

## Introduction

Your professional success is largely dependent on your ability to influence others and reach efficient agreements with various stakeholders – suppliers, customers, government officials, colleagues, or employees. Since the interests, perceptions, attitudes, or values of various stakeholders often differ, it is quite a challenge to reach efficient and mutually beneficial agreements. In this highly interactive workshop, the focus is on developing effective negotiating strategies that will improve your effectiveness in your organisation.

## Benefits to You

- Explore the competencies of world-class Master Negotiators
- Create mutual value for mutual gains
- Focus on interests and not positions
- Identify your negotiation style, using the Master Negotiator Profile (MNP)
- Recognise negotiating dilemmas (trust versus risk; empathy versus assertiveness)
- Learn how to manage emotions and separate the people from the problem
- Identify and learn to avoid psychological traps
- Identify the 'weapons' of influence and defend against them
- Understand the multiple intelligences Master Negotiators use
- Develop an action plan for improving your negotiation effectiveness

## Workshop Outline

### DAY ONE

- **Introduction**
- **Master the Substance**
  - ◆ Enter the room well armed
  - ◆ Why some negotiators fail to prepare well
  - ◆ The psychological trap of preparation
  - ◆ Meticulous planning and in-action improvisation
  - ◆ Continuous contingency planning
- **Know Your Objectives**
  - ◆ Set your 'must have' and 'like to have' objectives
  - ◆ Manage the tension between firmness and flexibility
  - ◆ Know your BATNA (Best Alternative To No Agreement) and develop attractive alternatives
- **Negotiate from Both Sides of the Table**
  - ◆ Create versus claiming value
  - ◆ Uncover your counterpart's interests, capabilities, and limitations
  - ◆ Use questioning techniques
  - ◆ Harmonise interests: Invent options for mutual gains

### **EXERCISE**

*Self-Assessment: Master Negotiator Profile (MNP)*

*Discussion: Substance, objectives, and negotiating style in Asia*

### **EXERCISE**

*Role play: One-on-one Multi-issue Negotiation*

*Debriefing and discussion*

- **Networking Luncheon**
- **Build Relationships and Trust**
  - ◆ How master negotiators build relationships and trust
  - ◆ The risky nature of trust: To trust or not to trust ?

*DISCUSSION: How Negotiators in Asia Develop Relationships and Trust*

- **Think Strategically**
  - ◆ Map stakeholders' interests

- ◆ SWOT Analysis: Assess your and the other side's power
- ◆ Build and split coalitions
- ◆ Manage the dynamics in multiple negotiation at and away from the table

**EXERCISE**

**Simulation: Multi-party, Multi-issue Negotiation**  
**Debriefing and discussion**

**Open for Q&A Session**

**DAY TWO**

- **Managing the Negotiation Process**
  - ◆ Type of processes: Structural, administrative, and psychological
  - ◆ Process management skills
  - ◆ How to determine ripeness: is there a deal ?
- **Designing the Architecture**
  - ◆ Determine the issues -- negotiable and non-negotiable
  - ◆ Making the Team -- criteria of designing your team
  - ◆ Location and schedule

**Discussion: Elements of Process and Structure in Singapore**

**EXERCISE**

**Simulation: Multi-party, Multi-issue Negotiation**  
**Debriefing and discussion.**

**Networking Luncheon**

- **Power and Influencing Tactics**
  - ◆ Avoid destructive power tactics
  - ◆ Why most ultimatums fail
  - ◆ The ultimatum game
  - ◆ Identify tactics of influence: Reciprocation; Scarcity; Authority; Consistency; Liking; Consensus (People Proof).
  - ◆ DVD: The Power of Persuasion
- **Barriers to Rational Negotiation**
  - ◆ Overconfidence
  - ◆ Mythical-fixed pie
  - ◆ Reactive devaluation
  - ◆ Commitment to escalation
  - ◆ Endowment Effect
  - ◆ Groupthink
  - ◆ Anchoring and adjustment
  - ◆ The winner's curse
- **Action Planning: Application**
  - ◆ Develop an action plan to improve your negotiating skills and performance

**Open for Q&A Session**

## **Workshop Leader**

**Dr Michael Benoliel**

**Leading Authority in the Field of Best Practices in Negotiation**

Dr. Benoliel is the author of the books *The Upper Hand: Winning Strategies From World-Class Negotiators* (Platinum Press, 2006), and *Done Deal: Insights from Interviews with the World's Best Negotiators* (Platinum Press, 2005), which was selected by *The Chicago Tribune* as one of the best business books of 2005.

Dr Benoliel is the Director of the Center for Negotiation and a Senior Consultant with The Negotiation Academy – Europe. As a management consultant and corporate trainer, he has provided services in Effective Negotiation; Strategic Planning, and Leadership to organisations in the United States, Asia, Africa, and the Middle-East.

As a university professor, Dr Benoliel's more than 15 years' experience include teaching Conflict Resolution and Effective Negotiation in the MBA Program at The Johns Hopkins University, and in the Executive Program at the University of Maryland, University College. His students nominated him several times to the Best Teacher Award.

## **What Past Participants Said**

**Washington D.C. Chamber of Commerce**

*The Washington D.C. Chamber of Commerce members found the seminar, "Strategies of Master Negotiators," informative, interactive and motivating. Executives and decision makers at all levels benefited from Dr Benoliel's extensive research and instructional guidance on the key points of how to negotiate and the seminar exercise dramatically illustrated those points.*

Liz Reynolds, Director of Special Events  
DC Chamber of Commerce

**Johns Hopkins University**

*Dr Benoiel is one of the best instructors I have had the pleasure to oversee. As a master professor, he is dynamic, a skilled group leader, and a superb discussion facilitator. Not only is his delivery and mastery of the material excellent, he also has sensitivity to the needs and interests of adult students.*

Cathy Trower, Senior Director, Johns Hopkins University.

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| <b>Date</b>         | November 6 & 7, 2006 / November 9 & 10, 2006                                   |
| <b>Venue</b>        | SIM Management House<br>41 Namly Avenue  |
| <b>Fee</b>          | S\$1,155.00/S\$1,333.50 (SIM Members/Non-members) <i>(Inclusive of 5% GST)</i> |
| <b>Closing Date</b> | October 16, 2006 / October 16, 2006  |
| <b>Enquiries</b>    | 6248 9414 <a href="mailto:exec@sim.edu.sg">exec@sim.edu.sg</a>                 |