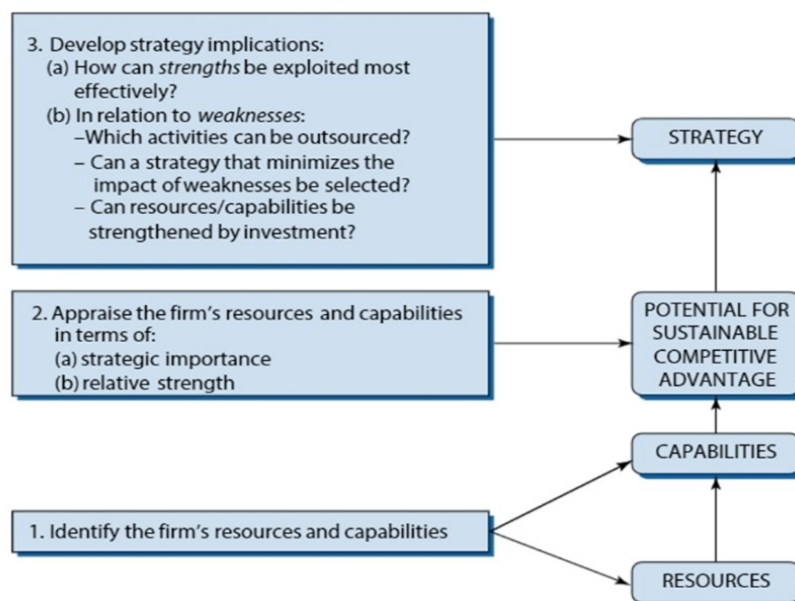


**Building a leadership team takes time and effort and is most effective when you have a planned approach.** Don't just leave it to chance. Without an empowered team you will find yourself stuck in your business and the value and scalability of your business will be limited.

## Conclusion

By getting a strong leadership team together in the business, there can be some good benefits flow to the owners/operators of the business, including:

- More time for working on making the business less reliant on them (the owners/operators) being involved in the day-to-day operational stuff and more focused on the strategic side and enhancing the value of the business;
- Assisting with management/leadership succession discussions, mentoring and planning;
- Providing more management resources, to help process and progress the steps shown in the diagram below.



## Additional Resources

- For a copy of the article – "*Leaders Show the Way and Light the Path for Others*" by Nicola Burgess - click on the link [HERE](#).

### Introduction



The problem is, in today's social media-obsessed world where keyboard warriors are eager to pounce on any company (or person) that missteps, the world can be told in a click of a button. By that point, it is very hard to control the narrative. Customer experience ("CX") encompasses every interaction a customer has with you. It is a customer-centric view of your brand, focusing on their relationship with you as a business.

There's plenty of evidence that great CX increases customer satisfaction and loyalty and drives positive word-of-mouth through reviews and recommendations. It can have a tangible impact on your brand's reputation and provide a competitive edge by making you stand out among the competition.

It might sound obvious, but to create a great CX you must be customer centric in the way you behave as a business. Customer centricity is about placing the customer at the heart of everything you do. It's about making things seamless at all points across the customer journey.

### Improving Customer Experiences

**So, what is the key to creating great customer experiences? There are numerous things you can do, many of them at little cost, to improve CX in your business.**

**1. Ask for Feedback** – John Hughes, one of WA's most successful business owners, still walks the floor daily talking to customers. "Know your customers" seems to be one of John's mantras and no doubt it is a key factor behind his success. Whether it's conducting satisfaction surveys, focus groups or even a feedback form on your website, make sure you're listening to your customers to identify their pain points. Better yet, test products and services with them before you take them to market. Talk to your customer-facing staff too, they're your eyes and ears on the ground.

**2. Make It Personal** – Customisation is king. No one wants to feel like they're just a number. If you have ever received an email from a company "Hi first name", you'll know what I mean. Personalise your communications in all one-on-one interactions. Wherever possible, provide an option for customers to tell you how and when they'd like to engage. Do they prefer email or telephone contact? What products and services best suit their needs? In fact, you may not even need to ask the latter. See point 3 below.

**3. Use Data and Analytics** – You can mine a lot of information about your customers if you've set up your data capture in a way that allows for this. Mining and analysing your internal data sets can tell you a lot about customers' purchase behaviour, product

or service preferences and even upsell or cross-sell opportunities. The key to leveraging the information you have, is to ensure you are capturing and storing it in a way that's useful to the business. Making use of data to achieve an outcome that hadn't been considered when the data capture processes were originally set up, is worth exploring. Ideally, take the time upfront to create a data strategy that considers what you need to know about your customers and why. This will save you time down the track and give you more flexibility over what you can do with the information you collect.

**4. Develop A Strong EVP** – You could be forgiven for focusing exclusively on your customers when trying to improve your CX. But don't forget one of the most powerful resources you have at your disposal is the people who work for you. Empowered, engaged employees have greater job satisfaction and their happiness in turn drives the culture of your organisation. A strong **employee value proposition** ("EVP") that clearly articulates your purpose for being in business, flows through to the experience the customer has when they interact with frontline staff.

**5. Understand the Customer's Journey** – Undertaking **customer journey mapping** can be a great way to identify where the opportunities lie to improve your CX. A customer journey map is a visual or graphic representation of the key interactions customers have with the organisation, from before they become a customer right through to when they (potentially) leave. A journey map allows you to identify pain points, high volume interactions, moments of truth (i.e., positive interactions that leave a lasting impression), brand, product and service touchpoints and any roadblocks – aspects of the journey that are difficult or could be simplified. It also provides a view of how long they spend in each key stage, what they're feeling throughout the stages, and where the interactions are taking place (e.g., website, dedicated app, call centre, in-store).

The value of customer journey mapping goes a long way, as it enables your business to:

#### See the full picture of the entire customer journey

Journey mapping allows your business to see which part of the customer journey you can improve and personalise.



#### Unite teams in delivering one holistic customer experience

Teams can work together leveraging journey maps to resolve specific customer issues and identify focus areas.



#### Drive future innovation and evolve product or service offerings

Journey mapping provides a robust understanding of your customers and their needs and enables you to explore innovative solutions for product growth and improvement.



## Getting Effective Customer Insights

You must ground your strategic choices on customer insight; insight is crucial, providing justification and direction to cut through and embed CX improvements. Insights must be profound, and how you use the design process is critical to success. CX is a fundamental strategic choice that no business can afford to avoid, in today's ultra-competitive environment.

So CX vs. Design - are they the same thing? - Simply put, no. However, they do share the same goal: creating an emotional bond between an organisation and its customers. So how exactly are they different?

**CX Is the Outcome - Design Is How You Get There**

## CX Design Explained

The practice of Design can be broken into many sub-sets, with the particular focus for CX comprising **Strategic, Service and User Experience** designs. Let's explore these different types of Design through an example we all understand: a local coffee shop. Most Australians have a local coffee haunt they regularly attend (*mine is Hobart Street Deli in North Perth*). The one beside the park where parents can sit and watch their children play. Or it might be the one with the best-tasting beans, or their fast service with a smile or knowing you by your first name. Whatever the reason for one's success over another's lies in the experience it consciously creates for its customers.

**Strategic Design** considers the ecosystem of an organisation, its business model, strategy, and culture, including people's beliefs and behaviours in the pursuit of creating an emotional bond with customers. To do this, clearly prioritise what your

company will and won't do, including adopting principles such as under-promising and over-delivering and focusing on peak-end moments.

Let's consider our coffee shop. Every day it faces decisions that have implications for the short-term and the long-term. What's our aspiration? How will we achieve it? Who's our target market and how will we win their business? Strategic Design states that these decisions need to be made with consideration for how they affect other decisions and to be ultimately guided by customer needs.

The strategic decisions will inevitably affect the service delivered to customers. Service Design is really about the enabling factors behind the scenes of the end customer experience and why, for example, one coffee shop is chosen over another.

**Service Design** focuses on making the functional aspects outside of a core product/service easy to use. Service Design considers the entire experience ecosystem, including stakeholders, employees, partners, processes, systems, and technology. It would look at how staff are trained and communicate, the level of self-service or table-service, how foot traffic is managed, how orders are taken and delivered quickly, and even the waiting experience. Service Design must also consider the supporting systems behind it, like Point of Sale (POS) and Customer Relationship Management (CRM).

While Service Design takes a broad and holistic view, **User Experience ("UX") design** focuses on the customer touchpoints across the experience. These are the moments the user interacts with the service to achieve what they want to do.

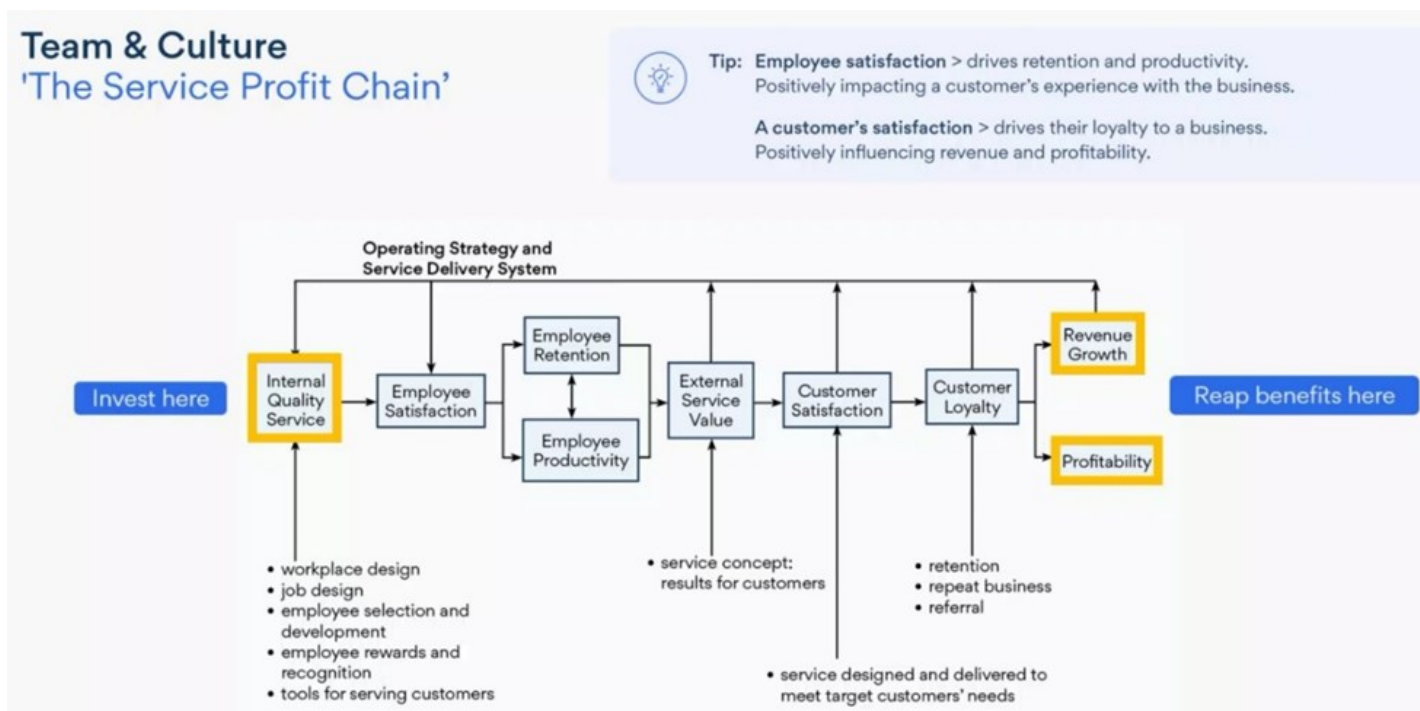
For example, our coffee shop needs to determine how users can view the menu: is it a blackboard on the wall, a paper menu on the table, or on their phones? The same goes with taking payment; do customers pay upfront or after their coffee? **The UX design is how the business facilitates the interaction.**

### Conclusion

These are just a few considerations, but there are many more ways to achieve CX gains – from creating omnichannel experiences through to apps and new technologies that generate breakthrough experiences. **However, the basics still work - look to under-promise and over-deliver;** your customers will appreciate this. It'll catch them off guard, and importantly, it will delight them. Under-promise and over-deliver is one of the easiest ways to achieve great CX.

Importantly, **great CX is key to customer retention and growth.** Get it right and it will likely improve your brand reputation, reduce churn, and increase business profitability.

The diagram below succinctly summarises the approach businesses should take to improving their customer experiences and create "raving fans/referrers" that will grow your business.



## Additional Resources

For a copy of the McKinsey & Company article “Experience-led growth: A new way to create value” published in March 2023, please click the link [HERE](#).

### Asia- Pacific Small Business Survey 2022/23 Results

The latest survey results provided by CPA Australia in March 2023, provide some interesting trend insights into SME businesses in the Asia-Pacific region. The survey was conducted from 22 November to 5 December 2022. Some of the key results are detailed below.

#### 2022-23 Results

Findings from the 14th annual Asia-Pacific small business survey provide valuable insights into the sector across 11 economies in Australia, New Zealand, and Asia. 2022 was a year of recovery for most small businesses, with most markets reporting an increase in the number of small businesses that grew in 2022 compared with 2021.

The survey results indicate that 2023 is expected to be a better year than 2022, with more small businesses across the region expecting to grow.

**The survey also uncovered some common characteristics of high-growth small businesses: -**

#### (a) Technology is Critical

High-growth small businesses continue to be significantly more likely to sell online, receive payments through new payment technologies, review their cybersecurity protections, and use social media in a variety of ways – including learning more about existing and potential customers.

#### (b) Focus on the Customer Experience

Small businesses experiencing strong growth are much more focused on improving customer satisfaction, business strategy and management.

#### (c) Are Innovative

High-growth small businesses are significantly more innovative through introducing new products, services or processes.

#### (d) Are more Focused on Exporting

High-growth small businesses are significantly more focused on entering new markets and growing export revenue.

#### (e) Professional Advisers play an important role

Fast growing small businesses are much more inclined to seek professional advice – especially from IT and business consultants.

#### (f) Other Interesting Characteristics

Small businesses experiencing strong growth are much more likely to have owners or managers under 50, have been established for five to 20 years, have between 10 to 19 employees, and are servicing developing markets.

## Factors that had positive and negative influences on business

Top four factors that had a positive influence on Australian small business in 2022	Top four factors that had a positive influence on Australian small business in 2021	Top four factors that had a positive influence on Australian small business in 2020
Customer loyalty	Customer loyalty	Customer loyalty
Good staff	COVID-19	Good staff
Cost control	Good staff	COVID-19
Improved business strategy	Cost control	Cost control



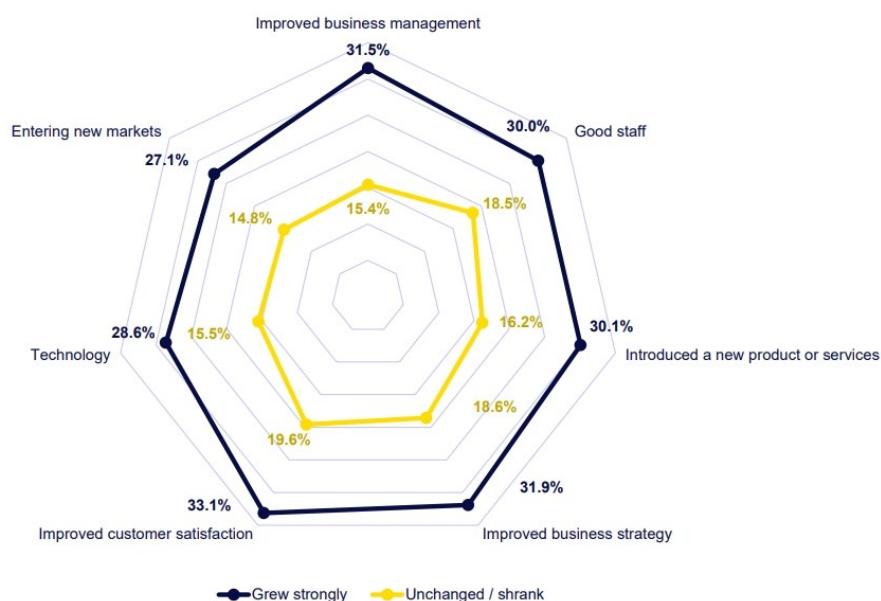
Top four factors that had a negative impact on Australian small business in 2022	Top four factors that had a negative impact on Australian small business in 2021	Top four factors that had a negative impact on Australian small business in 2020
COVID-19	COVID-19	COVID-19
Increasing costs	Increasing costs	Poor overall economic environment
Supply disruptions	Poor overall economic environment	Increasing costs
Rising interest rates	Cash flow difficulties	Cash flow difficulties

## Planned business activity over the next 12 months

	Australia 2023	Survey average 2023	Rank 2023	Australia 2022	Rank 2022	Australia 2021	Australia 2020	Australia 2019
<b>Expect to increase employee numbers</b>	27.8%	44.9%	10/11	19.2%	11/11	13.0%	10.6%	14.5%
<b>Will introduce a new product, service or process unique to their market or the world</b>	14.3%	34.4%	11/11	5.9%	11/11	6.7%	6.4%	6.7%
<b>Expect revenue from overseas markets to grow strongly</b>	10.4%	23.7%	11/11	5.1%	11/11	6.3%	4.8%	4.6%
<b>Will seek external funds</b>	14.5%	33.6%	11/11	5.7%	11/11	8.3%	6.0%	6.9%
<b>Expect easy to very easy access to finance</b>	33.6%	42.3%	7/11	35.1%	6/11	31.1%	35.6%	26.5%

## High-growth businesses are more focused on improving customer satisfaction, business management and strategy, and introducing new products/services

Focus areas of high-growth businesses compared to those that did not grow



## Small business expectations for accessing finance in 2023

- Most businesses expect to access finance in 2023, with the main reason being to support business growth
- More businesses expect easy access to finance in 2023 than difficult
- High-growth markets are more likely to expect to access finance in 2023
- Financing conditions in India and Hong Kong are expected to remain easy, reflecting positive business expectations
- India has the highest percentage of small businesses expecting easy access to finance, while New Zealand small businesses are the most likely to expect accessing finance will be difficult
- Funding growth is the key reason businesses expect to seek finance this year. Interestingly, businesses are somewhat more likely to cite increasing expenses, increasing rent and increasing interest expenses as reasons for seeking finance this year

## Top technologies small business invested in in 2022 – by market

	Most invested in	Second most invested in	Third most invested in
<b>High-growth businesses</b>	Business intelligence and analytical software (15.6%)	Computer equipment (14.1%)	Artificial intelligence (13.7%)
<b>Australia</b>	Website (18.2%)	Computer equipment (16.0%)	Accounting software (9.2%)
<b>Mainland China</b>	Computer equipment (13.0%)	Artificial intelligence (12.9%)	Enterprise resource planning software (9.7%)
<b>Hong Kong</b>	Artificial intelligence (14.0%)	Enterprise resource planning software (13.3%)	Computer equipment (9.8%)
<b>India</b>	Business intelligence and analytical software (20.9%)	Computer equipment (14.7%)	Customer Relationship Management software (14.4%)
<b>Indonesia</b>	Mobile apps (24.7%)	Computer equipment (21.4%)	Website (16.0%)
<b>Malaysia</b>	Mobile apps (18.2%)	Artificial intelligence (16.9%)	Computer equipment (15.7%)
<b>New Zealand</b>	Website (19.6%)	Computer equipment (17.8%)	Accounting software (15.9%)
<b>Philippines</b>	Computer equipment (29.1%)	Mobile apps (20.4%)	Customer Relationship Management software (8.3%)
<b>Singapore</b>	Artificial intelligence (12.7%)	Computer equipment (10.1%)	Business intelligence and analytical software (9.0%)
<b>Taiwan</b>	Computer equipment (20.0%)	Website (12.3%)	Artificial intelligence (8.2%)
<b>Vietnam</b>	Customer Relationship Management software (19.6%)	Computer equipment (16.5%)	Website (13.4%)

Asia-Pacific Small Business Survey 2022-23

## Conclusions

### Recommendations to small business



Given six months have elapsed since the Asia-Pacific Report survey (“APR”) was completed, the following factors will likely negatively impact on Australian business activities, for the remainder of 2023:

- Logistical problems with staffing, low productivity, supply chain issues, higher working capital requirements, due to inflationary cost increases and increased fuel/energy prices;
- Higher interest rates for business lending needs – working capital & capital expenditure funding;
- Lower consumer sentiments due to cost-of-living pressures, mortgage stress, higher power costs and other economic/geopolitical concerns.

In addition, Australian businesses have significantly lagged other countries results included in the APR, on positive business activities both in 2022 and in forecasts for 2023. Refer to the “**Planned business activity over the next 12 months**” table rankings and the comparisons to the average results for all countries surveyed to see the differences.

### Additional Resources

- For a copy of the full **Asia-Pacific Survey Report** - please click the link [HERE](#).
- For a copy of the **Australia Market Summary** extract from the full Asia-Pacific Report - please click the link [HERE](#).

## Effective Negotiations within a Family Business

*“The situation is hopeless.” ... (however)... “We must take the next step.”*  
Pablo Casals



*“Go slow to go fast.”*

**Negotiations within family enterprises are usually emotional events.** How could they be anything else? People are emotional. When we practice emotional responses to our parents or siblings, we are reinforcing neural patterns. Those “old stories” can prevent family members from effective decision-making. Family enterprises may need to explore using a better model for having these important, albeit it, difficult conversations.

### The ZOPA Model

**ZOPA** is defined as the **Zone of Possible Agreements**. Think of the ZOPA as a list in the middle column, between two parties with non-negotiables, as further explained below:

My Non-Negotiables	ZOPA (Zone of Possible Agreements)	Another’s Non-Negotiables
<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

Family enterprises typically struggle to achieve productive outcomes when dealing with complex issues such as succession, continuity, conflict, communication, ownership and asset transfers.

### Column 1 – My Non-Negotiables:

These are what a member of a family business must hold true in the future. These are the easiest items to list because they reflect each family member’s core values. Examples may include career clarity, ownership, or asset management. ***If the item is important and negotiable, then you will add it to the “ZOPA” middle column.***

**Column 3 – The Other Family Member’s Non-Negotiables:**

Each family member should then seek to list the possible non-negotiables for the other family member(s) engaged in the negotiations. These items are more difficult to list because family members will have to make informed and educated guesses. Examples may include specific assets, operating business ownership interests, and needing validation of the other parties underlying motivations (drivers). Just like when playing poker, the participants are trying to guess what cards the other players have in their hands. ***Again, if the item is not a firm non-negotiable for the other party (but important), then add it to the “ZOPA” middle column.***

**List All the ZOPA’s (in Column 2):**

Number them for reference and discussion. Examples may include: 1) working together as family enterprise owners; 2) dividing assets for/among specific owners; 3) distributing assets to the next generation; 4) amending the shareholder agreement’s buy/sell provisions regarding the transfer of assets within the family; 5) distributing some assets outside the family ownership; 6) defining phases of asset transfer; and 7) gifting ownership from the current generation to the next generation. *Try to list at least ten ZOPAs where possible.*

**Next Steps**

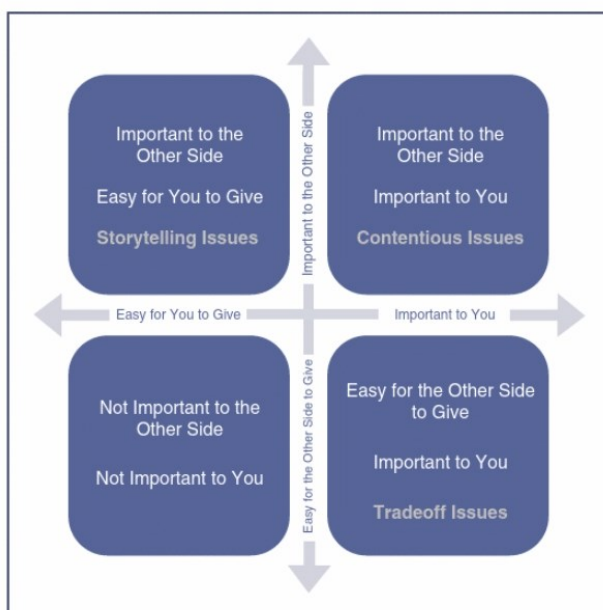
Following the discovery phase, it is recommended you use the ZOPA model as a tool to define alternatives, develop meeting agendas, and reduce conflicts among the different family enterprise members. A little structure goes a long way.

**Putting the Right Issues on the Table**

The discipline of generating a list of objectives and related negotiable issues is essential in all negotiations. Four objectives that commonly exist in negotiations with ongoing relationships are the following:

- Address the other side’s pressing needs (including any underlying objectives);
- Differentiate yourself and your specific objectives;
- Build the relationship with the other side;
- Maximise your own outcome(s).

You may have additional intentions in specific negotiations, but these four objectives persist across all negotiations where you want to maximise your outcome and build the relationship at the same time.



**Issues Matrix**

Once you have considered your objectives and developed a list of negotiable items, **you should lay out your issues on an “Issues Matrix” to ensure that you have the right issues on the table. The Issue Matrix considers the relative importance of each item to both parties.**

As you can see in the diagram above, the X-axis reveals what is important to you and the Y-axis focuses on what is important to the other side.

The figure shows four quadrants, **with the three “Issues” named quadrants, being the critical ones.** Consider the quadrant that is high on X and high on Y. These are items that are important to you and important to the other side. These are the **Contentious Issues** in the negotiation. For example, issues like price and payment terms will often be in this quadrant. You can never avoid Contentious Issues; they will exist in every negotiation. **However, you want to be certain that you do not only have Contentious Issues on the table, because these will be the most difficult to negotiate.**

If you only have Contentious Issues on the table, the discussion will likely be very heated and focus less on the other side’s needs. Moreover, if you only have Contentious Issues on the table, every concession you make will cost you a great deal because everything you are discussing is incredibly valuable to you.

The most important items to include in any negotiation are the issues that are in the quadrant that is high on Y and low on X; these are the **Storytelling Issues**, as shown in top left corner of the matrix. **These issues are important to the other side and easy, or not as costly, for you to provide. Perhaps you even want to do these things. Storytelling Issues allow you to claim more on the Contentious Issues and the Trade-off Issues.** Storytelling Issues also allow you to create a rationale for your offer that focuses on the other side and the other side’s interests. It is essential to focus your rationale on the other side rather than on yourself, and Storytelling Issues will allow you to do this.

**Trade-off Issues** are those that are important to you but less significant for the other side or not costly for them to provide. Trade-off Issues might be as important to you as some Contentious Issues. However, because they are less important to your counterpart than Contentious Issues, they are far easier to claim. You want to get more on Trade-off Issues as you give up some on Contentious Issues, or so you can give more on Storytelling Issues. If you do not put Storytelling Issues on the table, you have fewer trade-offs to use to claim Contentious Issues and Trade-off Issues.

You will notice that the fourth quadrant (low on X and low on Y) is not named. Issues that are not important to you or the other side are not very relevant in the negotiation. **It is suggested that you focus on the three critical quadrants as you build your plan for the negotiation.**

### Some Tips on Using ZOPA

- a) **Listen\*\*** When participating in discussions with family members, **listen actively for insights** into the other party’s non-negotiables. Look for behavioural clues (e.g., emotional outburst, volume increases, standing up). Ask lots of open-ended questions such as, *“I’m a little confused on this matter. Can you please tell me more about your thinking on .....*”. Many open-ended questions start with Who, What When, Where & How.
- b) **Structure** With complex emotional enterprises, **direct face-to-face meetings are preferred**, because they are usually more effective than virtual meetings.
- c) **Process** When having your discussions (**preferably facilitated**) write the ZOPAs together as they emerge on a shared listing for all to see. Use a whiteboard, flip chart, digital notes, or similar. **Use words like “Options”, “Possibilities”, or “Ideas” in the title to encourage broad possibilities and openness from all participants.** These ZOPAs can help to define agendas for future meetings. Determine which ZOPAs to focus on in the next meeting.

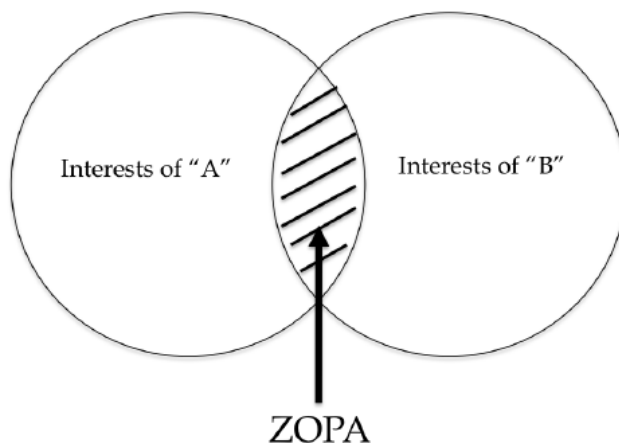
At a certain point, the family’s most essential issues often become clear. At that point, you can focus on particularly relevant ZOPAs, which will in turn define the next phase of discussions and agreement being reached. The session facilitator should share updated ZOPA notes at the end of each meeting for consistency and to ensure mutual understanding among the participants.

- d) **Validation** Openly expressed **validation of the other party’s cogent points can accelerate the ZOPA process.** One of the best motivators of pro-social human behaviour is validation, and people especially seek it during times of conflict.

### Conclusion

In summary, the ZOPA model can be applied to emotionally complex negotiations and decision-making for many family enterprise leaders; ideally the process should be led by an experienced family business facilitator. It can be another option and a

useful tool for members of a family enterprise to use to positively move forward with otherwise difficult and emotive issues, that are important to the success and continuity of the business.



### Additional Resources

- For a copy of a useful summary diagram – “**Negotiation & BATNA\*\***” - please click [HERE](#).  
(\***BATNA** means Best Alternative to a Negotiated Agreement)
- For a copy of a “**Negotiation Summary**” diagram - please click [HERE](#),
- And for a “**Developing BATNA Checklist**” - please click [HERE](#).

### \*\* Listening:

*“We never seem to do it enough, in private and public discourse, online and in person. Don’t like acknowledging inconvenient other truths; constantly talking over the other, in our modern-day Tower of Babel, that toxic stew of fury, scorn and righteousness. But there is grace in listening. “When people talk, listen completely,” Ernest Hemingway said, “Most people never listen.” From listening comes understanding; it’s generous and respectful. Someone once pertinently said: the word “listen” has the same letters as the word “silent”. The takeaway from any work of art that reverberates is emotion, how it made us feel, and so it is with listening”.*

Nikki Gemmell – “Hear Hear” - The Weekend Australian, 25th March 2023

#### Disclaimer:

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