



Program on
Negotiation
at Harvard Law School

A University Consortium • Harvard University • MIT • Tufts University

The Program on Negotiation at Harvard Law School announces

The Program on Negotiation for Senior Executives

Creating practical, productive and lasting agreement

**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

March 16-17, 2009

July 20-21, 2009

May 18-19, 2009

Special 3-day sessions including "Dealing With Difficult People"

April 20-22, 2009

June 23-25, 2009



www.pon.harvard.edu

*"This is a great program I would recommend to any senior executives
that need to negotiate complex deals where value creation has no limit."*

A Program That Redefines Effective Negotiating Strategy

“Unbelievable way to relearn how you actively communicate with others in every genre of your daily life.”

Nathan Grinnell,
Director, Sales,
Beltone New England

“This is a great program I would recommend to any senior executives that need to negotiate complex deals where value creation has no limit.”

Laurent Elkaim,
Director, Product Management, eDirectories,
Yellow Pages Group
(Canada)

“Without a doubt the greatest tool I am bringing to my organization this year; thank you!”

Mauricio Espinosa,
Chief Executive Officer,
G20, Inc.

How can you improve the outcomes of your negotiations with business partners, clients, vendors, and employees?

What can you do to increase your ability to negotiate deals, influence peers, persuade investors, avoid needless conflict and costly litigation, improve financial terms and influence the decisions of others?

At the Program on Negotiation at Harvard Law School, an internationally renowned center for the development of negotiation theory and practice, we have designed a unique approach to executive negotiation that combines the theory of effective negotiation with successful strategies employed by experienced negotiators.

This powerful approach allows you to:

1. separate the people from the problem
2. turn differences into mutual gains
3. “win” by being fair

More than 20,000 executives, government officials and practicing attorneys have completed **The Program on Negotiation for Senior Executives**. They have used what

they learned to resolve business issues, untangle complex litigation, mediate public disputes and defuse international crises.

Unlike some techniques that promise “how to get yours and most of theirs, too,” the negotiation framework taught at the Program on Negotiation is theory-based and also highly practical. It allows for subtlety in conducting both the external and internal negotiations that are a key part of your management responsibilities.

The Program on Negotiation for Senior Executives offers you and your management team this same training. Taught by Program on Negotiation faculty, it features intensive instruction in negotiation theory and practice. At the program, you will have the opportunity to negotiate in specially designed simulations with many of the approximately 150 other top executives in attendance to test these new techniques.

We believe that, as a senior manager, you can derive enormous personal and organizational benefit from taking part in this carefully planned day-and-a-half event.

Who Should Attend

This program is appropriate for Chief Executive Officers; Presidents; Board Chairs and Board Members; Executive Vice Presidents; Vice Presidents of Operations, Administration, Human Resources, Marketing, Manufacturing, and Finance; Corporate Counsel; and other executives who face the pressures of resolving conflicts that have a direct effect on both successful day-to-day management and long-term strategies.

Key Benefits of Attending This Program

You will be able to apply the concepts you learn to facilitate:

1. Improved Working Relationships

- Negotiating with superiors, boards of directors, legislators and regulators
- Building effective coalitions
- Selecting tactics for dealing with the fundamental tensions of any negotiation
- Identifying the symptoms of a poor working relationship and negotiating a better one

2. Enhanced Organizational Effectiveness

- Negotiating with subordinates who have their own interests, understandings and sources of support
- Persuading backers, investors, regulators and employees
- Learning how to organize a work environment that can better cope with conflict
- Saving money by avoiding useless litigation

3. Enhanced Personal Effectiveness

- Negotiating with peers and others you cannot command but whose cooperation is vital
- Structuring bargaining situations for maximum return
- Controlling the escalation of interpersonal conflict
- Becoming more skillful at face-to-face negotiations

4. Making Better Deals

- Establishing favorable financial terms and contracts with suppliers, producers and consultants
- Influencing partnerships, joint ventures and mergers
- Understanding your negotiation situation
- Analyzing available negotiation tactics and selecting from an array of moves which can change the situation to your advantage

5. Breaking Through Standoffs, Stalemates and Deadlocks

- Overcoming impasses by structuring creative options
- Avoiding the perception of all conflicts as win/lose situations and keeping control of the negotiations

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.

“Dispels the myth that negotiation can’t be taught. There is much to learn and PON does it very well.”

William Tong, Esq.,
Finn Dixon &
Herling LLP

“The Harvard Program on Negotiation teaches you how to prepare both personally and professionally for winning interactions and negotiations with terminal negotiators. Excellent course.”

Kathryn Lucas,
Director,
Professional Relations,
Boehringer Ingelheim
Pharmaceuticals, Inc.

“Pertinent, practical, precise: highly valuable training program for senior executives.”

Jean-Francois Landre,
General Manager,
Ottawa Xpress Publishing
Inc/Voir

Can You Learn To Be A Better Negotiator?

“Fantastic overview, practical and applicable on day to day situations. Right mix of theory and case studies.”

Subhas Sen,
Head, Business
Creation Process,
Galaxy Chemicals, Inc.

“An excellent program that synthesizes a semester long course into a day and a half. The result is a logical, pragmatic approach with useful tools that can be applied immediately.”

Mark Boone,
Vice President &
Chief Financial Officer,
Spine Division,
Stryker Corporation

“Very well organized. The content and delivery were superb.”

Stephen Sharpe,
Associate Director,
Strategic Planning,
Bristol-Myers
Squibb Company

The faculty at the Program on Negotiation at Harvard Law School believe that it is possible to substantially improve your negotiating skills.

We believe that you can learn to achieve better outcomes, become more proficient in long-term decision making, enhance your status as a leader, and more easily reach consensus with the people working around you.

We have developed a pragmatic negotiation process which allows you to deal with the kinds of complex problems you face every day in your professional and personal life.

In this program, you'll learn how to build a framework for maximizing negotiation outcomes through expert presentations and interactive simulations.

You'll also learn the elements of mutual gains negotiation –

- Know your BATNA (Best Alternative To a Negotiated Agreement)
- Distinguish interests from positions
- Invent options without committing
- Insist on objective criteria
- Separate the people from the problem

– and how these elements can help you to maximize joint gains.

Each program segment features a variety of simulations and exercises that allow you to put key lessons immediately into practice. The focus is on three elements crucial to any successful negotiation:

1. Setting the Stage for Productive Negotiations: Diagnosing the Negotiation Problem

You'll be introduced to a framework and a language for identifying and overcoming negotiation problems. You'll learn how to:

- Overcome a lack of mutual trust and cooperation
- Improve the power realities of the negotiation so you can generate better alternatives

You will also learn about steps you can take to separate the people from the problem and invent options for mutual gain.

This segment will also focus on recognizing and managing the inherent tension between cooperation and competition including:

A Note About Team Attendance

Others who have taken part in The Program on Negotiation for Senior Executives have found team attendance to be beneficial.

Team members do not interact with each other during negotiation exercises but are assigned other negotiating partners at random. The benefit is exposure to a wide range of negotiating styles and approaches, and a common baseline for approaching negotiation back at work.

- How to structure the bargaining process to accommodate joint problem solving, brainstorming, and joint fact finding
- Analytical concepts essential to achieving a good outcome

2. Negotiating Better Outcomes: Building Successful Relationships

In this session you'll learn how you can apply the elements of the mutual gains approach to maximize negotiation outcomes.

You'll also learn how to recognize and exploit opportunities for gain.

This segment includes simulated negotiations designed to demonstrate strategies for expanding the negotiation pie while doing well for yourself and your company. You'll learn proven strategies for:

- achieving lasting results
- ensuring implementation
- enhancing the relationship
- negotiating without locking into positions
- controlling destructive escalation dynamics

How do you evaluate offers from others during bargaining to be certain that both your interests and their interests are satisfied?

How do you decide when it may be better to walk away and when it may be better to close?

3. Dealing With Obstacles and Complicating Factors

In managing internal and external negotiations, what can you do to achieve mutual gains and maximize the deal for both sides even in the face of obstacles and complicating factors such as coalitions and institutional barriers?

What tools work best for managers who need to shape agreements and informal understandings within a complex web of internal and external relationships?

In this session you'll learn how to deal with such sources of resistance as: your own fears (that the other side will take advantage of you, that you won't be good at it), their hard bargaining style (that they'll use what you say against you, that they'll make unreasonable demands in an obnoxious way, that they won't play the game), or organizational difficulties (that others won't understand what you're trying to do).

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.

“Fantastic, hands-on explanations of things in negotiation that should be obvious, but aren’t.”

Dale Morris,
Senior Advisor,
Royal Netherlands Embassy

“A motivating seminar. It changed my perception on power and negotiation. It was new.”

Armando Franco,
Purchasing Manager,
Fender Musical Instruments
(Mexico)

“Eye-opening.”

Christine Sirotkin,
Associate Director,
Global Project Management,
Human Genome
Sciences, Inc.

Program Faculty

The faculty for each program is drawn from a group of internationally recognized experts on negotiation and dispute resolution. Participating faculty members include:

“Great material – excellent speakers!”

Stephen Jones,
Vice President,
Program Management,
Pacific Scientific EKD

“Well conceived, user-friendly . . . faculty is top shelf.”

Philip Neuer,
Executive Vice President
& General Counsel,
Safer Development
Textiles Group

“ . . . well planned, highest quality, with superior professors as the instructors.”

William Maaia,
Principal Attorney,
William C. Maaia &
Associates

Max H. Bazerman, Jesse Isador Straus Professor of Business Administration, Harvard Business School, and Director, Project on the Psychological Processes of Negotiation, Program on Negotiation at Harvard Law School.

Robert C. Bordone, Thaddeus R. Beal Assistant Clinical Professor of Law, Harvard Law School, and Director of the Harvard Negotiation and Mediation Clinical Program.

Brian S. Mandell, Senior Lecturer in Public Policy, John F. Kennedy School of Government, Harvard University.

Kathleen L. McGinn, Professor in the Negotiations, Organizations and Markets Group and Director of Research at the Graduate School of Business Administration, Harvard University.

Robert H. Mnookin, Samuel Williston Professor of Law, Harvard Law School, and Chair of the Executive Committee, Program on Negotiation at Harvard Law School.

Bruce M. Patton, Deputy Director, Harvard Negotiation Project, and former Associate Director, Program on Negotiation at Harvard Law School.

Jeswald W. Salacuse, Henry J. Braker Professor of Law and former Dean, Fletcher School of Law and Diplomacy, Tufts University.

James K. Sebenius, Gordon Donaldson Professor of Business Administration, Harvard Business School, and Co-Director of the Negotiation Roundtable.

Guhan Subramanian, Joseph Flom Professor of Law and Business at the Harvard Law School, Douglas Weaver Professor of Business Law, Harvard Business School, and faculty head for the JD/MBA program at Harvard University.

Lawrence E. Susskind, Ford Professor of Urban and Environmental Planning, The Massachusetts Institute of Technology, co-author of *Breaking The Impasse*, and Senior Fellow, Program on Negotiation at Harvard Law School.

William L. Ury, Director, the Global Negotiation Project, Program on Negotiation at Harvard Law School; co-author of *Getting To YES*, and author of *Getting Past No: Negotiating With Difficult People*.

Michael Wheeler, Class of 1952 Professor of Management Practice, Harvard Business School, and editor of the *Negotiation Journal*.

Special Three-Day Sessions

Announcing Special Three-day Sessions*
on April 20-22, 2009 and June 23-25, 2009

Including the **Program on Negotiation for Senior Executives** and
Dealing With Difficult People and Difficult Situations
Using “Mutual Gains” in Tough Negotiations

Four times a year, we offer special three-day sessions that combine attendance at the day-and-a-half **Program on Negotiation for Senior Executives** with an additional day-and-a-half of training on overcoming hard bargainers and difficult negotiation situations.

In **Dealing With Difficult People and Difficult Situations**, you learn how to negotiate with someone who refuses to cooperate and bargain in good faith – or who stonewalls and won’t bargain at all.

You will learn what to do when the other side resorts to threats, dirty tricks or personal attacks, as well as how to break through negotiating logjams created by a hard bargainer’s bad behavior without ruining your chances for success.

Dealing With Difficult People and Difficult Situations is based on a set of “breakthrough” strategies you can use to turn aside attacks, escape from seemingly impossible situations and move from face-to-face confrontation to more productive negotiating results.

These breakthrough strategies provide both an alternative to the common responses to dirty tactics – giving in, making threats yourself, or running away – as well as solutions to problems which arise with peers, colleagues and business associates.

At the special three-day sessions, you will learn:

- how to recognize and defuse “hard” tactics
- how to ask questions to which the other side can’t say “no”
- how to use power without provoking
- how to exercise the greatest power you have as a negotiator – the power to change the game
- how to diagnose your own tendencies in the face of conflict and the tendencies of the other side
- how the structure of the game dictates the tactics

“I’ve traveled 12 hours to come here from Europe; it is one of the best R.O.I.s for me and my company, very useful for international and globalization of market understanding.”

Dr. Garry Tessier,
General Manager,
Global Procurement,
Komatsu Europe International
(Belgium)

“Everyone has at some point dealt with difficult folks. This program offers key strategies to make the best of these situations and seal the deal.”

Kate Darwin,
Director, Substation
Construction Services,
National Grid

“Very practical and interactive. Dealing with difficult people is perhaps the hardest aspect of any negotiation. I know I am better equipped to deal with that next time.”

Stephen Satchel,
Director, Labor Relations,
Coca-Cola (Canada)

* See back page for information on the special three-day fee.

Registration

The registration fee for this program is \$1950 (for non-profit 501(c)(3) organizations the discounted fee is \$1750), 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. Julie Dunbar, Center for Management Research (conference administration office), 134 Rumford Avenue, Newton, MA 02466; or **Call** Ms. Dunbar 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/Negotiation.
- ☐ 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 **The Program on Negotiation for Senior Executives** (check box below). Sessions of **Dealing with Difficult People and Difficult Situations** have been scheduled to allow you to attend both programs at a special tuition price of \$2950. You can also receive a further \$300 tuition discount on any other programs 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
*Available as a 3-day program only. Mark successive program dates to register. **Can be attended as individual programs as well as a combined 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.)

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