

FALL 2015
PROGRAMS

NEGOTIATION AND LEADERSHIP

DEALING WITH DIFFICULT PEOPLE AND PROBLEMS

Fall 2015 Three-Day Seminars:

SEP 28–30 • OCT 26–28 • DEC 7–9

The Charles Hotel, 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 skilled negotiator and a more effective leader, I strongly encourage you to join us in Cambridge this fall.

Sincerely,



Robert H. Mnookin
Faculty Chair
Program on Negotiation at Harvard Law School



5 REASONS TO ATTEND NEGOTIATION AND LEADERSHIP

NEGOTIATION AND LEADERSHIP

SEP 28–30 • OCT 26–28 • DEC 7–9

With in-depth, one-day sessions:

October 1: Practical Lessons from Great Negotiators

October 29: Difficult Conversations

December 10: Getting to Yes with Yourself **New!**



ABOUT THE PROGRAM ON NEGOTIATION AT HARVARD LAW SCHOOL

Widely recognized as the preeminent leader in the field of negotiation and negotiation research, the Program on

Negotiation is an interdisciplinary, multiuniversity research center based at Harvard Law School. Our flagship program—recently renamed **Negotiation and Leadership**—has a long legacy of effectiveness, over the past 30 years.

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 time- and road-tested 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.

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 over 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

Our faculty members have negotiated peace treaties, brokered multi-billion 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 manage conflict. Their expert guidance will teach you how to 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 toolkit—one that works in both theory and practice.

5 Take a deeper dive

Whether you want to figure out how to win at win-win negotiation, better understand diplomacy and international negotiations, or master the art of saying “no,” extend your learning with one of our in-depth, one-day sessions. Each program is run only once per year—representing a great opportunity to take an in-depth look at a timely issue.

1

Day 1: Understanding Key Negotiation Concepts

MORNING

Managing the Tension Between Creating and Claiming Value

In business, negotiation is a high transaction cost activity, and the side that is most prepared nearly always has the upper hand. This session provides a framework for preparing for and analyzing negotiations. You will examine the key elements of negotiation:

- 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 may 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 if you can take steps to generate positive emotions and avoid negative reactions.
- Outline your communication strategy. What do you want to learn from them? 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.

Through case study and interactive discussions, you will examine ways to structure the bargaining process to accommodate joint problem solving, brainstorming, and collaborative fact-finding. You will learn how to evaluate a best alternative to a negotiated agreement (BATNA), create a zone of possible agreement (ZOPA), 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.

AFTERNOON

Difficult Tactics and How to Deal with Them

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
- 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.

Previous participating companies include:

- | | | |
|--|----------------------------------|---------------------------|
| - 2014 FIFA World Cup Organizing Committee | - GlaxoSmithKline | - National Bank of Canada |
| - American Express | - General Electric | - Saudi Royal Court |
| - Chevron Corporation | - Google | - Sherwin-Williams |
| - CISCO Systems | - Harley Davidson Motor Company | - Siemens |
| - Coca-Cola | - Hess Corporation | - Southwest Airlines |
| - Comcast | - Johnson & Johnson | - Starbucks |
| - Department of Defense | - Liberty Mutual Insurance | - Target Corporation |
| - Ernst & Young | - Maersk | - TD Bank |
| - FedEx | - Massachusetts General Hospital | - TransCanada Pipelines |
| - Fidelity Investments | - Melbourne Business School | - U.S. Department of Navy |
| - French Ministry of Foreign Affairs | - Microsoft | - Verizon Wireless |
| | - NASA | - Wells Fargo |
| | | - World Bank |

2

Day 2: Managing Interpersonal Dynamics



MORNING

Managing the Tension Between Empathy and Assertiveness

Building on the earlier session that examined the tension between creating and claiming value, this session focuses on active listening and how to manage the tension between empathy and assertiveness. You will find that:

- Assertiveness is effectively expressing your own interests, needs, and perspectives to the other party.
- Empathy is expressing to the other party their interests, needs, and perspectives.
- Active listening is key.
- Many times, negotiators are poor listeners; other times, negotiators are not able to effectively defend their own interests.
- A great negotiator is able to do both well.

You will evaluate your personal tendencies in the face of conflict and learn to manage your strengths and weaknesses to become a more effective negotiator. The session will include a framework you can use to evaluate how different conflict styles can impact a negotiation.

AFTERNOON

Building Successful 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 earlier session's framework, 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
- Understanding our own biases and tendencies
- Proactively changing the game by how we 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 negotiation framework that I learned had a profound impact on my operational DNA and I confidently endorse this program for those seeking a world-class negotiation framework from a University with best-in-class professors and the opportunity to engage and learn with participants with a range of global experiences.”

Caswell Saunders, Senior Global Program Manager,
Motorola Mobility

3

Day 3: Addressing Negotiation Complexities

MORNING

Organizational Obstacles and Other Complicating Factors

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 techniques for:

- Responding to obstacles
 - Learn to recognize key 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
 - Insufficient investment by one or both sides
 - Anxiety about committing to cooperative efforts that can create value
 - Difficulty identifying and agreeing on objective standards
 - Failure to make agreements self-enforcing
 - Neglecting to anticipate predictable surprises
- Addressing cultural differences
- Examining value differences and determining when they can be reconciled (and when they cannot)
- Coping with value-based disputes

AFTERNOON

Putting It All Together: Applying the Theory to Your Real-World Negotiations

The final session builds on your accumulated knowledge to generate descriptive and prescriptive insights for negotiating across a variety of competitive contexts. Through relevant case studies, faculty will bring to life different negotiation problems and examine their real-world outcomes. You will focus on the most common psychological biases within organizations and acquire best practices for creating psychological safety within a group. As a result of your participation, you will become a more effective decision maker and negotiator over the long term. You will also be better prepared to acquire support from your organization as you lead future negotiations.



“This program is pivotal in understanding the necessary tools for effective human resource negotiations. I highly recommend it to managers of teams and anyone working in a highly matrixed environment.”

Madina McDonald, Senior Program Manager, EMC

Teaching Team

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

Iris Bohnet, Academic Dean and Professor of Public Policy, Harvard Kennedy School; Director, Women and Public Policy Program; Associate Director, Harvard Decision Science

Hannah Riley Bowles, Senior Lecturer, Center for Public Leadership, Harvard Kennedy School; Research Director, Women and Public Policy Program, Harvard Kennedy School

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

Robert C. Bordone, Thaddeus R. Beal Clinical Professor of Law, Harvard Law School; Director, the Harvard Negotiation and Mediation Clinical Program

Jared Curhan, Ford International Career Development Professor; Associate Professor of Organization Studies, MIT Sloan School of Management

Francesca Gino, Professor of Business Administration, Negotiation & Markets Unit of Harvard Business 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; Chair, Program on Negotiation at Harvard Law School

Bruce M. Patton, Co-founder and Distinguished Fellow of the 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, Managing Partner, Triad Consulting Group; Lecturer, Harvard Law School

Guhan Subramanian, Joseph Flom Professor of Law and Business, Harvard Law School; Douglas Weaver Professor of Business Law, Harvard Business School

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

William Ury, Senior Fellow of the Harvard Negotiation Project

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



Max Bazerman



Iris Bohnet



Hannah Riley Bowles



Gabriella Blum



Robert C. Bordone



Jared Curhan



Francesca Gino



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

OCTOBER 1, 2015

Practical Lessons from Great Negotiators

How did Bruce Wasserstein, former Chairman and CEO of Lazard and one of the most successful dealmakers of all time, negotiate more than a thousand transactions worth hundreds of billions of dollars?

How did artists Christo and Jean-Claude overcome the objections of four mayors, as well as numerous boards and New York City residents, to pull off one of the greatest public (and controversial) art installations of all time throughout Central Park?

How did Finnish President Martti Ahtisaari's negotiation efforts lead to Kosovo's independence and help end a decades-long, bloody conflict?

Eleven times, the Program on Negotiation has bestowed "The Great Negotiator Award" on an individual who has successfully negotiated against great odds to accomplish a worthy goal. In this fascinating one-day session, you will have the rare opportunity to explore how these award recipients negotiated to overcome some of their most formidable challenges.

Using the 3D framework as a lens, you will examine the setup, deal design, and tactics used by a number of renowned negotiators. Exploring in-depth a select subset of Harvard's Great Negotiators, you will draw on the experiences of George Mitchell, former Majority Leader for the U.S. Senate; Charlene Barshefsky, former special trade representative; Lakhdar Brahimi, former special representative of Secretary General of Afghanistan; Richard Holbrooke, former ambassador; Stuart Eizenstat, former Deputy Secretary of the Treasury; and Sadako Ogata, former U.N. High Commissioner for Refugees.

Featuring an engaging stop-action format, video footage, and gripping real-world stories, this session will prompt you to examine your own approaches to negotiation. By comparing and contrasting the strategies used by great negotiators, you will derive practical lessons and proven concepts that can be applied to your own personal negotiation challenges.



You will:

- Learn to diagnose barriers and craft strategies for overcoming them
- Examine away-from-the-table moves for optimally setting up your at-the-table moves
- Glean remarkable lessons about creative deal design
- Acquire persuasive and problem-solving tactics

Faculty

James K. Sebenius specializes in analyzing and advising on complex negotiations. At the Program on Negotiation, he is the Director of the Harvard Negotiation Project, a co-chair of the Great Negotiator Award Committee, and the co-founder/director of the Negotiation Roundtable. He also holds the Gordon Donaldson Professorship of Business Administration at Harvard Business School. In his capacity as the founder and principal of Lax Sebenius: The Negotiation Group LLC, Professor Sebenius has advised many top corporations like American Express, AT&T, and Time Warner.

"I really enjoyed the composition of the faculty members with their different specializations, different styles, but always in the 'Getting to Yes' spirit."

Richard Ettl, CEO, SKYCELL AG

OCTOBER 29, 2015

Difficult Conversations

Whether you're 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 Bruce Patton 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, Patton and Stone will help you:

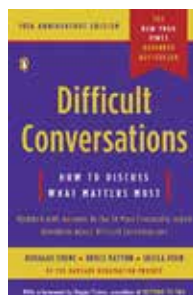
- Understand why some conversations are so challenging—and what you can do about it
- Prevent serious disagreements from crippling your organization
- Overcome difficult tactics and effectively respond to emotions (both yours and others')
- Gain strategies to foster successful relationships
- Enhance 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

Bruce M. Patton is Co-Founder and Distinguished Fellow of the Harvard Negotiation Project. A pioneer in teaching negotiation at Harvard Law School, where he has taught since 1981, Patton is also a founder and partner of Vantage Partners, LLC, an international consulting firm. He is co-author with Roger Fisher and William Ury of the seminal bestseller *Getting to YES*, and with Douglas Stone and Sheila Heen of *Difficult Conversations*. Patton has been involved in managing numerous international conflicts, and advises many of the world's largest corporations.

Douglas Stone is a lecturer at Harvard Law School and has taught the art of negotiation around the world. As a Managing Partner at Triad Consulting Group, he has advised a wide range of organizations including Fidelity, Honda, HP, and IBM. Stone is co-author, along with Bruce Patton and Sheila Heen, of *The New York Times* Business Bestseller *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*.

“There are very few courses where you get more than what you expected in terms of learning and exposure. This course is definitely one of them. Must-do for dealmakers and negotiators alike.”

Ricky Baharwal, Contracts & Procurement Specialist, Shell Australia

“Fully engaging...the days flew by and there was no waste of time. Great location and great food! The professors make the program extraordinarily educational and entertaining at the same time.”

Matt Nardby, Senior Manager, Broadcast & Entertainment Communications, NASCAR

DECEMBER 10, 2015

Getting to Yes with Yourself New!

What's the greatest obstacle to successful agreements and satisfying relationships?

The unexpected truth is that often we are.

In this new, one-day program led by William L. Ury, co-founder of the Program on Negotiation and author of the new book *Getting to Yes with Yourself (and Other Worthy Opponents)*, you'll discover how to uncover and overcome the psychological obstacles that are keeping you from getting to the "yeses" you want.

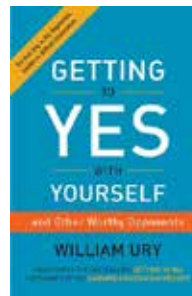
Leveraging his experience in mediating boardroom battles, labor strikes, and civil wars, Ury will share the valuable lessons he has learned about the most important negotiation we will ever conduct: the one with ourselves. During this highly interactive program, Ury will unpack the six fundamental steps of the inner yes method that can help us get to yes with others:

- 1. Put Yourself in Your Shoes.** What do you really want? Learn to recognize natural reactions that go contrary to your real interests. Explore how to figure out what you really want by listening for your underlying needs, just as you would with a valued client.
- 2. Develop Your Inner BATNA.** Where does power come from? It's all too common in conflict situations to get bogged down in the blame game and to give away your power unintentionally. Learn to take back your power by taking the driver's seat. Learn to strengthen your inner best alternative to a negotiated agreement in order to strengthen your outer BATNA.
- 3. Reframe Your Picture.** How can you change the game? Learn to examine your assumptions about scarcity and sufficiency. Create the right mindset for getting to creative solutions.
- 4. Stay in the Zone.** How can you achieve peak performance in your negotiations? In the midst of a conflict, it's easy to get lost in resentment about the past or anxiety about the future. Gain the tools you need to stay in the present moment—the only place where you can change the situation for the better.
- 5. Respect Them Even If.** How can you break the destructive cycle of conflict? It's so tempting to meet a personal attack with an equally stringent attack of your own. Improve your ability to deal with difficult people.
- 6. Give and Receive.** How can you create a cooperative dynamic? It's natural to fall into a win-lose trap and focus only on meeting your needs. In the final step, discover how to change the game to a win-win-win approach.

By taking part in small group discussions and exercises and examining a broad array of case study examples drawn from real-life situations, you will absorb the inner yes method by putting it to work in real-time. By getting to "yes" with yourself, you'll be better equipped to reach positive agreements, develop healthy relationships, and advance your professional goals.

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, Dr. Ury is one of the world's leading experts on negotiation. He is also the author of *The Power of a Positive No: How to Say No & Still Get to Yes* and co-author (with Roger Fisher) of *Getting to Yes: Negotiating Agreement Without Giving In*, an eight-million-copy bestseller translated into over thirty languages.



Every participant will receive a **free copy** of *Getting to Yes with Yourself (and Other Worthy Opponents)*.



“It was a very enriching program with elite faculty, excellent classroom exercises, and diverse peers. The materials were easy to manage, information was easy to digest, and I was able to apply the information immediately at work. Totally worth it!”

Rohoam Aguirre, EVP/COO, Virtus Renall Solutions Network

WHO SHOULD ATTEND

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

- Chief Executive Officer
- President
- Board Chair or Board Member
- Sergeant
- Vice President
- Commander
- Executive Director
- Director of Operations
- Director of Human Resources
- Director of Purchasing
- Director of Sales
- Director of Marketing
- Director of Administration
- Captain
- Department Manager
- Assistant Director
- Major
- Associate Vice President
- Supervisor

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

One day: \$1,750 each

Three days: \$3,497

Four days: \$4,497 – save \$750

Negotiation and Leadership

September 28–30

October 26–28

December 7–9

With special, focused one-day sessions:

October 1: Practical Lessons from Great Negotiators

October 29: Dealing with Difficult Conversations

December 10: Getting to Yes with Yourself

Save \$750 when you attend both the three day and the one day!

Team discount: Second and subsequent registrations from the same organization receive a \$500 discount when attending the same session.

VENUE



Negotiation and Leadership is held at **The Charles Hotel** in Cambridge, Massachusetts—next

door to the Harvard Kennedy School and just steps away from the University’s storied yard. A unique, independent luxury hotel, The Charles Hotel overlooks the Charles River in Cambridge’s Harvard Square. Visit www.charleshotel.com for more information.

To reserve your room, call 1-800-882-1818 or 1-617-864-1200

Fall room rate: \$319 plus tax

Be sure to tell the hotel that you are with the Program on Negotiation, or reserve your room online at www.charleshotel.com. You are encouraged to make your reservation early as room rates are only valid until the cut-off date and are subject to availability.

September Program

Reserve by: August 30, 2015

October Program

Reserve by: September 27, 2015

December Program

Reserve by: November 2, 2015



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

Have questions? Email pon@law.harvard.edu or call **1-800-391-8629**

PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL
EXECUTIVE EDUCATION



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
Pound Hall 501 1563 Massachusetts Avenue Cambridge, MA 02138
T: 1-800-391-8629 **F:** 1-617-495-1416 **E:** pon@law.harvard.edu
www.executive.pon.harvard.edu