

NEGOTIATION AND LEADERSHIP

DEALING WITH DIFFICULT PEOPLE AND PROBLEMS



LIVE AND ONLINE

October 14–16 and 19–21, 2020

PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL
EXECUTIVE EDUCATION



The Premier Program on Negotiation

NOW LIVE AND ONLINE

Dear Executive:

New situations call for new approaches—and here at the Program on Negotiation, we have successfully transitioned our flagship Executive Education program—Negotiation and Leadership—to a new live and online format. Extremely well received in its first session in July (and currently sold out for our September dates), this results-driven program features one-on-one interactions with top faculty, dynamic negotiation exercises, and online collaboration. Over the course of six days (3.5 hours each day), you'll broaden your understanding of negotiating concepts, acquire proven negotiating techniques, and have the opportunity to put your learning into practice.

Our next session, held live and online October 14–16 and 19–21, will help you:

- Prepare for a negotiation by exploring your counterpart's position
- Manage the tension between creating and claiming value
- Build successful relationships and negotiate better outcomes
- Deal with difficult situations (and people)
- Overcome obstacles to navigate complex negotiations
- Become a resilient, reflective, and results-driven negotiator

This proven curriculum has been utilized by more than 50,000 executives from around the world who have participated in **Negotiation and Leadership**. This fall, you can join their ranks and acquire a framework for negotiation—equipping you to manage conflict and achieve better outcomes at the bargaining table, every single time.

If you are ready to become a more skilled negotiator and a more effective leader, I strongly encourage you to join us live and online this October.

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



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 six-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.

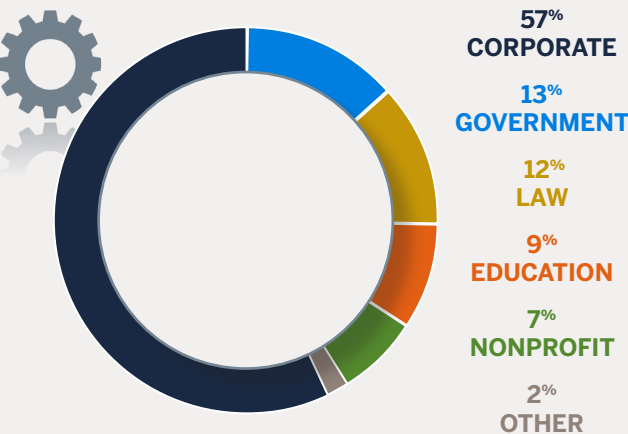
4 Practice with confidence

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.

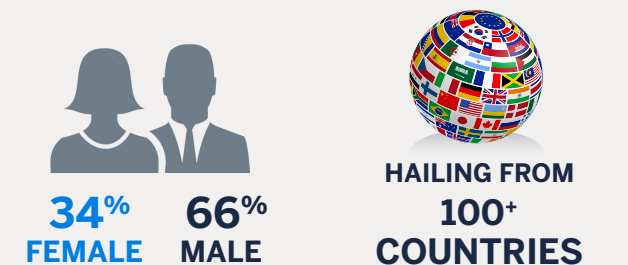
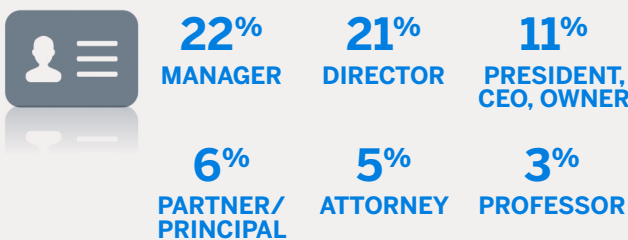
5 Extend your learning

Want to learn how to handle difficult conversations? If so, you can extend your learning by taking part in our in-depth one-day sessions. Each program is run only once per year and represents a great opportunity to take an in-depth look at a complex issue.

INDUSTRIES



TOP TITLES





October 14 / DAY 1

Negotiation Fundamentals—
Key Concepts and Core Vocabulary

Led by Guhan Subramanian
10:00 am – 1:30 pm ET

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.

“ Having the course online gave me the opportunity to attend and get the feel of direct, one-to-one coaching, instead of a cohort of 65 people. Very well orchestrated.

—ABDUL MOEED MUDDASIN
Vale Canada Limited

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October 15 / DAY 2

Managing the Tension Between
Creating and Claiming Value

Led by James Sebenius
10:00 am – 1:30 pm ET

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.

October 16 / DAY 3

Managing Emotions and Relationships

Led by Daniel L. Shapiro
10:00 am – 1:30 pm ET

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 best online program I have ever experienced.

—KENNETH FRIESEN
Space Flight Laboratory, University of Toronto

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October 19 / DAY 4

Dealing with Difficult Situations

Led by Debbie Goldstein
10:00 am – 1:30 pm ET

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

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October 20 / DAY 5

Complex Negotiations and Organizational Challenges

Led by Jeswald W. Salacuse
10:00 am – 1:30 pm ET

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

October 21 / DAY 6

Putting It All Together: Leading Through Negotiation

Led by Brian Mandell
10:00 am – 1:30 pm ET

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

October 22 / IN-DEPTH ONE-DAY SESSION

Difficult Conversations: How to Discuss What Matters Most

Led by Sheila Heen and Douglas Stone
9:00 am – 5:00 pm ET

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.



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*.

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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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PROGRAM ON NEGOTIATION

Teaching Team

There is far too much law for those who can afford it and far too little for those who cannot.
Derek Bok

There is, therefore, only one categorical imperative. It is: Act only according to that maxim by which you can at the same time will that it should become a universal law.
Immanuel Kant

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

Debbie Goldstein, Lecturer on Law, Harvard Law School; Lecturer on Education, Harvard Graduate School of Education; Principal and Managing Director, Triad Consulting

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

WHO SHOULD ATTEND

Negotiation and Leadership attracts a diverse, global audience from the private and public sectors. Participants span a wide range of titles and industries. This program is appropriate for, although not limited to, individuals in the following roles:

- Chief executive officers, chief operating officers, presidents, board members, and vice presidents
- Directors, managers, or supervisors who oversee operations, human resources, purchasing, sales, marketing, and administration functions
- Government and military leaders and officials including sergeants, commanders, captains, and majors
- Medical personnel
- University faculty and administrators
- Lawyers
- Real estate brokers
- Labor union personnel
- Construction personnel
- Sales professionals and account executives

There will be an introductory tech session offered in advance of the program, and opportunities during the program to network with faculty, staff, and your fellow classmates.

TWO EASY WAYS TO REGISTER

Online

Visit www.executive.pon.harvard.edu

By phone

Call 1-800-391-8629 between 9 a.m. and 5 p.m. ET, any business day
Outside the U.S., please call +1-301-528-2676

FEES AND DATES

Six-day seminar: \$2,997

One-day session: \$1,000

Both: \$3,497 (save \$500)

Negotiation and Leadership

October 14–16 and 19–21

With special, focused one-day session:

Difficult Conversations: How to Discuss What Matters Most

October 22



Upon successful completion of the program, participants will receive an official certificate of completion from the Program on Negotiation at Harvard Law School.



Max Bazerman Gabriella Blum Francesca Gino Debbie Goldstein 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

To ensure the immersive learning experience for which **Negotiation and Leadership** is known, attendance is strictly limited. Be sure to register early to reserve your spot.

To learn more or to register,
visit www.executive.pon.harvard.edu.

Have questions?

Email negotiation@law.harvard.edu
or call 1-800-391-8629.



PROGRAM ON NEGOTIATION
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Program on Negotiation at Harvard Law School: A university consortium dedicated to developing the theory and practice of negotiation and dispute resolution.

Harvard | MIT | Tufts

Program on Negotiation at Harvard Law School
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