

Mandell Clip 3 Transcript

SPEAKER 1: Who wants to go first?

RYAN: Feel free to give me feedback. Go ahead.

FADI: So just before the feedbacks. There's one last thing I was a bit confused in the end is that we didn't agree, yes?

RYAN: No. We did not agree.

FADI: So basically, I had a deal with you without--

RYAN: Without an agreement with me. Yeah.

FADI: I felt like it was not clear for you maybe. I closed the deal without--

RYAN: No, no. I know that. Yeah.

FADI: OK, just that's good.

SPEAKER 1: All right, so the two of you didn't reach an agreement?

RYAN: Correct.

SPEAKER 1: OK.

FADI: We did not. So want to start?

SPEAKER 1: Ryan, I think you did an excellent job of referencing your back table, framing the issues. I think especially you put pressure on me by appealing to fairness standards when you said, look, my people won't eat. My people won't eat. That was very important. That was very great that you did that.

I think you did an excellent job with managing concessions. You labelled your concessions as well. Like for example, when I said, can you move to the world price, you said, that's really going to be a really difficult for me for these reasons. So I think you did an excellent job with that.

RYAN: Thank you.

SPEAKER 1: I can't really think of an area for growth. I think maybe in terms of now just being a little bit more concise in terms of your reasoning. I just think your statements are more impactful that way.

RYAN: Thank you.

SPEAKER 1: Yeah.

FADI: So I think that you were really good in, again, emphasizing your interests and trying to-- you said that many times that you really care about your people. You need to feed your people and all of that. The image, you emphasized that many times. When we--

BRADY: All right, session one of round nine has concluded. So Hawani needs to exit the room. And Indocarta comes back into the room.

FADI: OK, so in terms of when we start talking about the concessions and the prices, you were really clear in giving the concessions, labeling them, repeating them many times, which kind of appeared like, for me, it felt like I need to do something more. Like you're telling me as if I'm asking you for too much, and I didn't do anything about it. So that was really powerful. I don't know if you noticed that I was about to change at one point to give you more concessions at one point because of that because you repeat that many times.

In terms of room for improvement, I feel that you were assertive. But I don't know what the instructions that you have. But the instruction that I have for you is that you need to be more like trying to emphasize that you need to help your people, not getting from the side that this is the deal that I want you to do and to be more assertive about it. So I felt maybe if you tried to talk to more like to my emotional side more than the business side, maybe you were able to get more concessions from me.

RYAN: OK.

FADI: So I felt like you were too assertive for your case. Maybe another case, it would be fine. But for the case that you have and that triggered the assertiveness or the competitive part of me because that if you're assertive, I'm assertive too. I have a very strong case here, and it can be easily defended. So that was a bit for me not like threatening but it triggered me kind of.

RYAN: Competing versus competing.

FADI: Yeah. Competing versus competing.

SPEAKER 1: Yeah. So I think just going back to Ryan in terms of what Fadi said, I think you could have been a little bit more reasonable. So basically, my job is that I wanted

the two of you to reach an agreement but under the table, so I can say, hey, I don't know about this agreement. Because if I explicitly stated it, I would have been fired.

And literally, that's what my instructions said. And I think you picked up on that. But I think you could have worked harder to reach a deal with Fadi under the table because your people want to eat. So I think going forward in terms of deal sustainability, you could have done better in that sense.

RYAN: Sure. Thank you.