Program on Negotiation
at Harvard Law School

Program on Negotiation
for Senior Executives

September 23-24, 2009
October 19-20, 2009
December 7-8, 2009

Dealing With Difficult People
and Difficult Situations

September 24-25, 2009
December 8-9, 2009

Boston Marriott Cambridge Hotel
Cambridge, Massachusetts

A university consortium dedicated
to developing the theory & practice
of negotiation and dispute resolution.

HARVARD  |  MIT  |  TUFTS

www.executive.pon.harvard.edu
Dear Senior Executive,

Vince Lombardi said, “Winning isn’t everything — it’s the only thing.” But if you’ve tried to follow Coach Lombardi’s famous dictum, you may have discovered that football is not the same as real life.

Football is about winners and losers. In the game of life, though, sometimes everyone comes out a winner. And not by accident.

What some call a “win-win” usually is the product of purposeful negotiation. Not the take-no-prisoners, Lombardi style, but what we at Harvard call the “problem-solving approach.”

Since 1983, the Program on Negotiation at Harvard Law School has probed the secrets of this “problem-solving approach.” I say “secrets” because these techniques simply are not obvious to the average person — not even to many seasoned negotiators. In fact, they are not “secrets” so much as common sense, scientifically applied.

Negotiation is not a talent you are born with. It is a skill you can learn.

Come to Cambridge for three days and learn a new way of resolving seemingly “intractable” disputes ... and discover how to get what you want, without “giving in.”

The faculty is a Who’s Who of negotiation from Harvard and our consortium partners, MIT, and Tufts.

Please accept this personal invitation to attend. I hope to see you there.

Sincerely,

Robert Mnookin
Chair, Program on Negotiation at Harvard Law School

P.S. Most of the 20,000+ people who have attended these seminars over the years did so in hopes of advancing their careers. So we’re pleased when they report back how these techniques have accomplished that, and deepened and enriched their personal lives as well.

“By far the best seminar I have attended in my career. The approach, curriculum and instructors were excellent.”

Gain Skills For Business ... And Life

Unlike courses that promise how to “get yours and most of theirs too,” the Program on Negotiation’s approach is theory-based, yet practical. You’ll discover that by solving the problem together, all parties at the table “win,” and learn strategies to:

• Build trust and cooperation
• Understand power realities of a negotiation, leading to better outcomes
• Separate the people from the problem
• Turn differences into mutual gains
• And “win” by being strong but fair

Here are just a few of the specific topics covered:

• Spotting hallmarks of a poor working relationship and negotiating a better one
• Getting the best from subordinates, by understanding their interests
• Persuading backers, investors, regulators and employees
• Avoiding unnecessary litigation (one averted lawsuit could cover the cost of your registration a hundred times over)
• Getting better deals from suppliers, producers and consultants
• Influencing partnerships, joint ventures and mergers
• Learning negotiation jujitsu — how the weak gain equal footing with the strong
• Structuring creative options to break through standoffs, stalemates and deadlocks
• Keeping the game on your home court

You’ll learn life skills, too. How to negotiate with peers or family members you cannot command, but whose cooperation is vital. How to structure bargaining situations for maximum return. How to keep interpersonal conflict from escalating into a deadlock. Learn the fine art of negotiating face to face — without losing face.

Program Faculty

Max H. Bazerman
Jesse Isidor Straus Professor of Business Administration, Harvard Business School; co-author of Negotiation Genius and Predictable Surprises

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

Brian S. Mandell
Senior Lecturer in Public Policy, Harvard Kennedy School; Director, Harvard Kennedy School Negotiation Project

Robert H. Mnookin
Samuel Williston Professor of Law, Harvard Law School; Chair, Program on Negotiation at Harvard Law School; co-author of Beyond Winning

Bruce M. Patton
Co-founder of Harvard Negotiation Project; co-author of Getting to YES and Difficult Conversations

“Terrific, most rewarding and enriching program ever attended.”
Louis Hutcherson, Project Manager, Branch Highways, Inc.
Get Your Way ... Even With The ‘Difficult Ones’

Round out your negotiation “crash course!” Stay with us three full days and master what some view as the toughest negotiation challenge of all — dealing with difficult people, hard bargainers, those who refuse to cooperate or bargain in good faith, or those who stonewall and won’t bargain at all.

You’ll learn what to do when the other side resorts to threats, dirty tricks or personal attacks, and how to break negotiating logjams without giving in, making threats yourself, running away, or otherwise ruining your chances of negotiation success.

Some specific topics covered in this special combined three-day event include:

• How to recognize and defuse “hard” tactics
• How to ask questions to which the other side can’t say “no”
• How to exercise the greatest power you have — 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 to use power without provoking
• How the structure of the game dictates the tactics
• Plus much more

Your three-day registration is a money-saver, too — more than $1,000 off the cost of attending both sessions separately.

The combined session including “Dealing with Difficult People and Difficult Situations” is only offered four times a year ... so it’s an opportunity not to be missed.

“Dynamic expert lecturers who not only authored the material, but are strong practitioners in their field of expertise.”

Harper Boucher, Royal Canadian Mounted Police

Register Today!
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 direct effect on both successful day-to-day management and long-term strategies.

I Plan to Attend:

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<th>Event Description</th>
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<td>The Program on Negotiation for Senior Executives</td>
<td>September 23-24</td>
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<td>Dealing With Difficult People and Difficult Situations</td>
<td>October 19-20</td>
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<tr>
<td>Combined 3-Day Seminar</td>
<td>December 7-8</td>
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Packages Include: Course materials, all meals & networking receptions.

Attendee Registration: Please complete all information.

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Team Registration: Others registering with me:

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Attach title, name, address, phone number, and e-mail for each additional attendee.

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.

Payment Options: Credit Card | Check enclosed | Please bill me

Please make checks payable in U.S. dollars to The Program on Negotiation at Harvard Law School. Full payment is expected prior to the program.

Mail or Fax completed form to Customer Service:

The Langfords Group | 19 West Prospect Street, Suite 2 | Waldwick, NJ 07463 | Fax 201.445.7002

Questions? Call 201.445.4811 | service@thelangfordsgroup.com | www.executive.pon.harvard.edu

Attendance at all programs will be reserved on a first-come, first-served basis.

Cancellations and Substitutions

Written cancellations received at least 21 calendar days prior to the start date of the event will receive a refund – less a $200 administration fee. No cancellations will be accepted – nor refunds issued – within 21 calendar days from the start of the event. A credit for the amount paid may be transferred to any future PON event. Substitutions may be made at any time. No-shows will be charged the full amount. In the unlikely event that PON cancels the event, PON is not responsible for any airfare, hotel or other costs or losses incurred by registrants. Topics and faculty may change without notice.
About the Program on Negotiation at Harvard Law School

The Program on Negotiation was founded in 1983 as a special research project at Harvard Law School, and includes faculty, students, and staff from Harvard University, Massachusetts Institute of Technology and Tufts University. A dynamic, interdisciplinary research center, PON serves a unique role in the world negotiation community. The Program on Negotiation develops new thinking on negotiation theory, creates new material for negotiation education, and nurtures 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.

Location and Hotel Accommodations

Boston Marriott Cambridge | Two Cambridge Center | 50 Broadway | Cambridge, MA 02142

For September events:
Room rate: $269 (plus tax, currently 12.45%) - Reservation cut-off: Tuesday, September 1, 2009

For October event:
Room rate: $269 (plus tax, currently 12.45%) - Reservation cut-off: Monday, September 28, 2009

For December events:
Room rate: $229 (plus tax, currently 12.45%) - Reservation cut-off: Monday, November 16, 2009

To reserve your room, call 1.800.228.9290 or 617.494.6600.

Be sure to tell the hotel you are with the Program on Negotiation (PON). To avoid confusion with other Harvard University programs, be sure to use the designated code PON. Hotel room rates are valid until the cut-off date, but are subject to availability. Make your reservations early!

Register Today!