

## Positive Negotiation Program Customizable Agenda

### **Pre-Program Assignment**

Participants use the Negotiation Style Questionnaire (NSQ) to collect data from their work associates on their typical negotiation behaviors. Participants also assess their own negotiating behaviors in formal and informal situations.

### **Day One**

#### **8:00 Introduction and Program Objectives**

Participants learn a working definition of negotiation, explore the difference between problem solving and negotiating, and clarify personal learning goals for the program.

#### **9:00 Needs/Currency Analysis--Planning Guide 1**

Participants engage in a controlled-pace analysis of a negotiation situation. They learn the value of exchange in producing a joint-gain, high quality agreement. Participants test their analysis by viewing a video demonstration of the negotiation.

#### **9:20 Negotiation Exercise No. 1**

Participants use the Needs/Currency planning process to prepare for and then conduct a videotaped negotiation, in order to collect data on their current negotiating strengths and weaknesses.

10:05 *Break*

#### **10:15 Negotiation Exercise No. 1 (continued)**

#### **10:55 Quality in Negotiation/Feedback Exercise**

Participants learn the five characteristics of quality agreements, then assess the quality of the negotiation they just completed.

11:30 *Lunch*

#### **12:15 Negotiation Energy and Styles**

Participants explore a model of Negotiation Styles that describes negotiation behavior. They learn how successful negotiators use these styles to manage the negotiation process.

#### **12:45 Assessing and Coding Negotiation Styles**

Participants prepare to evaluate the impact of their negotiation behavior in the first exercise.

## Positive Negotiation Program Customizable Agenda

- 1:15 **Negotiation Exercise No. 1 Tape Review**  
Participants analyze their first exercise to identify their current use of Negotiation Styles to resolve conflict.
- 2:15 *Break*
- 2:25 **Negotiation Stages and Critical Tasks**  
Participants examine the four “face-to-face” stages of negotiation as well as the critical tasks that must be completed at each stage. Participants learn how to use this structure as a “road map” for managing an effective negotiation.
- 3:35 **Negotiation Style Questionnaire (NSQ)**  
Participants interpret data from their colleagues and identify critical areas for further analysis. They explore how others perceive their negotiating style, and how they adapt their styles and behaviors to different work situations. They compare their data with the research on the behavior of successful negotiators.
- 4:20 **Tactical Planning**  
Participants encounter the second of the two negotiation planning guides, and begin to plan tactically for a negotiation by learning a tool called the “General Tactical Orientation (GTO).”
- 4:50 **Day 1 Summary and Evening Assignment**  
During the evening, participants complete their NSQ analysis and two key readings.

## Positive Negotiation Program Customizable Agenda

### **Day Two**

- 8:00 **Day 2 Preview**  
Participants review the previous day's learning, learn what they will be doing on the second day, and raise any questions.
- 8:15 **Negotiation Exercise No. 2**  
Participants enter a "controlled-pace" negotiation exercise where they apply both the Needs/Currency (Planning Guide 1) and the Tactical (Planning Guide 2) planning tools. They begin by doing the Needs/Currency and GTO planning in teams.
- 8:35 **Negotiation Exercise No. 2--Preliminary Stage Tactical Planning**  
Participants study, plan for, and execute the Preliminary Stage of their negotiation. The flow of this activity begins with a lecture on Preliminary Stage tactics and a video demo, followed by individual NSQ skill analysis. Participants then plan in teams, meet to conduct the Preliminary Stage of the negotiation which is recorded for later analysis, then return to the main room for a discussion of learning points.
- 10:10 *Break*
- 10:20 **Negotiation Exercise No. 2--Opening Stage Planning**  
Participants continue their "controlled-pace" negotiation exercise, focusing on the Opening Stage of the negotiation. The activity proceeds similarly to the Preliminary Stage.
- 11:55 *Lunch*
- 12:45 **Negotiation Exercise No. 2--Exploring/Closing Stage Planning**  
Participants continue their "controlled-pace" negotiation exercise, focusing on the final two stages of the process. The activity proceeds similarly to the Preliminary Stage.
- 2:45 *Break*
- 2:55 **Negotiation Exercise No. 2--Exercise Review**  
Participants review the tapes of the second negotiation exercise, focusing on individual and team use of Negotiation Styles to effectively manage the Stages of Negotiation. Participants then reconvene in the large group for a discussion of learning points.
- 4:10 **Negotiation Exercise No. 3--Introduction**  
Participants form teams to read about a typical difficult dispute situation that they will negotiate on Day Three.

## Positive Negotiation Program Customizable Agenda

- 4:20 **Critical Negotiation Situations--Introduction**  
Participants identify and begin individually preparing for real-life, upcoming negotiation situations important to them.
- 4:40 **Day 2 Review/Evening Assignment**  
Participants individually complete all planning (Needs/Currency and Tactical) for Negotiation Exercise No. 3, as well as Needs/Currency planning for their Critical Negotiation Situation. Participants are also encouraged to review the readings of tactical choices.
- 4:45 **End of Day**

### Day Three

- 8:00 **Day 2 Review/Day 3 Preview**  
Participants have the opportunity to surface questions or issues arising from their work in the Program.
- 8:30 **Power and Strategy**  
Participants discuss the sources of power in a negotiation, and how perception of power can affect the choice of strategy for resolving conflict. Participants learn how preparation and behavioral skill can help to handle power imbalances.
- 8:45 **Negotiation Exercise No. 3--Team Planning**  
Team members meet to compare their individual planning, then prepare a joint plan for the upcoming negotiation exercise.
- 9:30 *Break*
- 9:40 **Negotiation Exercise No. 3--Negotiation**  
Participants conduct the negotiation exercise in teams. The exercise is recorded for later analysis.
- 10:40 **Negotiation Exercise No. 3--Debrief**  
Participants examine the outcomes of the exercise in large group discussion. They explore the alternative currencies used in the negotiation, prepare a “deal value analysis,” then compare the results of the teams.
- 11:45 *Lunch*

## Positive Negotiation Program Customizable Agenda

**12:30 Negotiation Exercise No.3--Review**

Participants conduct a tape review of the exercise in small groups. They collect data on the use of Negotiation Styles in managing the Stages and tasks of their negotiation.

1:30 *Break*

**1:40 Critical Negotiation Situations--Final Planning**

Participants add to or refine their analysis of their real-life negotiation situation, make some initial tactical decisions, then prepare to rehearse in small groups.

**2:10 Critical Negotiation Situations--Rehearsals**

In small groups, participants practice implementing key pieces of their upcoming critical negotiation situations. They receive coaching and feedback from other participants and from staff. The activity focuses on applying program concepts and behavioral skills to real-life situations, so that participants can engage in the actual situation when they return to work with greater confidence and skill.

**4:20 Closing Session**

Participants discuss next steps--how to consolidate and extend their learning after the program. They complete a program evaluation.

**4:35 End of Program**