



## **The Changing Face of Flight Departments**

### **Tips & Hints for Success**

#### **Budget Preparation & Negotiations**

- Only focus on the things you can influence.
- Write down each assumption as you think through each budget line item.
- Identify what's going to "drive" or "influence" each of the expense items.
- Describe, in words, the relationship between "cause and effect."
- Identify the "Fixed" and "Variable" costs.
  - Fixed costs occur whether or not the aircraft is operated.
  - Variable costs only occur when the aircraft is operated.

#### **Fundamentals of Negotiation**

- The best outcomes are achieved when you don't need to make the deal.
- When you need the deal, the outcome will not be in your favor.
- Before you begin:
  - Know your desired outcome.
  - Know what won't be acceptable.
- During the negotiation:
  - "He who speaks first loses - always." Never make an offer, only respond.
  - "Silence produces gold." Don't fill the voids by talking. Instead, maintain intense eye contact.
  - Withdrawal is powerful. Let the other party think about it.
  - When you receive an unacceptable "final proposal," thank the opposing party for their offer. Politely convey it is unacceptable and that you'll have to go with "Plan B."
  - Express your desire to keep in touch, then withdraw and silently wait.

#### **Negotiating for Pilot & Flight Attendant Headcount**

- Clarify organizational policies, such as:
  - Recognized holidays
  - Vacation/PTO/Sick Leave policies
  - Desire for 4-, 5-, 6- or 7-day work weeks
- Clarify training & development policies.
- Quantify historic travel (is it indicative of the future)?
- Compare net labor supply to anticipated travel demand.
- Consider the scheduling match between labor supply and demand.
- Conduct your negotiations based of fact, not feelings or opinions.

## In-person Discussions

- You have less than 6 seconds to capture your audience's attention.
- Start with the answer or solution. If they want to know how you got there, they will ask.
- Follow the answer with your suggested course of action.
- Ask for their decision and be silent until they respond.
- When the audience is asking a question, **LISTEN**. Don't think about your answer until you have **HEARD** *their entire statement*.
- When the "sale" is made, immediately say "thank you" and leave.

## PowerPoint Presentations

- Less is more! Write one thought per slide (think in terms of a bumper sticker message).
- No more than 5-7 slides for Summary Presentations.

## Written Reports or Presentations

- First paragraph:
  - Begin with a crisp recap of the assignment/objective in the first paragraph.
  - Succinctly state the answer and the suggested course of action.
- Follow-on paragraphs:
  - Ensure the first sentence captures the essence of that paragraph.
- Page one:
  - Include the Executive Summary.
  - Remember, less is always more. An executive doesn't have the time or interest to read a manuscript.
- Overall writing tips:
  - Be strong, declarative and confident.
  - Phrases such as "I believe" convey weakness. If you didn't believe it, you wouldn't say it.
  - Use bolded words, subheadings and bullet points to make the document easy-to-read and "scannable" (just like this document).

## For More Information

To read more tips and how-to's on leadership, staffing, budgeting, communication, budgeting, metrics, and more:

- Sign up to receive our monthly newsletter at [www.graystoneadvisors.com](http://www.graystoneadvisors.com).
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