

EXECUTIVE TRAINING SEMINAR

RESPONSIBLE NEGOTIATIONS ACROSS NATIONS

Venue: [Badia Fiesolana](#)

Dates: 12, 13 and 14 April 2023

Programme Overview

Negotiating is both an art and a science, which makes it a challenge but a rewarding one. At the School of Transnational Governance (STG), we emphasise the pursuit of both more effective and more responsible negotiations. In contrast to generic negotiation training, we aim to reinforce your capacity to understand yourself and others in negotiation contexts, as well as to shape your negotiating environment and its outcomes in transnational settings. Our training methods will make you more reflective than instinctive, more proactive than reactive, more participative than directive, even as you face partners who might be stubborn in the face of change, passive when challenged, or aggressive when feeling threatened. Responsible negotiation is about enabling you with strategic, analytic and interpersonal intelligence that help you, as a leader, to accurately diagnose problems and craft creative solutions, build winning coalitions, sustain strong partnerships, and structure processes that yield robust agreements and timely implementation.

This 3rd edition of “Responsible Negotiation Across Nations” is a six-session Executive Training, which address the challenges of complex interactions and communication across cultures and sectors while engaging many stakeholders. It provides a systematic framework to prepare, conduct and debrief your negotiations. The training combines role-plays and best practices in order to strengthen your skills in transnational contexts. You will become more aware of your own negotiation style, and develop ways of influencing others more responsibly.

At the conclusion of the Executive Training, you will receive a certificate issued by the European University Institute.

Learning methods

- Preparation and application exercises;
- Teamwork and collective problem solving;
- Role-plays, mini-cases, and simulations;
- Interactive debriefings and discussions about ethical dilemmas;
- Intercultural peer-to-peer exchanges;
- Video excerpts and analysis;
- Comparative approaches;
- Summary lectures and PPT presentations from leading experts;
- Further readings to deepen your knowledge.



Learning outcomes

By the end of the programme, participants will be able to:

1. Prepare, conduct and debrief negotiations on- and off-line;
2. Develop a multi-disciplinary approach and a cross-regional perspective on international negotiations;
3. Expand their responsible negotiation framework to address people, problems, and processes;
4. Use a preparation grid, with stakeholders' mapping, problem-solving, and process of next steps;
5. Define a three-step practical structure to manage meetings effectively;
6. Enhance active communication balancing comprehending and convincing;
7. Create a negotiation matrix to build consensus and sustainable partnerships;
8. Have a better understanding of themselves as negotiators and keys for self-development;
9. Exchange with leading experts on how to be more successful in complex negotiations;
10. Network with mid-career colleagues from around the world.



Programme

DAY 1: 12 APRIL 2023, WEDNESDAY– MORNING SESSION

Session 1: NEGOTIATION STRATEGY

Learning Objectives:

- Elaborate a strategy for decision making and negotiation
- Understand partisan perceptions
- Discuss internal and external tensions and agency issues
- Experience negotiation dilemmas
- Anchor the three negotiation pillars: People, Problems, and Process
- Identify personal negotiation tendencies

Before the Session:

Read: Programme

Read: "Responsible Negotiations: caring for people, problems, and processes"

Submit: Self-assessment questionnaire

8.45-9:00	Registration
9:00-9:15	Introduction: Objectives of the Course
9:15 -10:30	Simulation 1: International Decision Making – Role Play
10:30-10:45	Coffee break
10:45- 12: 20	Simulation 1: International Decision Making – Debrief
12:20-12:30	Next Steps
12:30-14:00	Lunch

DAY 1: 12 APRIL 2023, WEDNESDAY – AFTERNOON SESSION

Session 2: NEGOTIATION PREPARATION

Learning Objectives:

- Understand the objective and subjective value
- Comprehend the zone of possible agreement(s), reservation value, target value, aspiration value, and anchoring
- Sort out bilateral and unilateral solutions, and the importance of justification
- Discover multi-layer complexity of negotiation, including:
 - Multidimensional approaches to problem-solving
 - Quantitative results & quality deal

- Diversity of motivations
- Distributive/integrative outcomes
- Impact of results on principals, organisations and other stakeholders

Before the Session:

Read: Instructions for the “Environment”

Read: “Preparing negotiations before performing”

14:00 -14:30	Summary: Three Negotiation Pillars: People, Problems, and Process
14:30 -15:00	Simulation 2: The Environment – Role Play
15:00-15:15	Coffee break
15:15- 16:15	Simulation 2: The Environment – Debrief
16:15 -16:20	Lecture: Preparing for People, Problems, and Processes
16:50 -17:20	Self-Assessment Questionnaire
17:20 -17:30	Journaling (1) and Next Steps
	End of Session 2

DAY 2: 13 APRIL 2023, THURSDAY – MORNING SESSION

Session 3: NEGOTIATION PROCESS AND MEETINGS

Learning Objectives:

- Apply the preparation framework:
 - Engaging people: stakeholders' mapping and motivations
 - Solving problems: problems, bilateral/unilateral solutions, justifications
 - Facilitating process
- Analyse the negotiation process
- Break down the meeting phases into the opening, middle, and end game aspects
- Identify identity issues and challenging differences in value
- Assess your negotiation style, your strengths, and challenges

Before the Session:

Read: Instructions for “The Conflict”

Read: “For Responsible Meetings”

Read: “Responsible Negotiation: Exploring the Forest beyond the Tree.”

9:00-9:10	Introduction: The Responsible Negotiation Matrix
9:10 -10:00	Simulation 3: The Conflict – Role Play Preparation
10:00-10:30	Meeting
10:30-10:45	Coffee break
10:45- 12:00	Simulation 3: The Conflict – Debrief
12:00-12:30	Summary: The Meanings of Process
12:30-14:00	Lunch

DAY 2: 13 APRIL 2023, THURSDAY – AFTERNOON SESSION

Session 4: COMPLEX PROBLEM-SOLVING AND MANDATE

Learning Objectives:

- Develop a responsible mandate: be creative and respect constraints
- Explore non/false/poor/(un)fair/ optimal agreements
- Manage information disclosure
- Sequence cooperative and competitive negotiation moves, growth, and fairness
 - Identify value creation moves
 - Explain how to value distribution works
 - Go beyond objective/economic value

Before the Session:

Read: Instructions for “The Budget”

Read: “The Distributive Knot: Negotiators’ Responsibility to Untie Complex Demands”

14:00 -14:05	Introduction
14:05 -14:35	Simulation 4: The Budget – Role Play Meeting
14:35-14:40	Individual Meeting
14:40-15:30	Roundtable: Lessons from the Brexit Negotiations
15:30-15:45	Coffee break
15:45-17:00	Simulation 4: The Budget – Debrief
17:00-17:30	Journaling (2) and Next Steps End of Session 4

DAY 3: 14 APRIL 2023, FRIDAY – MORNING SESSION

Session 5: ACTIVE COMMUNICATION ACROSS ORGANISATIONS

Learning Objectives:

- Understand the power of empathy to comprehend and convince
- Practice active perception and comprehension: look and listen
- Leverage active persuasion and conviction in rhetoric

Before the Session:

Read: Instructions for “The Merger”
 Read: “First Things First for Negotiators and Organisations”
 Read: “Leading Successful Negotiations on Behalf of Europe”

9:00-9:30	Summary: Active Comprehending and Convincing
9:30 -10:00	Simulation 5: The Merger – Role Play Preparation and Coalition Building
10:00-10:30	Four-Party Meeting
10:30-10:45	Coffee break
10:45- 11:45	Simulation 6: The Merger – Debrief
11:45-12:30	Simulation 7: The Peace Plan – Individual Preparation
12:30-14:00	Lunch

DAY 3: 14 APRIL 2023, FRIDAY – AFTERNOON SESSION

Session 6: MULTICULTURAL, MULTIPARTY & MULTILEVEL NEGOTIATIONS

Learning Objectives:

- Distinguish agency issues:
 - Levels and types of authority
 - Feedback and reporting back
- Manage negotiation complexity
- Summarize the key principles of responsible negotiation

Before the Session:

Read: Instructions for “The Refugee Camp”
 Read: “The Mediator as the Eye of a Storm”
 Read: “Beyond Negocentrism: Questioning Selves, Relationships, and Contexts”

14:00 -14:05	Introduction
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14:05 -14:45	Simulation 8: Refugee Camp – Role Play Group Preparation and Coalition Building
14:45-15:30	Mediated Meeting
15:30-15:45	Coffee break
15:45-16:45	Simulation 9: Refugee Camp – Debrief
16:45-17:10	Summary: Principles for Responsible Negotiation
17:10-17:20	Personal Action Plan
17:20-17:30	Evaluation and Distribution of Certificates End of Course

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