

EXECUTIVE TRAINING SEMINAR

RESPONSIBLE NEGOTIATIONS ACROSS NATIONS

4, 5 & 6 April 2022, Residential training

Course Description

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 emphasize 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.

“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 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.

How you will learn

- 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 presentation from leading experts
- Further readings to deepen your knowledge

The 10 deliverables you can expect

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

PROGRAMME

DAY 1: 4 APRIL 2022, MONDAY

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: Program
- 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

AFTERNOON SESSION

Session 2: NEGOTIATION PREPARATION

Learning Objectives:

- Understand 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: 5 APRIL 2022, TUESDAY

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: 5 APRIL 2022, TUESDAY

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 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: 6 APRIL 2022, WEDNESDAY

MORNING SESSION

Session 5: ACTIVE COMMUNICATION ACROSS ORGANIZATIONS

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 Organizations”

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

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
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

BIBLIOGRAPHY

- Axelrod (Robert) (1984). *The Evolution of Cooperation*. New York: Basic Books.
- Beaufort (Viviane de) & Lempereur (A.) (2003). Negotiating Mergers and Acquisitions in the European Union. In J.C. Usunier & P. Ghauri (eds), *International Business Negotiations*, Oxford: Pergamon, 291-324.
- Bonnot de Mably (Gabriel) (1757). *Principes des négociations pour servir d'introduction au droit public de l'Europe*. Paris: Kimé, 2001.
- Brett (Jeanne) (2001). *Negotiating Globally. How to Negotiate Deals, Resolve Disputes and Make Decisions across Cultural Boundaries*. San Francisco: Jossey Bass.
- Callières (François de) (1716). *De la manière de négocier avec les souverains*. A. Lempereur (ed.), Geneva: Droz, 2002; *On the Manner of Negotiating with Princes*. Boston: Houghton Mifflin, 2000.
- Cassan (Hervé) & Bailliencourt (Marie-Pierre de) (2019). *Traité pratique de négociation*. Brussels: Larcier.
- Ekman (Paul) (2003). *Emotions Revealed. Recognizing Faces and Feelings to Improve Communication and Emotional Life*. New York: Times Books.
- Faure (Guy-Olivier) (ed.) (2003). *How People Negotiate*. Dordrecht: Kluwer.
- Felice (Fortuné Barthélémy de) (1770). "Négociations ou l'art de négocier", *Dictionnaire de justice naturelle et civile*. Yverdon. In: Paris-Cergy: ESSEC IRÉNÉ, 2003; "Negotiation", In: W. I. Zartman (ed.), *The Fifty Percent Solution*. New Haven, Yale University Press, 1987.
- Fisher (Roger), Ury (William) & Patton (Bruce) (1981). *Getting To Yes. Negotiating Agreement Without Giving In*. New York: Penguin.
- Fisher (Roger), & Brown (Scott) (1988). *Getting Together. Building Relationships As We Negotiate*. New York: Penguin.
- Foster (Dean Allen) (1995). *Bargaining across Borders*. New York: McGraw-Hill.
- Hammond (John), Keeney (Ralph) & Raiffa (Howard) (1999). *Smart Choices*. New York: Broadway.
- Hotman (Jean) (2003). *L'Ambassadeur*. Paris, 1603. Paris-Cergy: ESSEC IRÉNÉ, 2003.
- Icklé (Fred Charles) (1964). *How Nations Negotiate*. New York: Harper & Row.

Kolb (Deborah) (1993). *Her Place at the Table: Gender and Negotiation*. In L. Hall (ed.), *Negotiation. Strategies for Mutual Gain*. Newbury Park: Sage.

Kremenjuk (Victor) (ed.) (1991). *International Negotiation*. Oxford: Jossey-Bass.

Lax (David) & Sebenius (James) (1986). *The Manager as Negotiator*. New York: The Free Press.

Lempereur (Alain) (ed) (1990). *L'Homme et la Rhétorique*. Méridiens-Klincksieck.

– & Meyer (Michel) (eds) (1990). *Figures et Conflits Rhétoriques*. Editions de l'Université de Bruxelles.

– (ed) (1990, 2011). Perelman. *Ethique et Droit*. Editions de l'Université de Bruxelles.

– (1992). Paix entre les nations, à travers Raymond Aron. In: *Libéralisme*, Editions de l'Université de Bruxelles, 59-76

– J. Brett, W. Adair, & Alii (1998). "Culture and Joint Gains in Negotiation." *Negotiation Journal*, Vol. 14, #1, 61-86

– & Curien (Hubert) (1998). « Bilan du Dialogue National pour l'Europe. Essai sur l'identité européenne des Français », *L'Année Européenne*, 254-260.

– (ed.) (2001). *Towards a Dialogue between Conflict Theories and Practices across Paradigms and Cultures*. 14th Conference of the International Association for Conflict Management, Paris-Cergy: ESSEC IRÉNÉ.

– & Beaufort (Viviane de) (2003). Negotiating Mergers and Acquisitions in the European Union. In J.C. Usunier & P. Ghauri (eds), *International Business Negotiations*, Oxford: Pergamon, 291-324.

– , Adair (Wendy), Brett (Jeanne), & Alii (2004). "Culture and Negotiation Strategy." *Negotiation Journal*, 20, 87-111.

– & Colson (Aurélien) (2004). *Méthode de négociation*. Paris: Dunod.

–, Salzer (Jacques) & Colson (A.) (2007). *Méthode de médiation*. Paris: Dunod.

– & Colson (Aurélien) (eds) (2008). *Négociations européennes. D'Henri IV à l'Europe des 27*. Paris: A2C Medias.

– (ed.) (2009). *Le Leadership Responsable*. Paris: Gualino L'Extensio Editions.

– , (2009). "Leading Successful Negotiations on Behalf of Europe: Analysis of the European Commission Civil Servants Practices," *European Review*, Vol. 17, n3/4, 541-568.

– , Colson (A.) & Pekar (Michele) (2010). *The First Move: A Negotiator's Companion*. Wiley.

- , Gelfand (M) and Alii, (2011). “Differences Between Tight and Loose Cultures: A 33-Nation Study.” *Science*, Vol. 332, # 6033, 1100-1104.
- , (2012). “A Rhetorical Foundation of International Negotiations: Callières on Peace Politics.” *Culture, Negotiation and International Conflict eJournal*. 2. 2, SSRN.
- , (2012). “Responsible Negotiation: Exploring the Forest Beyond the Tree.” *Journal of Global Responsibility*, Vol. 3, #2, 198-207
- (2015). “For Responsible Negotiation Meetings: Concocting a Vaccine against Meetingitis.” *Decision Making and Negotiations e-Journal*, 6 (12), SSRN
- & Herrington (Rebecca) (2016). “Responsibility to Protect Trumps Business as Usual: How Corporate Leaders Build Heroism to Face Atrocities.” In: J. Forrer & C. Seyle (eds). *The Role of Business in the Responsibility to Protect*. Cambridge (UK): Cambridge University Press, 69-97.
- (2016). “Beyond Negocentrism: Questioning Selves, Relationships and Contexts,” *Negotiation Journal*, 32(4): 335-343.
- (2016). “Humanitarian Negotiation to Protect: John Rabe and the Nanking International Safety Zone (1937-1938).” *Group Decision and Negotiation*, 25: 663-691.
- & Pekar (Michele) (2017). “The Distributive Knot: Negotiators’ Responsibility to Untie Complex Demands.” *Journal of*
- (2019). “Negotiating Peace from Inside Out: Spinoza as a Responsible Trump.” *Negotiation Journal*, 35(1), 131-134.
- Lewicki (Roy J.), Litterer (Joseph), Minton (John) & Saunders (David) (1994²). *Negotiation*. Chicago: McGraw Hill, 1985.
- (2021). *Puissance de la Médiation. Contre la guerre civile*. Descartes & Cie.
- , Salzer (J.), Colson (A.), Pekar (Michele) & Kogan (E.) (2021). *Mediation. Negotiation by Other Moves*. Wiley.
- Machiavelli (Nicolas) (1522). “Advice to Raffaello Girolami When He Went as Ambassador to the Emperor,” *Chief Works, and Others*, Vol. 1, 1965, 116-119.
- Magnette (Paul) & Nicolaidis (Kalypso) (2004). “The European Convention: Bargaining in the Shadow of Rhetoric”, *West European Politics*.
- Mnookin (Robert), Peppet (Scott) & Tulumello (Andrew) (2000). *Beyond Winning. Negotiating to Create Value in Deals and Disputes*. Cambridge, MA: Harvard University Press.

Morris (Michael), Nadler (J.), Kurtzberg (T.), & Thompson (Leigh) (2002). "Schmooze or lose: Social friction and lubrication in e-mail negotiations," *Group Dynamics: Theory, Research, and Practice*, Vol. 6 (1), 89-100.

Neale (Margaret) & Bazerman (Max) (1991). *Cognition and Rationality in Negotiation*. New York: The Free Press.

Nicolaidis (Kalypso) (1999). "Minimizing Agency Costs in Two-Level Games: Lessons from the Trade Authority Controversies in the United States and the European Union", In: Mnookin (R.) & Susskind (L.) (eds.) (1999). *Negotiating on Behalf of Others. Advice to Lawyers, Business Executives, Sports Agents, Diplomats, Politicians and Everybody Else*. Thousand Oaks: Sage.

– (1999). "Power and Negotiation: When Should Lambs Negotiate with Lions?" In: D. Kolb (ed.) *Negotiations Eclectics, Essays in Memory of Jeff Rubin*. London: Sage Publication.

– (2017). "Brexit Arithmetics" in J. Armour and H. Eidenmüller (eds.), *Negotiating Brexit* (Munich/Oxford: C.H. Beck/Hart Publishing)

Raiffa (Howard) (2002¹⁶). *The Art and Science of Negotiation*. Cambridge: Harvard University Press, 1982.

Stone (Douglas), Patton (Bruce) & Heen (Sheila) (1999). *Difficult Conversations*. Viking.

Susskind (Lawrence E.) & Field (Patrick) (1996). *Dealing with an Angry Public: A Mutual Gains Approach to Resolving Disputes*. New York: The Free Press.

Ury (William) (1991). *Getting Past No*. London, Random House.

Zartman (I. William) & Berman (M.) (1992). *The Practical Negotiator*. New Haven: Yale University Press

