

Role-card for Peter Kahn

Peter Kahn

You are keen to take up this offer as you know it would be an excellent career move and provide you with the kind of challenge your current job lacks, but you are determined to negotiate a *very good* package. Going to Zurich is not an easy option for you – you will be leaving behind a secure position and a lovely home for a very unknown quantity; Paula is unhappy because she will have to appoint a manager to look after the business she loves to run herself; you'll have to let your house, with all the problems and risks that involve; and you'll have to pay for your children to travel to Zurich in the holidays. With all that in mind, you have worked out the following negotiating position.

Salary £160,000 (your current salary is £100,000, but your boss offered to raise it 20% when he heard you were thinking of leaving).

Bonuses A golden hello' (i.e. a payment for making the move to Hi-Style) of three months' salary plus a guaranteed six monthly bonus of at least 10% of your annual salary.

Accommodation Free accommodation (preferably a large rented house in a smart area of Zurich) plus telephone costs and a subscription to the local golf club.

Car Negotiable – but a model appropriate for the position.

Hours of work A guaranteed five-day week.

Length of contract Five years – in the event of the contract being terminated before the end, you must receive financial compensation.

Employment for Paula A managerial or executive position with Hi-Style (nothing too 'low level').

Other Stock options? Education allowance for your children? Paternity leave? etc.

Role-cards for EAD meeting

Pat (aged 45)

You have been with the firm 20 years, and have won many awards for outstanding design. You spend most of your spare time flying aeroplanes – an expensive hobby. You have been married three times and have four young children to support. You are particularly friendly with Mario/Marta.

Mario/Marta (aged 42)

You are talented, especially in the area of marketing, but very emotional. Last year you had a nervous breakdown, but are slowly recovering, due to the support you are receiving from senior colleagues at work. You want the firm to diversify into new areas, such as the design of hypermarkets and apartment buildings – this is where the big money is to be made. You think the traditional LIFO system is the fastest way to solve the present problem.

Carl/Carla (aged 30)

You are an Italian-trained architect. Besides speaking five languages, you have superb design skills. Because of this, you are frequently in demand by clients. You are smart, good-looking and charismatic. You add a certain glamour to EAD's rather conservative image. Because you are in love with one of the other architects, you are determined to stay with the firm.

Don/Donna (aged 26)

You joined the firm three years ago. You have just bought a large new house since you're architect and have just submitted plans for a major building project on the River Thames. You will know soon whether your plans have been accepted by the local council. You quite like the peer selection approach to the redundancy problem in the firm.

Scoring for "Are you an entrepreneur?"

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45 to 50: The ability, the motivation and the attitudes to win through are probably there. But there is also the possibility of a lack of commitment in some areas. Perhaps family responsibilities give rise to caution; perhaps you are not committed to the accumulation of wealth. More likely, you are already in a job and, not being an intending entrepreneur, lack the clarity of goals.

40 to 45: Definitely need for close reappraisal if you are intending to launch yourself forth as an entrepreneur. Perhaps your skills are more management orientated? Or perhaps a co-operative or partnership would be more suitable?

Below 40: A decided scepticism, even lack of belief in the system is indicated here. You may be highly skilled, but are perhaps unwilling – or unable – to do battle as a business entrepreneur.

Over 55: You probably know exactly what you intend to do – if you have not already started on it. And the chances are that you did not need the confirmation of this quiz to reassure you about your entrepreneurial drive. But since you appear to have the motivation and attitudes to succeed, make sure you seek out expert advice before you go any further.

50 to 55: You are on your way. A full profile of your personality would probably place you firmly in the 'likely to succeed' category.

Rating Yourself:

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Byron/Byrony (aged 38)

You are American-born and very efficient. You organize everyone – including Barry Jones! You feel that EAD would not be losing money if it were better managed. You want the firm to be more international, and to look for business in Europe. You believe that EAD should reward first class architects (like yourself) and that the company is carrying too many low achievers.

Felix/Felicy (aged 55)

Unmarried, you are well-connected socially. You went to the right school and know all the right people. You are fairly talented and very popular. You are a sociable, extrovert person, liked and trusted by the financial experts in the City. You spend most of your time having lunches with well-known business people. You love working for EAD and do not intend to retire. You believe there is no substitute for experience in your profession.

Paolo/Paola (aged 27)

You joined EAD a year ago. You were delighted to get the job as you had been unemployed previously for over 18 months. You are dynamic and exceptionally creative. You believe that your future prospects are excellent because EAD needs young people with new ideas. You are an excellent company and give wonderful parties, which everyone attends.

Maida/Matt (aged 55)

You joined the firm five years ago, but have long and varied experience as an architect. You believe that, more than anyone else, you have kept the firm afloat in these difficult times – that's why Barry depends on you so much. You have a personal problem. You have an elderly mother who is in very poor health. Because of her, you might be willing to take early retirement if you were offered enough money to keep you and your mother in comfort until she dies.

Simon/Simone (aged 35)

You are the life and soul of the firm – full of energy and ideas. However, you have a weakness. You are a big spender and always heavily in debt. You live life in the fast lane, as they say. If you are made redundant, you will face financial ruin. You like Felix/Felicy, whom you consider to be the best architect in the firm. In the present situation, you believe selection by merit is best for the company.

Hiroshi (aged 32)

You are Japanese and very business-minded. You have excellent contacts with Japanese companies wishing to set up companies in England, but EAD does not seem interested in exploiting them. You like the job, but do not enjoy living in London. You must stay there, though, because your wife – an English woman – has an excellent job as manager of a fashion house. You believe firmly that consultation is very important in decision-making.