



NEGOTIATION AND LEADERSHIP

DEALING WITH DIFFICULT
PEOPLE AND PROBLEMS

FALL 2020

THREE-DAY SEMINARS

Sept 21–23 • Oct 19–21 • Dec 7–9
Cambridge, MA

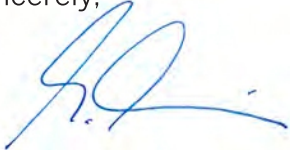
PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL
EXECUTIVE EDUCATION



Dear Executive:

I've dedicated my career to studying the theory and practice of negotiation, and I know without a doubt that negotiation is an essential skill for leaders and executives. At the Program on Negotiation, we believe that with training, everyone can become a better negotiator, and when you are a skilled negotiator, you will have greater success at closing deals, building partnerships, and avoiding costly disputes. Our Executive Education program, **Negotiation and Leadership**, distills cutting-edge research and real-world examples into three days of targeted negotiation training. If you are ready to become a more effective negotiator and leader, I strongly encourage you to join us in Cambridge this fall.

Sincerely,



Guhan Subramanian
Chair, Program on Negotiation at Harvard Law School
Joseph Flom Professor of Law and Business,
Harvard Law School
Douglas Weaver Professor of Business Law,
Harvard Business School



NEGOTIATION AND LEADERSHIP

SEP 21-23 • OCT 19-21 • DEC 7-9

With additional in-depth one-day sessions:

September 24: **Leveraging the Power of Emotions as You Negotiate**

October 22: **Difficult Conversations: How to Discuss What Matters Most**

December 10: **The Art of Saying No: Save the Deal, Save the Relationship, and Still Say No**

THE PREMIER PROGRAM ON BUSINESS NEGOTIATION

At **Negotiation and Leadership**, you will test your beliefs and assumptions, overcome emotional and rational biases, examine complex negotiation scenarios, and discover a range of competitive and cooperative negotiation strategies.

In this acclaimed program, we compress 30 years of groundbreaking research into three thought-provoking days. In sessions taught by our expert faculty, you'll broaden your understanding of negotiating concepts, acquire proven negotiating techniques, and have the opportunity to put your learning into practice.

This proven curriculum has been utilized by the more than 35,000 executives who have participated in **Negotiation and Leadership**. This fall, you can join their ranks and acquire a framework for negotiation—equipping you to overcome barriers, manage conflict, and achieve better outcomes at the bargaining table, every single time.



5 REASONS TO ATTEND

WHO ATTENDS?

1 Lead at the bargaining table

There may not be a single mold from which all great leaders are cast, but there is one quality they all share: the ability to negotiate. While some are born with it, most leaders hone their negotiation skills over time, through on-the-job experience. At the Program on Negotiation, we accelerate that process and focus on techniques that work in the corner office and at the bargaining table.

2 Achieve better outcomes

The strategies you learn in this three-day program will help you shape important deals, negotiate in uncertain environments, improve working relationships, claim (and create) more value, and resolve seemingly intractable disputes. You'll work through complex scenarios and learn problem-solving tactics that you can apply to future negotiations.

3 Learn from the best

By attending **Negotiation and Leadership**, you'll have the rare opportunity to learn from some of the world's foremost negotiation authorities—from Harvard Business School, Harvard Law School, MIT, and Tufts University. They've negotiated peace treaties, brokered multibillion-dollar deals, and hammered out high-stakes agreements around the globe. With their guidance, you will learn how to become a more successful negotiator, deal with difficult people, and leverage your strengths to achieve better results.

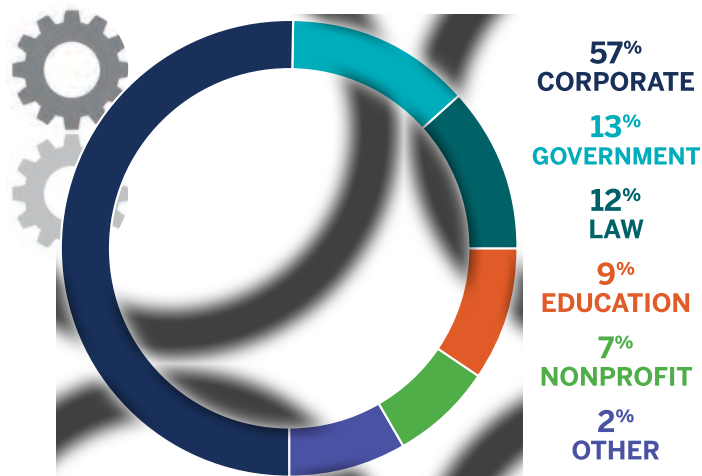
4 Practice with confidence

It's not enough to listen to a lecture—our program includes opportunities to work through negotiation scenarios. Alongside a diverse group of executives from all over the world, you'll test groundbreaking theories, practice new approaches, and put your newfound knowledge into action, right then and there. You'll leave the program with a time-tested tool kit—one that works in both theory and practice.

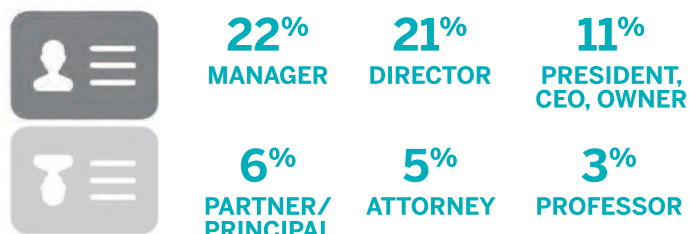
5 Extend your learning

Whether you want to learn how to leverage the power of emotions, navigate difficult conversations, or master the art of saying no, extend your learning with one of our in-depth one-day sessions. Each program represents a great opportunity to take an in-depth look at a complex issue.

INDUSTRIES



TOP TITLES



34% FEMALE
66% MALE



HAILING FROM
100+
COUNTRIES



64%
REGISTER
INDIVIDUALLY



36%
ATTEND WITH
ONE OR MORE
COLLEAGUES
AND RECEIVE A
\$500 DISCOUNT

1 Day 1: Understanding Key Negotiation Concepts



/ MORNING /

Negotiation Fundamentals—Key Concepts and Core Vocabulary

Negotiation is a high-transaction-cost activity, and the side that is better prepared nearly always has the upper hand. This session will examine core frameworks of negotiation, including the importance of principled bargaining and shared problem solving.

Alongside your fellow participants, you will:

- Prepare for your negotiation
- Explore the difference between interests and positions
- Identify the range of alternatives you are willing to consider if your counterpart does not give consent
- Learn to analyze a negotiation problem and find ways to create value
- Assess your relationship with your counterpart and determine whether you can take steps to generate positive emotions and avoid negative reactions

Through negotiation exercises and interactive discussions, you will examine ways to structure the bargaining process to accommodate joint problem solving, brainstorming, and collaborative fact-finding. These frameworks will help you think more clearly, make smarter moves, and set the stage for more productive negotiations.

“ Insightful and useful in a real-world way; a valuable way to spend time for anyone negotiating professionally or personally. I now have some powerful new tools to prepare better and achieve stronger results in my negotiations, and to manage my business and staff.

—CHRISTINE MCNAMARA
VP, Content Marketing & Partnerships, Penguin Random House

/ AFTERNOON /

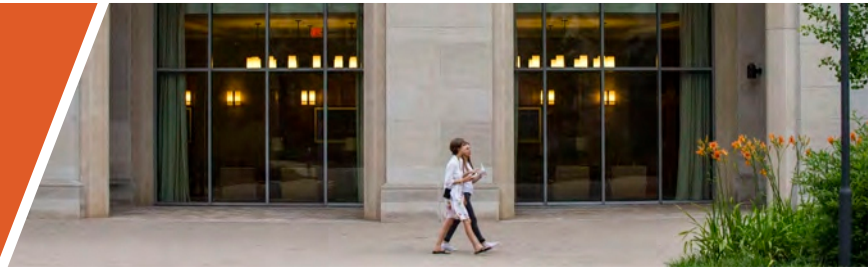
Managing the Tension Between Creating and Claiming Value

In most negotiations, we pursue two goals: value claiming and value creating. Successful negotiators know how to create more value by negotiating trades across issues and then claim the lion's share of that value through distributive negotiation strategies. In this session, you will:

- Learn to clarify your interests and priorities, and then estimate your counterpart's interests. Which interests are shared, and which are different?
- Identify the range of alternatives you are willing to consider if your counterpart does not give consent.
- Brainstorm possible agreements or concessions that might creatively satisfy both parties' interests.
- Establish legitimacy for your side. Research or create standards, principles, and arguments that make an agreement or a term feel more fair and appropriate.
- Draw up statements of what each party will or will not do.
- Assess your relationship with your counterpart and determine whether you can take steps to generate positive emotions and avoid negative reactions.
- Outline your communication strategy. What do you want to learn from your counterpart? What are you willing to share? What is your agenda, and how will you handle disagreements or stalemates?
- Identify opportunities to capture and create value. Do you understand the other party's interests and goals? Cooperative behaviors facilitate value creation; competitive behaviors do not.

You will learn how to evaluate the best alternative to a negotiated agreement, create a zone of possible agreement, and implement the mutual gains approach to negotiation. As a result, you will be able to think more clearly, make smarter moves, and set the stage for more productive negotiations.

2 Day 2: Managing Interpersonal Dynamics



/ MORNING /

Managing Emotions and Relationships

Negotiating better outcomes is contingent upon building successful relationships. To be effective, executives must learn to navigate personality differences, diverse agendas, and social pressures. Building on the frameworks learned the previous day, you will examine how positive working relationships are vital to creating and implementing lasting agreements. You will discover strategies for:

- Creating a relationship through engagement (Who are we?), framing (What are we doing?), and process (How will we do it?)
- Projecting warmth and competence
- Determining when to cooperate to create value and when to compete to claim your share
- Recognizing the structure and social context of the game
- Separating intention from impact
- Identifying the core concerns that must be addressed to manage emotions in the workplace
- Understanding your own negotiation style and the styles of others
- Understanding your own biases and tendencies
- Proactively changing the game by how you play
- Avoiding common pitfalls and errors
- Achieving negotiation success

By taking part in negotiation simulations, you will gain a better understanding of different negotiation and decision-making strategies—enabling you to determine which approach is most appropriate in a given situation.

“The course provided practical, tangible approaches that can be readily applied in an organizational setting. In a short period, the program faculty conveyed the information through cases and experience-rich learnings.

—DENISE SCHOFIELD
Executive Director, Blue Cross Blue Shield Association

/ AFTERNOON /

Dealing with Difficult Situations

In this session, you will be introduced to a set of breakthrough strategies for dealing with manipulative tactics, stonewalling, obstructive behavior, and dirty tricks in negotiation. Designed to enhance your skill in mutual gains negotiation and increase your proficiency in overcoming hard bargainers and hard bargaining situations, this session will help you:

- Equip yourself for difficult negotiations
- Prepare to negotiate when you do not have much time
- Understand the importance of active listening
- Improve your ability to analyze a situation and choose the appropriate strategy and response
- Neutralize threats, lies, and insults
- Deal with someone who is more powerful than you
- Handle power more constructively
- Strengthen interpersonal relationships in business
- Regain control of the negotiation
- Identify and control your own tendencies in the face of conflict

You will learn to recognize the most common manipulative tactics used by difficult people, along with strategies for neutralizing their effects. Discover how to succeed, not by defeating the other side but by advocating persuasively for your own.

“Fantastic program with real-world applications. Great faculty presenters. Highly recommended for anyone who negotiates professionally or personally.

—AMAR SHAH
Senior Director, Client Deal Team, Equifax

3 Day 3: Addressing Negotiation Complexities



/ MORNING /

Complex Negotiations and Organizational Challenges

In managing internal and external negotiations, what can you do to maximize the deal for both sides—even in the face of obstacles and barriers? What tools work best for managers who need to shape agreements and informal understandings within a complex web of relationships? In this session, you will discover strategies for anticipating and responding to an array of complicating factors—from multiple parties and coalitions to cultural and value differences. You will acquire sophisticated techniques for:

- Working in highly complex situations and planning ahead for future negotiations
- Understanding the tension between principals and agents
- Dealing with multiparty negotiations, including building coalitions, mapping out stakeholders, and blocking coalitions
- Building alliances and facilitating large, complex, multinational negotiations
- Addressing cultural differences
- Examining value differences and determining when they can be reconciled (and when they cannot)
- Coping with values-based disputes
- Responding to obstacles
 - Adopt preparation guides and procedures
 - Commit to value-creating moves
 - Consider contingent agreements that take into account different assumptions about the future
 - Create dispute-handling procedures
 - Identify internal obstacles that can hinder your negotiations
 - Address insufficient investment by one or both sides
 - Overcome anxiety about committing to cooperative efforts that can create value
 - Identify and agree on objective standards
 - Make agreements self-enforcing
 - Anticipate predictable surprises

/ AFTERNOON /

Putting It All Together: Leading Through Negotiation

In this culminating session, you will focus on “locking in the learning” by highlighting the key concepts, frameworks, and tools you’ve acquired throughout the program and analyzing how they can be applied in diverse leadership settings. Through relevant case studies, faculty will bring to life different negotiation problems and examine their real-world outcomes. You will emerge with a performance improvement plan aimed at building your negotiation agility and resilience—a tool kit you can use to lead more effectively within and beyond your organization.

The curriculum will focus on the following key lessons:

BUILDING BLOCKS TO NEGOTIATION PROFICIENCY

6

Putting It All Together: Leading Through Negotiation
The negotiator as a resilient, reflective, and results-driven practitioner

5

Complex Negotiations and Organizational Challenges
The negotiator as a cross-boundary, multistakeholder coalition builder

4

Dealing with Difficult Situations
The negotiator as an active listener: recognizing and responding to manipulative tactics and obstructionist behaviors

3

Managing Emotions and Relationships
The negotiator as an effective navigator: handling difficult conversations and personality styles

2

Managing the Tension Between Creating and Claiming Value
The negotiator as a creative problem-solver

1

Negotiation Fundamentals—Key Concepts and Core Vocabulary
The negotiator as an interest-based bargainer who recognizes possibilities for mutual gains

IN-DEPTH ONE-DAY SESSIONS



/ September 24, 2020 /

Leveraging the Power of Emotions as You Negotiate

In conflicts and negotiations, emotions are inevitable. Whether you're hammering out a labor contract, purchasing a new home, negotiating a multibillion-dollar acquisition, or mediating peace with warring parties, emotions play a powerful role.

Left unchecked, emotions can turn productive negotiations into unprofitable disasters. Managed properly, however, they can serve as a lever for creating greater value, exerting more control, and achieving better outcomes.

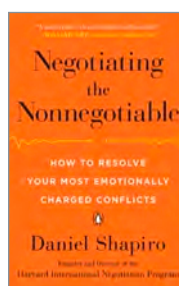
In this fascinating workshop, you will discover a powerful framework for understanding and addressing the challenging emotional dynamics that arise in everyday negotiations and conflicts. Drawing on the latest research in the areas of psychology, neuroscience, and negotiation, this popular one-day session will help you address the emotional obstacles that prevent you from building stronger relationships and obtaining better results. In this highly interactive program, you will:

- Discover how dealing with emotions gives you more power and control, both in negotiations and in relationships.
- Learn practical tools to navigate emotional challenges and complex relations.
- Examine the five core concerns that stimulate the emotions that arise in negotiations.
- Gain an essential framework to better negotiate the emotional challenges you face every day.

Faculty

Daniel L. Shapiro, Associate Professor of Psychology, Harvard Medical School / McLean Hospital; Director, Harvard International Negotiation Program; Associate Director, Harvard Negotiation Project.

Professor Shapiro's pioneering research focuses on how to address the emotional and identity-based dimensions of negotiation and conflict resolution. He is author of *Negotiating the Nonnegotiable* and coauthor with Roger Fisher of *Beyond Reason: Using Emotions as You Negotiate*. He has published extensively in the research literature, developing innovative psychological models to conceptualize the affective and relational factors driving conflict and its resolution. Professor Shapiro specializes in practice-based research—building theory and testing it in real-world contexts. He has launched successful conflict resolution initiatives in the Middle East, Europe, and East Asia and for three years chaired the World Economic Forum's Global Agenda Council on Conflict Resolution.



Every participant will receive a free copy of *Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts*.

“Those who aspire to be better leaders should understand the importance of negotiation. The course provides the foundation that will set individuals on the path to becoming good leaders.”

—ANIKI HIGHT
First Sergeant, U.S. Army Field Support Center

IN-DEPTH ONE-DAY SESSIONS



/ October 22, 2020 /

Difficult Conversations: How to Discuss What Matters Most

Whether we are dealing with a challenging customer, a difficult supplier, an unhappy employee, an unreasonable official, or a demanding boss, we all have conversations we anticipate with dread. Gain the strategies, tools, and frameworks you need to manage difficult conversations effectively in this one-day program led by negotiation experts Sheila Heen and Douglas Stone.

From the boardroom to the factory floor, your ability to manage difficult conversations is key to your effectiveness. Leveraging more than 30 years of research from the Harvard Negotiation Project, Heen and Stone will help you:

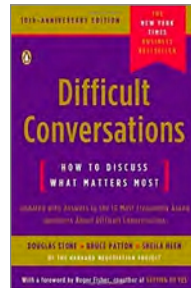
- Understand why some conversations are so challenging—and what you can do about it
- Prevent serious disagreements from crippling your organization
- Overcome difficult tactics and effectively respond to emotions (both yours and others')
- Gain strategies to foster successful relationships
- Enhance your fundamental listening skills
- Bridge the gulf of real differences in what people believe and feel
- Strengthen your leadership by confronting adversity with aplomb
- Keep your team moving forward and on target

Incorporating interactive exercises, coaching, feedback, and on-the-spot experimentation, this program shows you how to internalize effective strategies and execute them to achieve productive conversations and the results you want.

Faculty

Sheila Heen is a lecturer at Harvard Law School and has spent the last 20 years with the Harvard Negotiation Project, developing negotiation theory and practice. She specializes in particularly difficult negotiations—where emotions run high and relationships become strained. Sheila is co-author of *Difficult Conversations: How to Discuss What Matters Most* with Douglas Stone and Bruce Patton and of *Thanks for the Feedback* with Douglas Stone.

Douglas Stone is a lecturer at Harvard Law School and has taught the art of negotiation around the world. Stone is co-author, along with Bruce Patton and Sheila Heen, of the *New York Times* business best seller *Difficult Conversations: How to Discuss What Matters Most* and, with Heen, of the acclaimed *Thanks for the Feedback*.



Every participant will receive a **free copy** of *Difficult Conversations: How to Discuss What Matters Most*.

“

Life is one big negotiation,
both professionally and personally.
This program gives you a valuable framework
within which to improve your skills. With
practice, you will master the tools and excel.

—GEORGE PIETROGALLO
Public and Government Affairs Advisor, ExxonMobil

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IN-DEPTH ONE-DAY SESSIONS



/ December 10, 2020 /

The Art of Saying No: Save the Deal, Save the Relationship, and Still Say No

No is perhaps the most important and certainly the most powerful word in the English language. For many people, it is also the hardest to say. Yet every day we find ourselves in situations where we need to say no—to people at work, at home, and in our communities—because it is the word we must use to stand up for what matters to us.

In business, how do you say no to an overly demanding co-worker or boss without hurting the relationship? Saying no the right way is possibly the single most valuable skill in negotiation—and absolutely key to getting to yes. As you will learn, the secret to saying no while protecting and advancing your core interests, without compromising relationships, lies in the art of the positive no. You will explore three common, yet flawed, approaches to the power-versus-relationship dilemma:

1. **Accommodate:** Saying yes when we want to say no. In this approach, we prioritize the relationship even if it means sacrificing our own interests.
2. **Attack:** Saying no poorly. In this case, we use our power without concern for the relationship.
3. **Avoid:** Saying nothing at all. The third approach is avoidance, plain and simple.

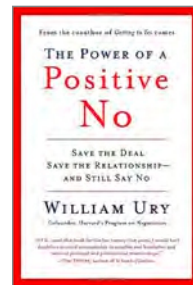
Fortunately, there is a way out of this trap: a positive no. Challenging the assumption that you can *either* use power to get what you want (at the expense of the relationship) *or* use the relationship (at the expense of the power), this approach calls on you to use both at the same time, engaging the other in a constructive and respectful confrontation.

In this session, you will learn how to:

- Make your no firm and strong
- Resist the other side's aggression and manipulation
- Defuse attacks and guilt tactics
- Get to the right yes—the one that truly serves your interests

Faculty

William L. Ury has served as a negotiation adviser and mediator in conflicts ranging from corporate mergers to ethnic wars in the Middle East. Co-founder of Harvard's Program on Negotiation and senior fellow of the Harvard Negotiation Project, Ury is one of the world's leading experts on negotiation. He is also the author of *The Power of a Positive No: Save the Deal, Save the Relationship and Still Say No* and co-author (with Roger Fisher and Bruce Patton) of *Getting to Yes: Negotiating Agreement without Giving In*, an eight-million-copy best seller translated into more than 30 languages.



Every participant will receive a **free copy** of *The Power of a Positive No: Save the Deal, Save the Relationship and Still Say No*.

“Those who aspire to be better leaders should understand the importance of negotiation. The course provides the foundation that will set individuals on the path to becoming good leaders.”

—ANIKA HIGHT
First Sergeant, U.S. Army Field Support Center

PROGRAM ON NEGOTIATION

Teaching Team



Max Bazerman, Jesse Isidor Strauss Professor of Business Administration, Harvard Business School; Co-director, Center for Public Leadership, Harvard Kennedy School

Gabriella Blum, Rita E. Hauser Professor of Human Rights and International Humanitarian Law, Harvard Law School; Co-director, HLS-Brookings Project on Law and Security

Francesca Gino, Tandon Family Professor of Business Administration, Harvard Business School

Sheila Heen, Lecturer, Harvard Law School

Kessely Hong, Lecturer in Public Policy, Harvard Kennedy School

Deepak Malhotra, Professor of Business Administration, Harvard Business School

Brian S. Mandell, Director, Kennedy School Negotiation Project; Senior Lecturer in Public Policy, Harvard Kennedy School

Robert H. Mnookin, Samuel Williston Professor of Law, Harvard Law School; Former Chair, Executive Committee, Program on Negotiation at Harvard Law School; Director, Harvard Negotiation Project

Bruce M. Patton, Co-founder and Distinguished Fellow, Harvard Negotiation Project

Jeswald W. Salacuse, Henry J. Braker Professor of Law and Former Dean, Fletcher School of Law and Diplomacy, Tufts University

James Sebenius, Gordon Donaldson Professor of Business Administration, Harvard Business School; Director, Harvard Negotiation Project

Daniel L. Shapiro, Associate Professor of Psychology, Harvard Medical School/McLean Hospital; Director, Harvard International Negotiation Program; Associate Director, Harvard Negotiation Project

Douglas Stone, Lecturer, Harvard Law School

Guhan Subramanian, Faculty Chair, Program on Negotiation at Harvard Law School; Joseph H. Flom Professor of Law and Business, Harvard Law School; H. Douglas Weaver Professor of Business Law, Harvard Business School; Faculty Chair, JD/MBA Program, Harvard University

Lawrence E. Susskind, Ford Professor of Urban and Environmental Planning, Massachusetts Institute of Technology

William Ury, Senior Fellow, Harvard Negotiation Project

Michael A. Wheeler, Class of 1952 Professor of Management Practice, Harvard Business School; Former Editor, *Negotiation Journal*

Robert Wilkinson, Lecturer, Harvard Kennedy School



Max
Bazerman



Gabriella
Blum



Francesca
Gino



Sheila
Heen



Kessely
Hong



Deepak
Malhotra



Brian S.
Mandell



Robert H.
Mnookin



Bruce M.
Patton



Jeswald W.
Salacuse



James
Sebenius



Daniel L.
Shapiro



Douglas
Stone



Guhan
Subramanian



Lawrence E.
Susskind



William
Ury



Michael A.
Wheeler



Robert
Wilkinson