Negotiation: A process by which parties share information and use problem solving to achieve mutually beneficial solutions

**Fundamental Negotiation Concepts**
- Recognize negotiation as a tool to create value and build relationships
- Understand common negotiation mistakes
- Learn fundamental concepts to use in every negotiation
  - How to plan and prepare for a negotiation
  - How and when to make an opening offer
  - The importance of packaging
- Understand the psychology behind the negotiation process

**Exercise #1: Fundamental Negotiation Concepts in Practice**
- How to make effective concessions and the psychology behind the process
- Learn why people don't reach agreements and how to overcome an impasse
- Recognize why agreements become imbalanced
- Identify and diffuse gambits (dirty tactics such as good cop/bad cop)
- Using silence and patience effectively
- Understanding and using objective criteria
- Concluding a negotiation (what to do and not do do)

**Integrative (Value Based) Negotiations and Communication Strategies**
- Learn why you should work towards integrative agreements
- Social psychological strategies for building trust and developing relationships
- How language impacts a negotiation
- Avoiding communication irritators
- Using words/phrases to invite consultation and minimize conflict
- Linguistic determination and its impact on negotiation behavior
- How to ask questions and not ask questions
- How to get people to open up and reveal interests
- What information to reveal and what to conceal
- Uncovering the other party's interests

**Exercise #2: Integrative Negotiations in Practice**
- Behaviors that shut the other party down
- Creating value in limited bargaining zones
- Changing a negotiation from competitive to cooperative
- The power of introverts—why introverts make excellent negotiators
- Non-verbal communication strategies
- Negotiating in different communication contexts (email, phone, face to face)

**Multi-Issue Negotiations**
- Strategies and tactics for managing a multi-issue negotiation
- Understand the skills of effective negotiators

**Exercise #3: Multi-Issue Negotiations in Practice (scorable to assess how well you create and claim value)**
- Understanding and utilizing your negotiation style
- Negotiation style assessment
- The impact of negotiation styles on the process and outcome on negotiation
- How to work with those who have a different style
- The dangers of bluffing—why predictability is good
- The value of post settlement settlements
Team Based Negotiations and Preparation: Managing Emotions and Power Dynamics
• How to manage complex team dynamics
• Benefits and detriments to negotiating in teams
• Learn skills for negotiating within and between teams (internal vs. external negotiations)
• Understand how to manage conflict and perceived power differences
• Rebuilding and restoring trust—when apologies make sense and are a source of power
• How to apologize

Exercise #4: Team Based Negotiations: Power, Emotions and Conflict Resolution in
• Why power balancing is important in negotiation
• How to correctly use power for both parties’ benefit
• Identifying and utilizing your different sources of power in a negotiation
• Managing emotions, both real and tactical, in a negotiation
• Implementing conflict resolution strategies
• Strategies for going from competition to cooperation

Cross Functional and Virtual Teams
• Developing a strategy for managing informational, procedural, strategic and social complexities
• Facilitating and managing the negotiation process (agenda, ground rules, decision rules, etc.)
• The importance of creating a super-ordinate goal; why it works
• Learn how to manage the “no agreement alternative” and those who prefer the status quo
• Build a visual matrix for achieving high quality solutions while gaining team member buy-in

Exercise #5: Cross Functional and Advanced Negotiations in Practice
• How to be an effective negotiator in cross functional and virtual teams
• Positively influencing others and the art of woo
• Influence without authority
• Shadow negotiations— influencing behind the scenes to build collaboration

“Shadow” Negotiations: Building Collaboration with Multiple Stakeholders
• Learn the importance of “shadow” negotiations (negotiations that occur away from the table prior to an “official” negotiation), how they operate and influence the negotiation outcome.
• Assessing the negotiation landscape to prepare to strategy for multiple stakeholders
• Identify influence strategies that are most effective with different stakeholders
• How perceptions impact the process and satisfaction with the outcome
• How to use the shadows in a positive way and not be considered political
• Understand when to use the different communication mediums for maximize influence

Exercise #6: “Shadow” Negotiations in Practice:
• Part 1: Shadow Negotiating: Pre-exercise phone and e-mail communication
• Part 2: The Press Party: Informal Negotiations
• Part 3: Crisis Meeting: Resolution
• Best practices for engaging in shadow negotiations

Cross Cultural Negotiations
• Key cultural factors that influence negotiations (whether international or within the United States)
• Common mistakes made in cross cultural negotiations
• How to prepare for a cross cultural negotiation
• Negotiating with your boss/manager for cross cultural negotiation success
• Avoiding stereotype bias reinforcement

Exercise #7: Cross Cultural Negotiations in Practice
• Learn the intricacies of negotiating with people from different cultures and backgrounds
• Best practices for working with diverse groups of people

*subject to change