



Program on
Negotiation
at Harvard Law School

A University Consortium • Harvard University • MIT • Tufts University

The Program on Negotiation at Harvard Law School announces

Negotiating Difficult Business Conversations

Dealing with Tough Topics Productively

Generate breakthrough innovation; close critical deals on your terms; save important relationships; motivate performance; maintain your self-respect; create standout teams; and turn conflict into an asset instead of a liability

In difficult times, your skill as a negotiator can be the difference between success and failure for you and your organization.

**An Interactive Conference in Cambridge, Massachusetts
with the authors of the acclaimed New York Times
Bestseller *Difficult Conversations***

April 14-15, 2009

July 13-14, 2009

November 16-17, 2009



www.pon.harvard.edu

"A tool that I can immediately put to use in everyday interactions.

I would highly recommend it to my colleagues."

We all have conversations we anticipate with dread because they may determine our fate, and we don't know how to make them succeed. How many of these scenarios sound familiar?

“For negotiation in every arena we have emphasized the importance of easy two-way communication. Yet for reasons good or bad, people often don't talk to each other, and don't want to ...What is it that makes conversations difficult, why do we avoid them, and why do we often handle them badly?”

Roger Fisher, from the forward to *“Difficult Conversations: How To Discuss What Matters Most”*

- **Team Conflict.** Your executive team is torn with dissension and disrespect. The business is under pressure, the team is deadlocked with – you think – good arguments on both sides, important issues remain unresolved, and your stock price is down 15% and dropping.
- **“Bad” Behavior.** Your biggest rainmaker is also the biggest cause of problems with employee morale. Yelling, tearing people down, and demands of all kinds are contributing to a culture of fear and high turnover.
- **Unreasonable Demands.** Your biggest customer is demanding extra work not in their contract and failing to deliver the resources they'd promised to support you. You need to tell them that the project is now over budget and behind schedule, but in your experience they never accept responsibility for anything.
- **Negotiating with “No Alternatives.”** Your supplier is the best there is – and knows it. Indeed, your engineers have told them they've already been baked into your company's new product design. Meanwhile, the head of marketing is threatening that heads will roll if anything delays the product's rollout. Unfortunately, your job is to negotiate the supplier's sky high proposed price down to something in line with the market.
- **Health, Safety, and Other Risk Issues.** Investigating a fire with loss of life on a deep-sea oil platform, you realize that conflicting incentives and instructions contributed to safety violations that everybody knew about and nobody reported. Now you are supposed to “measurably, reliably, and sustainably” change what is obviously a deeply ingrained culture.
- **Diversity and Cultural Challenges.** An important foreign client suggests that it would be best if the delivery team were led by a man. You need to talk constructively with your colleagues – and with this client – about how to handle this.
- **Performance Evaluations.** You have a talented performer whose results are limited by challenges in a few key areas. But this employee is “touchy” about criticism, and even the offer of coaching could send them into a nosedive. More, they are a relative of the Founder and CEO.
- **Creating an “Ethical Culture.”** Competitive performance pressures in your industry are fierce, and there is a constant temptation for individuals to try to cut corners or find “shortcuts” to success. But these invariably are discovered with devastating consequences for the individuals and the business. You are tasked with building a strong and reliable culture of ethical behavior.

Dealing with these and similar kinds of conflicts can make or break your business – and your career – depending on how well they are handled. These situations require negotiating high-stakes conversations that most people find difficult, because they lack the sophisticated analytic and communication skills needed to reliably navigate to successful and productive conclusions.

... Can Make or Break Your Team, Your Business, and Your Career

At the Program on Negotiation we have pioneered techniques for finding creative “mutual gains” solutions to difficult negotiation problems, and for treating the negotiation process as an exercise in hard-headed, side-by-side, joint problem solving.

But, you may ask, how do you take a “collaborative” approach with people who don’t want to work with *you*? With people you don’t respect, or who hold fundamentally different values and standards of legitimacy? With people who are insulting, dismissive, or unpredictable? (Or – dare we say what we really think? – just plain *irrational* and *stupid!*) Or perhaps with people whose behavior we see as quite the opposite: supremely shrewd and cunning, as well as utterly selfish and unprincipled.

Should we conclude that the problem-solving techniques first elaborated in Roger Fisher, William Ury, and Bruce Patton’s landmark international bestseller *Getting to YES: Negotiating Agreement Without Giving In* are of no use in these all-too-common situations?

Not so fast.

It turns out that in most such “difficult conversations” there are things *we* are doing – or not doing – that aren’t as collaborative as we think and that are contributing to the interaction being difficult.

After all, when we watch colleagues get into trouble, it’s usually pretty obvious how

each is contributing to an unhelpful tango, even if not equally. Surprise, surprise, when we’re the ones struggling with someone, most observers see *us* the same way.

It turns out we don’t need to throw away our problem-solving approaches, we need to learn how to *stick with them* – how to recognize when we have gone off the rails and learn how to get back on track.

Still not convinced? Then think about a colleague or a task that seemingly everyone finds difficult. But aren’t there, in fact, a few mysterious exceptions? People who somehow don’t seem to have the same difficulties everyone else experiences or at least not all the time?

It may not be obvious, but these exceptional people are systematically taking a different approach, and it’s paying off in conversations that are less difficult and more successful.

In this course led by *Getting to YES* co-author Bruce Patton and Harvard Law School faculty colleagues Sheila Heen and Douglas Stone, you will learn the “secrets” to making difficult conversations of all kinds less stressful and more productive – and how you can put those techniques into practice when you need them most.

Based on more than 20 years of research working with thousands of executives in hundreds of companies in contexts ranging from the boardroom, to labor negotiations, supplier management, mergers and acquisitions, and strategic alliances, to the world’s most intractable international conflicts, these techniques are proven, practical, and effective.

These are critical, foundational skills you won’t learn in any business school, even though they determine your success or failure every day. Can you – and your top team – afford *not* to master them?

“Should be mandatory for all senior management!”

Kimberly Doubleday,
Senior Attorney,
Mohegan Sun Casino

“A tool that I can immediately put to use in every-day interactions. I would highly recommend it to my colleagues.”

Linda Hill,
Regulatory Affairs
Portfolio Leader,
Ethicon-Endo Surgery,
a Johnson & Johnson
Company

Who Should Attend

Chief Executive Officers; Presidents; Board Chairs and Board Members; Executive Vice Presidents; Vice Presidents of Operations, Administration, Human Resources, Marketing, Manufacturing, Finance, Information Services, New Product Development and Engineering; Corporate Counsel; and others who must communicate and persuade effectively.

About the Program

“A course that can truly make a meaningful difference in your business and personal life.”

Jerome Jones,
Associate Chief Counsel,
U.S. Federal Aviation
Administration

**“Terrific program!
Insightful, practical
and essential to any
manager.”**

Ann Kayman,
Chief Executive Officer,
New York Grant Company

As a senior executive, your ability to manage difficult business conversations is a key to your effectiveness. It allows you to prevent serious disagreements from crippling the organization. It helps you bridge the gulf of real differences in what people believe and feel. It helps you confront adversity with aplomb, sustain and strengthen your leadership and keep your team moving forward and on target.

Yet every executive is faced with the prospect of some conversations that feel uncomfortable and challenging, where there doesn't seem to be any promising way to pull off a good outcome.

Often this is when personal stakes are high, feelings are strong, self-esteem is on the line, and the real issues so politically sensitive that they seem effectively undiscussable.

While the specific situations may be different for every person, it turns out the underlying dilemmas that make these conversations difficult are the same, as is the goal – to manage these conversations in ways that reduce anxiety and increase the likelihood of a high-value outcome.

This program takes you step-by-step from understanding the dilemmas that make some conversations seem so challenging, to understanding the key insights that allow you to escape those dilemmas, to practicing the skills required to put those insights successfully into practice.

The program is not only life-changing, but fun, with engaging real-life stories; humorous, interactive, high-energy presentations; focused, hands-on exercises; lots of questions and on-the-spot experimentation; and consistent, insightful, to-the-point feedback and coaching.

1. What Makes Difficult Conversations So Hard?

A difficult conversation is anything you find hard to talk about. The challenge, in most cases, is that you correctly anticipate bad outcomes from trying to have the conversation: for example, they get defensive, resentful, and resistant, and may even attack back. Or they take advantage. The relationship is damaged, and the problem remains or gets worse. And yet, avoiding the conversation is likely to have many of the very same consequences: fueling your resentment, damaging the relationship, and failing to address the problem.

It is not so much the subject matter of most difficult conversations that makes them difficult, but the way we think about them. Whatever the content, when we get into trouble, we all fall into the same common traps. We recognize these traps when other people fall prey to them; the challenge is learning to recognize when they are getting in our way and then “negotiating ourselves” into a more constructive frame of mind (without giving up any of the power of our concern).

In this segment you will learn about the three internal “conversations” that get triggered in our head when we are confronted by a challenging situation, and how each one can get us into trouble.

2. Sorting Out What Happened

The most basic way we get in trouble in difficult conversations is by assuming we're right, we know what people meant to do and why, and we know who's to blame for what happened. As the saying goes, “assume makes an ass out of u and me.” In fact we have a plausible story based on what we know, but it is never the whole story or the only plausible story, no matter how strongly we feel about it.

In this segment you'll learn:

- why partisan perceptions are so prevalent and difficult to address, what it takes to overcome them, and how to have a productive dialogue despite them;
- why good intentions aren't enough, and how to separate intentions from impact;
- how to shift from the "blame frame" to discussing joint contribution, even with a determined blame "shifter" or "avoider."

3. Coping with Strong Feelings

One reason many conversations are challenging is the strong feelings they raise in ourselves and others. Feelings often seem out of place in the workplace, and yet we can't actually get rid of them – only send them underground to fester. In this segment you will learn:

- The most common ways people respond to strong feelings – and why they mostly don't work;
- The simple approach that eases feelings without your giving anything up;
- How to share your own feelings effectively, when they are otherwise going to get in the way.

4. Identity: The Root of the Difficulty

Why do only some conversations knock us off balance and into problematic ways of thinking, while the rest of the time we are perfectly competent even in very challenging situations? The answer is typically that something in the challenging situations threatens our self-image and self-respect. "I'm competent!" we insist, but deep inside a tiny voice is wondering, "Did I make a mistake?" In this segment we explore the structure of the deeper challenges that often lie at the root of difficult conversations, and how you can learn not only to face up to

them, but to use them to fuel your skill and growth as a person and a leader.

5. Putting It All Together

In this segment we look further at the nuts and bolts of successful conversations, including:

- When it makes sense to make the effort, and when to let it go;
- Common goals that are doomed from the outset, and three purposes that make sense;
- Why many well-intended conversations go off the rails right from the beginning, and how to ensure a productive beginning that promotes learning;
- How to speak with maximum clarity and power, including why you should start with what matters most and say what you really mean.

Then we explore what to do when things start to go badly, whether you make a mistake or the other person attacks, including how to reframe a destructive comment, how to recover from a mistake, and how to promote effective problem solving by controlling the *process*.

In This Highly Interactive Program You'll Take Part . . .

. . . in a series of exercises, simulations, negotiations and personal analyses that will help you identify your own tendencies in interpersonal negotiations. Throughout the program, you'll have an opportunity to analyze difficult conversations you've had in the past and think about how you might have handled them differently, and to develop effective new strategies for those situations you will face in the future.

"Absolutely changes the way you approach negotiations and look at yourself! Thanks."

Ron Denny,
Vice President,
Operations Manager,
Turner Construction

"I wish everyone I knew and worked with could take this; it's the brilliance of simplicity and common sense – done well."

Jennifer O'Brien,
Project Coordinator,
South Englehard Center

Program Faculty

All three faculty members teach at Harvard Law School in the pathbreaking Negotiation Workshop they helped to create. And all three are co-authors of the New York Times Business Bestseller *Difficult Conversations: How to Discuss What Matters Most* (Viking/Penguin, 1999), which has been published in more than thirty languages.

“ . . . provides skills that are critical to successful implementation of organization changing initiatives.”

Michael Wangsness,
Ciba Vision

“A valuable program with tremendous insight.”

Roger Kahlon,
Account Director,
Fidessa LatentZero

Sheila Heen is a founder of Triad Consulting Group and a Lecturer on Law at Harvard Law School, where she teaches negotiation and conflict management. Sheila’s corporate clients include Barclay’s, Boeing, Citigroup, IBM, Merck, Millenium, PwC, Standard Bank of South Africa, and Unilever. In the public sector she has provided training for The Citadel, the New England Organ Bank, the U.S. Postal Service, the Arctic Slope Regional Corporation, the Singapore Supreme Court, and Greek and Turkish Cypriots grappling with the future of their divided island. Prior to founding Triad, Sheila spent many years at the Harvard Negotiation Project, developing negotiation theory and pedagogy. She specializes in helping executive teams manage conflict, repair relationships, and make sound business decisions together. She has appeared on Oprah, the G. Gordon Liddy show, NPR’s Diane Rehms Show, Fox News, and CNBC’s Power Lunch. Her articles have appeared in the *Negotiation Journal*, Oprah’s *O Magazine*, and *USA Weekend*, and she originated the LifeCoach column for *Real Simple*

magazine, which she wrote for two years. She contributed chapters to the *Handbook of Dispute Resolution* and *The Negotiator’s Fieldbook*. Sheila is a graduate of Occidental College in Los Angeles, and Harvard Law School. She is married to John Richardson, who teaches negotiation at MIT and Boston College. Her email is heen@post.harvard.edu.

Bruce Patton is Deputy Director of the Harvard Negotiation Project, which he co-founded with Roger Fisher and William Ury in 1979, and a co-founder of the Program on Negotiation, which dates from 1983. He is also one of five founders and six Directors of Vantage Partners, LLC, a consulting firm that helps Global 1000 companies negotiate and manage their most critical relationships, and build the organizational capability to do so sustainably. He is co-author, with Fisher and Ury, of *Getting to YES: Negotiating Agreement Without Giving In*, which has sold more than 5 million copies in almost 35 languages. He has extensive experience in corporate, labor-management, and inter-

About the Program on Negotiation at Harvard Law School

For 25 years, the Program on Negotiation at Harvard Law School has been one of the world’s outstanding negotiation training institutions, and through the innovative research of its faculty has helped to evolve the field itself. It was founded as a collaborative effort among faculty at Harvard, MIT, Tufts and other Boston-area universities to design, implement and evaluate improved dispute resolution practices. A dynamic, interdisciplinary research center, PON serves a unique role in the world negotiation community by developing new thinking on negotiation theory, creating new material for negotiation education, and nurturing a new generation of negotiation teachers and scholars. Each year, business and government leaders, corporate trainers and corporate counsel are among the 2,500 people who participate in PON’s negotiation training courses.

national contexts. His clients include some of the world's leading companies in the financial services, high technology, and energy sectors, where he advises on high-stakes negotiations, supplier management, strategic alliance management, post-merger integration, business development negotiation, and other contexts involving important and complex relationships.

Internationally, he helped – at the request of both governments – to structure a solution to the 1980 U.S.-Iranian hostage conflict; he worked with Nobel prize winner Oscar Arias of Costa Rica to make the Esquipulas II Central American peace agreement self-implementing; and he helped train all parties (including the African National Congress and the Afrikaaner government) and structure the negotiation process for the constitutional talks that led to the end of apartheid in South Africa. He is married to Diana McLain Smith, a management consultant and author of *Divide or CONQUER: How Great Teams Turn Conflict Into Strength*. Bruce can be reached at bpatton@post.harvard.edu.

Douglas Stone is a founder of Triad Consulting Group and a Lecturer on Law at Harvard Law School, where he teaches negotiation and conflict management. Through Triad, he consults to a wide range

of organizations, including Barclay's, the Boston Area Rape Crisis Center, Citigroup, Honda, HP, IBM, Merck, Microsoft, the Nature Conservancy, Saudi Aramco, and TimeWarner. Doug has also worked with mediators and journalists in South Africa, Greek and Turkish political and community leaders in Cyprus, doctors and executives at the World Health Organization, and diplomats at the former Organization of African Unity in Ethiopia.

He has appeared on many TV and radio shows, including Oprah, and was a keynote speaker at the 2006 World Negotiation Forum in Brazil. His articles on negotiation have appeared in the *New York Times*, the *Boston Globe*, the *Los Angeles Times*, and *IT Journal*, and he contributed chapters to the *Handbook of Dispute Resolution* and *The Negotiator's Fieldbook*. Doug is a co-author of a book of life advice for college students called *Real College: The Essential Guide to Student Life* (Penguin 2004), and, with Roger Fisher, a book on negotiation for kids called *Working It Out*. Doug graduated from Brown in 1980, and Harvard Law School in 1984. Prior to returning to Harvard, he practiced transactional and regulatory banking law at firms in Boston and New York. His email is dstone@post.harvard.edu.

**“Excellent program!
Entertaining, useful, live!
Great presenters!”**

Irina Goldsher,
Vice President,
Finance Director,
State Street Corporation

**“ . . . widely applicable
to a range of situations
at work, at home with
friends and family.”**

Todd Bristol,
Senior Assistant Dean,
Columbia University
School of Social Work



Take the Program on Negotiation home with you after the course is over.

Negotiation is an award-winning monthly newsletter published by the Program on Negotiation at Harvard Law School. This newsletter provides expert advice and practical tips that help you continue to develop your negotiation skills – from showing you how to avoid common pitfalls to helping you get results that meet your interests. We think you will find that it makes an invaluable supplement to the program you choose to attend

through the innovative ideas, strategies and case examples it offers. For more information about *Negotiation* newsletter, go to www.pon.harvard.edu.

Registration

The registration fee for this program is \$2150, and includes luncheons, coffee, reception, and complete program materials. It does not include hotel accommodations.

To Register: Visit our website at www.pon.harvard.edu; or **Return this form** to Ms. Deborah Carpenter, Center for Management Research (conference administration office), 134 Rumford Avenue, Newton, MA 02466; or **Call** Ms. Carpenter at: (781) 239-1111; or **Fax this form** to (781) 239-1546. Confirmation will be made via mail and email. *You may also email us at pon@execseminars.com.*

Special Savings: If you register for more than one program from our curriculum at this time, you pay the full tuition for the first program and deduct \$300 from the tuition for each additional program you select, except where other discounts already exist. *If you need more information, feel free to contact us (see above).*

Accommodations: We have reserved a block of rooms at a hotel convenient to the program site. Information on how you may arrange for accommodations will be sent to you approximately eight weeks prior to the program.

Certificates: Certificates of Participation will be awarded for each program.

Attendance Limitations & Liability: Attendance at all programs will be reserved on a first-come, first-served basis. If a program is canceled, liability is limited to the registration fee.

Please Select From Below:

- Check enclosed. Payable in U.S. dollars to CMR/Difficult Conversation.
- Please bill me. Payment is expected prior to program.
- I can't attend on the dates listed. Please notify me of future programs.

(If your company requires a PO, please submit it as quickly as possible.)

I wish to attend the following session of **Negotiating Difficult Business Conversations** (check box below). Sessions have been scheduled to allow you to attend certain programs on successive dates. If you register for more than one program now, you can receive a \$300 tuition discount on each additional program you select at this time.

†Program on Negotiation for Senior Executives (\$1950) <input type="checkbox"/> March 16-17, 2009 <input type="checkbox"/> *April 20-21, 2009 <input type="checkbox"/> May 18-19, 2009 <input type="checkbox"/> *June 23-24, 2009 <input type="checkbox"/> July 20-21, 2009 <input type="checkbox"/> **September 23-24, 2009 <input type="checkbox"/> October 19-20, 2009 <input type="checkbox"/> *December 7-8, 2009	†Dealing with Difficult People and Difficult Situations (\$1950) <input type="checkbox"/> *April 21-22, 2009 <input type="checkbox"/> *June 24-25, 2009 <input type="checkbox"/> **September 24-25, 2009 <input type="checkbox"/> *December 8-9, 2009	Negotiating Complex Business Deals (\$2150) <input type="checkbox"/> April 23-24, 2009 <input type="checkbox"/> July 22-23, 2009 <input type="checkbox"/> December 10-11, 2009
Negotiating Labor Agreements (\$1950) <input type="checkbox"/> April 2-3, 2009 <input type="checkbox"/> July 16-17, 2009 <input type="checkbox"/> October 1-2, 2009 (in Chicago) <input type="checkbox"/> December 3-4, 2009	Negotiating Difficult Business Conversations (\$2150) <input type="checkbox"/> April 14-15, 2009 <input type="checkbox"/> July 13-14, 2009 <input type="checkbox"/> November 16-17, 2009	Dealing with Emotions in Business Negotiations (\$2150) <input type="checkbox"/> April 16-17, 2009 <input type="checkbox"/> July 15-16, 2009 <input type="checkbox"/> November 18-19, 2009
Dealing with An Angry Public (\$1950) <input type="checkbox"/> April 30-May 1, 2009 <input type="checkbox"/> November 12-13, 2009	The Program on Technology Negotiation (\$2150) <input type="checkbox"/> May 7-8, 2009 <input type="checkbox"/> November 5-6, 2009	Teaching Negotiation in the Organization (\$2250) <input type="checkbox"/> May 17-19, 2009 <input type="checkbox"/> October 18-20, 2009
†The Program on Negotiation for Senior Executives and Dealing With Difficult People and Difficult Situations are scheduled on successive dates to allow you to participate in both programs at a special tuition price of \$2950. Further discounts do not apply. *Available as a 3-day program only. Mark successive program dates to register. **Can be attended as individual programs or combined as a 3-day program at the special \$2950 tuition price.		How to Say No – and Still Get to Yes (\$2150) <input type="checkbox"/> June 1-2, 2009 <input type="checkbox"/> December 3-4, 2009

Mr/Ms/Dr _____
 (Please type or print clearly)

First name: on badge _____ on certificate _____

Title _____

Organization _____

Address _____

City _____ State/Country _____ Zip/Postal Code _____

Phone _____ Fax _____

E-mail _____

Team Registration: Others attending with me include:

Mr/Ms/Dr _____ Title _____

E-mail _____

Mr/Ms/Dr _____ Title _____

E-mail _____

Mr/Ms/Dr _____ Title _____

E-mail _____

To submit additional registrations, please copy this page. (Please note if addresses of those on team differ.)

PON DC r29: INTERNET