

Negotiation | Communication | Influence

In business, politics, and our day-to-day lives, getting things done and achieving desired results require the consent and support of others. *How* we engage people and issues determines *what* we achieve. Success demands self- and contextual awareness, innovation, adaptation, coordination, collaboration and extraordinary negotiation and communication skills. In a world of ever faster disruptive change, these capabilities - at individual and organizational levels – are more important than ever.

CMPartners delivers high-level **training, facilitation, consultation, and coaching** tailored to real-world challenges in complex and competitive contexts.

We draw on a deep intellectual heritage with the Harvard Negotiation Project, and we are constantly evolving the intellectual technology, integrating insights from multiple disciplines including social psychology, neuroscience, somatic awareness. **We create and test the material we deliver**, continually challenging ourselves and our clients to lead the field in negotiation and communication acumen.

We provide clients with **practical tools and techniques** they can immediately deploy to more effectively lead negotiation and communication processes that **yield high-value outcomes** while strengthening internal and external **relationships**.

Our services include such diverse offerings as:

- **Leading workshops** on negotiation, communication and influencing, articulating differentiated value, relationship management, and conflict management;
- **Coaching** individuals and teams.
- **Assisting** organizations to embed negotiation and communication best practices;
- **Advising** on upcoming negotiations; and
- **Facilitating** challenging internal communication problems and disputes with external parties.

Our Approach

Whether consulting, coaching, or training, we employ an adaptable 4-step methodology in partnership with our clients:

1. **Diagnosis and Analysis** -- We review current communication, negotiation and relationship opportunities, resources, needs, and challenges;
2. **Articulating Success and Action Planning** -- We build a clear vision of success with measurable objectives and an operational action plan;
3. **Implementation and Partnership** -- We prepare, advise, facilitate, coach, and/or train, reviewing and adapting our joint work as needed; and,
4. **Ongoing Reinforcement to Create Sustainable Impact** -- We work with our clients to design holistic approaches to support sustained success over time.

We seek impact. We are acutely aware that the ultimate beneficiaries of our work are not simply those in the room with us - but the people who will benefit from the results you achieve. We start all our work by defining that impact.

Our Team

We are practitioners in the field of negotiation and conflict management, rooted in the theory and practice developed at the Harvard Negotiation Project. Our clients include Fortune 100 companies, the World Bank, the IMF and governments around the world.

Members of our team teach at the Johns Hopkins School of Advanced International Studies, the Fletcher School of Law and Diplomacy at Tufts University and the Center for Strategic International Studies (CSIS).

We offer our clients decades of professional experience, expertise and success in business, government, labor-management, crisis and conflict management, mergers and acquisitions, investor-state disputes, operations, psychology, economics, law and education.

CMPartners Workshops

CMPartners workshops are highly pragmatic **working sessions** with immediate application to current challenges and opportunities. The training experience is driven by **action learning**: practice, role-play, simulations, feedback and coaching, negotiation strategy development and preparation, in direct application to real world scenarios.

Negotiation

Today’s leaders need to cultivate a negotiation practice that conveys **tenacity, creativity, and dedication to the best possible outcomes** without diminishing current and future opportunities.

In our global experience, being creative, persistent, patient, and firm – regarding **the process, the substance, and the people involved** - is most effective in dealing with both positional and cooperative counterparts. CMPartners equips negotiators with

- ✓ **Key frameworks** to heighten awareness of themselves and others;
- ✓ **Enhanced analytic skills** to assess negotiation dynamics, both in preparation and as they unfold in-the-moment; and
- ✓ **Tactical “at the table” skills** to lead and manage the negotiation process to create better outcomes.

This is the art of advanced negotiation skills in practice: leading resistant counterparties into better processes that produce more substantive gains while also strengthening sustainable working relationships.

For some negotiation clients, the challenge lies not only with their negotiation techniques but also with a lack of precision in articulating the value proposition. To address this gap, CMPartners offers **Value Clinics** that teach participants how to articulate salient points of difference versus competitors, to quantify such differentiated value, and how to communicate it in such a way that customers recognize the distinctive value.

Sample Workshop Objectives: Negotiation Skills

By the end of a typical workshop, participants will be able to:

- Demonstrate increased awareness of negotiation dynamics and their role in creating and managing them;
- Appreciate the value of strategic, effective preparation;
- Create and secure implementable, durable, value-generating agreements with a variety of counterparties;
- Engage stakeholders with diverse perspectives;
- Engage negotiations with an organized, cohesive, aligned negotiation team that can respond well to pressure and tactics of aggressive or difficult counterparts

Communication and Influence

Poor communication can undermine the best strategic plans, products, and services. Whether your team is struggling with internal friction or difficult external parties, emotions and repeated misunderstandings can cloud every conversation, making communication burdensome and unproductive.

Key Communication Skills

- Active listening skills
- Balancing Inquiry, Advocacy, and Acknowledgement
- Understanding the dynamics of “factual” difference
- Managing identity triggers
- Dealing with feelings
- Managing cultural and style differences
- Strategic conversation preparation

Success in communication and influencing is about helping others see that it is in their interest to work with you, rather than at cross purposes with you. **The best communicators and influencers are those who can be “present” in the moment and act with authenticity to pursue their interests.**

CMPartners trains professionals to communicate more effectively by focusing on **self-mastery and purposeful, skilled persuasion and listening**. Effective, clear, and impactful communication requires congruence between a person’s body language, tone of voice, and words, which can be developed through practice, based on an understanding of the core elements of human interaction.

By sharpening their awareness of communication dynamics and their own contribution to those dynamics, participants become adept at responding with precision and purpose to the most challenging situations and counterparts.

Ken Hyatt

Ken Hyatt is a Founder and Partner of CMPartners, a Senior Advisor at Albright Stonebridge Group and a Senior Associate at the Center for Strategic and International Studies (CSIS). He helps clients negotiate and manage conflicts and assists clients in the management of critical relationships. He provides trade and investment advice to organizations engaged in international commerce, helps clients achieve market access and leads and contributes to policy initiatives aimed at strengthening international relationships. His work includes helping clients improve their negotiation and communication capacity and results, advising one side on negotiating a specific transaction, facilitating disputes among a set of parties on a non-partisan basis, advising organizations on improving internal conflict management and decision-making processes, advising organizations on creating, maintaining and/or repairing relationships with critical internal and external parties and designing and conducting training workshops throughout the world.

Mr. Hyatt recently rejoined CMPartners after serving in the U.S. Department of Commerce. He served as the Acting Under Secretary and Deputy Under Secretary for International Trade. He oversaw the strategy and operations of the International Trade Administration (ITA) with an annual budget of just under \$500 million and more than 2,200 employees worldwide. He led ITA which promotes U.S. competitiveness and the strength of U.S. companies in the global economy; contributes to the development of U.S. trade policy; identifies and resolves market access and compliance issues; administers U.S. trade laws; and undertakes a range of trade and investment promotion and trade advocacy efforts. He worked with a wide range of U.S. companies helping them achieve their international objectives and with foreign governments on the development and implementation of trade and investment policies. He led the first major reorganization of the ITA in thirty years and led a significant change effort to improve client focus and performance. He also co-led the creation of SelectUSA, the U.S. government's investment attraction agency, led the U.S. government's support for BrandUSA, the U.S. national tourism promotion organization, and co-led the development of the U.S. National Travel and Tourism Strategy.

Prior to forming CMPartners, Mr. Hyatt was a Principal at Conflict Management Inc. and a management consultant with Bain & Company in its Boston, London and Munich offices. At Bain, he led teams of consultants analyzing and implementing a variety of strategic and organizational projects at leading American and European multinational corporations. His work focused on strategy development, mergers and acquisitions, sales and marketing strategy, and training.

Mr. Hyatt also has been an Associate at the Harvard Negotiation Project where he taught seminars for business executives, law and other graduate students. He received his B.A. from Yale College, his J.D. from Harvard Law School and was a Fulbright/West German Exchange Service Scholar.