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Skills of Negotiation

Course Agenda



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Day 1 Agenda

09:30	Registration and introductions **Janet Izatt & Robert Maguire**
10:00	**The need to negotiate** We start with some of the basics: what is a negotiation, how do we know when we are in one, what are the different types of negotiations and how do we choose which type is most appropriate. Importantly we look at the key behaviours that differentiate good and bad negotiators. • What is negotiation? • Different types: Competitive or collaborative • Recognising different approaches
	Behaviours of effective negotiators As with any skill, development starts with identifying what good looks like and then trying to close the gap between where we are, and where we want to be. • Identifying behaviours of good and bad negotiators • Assessing your own style against the model of good and bad behaviours • Personal objectives
	All Square: A multiparty negotiation The exercise provides a shared negotiating experience used throughout the rest of the programme to demonstrate the theory and models introduced in other sessions. Debrief: a review of the results and how participants' observations of what worked well and what obstacles they encountered.
	Planning to negotiate In this session we introduce our ACTIVE model to help you identify the key elements to focus on when planning. • ACTIVE: a structured approach to planning for a negotiation

	• Sources of value: identifying - what you can ask for and offer • Mechanics: timescales, team roles, governance
12:30 – 13:30	Lunch
	Structure of negotiation: beginning, muddle and end Negotiations are all different, but they share common stages. In this session we identify the role of each stage and the behaviours you should expect to encounter. We identify ploys and tactics people use and provide tips on how to deal with them review. • Phases: Beginning, muddle and end • Allocating your time effectively across the stages • Common traps – and tips to deal with them
	Persuasion levers People do not change their position if they cannot see a good reason to do so. At the heart of negotiation is the ability to move our opponent to a position closer to our own. We need to understand the skills used in persuasion and be able to identify the range of persuasion levers available and how we can use them effectively. • Understanding persuasion and the skills required to use it effectively • Identifying key persuasion levers and approaches • Planning and using persuasion levers: common persuasion traps
	You and your personal style 1: Conflict resolution styles Participants complete a conflict resolution style profiler to help them identify their own preferred style and explore how they can develop strengths in using a wider range of styles to avoid predictability. • 5 modes of conflict resolution: Identifying different styles • Choosing an appropriate style • Your personal style – strengths and weaknesses
1730	End of Day One – Drinks Reception

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Day 2 Agenda

08:30 - 09:00	Learning Review
	Simulation 2 – The Buy In Two teams plan for a negotiation between a private equity firm and a management team looking to acquire their company. • Negotiation planning • The negotiation • Rolling debriefs and regrouping.
13:00 - 14:00	Lunch
	Simulation 2 - Continues
	Control skills In this session we look at the key control skills of questions, listening and silence for dealing with a range of situations from discovery, arguments to stalemates, speeding things up, and slowing them down. These are the skills that will make a difference. • Questions: How to choose the most effective type. • Active listening: hearing what is and isn't said • Dealing with pressure... and other problems
	You and your personal style 2: Dealing with certainty and ambiguity Using a second personal style profile we explain how different styles can affect negotiations and help you understand how to deal with styles that differ to yours. • Adaptors and innovators: rules, structure and innovation • Bridging differences • Reacting to different styles
17:30	End of Day Two

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Day 3 Agenda

08:30 – 09:00	Learning Review
	Behaviors of Excellent Negotiators
	Simulation 3 - Midterm review negotiation • Negotiation planning • Conducting the negotiation • Rolling debriefs, feedback and regrouping • Negotiation review
	Tips and traps When you have been around negotiations as long as we have, you get to spot the traps and to pick up some tips for how to deal with them. A summary of practical advice based on the situations that we get asked about most – and a chance to seek advice on issues you have encountered. • Dealing with dirty tricks • Dealing with difficult people • Negotiating remotely: email, telephone
	Final review against your objectives
13:30 - 14:30	Lunch - Course Ends