



EXECUTIVE TRAINING SEMINAR

SCHOOL OF TRANSNATIONAL GOVERNANCE

EXECUTIVE TRAINING SEMINAR “RESPONSIBLE NEGOTIATIONS ACROSS NATIONS”

Scientific Coordinators:

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Online

14 - 19 DECEMBER 2020

COURSE DESCRIPTION

The conduct of negotiations is both an art and a science, which makes it a challenge but a rewarding one. At the 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 games. 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 online 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, mini-cases 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. We will also discuss the specific challenges and opportunities provided by conducting Negotiations online in transnational contexts.

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



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HOW YOU WILL LEARN

- Preparation and application exercises
- Team work, 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

WHO SHOULD ATTEND

- Mid-career professionals engaged in negotiations across borders
- National and international civil servants
- Political and technical advisers
- NGO professionals
- Corporate leaders engaged in public/private partnerships

THE 10 DELIVERABLES YOU CAN EXPECT

1. Strategic insights on how to prepare, conduct and debrief your negotiations
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

14 DECEMBER **SESSION 1: NEGOTIATION STRATEGY**

Learning objectives:

Elaborate a strategy for decision making and negotiation | Comprehend partisan perceptions | Discuss internal and external tensions and agency issues | Experience the negotiator's dilemma | Anchor the three negotiation pillars: People, Problems, and Process | Identify personal negotiation tendencies

14:00-14:15	Registration
14:15-14:30	Introduction: Structure and Objectives of the Course
14:30-16:00	Simulation 1: Decision Making Role Play (breakout room)
16:00-16:15	<i>Break</i>
16:15-17:50	Simulation 1: Decision Making - Debrief
17:50-18:00	Journaling (1) and Next Steps

15 DECEMBER **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, organizations and other stakeholders

14:00 - 14:30	Lecture: Three Negotiation Pillars: People, Problems and Process
14:30-15:15	Simulation 2: The Environmental Accident - Role Play (breakout room)
15:15-15:30	<i>Break</i>
15:30-16:15	Simulation 2: The Environmental Accident - Debrief (1)
16:15-16:30	<i>Break</i>
16:30-17:15	Simulation 2: The Environmental Accident - Debrief (2)
17:15-17:50	Lecture: Preparing for People, Problems and Processes
17:50-18:00	Journaling (2) and Next Steps
18:00	End of Session 2 and Informal Networking

16 DECEMBER SESSION 3: NEGOTIATION PROCESS AND MEETINGS

Learning Objectives

Apply the negotiation preparation framework; Engaging people (stakeholders' mapping and motivations); Solving problems (problems, bilateral/unilateral solutions and justifications); Facilitating process (meeting organization, communication) | Analyze the negotiation process and the key steps in every meeting | Break down the meeting phases into the opening game, middle game, and end game | Identify identity issues and challenging differences in value | Assess your negotiation style, your strengths and challenges

14:00-14:15 **Introduction:** The Responsible Negotiation Matrix

14:15-14:20 **Simulation 3:** The Ethnic Conflict - Role Play

14:20-15:10 Preparation (breakout room)

15:10-15:25 *Break*

15:25-16:00 Meeting (breakout room)

16:00-17:00 **Simulation 3:** The Ethnic Conflict - Debrief

17:00-17:15 *Break*

17:15-17:50 **Lecture:** The Meanings of Process

17:50-18:00 Journaling (3) and Next Steps

17 DECEMBER SESSION 4: COMPLEX PROBLEM-SOLVING AND MANDATE

Learning Objectives

Develop a responsible mandate: be creative and respect its 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

14:00 - 14:10 Introduction

14:10-14:45 **Simulation 4:** The Development Budget - Role Play — *Meeting (breakout room)*

14:45-15:00 **Simulation 4:** The Development Budget - Role Play — *Individual Reporting*

15:00-15:15 *Break*

15:15-16:15 **Roundtable:** Lessons from the Brexit Negotiations

- 16:15-16:30 *Break*
- 16:30-17:20 **Simulation 4:** The Development Budget - Debrief
- 17:20-17:50 **Lecture:** Objective and Subjective Value Creation and Claiming
- 17:50-18:00 Journaling (4) and Next Steps

18 DECEMBER SESSION 5: ACTIVE COMMUNICATION ACROSS CULTURES AND ORGANIZATIONS

Learning Objectives:

Understand the power of empathy in comprehension and conviction | Practice active perception and comprehension: look and listen | Differentiate persuasion and conviction in old and new rhetoric | Distinguish agency issues (mandate, interview, conflict of interests, fees, follow-up) | Levels and types of authority | Feedback and reporting back

- 14:00-14:30 **Introduction:** Active Comprehending and Convincing
- 14:30-14:50 **Simulation 5:** Integration - Role Play (breakout room)
Preparation and Coalition Building (breakout room)
- 14:50-15:15 **Simulation 5:** Integration - Role Play
Four-Party Meeting (breakout room)
- 15:15-15:30 *Break*
- 15:30-16:15 **Simulation 5:** Integration - Debrief
- 16:15-16:30 *Break*
- 16:30-17:00 **Lecture:** Managing Complexity
- 17:00-17:50 **Roundtable:** Mediation against Civil War
- 17:50-18:00 Journaling (5) and Next Steps

19 DECEMBER SESSION 6: MULTIPARTY & MULTILEVEL NEGOTIATIONS

Learning Objectives:

Distinguish personal, professional, regional and organizational cultures | Navigate across cultures | Dig deeper about behaviors, attitudes, norms and values | Incorporate value differences | Evaluate negotiation contexts and systems

- 09:00-09:15 Introduction

09:15-10:00	Screening Debrief: Cooperation Across Cultures
10:00-10:45	Roundtable: Managing Difficult Conversations
10:45-11:00	<i>Break</i>
11:00-11:45	Q&A
11:45-12:15	Lecture: Principles for Moving Forward
12:15-12:30	Personal Action Plan
12:30-13:00	Evaluation and Distribution of Certificates

TRAINERS

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