



Obtaining better deal terms  
while preserving business  
relationships and goodwill...

# Mastering Negotiation

one-day format



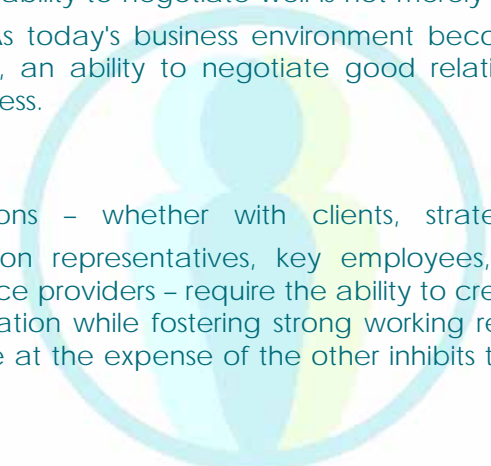
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**Workshop Overview**  
a customized skill-building experience

In business, the ability to negotiate well is not merely an important skill - it is indispensable. As today's business environment becomes more globalized and specialized, an ability to negotiate good relationships with others is essential to success.

All negotiations – whether with clients, strategic partners, merger candidates, union representatives, key employees, investors, colleagues, vendors, or service providers – require the ability to create and capture value through cooperation while fostering strong working relationships with others. Focusing on one at the expense of the other inhibits the potential for gain in any partnership.

This course teaches participants how to do both.



## Course Summary

This one-day seminar provides a structured approach to negotiation, designed to improve negotiation terms and foster healthy relationships among the negotiating parties. The model and accompanying theories were developed at Harvard Law School and other leading institutions, and have been used by business professionals, diplomats, and governmental security agencies across the world in a variety of negotiation contexts. Together, they serve as a preparation tool for negotiations, as a framework for conducting negotiations, and as an instrument for evaluating negotiated agreements. The course also builds the communication skills that are necessary for protecting relationships, dealing with emotion, and managing conflict effectively.

## Structure & Methodologies

The seminar combines theory with practice, using a mixture of lectures, exercises, and customized scenarios to achieve these goals. It will be tailored to meet your audience's specific needs, including the addition of role-plays that reflect your negotiation contexts, the integration of material relating to difficult behaviors, and the presentation of additional tools to meet participants' particular challenges.

## Program Objectives

- Manage the negotiation process more effectively
- Improve one's position in a negotiation and the agreement terms
- Know how to protect, if not enhance, relationships with negotiation counterparts
- Be able to prepare for any negotiation
- Understand how to respond to opposition in order to move a negotiation forward
- Have an improved sense of when to walk away
- Recognize the qualities that distinguish successful negotiators
- Have experience applying the framework to simulated contexts that mirror negotiations encountered in participants' real-life business contexts

## Number of Trainers

Consensus can deliver this course according to a one-trainer or two-trainer model. Whereas the one-trainer model is a more cost effective option for smaller groups, we feel that participants in workshops of any size reap additional benefits from a two-trainer model.

## Recommended Class Size

Although smaller groups can reap significant value from this workshop, this course is best suited for an audience of 12-24 participants (using two trainers). The ideal class size is 16 participants.

## Follow-On Coaching

Consensus provides follow-on coaching to participants to help ensure that they incorporate the concepts learned in our workshops into their daily routines.

# Course Syllabus

9:00am – 9:15am

## Course Introduction

The program begins with the facilitators presenting a fundamental challenge in negotiation: often negotiators feel torn between pursuing substantive gain and protecting working relationships. Both goals are important. Accordingly, the course offers a strategy for success along both of these dimensions.

9:15am – 9:55am

## Customized Role Play

The workshop continues with considering a case-study (created in advance of the workshop) specifically designed for the particular audience. Participants are asked to discuss a real-life negotiation taken from their work context, develop a strategy, and role-play their response with the instructor. The goal of this module is to use an authentic professional context to immediately engage participants and demonstrate the relevance of the forthcoming material to their business contexts.

9:55am – 10:45am

## Learning Objectives and Participant Introductions (including 15-minute break)

In this module participants are asked to reflect on and share their learning objectives for the course. There are two purposes for doing this. First, this process allows the facilitator(s) to learn more about the group's goals, which helps them to further tailor the workshop to meet the specific needs. Second, by focusing the participants on their own negotiation challenges, they are more likely to actively engage in the training, making it more impactful.

10:45am – 11:15am

## The Arm Exercise

This exercise is designed with multiple purposes in mind. It highlights the fact that negotiation takes many forms, and is not limited to direct communication. It also forces participants to examine their goals and choose strategies of either cooperation or competition in order to achieve these goals. The strengths and risks of different strategies are brought to light and discussed. The exercise is followed by a discussion-format debrief. The action-reflection process that is used in the debrief has been shown to be an effective learning tool, and it is used repeatedly throughout the courses. It will give your audience a sense of how concepts are introduced and address throughout Consensus workshops.

11:15am – 12:15pm

## Lecture: "The Seven-Element Framework"

This lecture presents the framework that is used in preparation for negotiations, to conduct negotiations, and to analyze negotiations. The presentation is designed to encourage group participation, with many opportunities for questions and applications of the theory to specific situations.

12:15pm – 1:15pm

## Lunch



1:15pm – 2:00pm

## Application Session

Working in small groups, participants apply the negotiation framework to a real-life negotiation problem they are facing. This process helps participants see the application of the theory to actual situations, and provides an opportunity to fill in gaps in understanding and to address questions that the group may have.

2:00pm – 2:45pm

## Listening Skills Exercise

In this module, participants explore why it is often difficult to stay on track and extract important information during a negotiation. Active listening is also essential for any negotiator to keep the conversation constructive. There is a short presentation, followed by small group exercises, and then a large group debrief.

2:45pm – 3:00pm

## Break

3:00pm – 4:30pm

## In Class Role-Play: Dealing with Hard Bargainers (Using Customized Case Scenarios)

This module is intended to help participants negotiate with all types of negotiators and handle a wide range of negotiation strategies. It specifically deals with situations in which the other side uses "difficult" negotiation tactics or behaviors. After participants reflect on the types of behaviors that are difficult for them, trainers present a framework for reflecting upon, identifying, and engaging the behavior by choosing from a menu of potential responses. These are taught through a "fishbowl" format, i.e., by simulating some difficult behaviors to the group and by having participants volunteer to tackle the "difficult negotiator" using the framework. The module is very high-energy, hands-on, and practical.

4:30pm - 5:00pm

## Review and Q&A

The major points of the day are summarized, and participants are given an opportunity to ask any remaining questions on the ideas presented in the session.



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