

OVERVIEW: NEGOTIATION TRAINING

This workshop is designed to provide the participants with a sophisticated overview of the negotiation process, with particular emphasis on (i) learning a systematic approach to planning for the negotiation; (ii) understanding each stage of the negotiation process; (iii) developing the ability to claim value as well as create value; (iv) practicing active listening techniques to help participants communicate effectively with the counterpart; (v) developing effective strategies to overcome obstacles and impasses; and (vi) dealing with difficult counterparts. Up-to-date research will be reviewed as an aid in understanding and using appropriate negotiation techniques.

The workshop is designed to be experiential. Participants will be engaged in activities and debriefing sessions that will lead them toward an understanding of how they tend to negotiate, how they are perceived by others, and how they can develop more effective negotiation techniques. The learning will occur from the exercises and simulations, coaching from the instructor, feedback from fellow participants and structured briefings and discussions lead by the instructor. The participants will have the opportunity to self-reflect on their experiences and relate them to their past and current professional situations.

Day 1

Introduction and goals

Participants will introduce themselves, and instructor will introduce the goals and the agenda for the program.

Negotiation Exercise: “Win As Much As You Can”

Participants will engage in a classic prisoner’s dilemma game which examines the connection between self interest and group well-being; the fundamental difference between one-time encounters and negotiations in which parties have on-going relationships; and the importance of understanding and setting a negotiation goal & aligning the strategy to meet that goal.

What is Negotiation – Defining the Process

Negotiation can be defined as a “process of persuasion that we engage in with a counterpart to achieve a result that is better than the alternative.” This definition captures the importance of understanding the “process” of negotiation, utilizing techniques of “persuasion & influence,” and weighing options at the table as against the “alternatives.”

Negotiation Role-Play (Derby)

Participants will engage in a negotiation role-play in which both price is at issues, as well as the potential for a long term relationship.

Overview of Collaboration vs. Competition in Negotiation

We will review the two negotiation modalities: competition (the distributive, claiming value approach) versus collaborative (the integrative, value creating approach). It is fundamental for a negotiator to understand when to use one strategy versus another one, how to use both modalities in a negotiation, and how to manage the tension therein.

We will also discuss the importance of understanding Who Is The Most Important Person in the Room: Your Counterpart!

Watch & Debrief Video Segment of Derby Negotiation

In this first segment a pair of mid-level negotiators, who negotiated the Derby matter, impasse. What went wrong here? Discussion & analysis.

Claiming Value

The Derby fact-pattern and video is then used to discuss the distributive aspects of negotiation: how to maximize value for oneself. The participants' results of the negotiation will be posted and analyzed, with particular emphasis on the following:

- The importance of setting a specific, justifiable but aspirational target, as well as a reservation;
- The pros & cons of making the first proposal;
- How to respond to aggressive first offers/demands;
- How to conduct an effective concession strategy;
- The midpoint point effect & use of reciprocity; and
- How to close the process effectively.

Watch & Debrief Video Segment of Derby Negotiation

In this second segment a pair of experience negotiators demonstrates effective negotiation techniques and reaches a favorable resolution. What went right here? Discussion & analysis.

Creating Value

The Derby fact-pattern and video is then used to discuss the collaborative aspects of negotiation: what is interest-based negotiation and why a problem-solving approach to negotiation has the potential to expand the pie of possible resolutions and lead to stable, long-lasting outcomes.

Overview of Stages of the Negotiation Process

We will review the basic stages of the negotiation process:

- *Preparation*; including identifying interests & priorities, identifying and improving your alternatives and bargaining power, identifying the issues for discussion, setting a target & reservation, developing options for resolution, anticipating problem-areas and developing a compelling narrative to justify

positions, the “4-buckets” of the information exchange, understanding who is at the table & the importance of identifying the decision-maker, and anticipating barriers to resolution;

- *Relationship-Building*; including what research shows regarding how and why to enhance your relationships;
- *Information Gathering & Exchange*; including the importance of setting an agenda and taking control of the conversation, what research shows regarding how to communicate effectively, and the challenge that intention in communication does not equal perception;
- *Problem-Solving / Bargaining* (see above, under claiming value & creating value); and
- *Designing & closing the Agreement*, including addressing implementation issues.

Communication Skills Exercises

In these exercises participants will work on identifying positions, interests and underlying emotions, and will practice active communication techniques to effectively interact with their counterparts.

Day 2

Warm-up exercise & review of prior day

Discussion: Qualities of a Good Negotiator

What does research tell us about what are the qualities of a good negotiator? Good negotiators must have the following qualities & abilities -- they should: be well prepared; be knowledgeable and disciplined about the negotiation process; be knowledgeable about the subject matter being negotiated; think clearly and rapidly under pressure; have the ability to express thoughts verbally and persuasively; have good listening skills; be interested and curious about the other side; be patient; be assertive; be respectful; and be flexible & creative.

Identifying your Sources of Power in Negotiation

Powerful negotiators are more successful – they feel less urgency, have more confidence and make fewer concessions. In this segment we will discuss how participants can identify their sources of power, enhance their power, and learn how to exude confidence even if (secretly) they may feel powerless or anxious.

Communication Skills Exercise

In this exercise participants will practice non-attacking, yet assertive, “informing” techniques, as well as paraphrasing and listening techniques.

How to Prepare for Negotiation

A Negotiation Preparation Worksheet will be presented and reviewed. Participants will then be placed in table-groups with individuals working in the same job area, and they will be asked to identify a real work-place

dispute/negotiation, and discuss how the Worksheet can be used to aid them in preparing for such a negotiation. Participants will be encouraged to adapt the form to their requirements.

Dealing with a Difficult Negotiator & Managing the Difficult Conversation

Every difficult negotiation is different, but there often is a pattern as to what goes wrong in such a conversation. In this segment participants will be given customized work-place scenarios, taught additional planning elements which must be considered before engaging in a difficult conversation, and taught a methodology for conducting such a negotiation. Participants will be asked to apply that methodology to their assigned scenarios in small table groups, and to then present to the group at large in fishbowl, where the instructor will guide and provide constructive observations.

Exercise: The Ultimatum Game and Psychological/Cognitive Principles Important to a Negotiator

To be effective, a negotiator must understand and manage certain cognitive elements that can affect the negotiation process. The instructor will present and generate a discussion regarding the following principles:

- Winner's curse
- Reactive devaluation
- Sense of fairness
- Overconfidence
- Loss aversion
- Selective Perception

"Influencing" Techniques

Since negotiation is a process of "persuasion", negotiators should learn about and make use of certain "influencing" techniques. The instructor will present and generate a discussion regarding the following techniques:

- Reciprocity
- Consistency & Commitment
- Similarity & Liking
- Authority
- Scarcity
- Social Proof
- The use of apology

Closure & Discussion

Participants will work in table-groups to generate a list of takeaways from the course that they can apply to their work-place negotiations.