



PRINCIPLED NEGOTIATION

In-Company Negotiation Skills Training

Introduction

Every child learns "on the job" how to negotiate! And without proper training, most adults continue negotiating intuitively.

It is worthwhile, however, to develop negotiation skills consciously and continuously. (Top athletes leave nothing to chance and train themselves regularly. All those who must conduct important negotiations should do the same.)

Negotiating is a process which is driven by underlying mechanisms. Understanding those mechanisms allows you to increase your degree of control over the process, thereby increasing its quality and efficiency.

This is exactly the focus of our training programs. Based on the results of the research work done in the framework of the Harvard Negotiation Project at Harvard University over the last 30 years, our seminar help participants identify the principles and behavioral patterns which lead to success in negotiation.

Our seminars do not run according to a fixed, standardized model. We design and continuously review the program and select the points which need to be addressed in greater detail, depending upon the participant's learning priorities and the observations which we make while the training is in progress.

Symbiosis LLC

Falkenstrasse 80, CH – 4106 Therwil/Basel

info@symbiosis.com

Tel.: + 41 61 723 0540

www.symbiosis.com

Objectives

Through the training:

- participants identify the mechanisms which drive negotiation processes and the levers that allow to influence the course and results of a negotiation;
- they analyze their own negotiating style;
- they increase considerably the effectiveness of their preparation in view of a negotiation;
- they learn how to structure a negotiation in order to reduce risks and increase efficiency as well quality;
- they develop their ability to deal with difficult people and difficult situations;
- they learn how to influence the balance of power in a negotiation;
- they work out and test new ways to resolve the kind of difficulties which they are confronted with in practice.

Content

We do not only impart the knowledge of a well proven negotiation strategy (the strategy of principled negotiation); we deal systematically with the questions raised by the participants. Frequent topics are for instance:

- * How to combine a cooperative approach with a firm determination to defend one's own interests or those of one's own company?
- * How open can / should one be without making oneself vulnerable?
- * How can we find out what the other party really wants?
- * How to (re-)build mutual trust and how to find out, whether the people on the other side are trustworthy or not?
- * How to react when emotions take over or when the negotiation gets stuck?
- * How to deal with difficult people, with tricks and ploys, with threats, etc.?
- * How to optimize negotiation results by using creativity and synergistic potentials – or: How to motivate the other side to look for creative solutions?
- * What to do when the other party is in a position of strength?
- * How to manage cultural differences in negotiation?
- * How to optimize the composition and the management of a delegation?
- * How to decide when to walk away?
- * How to determine objectively whether a proposed agreement is acceptable or not?

Method and Duration

We build bridges between theory and practice through a combination of brief teaching sessions, role plays, video analysis and discussions. The role plays particularly foster the development of negotiation competence not only from a strategic point of view but also by taking the relevant behavioral aspects into consideration. Role playing and subsequent video analyses represent approximately two thirds of the training time.

At least at the beginning of a training course, we use structured case studies whose didactic value has been well tested. At a later stage it is of course possible to develop and use role plays based on real cases or typical situations which participants are confronted with in their own practice.

Structure, Group Size and Duration

In general, a negotiation skills training program starts with a 2- to 3-day introductory seminar.

Following an introductory seminar, we can organize advance training workshops, which we design in close cooperation with the client. The focus of such workshops can be for instance:

- Exchanging experiences made after the introductory course and working on practical cases
- Preparing upcoming negotiations in training mode
- Negotiating with "difficult" people (i.e.: people who we perceive as being difficult)
- Leading negotiators (as manager of a team)
- Negotiating and lobbying synergistically
- etc.

We usually work with groups of eight to twelve participants. If the group is large, we bring in two or more trainers. In special cases, we can also train one single person (who needs however to involve a sparring partner).

Preparation and follow-up of a training course

We put a lot of emphasis on:

- motivating participants to formulate their learning goals prior to the training (we also contact them personally if the objectives which they name are in our view too unspecific or non-committal);
- addressing their own questions and concerns during the course and giving them a personal feedback;
- evaluating the effectiveness of the training a few months after the course.

In our opinion, the return on training investment can be increased significantly if the managers of the participants involve themselves pro-actively (contributing their input in defining the individual training goals, discussing the lessons learning during the course and practice transfer, coaching during the preparation and debriefing of the next important negotiations). In agreement with the client, we support the managers in doing so.

About us

The creation of our company in January 2006 goes back to the observation that "principled" or interest-based negotiating is at the same time extremely useful and quite demanding.

We had started three years before to ask ourselves how to make the implementation of a principled negotiation strategy easier. The concept of "negotiation management" and the first description of our negotiation management method grew out from this exchange of thoughts.

We are inspired by the Harvard Negotiation Project: a research program which has revolutionized the comprehension of negotiation processes and is still advancing it further.

Our negotiation management method ensures systematic planning and solid structuring of negotiation processes.

In the training field, we organize negotiation skills seminars and workshops in four different languages: French, German, English, and Portuguese. Over the past years, we have worked in Europe, South America (Brazil), the Middle East (Dubai, Morocco, and Saudi Arabia) and Asia (China, Indonesia, Malaysia, and Singapore) with participants of more than twenty different nationalities.

Contact person:

Jérôme Racine
Partner
Sumbiosis LLC
Falkenstrasse 80
CH – 4106 Therwil/Basel

Tel.: + 41 (0)61 723 0540

E-Mail: jerome.racine@sumbiosis.com