

**Israel National Defense College**

**Negotiation Workshop for Senior Leaders**

**1 June - 4 June**

**Draft Workshop Objectives**

To provide participants with:

1. An increased awareness of the process by which they and others negotiate, and of the importance of that process;
2. A framework and tools for thinking about negotiation to enable better goal-setting, preparation, conduct and review;
3. Review and additions to their repertoire of “best-practice” techniques and tools, and improvements to their existing negotiation skills and habits; and
4. An enhanced ability to continue to get better at negotiation and influencing over time, and to lead and coach others.

**Workshop Diagnostics**

To make the program most relevant, participants will complete a questionnaire on their backgrounds and personal objectives for the negotiation program.

**Workshop Topics and Approach**

* **Additions to repertoire and capacity enhancement**. We will enhance participants’ capacity to: analyze and design the “away-from-the-table” environment, including “setting up” the negotiation; design and manage negotiation process architecture; be more aware of the situations or behaviors that knock them “off balance”; optimize value beyond just getting an agreement; listen and persuade; and lead and coach others to negotiate more effectively.
* **Theory, Process, Skills and Confidence for Negotiation**—While negotiation program participants will gain an understanding (or review) of core negotiation theory and best practices, emphasis will be on practical skill development, enhancement and refinement. I assume that the participants have a high level of negotiation experience and skill. The aim is to make them even better negotiators and leaders (i.e., to provide them with best-practice tools and techniques that they can deploy in their negotiations and interactions).
* Skills transfer only comes with **practice/application**; our virtual sessions and work between sessions drive that development process via challenging and relevant exercises, simulations, role-plays and other experiential action skills development interactions with me and colleagues. The cases used during the program will be chosen to best address participant needs, and will likely include policy negotiations inside and/or between governments.

I have attached a draft outline of the session, subject to revision after receipt of participant questionnaires.

# Israel National Defense College

# Negotiation Workshop

# Draft Outline

a d v a n c e p r e p a r a t i o n

Approximately 2 weeks before workshop begins

Complete a negotiation questionnaire. (These will remain confidential)

1 June 13:00-14:30

Read short negotiation best practices summary.

Read Case 1.

To ensure that we use our time most effectively and to familiarize participants with some of the concepts and tools that will be discussed and used throughout the workshop, we ask that they prepare for the workshop before their arrival. A questionnaire will be distributed in advance to all participants. The questionnaire asks participants to reflect on their current approaches and questions, objectives for the program and asks them to describe, for their use and ours, a challenging situation or interaction which will require negotiation or persuasion skills. We will ask participants to read a short document outlining core practices and introducing the negotiation framework.

***Session 1 - Overview of Best Practices*** (1 June 15:00-17:00)

**Introduction and Purposes of the Workshop**

I outline the purposes of the workshop and explain the means by which we will try to achieve those purposes. As part of this segment, I also ask participants to discuss difficulties they encounter as they negotiate and their specific objectives for the workshop.

**Best Practices in Preparing, Conducting and Reviewing Negotiations: 7-Element Framework for Negotiation**

This segment outlines core best practices and presents an organized way of thinking about negotiation. I explain how this framework can be used as a structured agenda for preparation and a strategic tool to guide process design and “at the table” conduct.

**Case 1**

**Prepare Case 1**

**Role Play** **Case 1**

I will guide the participants through the use of the framework as a structure/template to prepare for negotiation. The participants who volunteer will then role play this case in front of the class. We will explore the use of the framework to analyze and “steer” the negotiation.

***Assignment between sessions* (**2 June 13:00-14:30**)**

**Participants read, prepare and negotiate Case 2.**

In this second case, participants use the Seven Element Framework to systematically prepare, conduct a negotiation 1-on-1, and review the usefulness of the Seven Element Framework. Particular emphasis is placed on using the Framework to prepare systematically for the negotiation.

**Participants read selected newspaper articles on (to be selected) international policy negotiation.**

***Session 2 – Analysis, Preparation and “Set-up”*** (2 June 15:00-17:00)

**Q and A**

**Debrief of Case 2**

The review and discussion will highlight the dynamics of cooperative and competitive approaches to negotiation.

**Preparation Best Practices**

I will share additional preparation tools and practices, and elicit additional best preparation practices from the participants.

**Preparation Application**

Participants analyze a current policy case utilizing presented preparation templates and tools.

***Assignment between sessions*** (3 June 13:00-14:30)

**Participants will read, prepare and negotiate Case 3.**

In this more complex third case, participants prepare and conduct a negotiation 2-on-2, introducing the dynamics of team-on-

team negotiations.

***Session 3 - Skills “at the table***” (3 June 15:00-17:00)

**Q and A**

**Debrief of Case 3**

The review and discussion highlight: (1) managing multi-person negotiations; (2) the importance of, and techniques to surface interests, and (3) additional methods for managing and influencing negotiating dynamics. This segment will focus participants’ attention on the importance of process awareness and management as the complexity of the negotiation increases.

##### Guidelines of Conduct

I will share some best “at the table” practices, including balancing inquiry and advocacy. I will share the “Ladder of Inference” tool as a way to enhance inquiry and advocacy skills.

**Tactical “at the table” Technique Practice/Drills**

Participants practice utilizing tools and concepts in “stop action” conversations. Participants identify and engage specific areas for tactical practice (e.g., opening/framing conversations, eliciting interests, brainstorming options, moving to closure/commitment).

***Assignment between sessions*** (4 June 13:00-14:30)

**In small groups, participants apply tools to real cases faced by participants or prepare or prepare/negotiate Case 4.**

Using the tools introduced throughout the workshop, participants prepare for real upcoming situations. Thus, participants act as advisors to each other, working as a team to identify the key problems and generate new approaches. This segment provides an opportunity to apply concepts directly to real world situations.

**In small groups, participants identify lessons from the sessions and specific ways they will integrate new learnings and/or practices into their repertoires.**

***Session 4 - Dealing with Difficult Negotiations/Going Forward*** (4 June 15:00-17:00)

**Q and A**

**Debrief Application Sessions/Case 4**

The review and discussion will focus on the utility of the tools when applied to real situations and address any questions on their application.

**Dealing with Difficult Negotiators or Situations**

We help participants understand how to systematically analyze and respond to a range of different strategies and approaches that other parties may employ.  This segment integrates the lessons of the workshop with various problematic situations that participants face as we show how, depending on one’s goals, one can utilize the tools to prepare for and conduct a variety of strategies to counter difficult negotiators or negotiation situations.

**Going Forward**

The “Going Forward” segment asks participants to identify specific workshop lessons, plans to apply lessons of the workshop in their day-to-day work. This segment should provide participants with ideas and plans to implement best practices going forward.