

**FTSE 100**  
5793.20  
-1.60

**FTSE 250**  
11841.50  
+33.49

**CAC-40**  
3506.05  
-13.00

**DAX**  
7213.70  
-0.80

**DOW**  
13,254.29  
-52.35

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incentive packages – worth £173million – under the revised bid, which came on Friday amid signs shareholders would reject the previous offer.

Qatar is Xstrata's second-biggest shareholder but other investors were also thought to be hostile.

Mr Blair is a consultant for Xstrata adviser JP Morgan and has links with Qatar's royal family through his role as a Middle East peace envoy.

## Be Bulletproof

How to achieve success



YOU'RE in a meeting and someone asks you an aggressive, negative question. If you take it at face value and try to answer it, you could miss a vital chance to understand the person's real concerns and to open up meaningful communication. Ask yourself 'What's the thought behind this question?' Then try to address it, and the concerns around it, rather than just the question. You'll communicate far better.

Be Bulletproof is a book by James and Simon Brooke

