

MentorTraining

Corporate computer and soft skills training
Serving the Bay Area since 1987

Negotiation: Inside And Outside The Organization *Experiential Learning Series*

Course Description:

This course examines key topics in negotiation. Participants will actively engage in negotiations as part of the class to better learn the principals of the skill, as well as to build confidence in their abilities. The experiential course methodology includes generating case studies and “learning how to learn” by practicing new behaviors and receiving constructive feedback.

Course Length: 1 day with a total of 6 hours of class time, typically 9-12 and 1-4 PM.

Audience and Size:

This course is design to improve the interpersonal and leadership skills and teamwork of individual contributors as well as managers. In particular, it is suited for: 1) high potential individual contributors and first-line managers of corporations, as well as high influence employees and opinion leaders. Diversity of enrollees is encouraged. A minimum of 10 participants is required, with a limit of 25.

Course Outline:

1. Preparing for the person and situation
 - Collect relevant data
 - Plan alternative strategies
2. Engaging the other party
 - Identify needs versus wants
 - Build rapport
3. Using power effectively
 - Manage verbal and non-verbal language
 - Frame the negotiation
4. Overcoming obstacles
 - Manage the tension level
 - Use a procedure
5. Using creativity
 - Brainstorm options
 - Balance divergent and convergent thinking

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Learning Objectives:

The end result of the course will be the ability to negotiate difficult issues and achieve goals in a more effective way. Toward this end, the following interpersonal dimensions will be examined in depth:

- Listening for underlying issues
- Using constructive confrontation
- Achieving influence without authority
- Managing assumptions and judgments
- Using power in a respectful way

Methodology:

Each participant would present a one-page case describing a past negotiation between him/her and another person(s). The case would be written in first person and portray an actual dialogue about a problematic issue. The format for writing the brief case would be as follow:

- 1) At the top of a piece of paper indicate your goal for the negotiation and what you believe the other person was trying to achieve;
- 2) Divide the rest of the paper into two parts from top to bottom;
- 3) Write actual dialogue of all parties involved on right part of the page (in quotes) and your unexpressed thoughts and feelings on the left part of the page.

The method for processing the case would be as follows:

- 1) Role-play each case and optionally record it using video equipment;
- 2) Facilitated whole group discussion of the pros and cons of critical incidences, optionally including video playback.

The objective of examining these cases is to highlight gaps between intention and action and increase awareness of effective and ineffective negotiation approaches. The learning points are drawn from each case by the facilitators interactively with both the presenter and the class.

About the Instructor:

The instructor for this course facilitated the Interpersonal Dynamics course at the Stanford Graduate School of Business (GSB) for 15 years, the Negotiation and Intervention course for 6 years, and Stanford's Executive Program in Leading and Managing Change for 12 years. He is an author of "The Stanford Interpersonal Dynamics Course Support Package" for facilitators and is currently preparing a second edition of Stream Analysis: A Powerful Way to Diagnose and Manage Organizational Change (Addison-Wesley Organizational Development Series) with Dr. Jerry Porras of the Stanford GSB. Dr. Porras is co-author with Jim Collins of the best selling book "Built To Last" (HarperBusiness).