

Executive Negotiation Business Suite

2023 Course Outlines



Language & Communication

Persuasion & Influence

Sales Effectiveness

Executive Negotiation

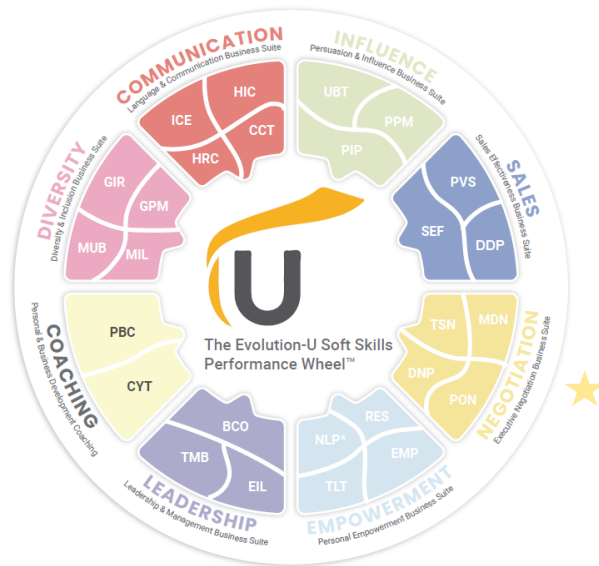
Leadership & Management

Personal & Business Coaching

Personal Empowerment

Diversity & Inclusion

Our Courses: The Soft Skills Performance Wheel™



"A focused offering of engaging soft skills trainings, providing usable tools for better and measurable performance praised by our Clients"

The **Evolution-U Business Suites** are comprised of approximately 30 unique executive training courses containing 200+ unique modules drawing on best of breed business psychology and NLP applications which we have selected and formatted to deliver focused, results driven content.

* NLP courses: NLP Certification, NLP Fundamentals and NLP in Business

Executive Negotiation Business Suite

The Evolution-U Executive Negotiation Business Suite is a comprehensive series of trainings designed to create behavioural change across teams and individuals that positively impact organisational productivity, client interactions, team dynamics and staff retention.

The Strategic Negotiator (TSN) This training provides a comprehensive introduction to the principles of negotiation leveraging of well researched Harvard negotiation theory and supported by role play and case studies. The role plays are a critical component of the training, giving participants a common point of reference from which to build the theory and apply to relevant business situations. By introducing essential negotiation principles such as effective pre-negotiation preparation, how to develop negotiation power, when to make the first offer and how to create and claim value, participants develop the tools required to enter negotiations confidently and improve their chance of successful outcomes.

Format options include half day, one day or two days workshop, for up to 12 people. Additional participants quoted upon request.
Level: Foundation.

Developing Negotiation Power (DNP) Originally developed as a fully on-line and on demand e-learning introducing 12 powerful tactics for developing negotiation power and shifting the balance in negotiations where one party is perceived to hold all the cards, this one day classroom or virtual instructor led version covers 10 of the 12 tactics using role play and case study to demonstrate their value. Using a combination of Harvard negotiation theory, research in the field of corporate psychology, and the extensive business experience of the author, this training provides advanced negotiation tactics that only experienced and well trained negotiators consciously utilise. Awareness of these skills and the ability to apply them can make the

difference between a successful negotiation, and the other side walking away with most of the value.
Format options include eLearning, 5 hour online, one day or two days workshop.
Level: Advanced.

Managing Difficult Negotiations (MDN) Based on leading Harvard based research this insightful course deals with the complexities of managing difficult negotiation scenarios including analysis of the structure of difficult negotiations, managing emotions while maintaining control and learning techniques to communicate tough ideas without raising defensiveness. *This course is available in one day workshop, for up to 12 people. Additional participants quoted upon request.*
Level: Advanced.

Psychology of Negotiation (PON) Even well structured negotiations will fail if heated emotions, moral conflict or irrational behaviour are present. This expert level negotiation training tackles the difficult to map areas of emotional and mental biases in negotiation and offers approaches for dealing with them, testing the theories in various break out sessions and role plays. *This course is available in one day workshop, for up to 12 people. Additional participants quoted upon request.*
Level: Expert.

All courses include instructor led presentation, group exercises and role plays and participants will be expected to contribute actively in class and apply the theory taught to the role plays.

The Strategic Negotiator (TSN)

Course Outline

This training provides a comprehensive introduction to the principles of negotiation leveraging of well researched Harvard negotiation theory and supported by role play and case studies. The role plays are a critical component of the training, giving participants a common point of reference from which to build the theory and apply to relevant business situations. By introducing essential negotiation principles such as effective pre-negotiation preparation, how to develop negotiation power, when to make the first offer and how to create and claim value, participants develop the tools required to enter negotiations confidently and improve their chance of successful outcomes.



Learning Objectives

By taking this course, participants will:

- Understand the dynamics and underlying principles of negotiation;
- Learn the four components of principled negotiation;
- Become proficient in pre-negotiation preparation;
- Negotiate one-on-one by role play designed to support the learning of negotiation process and building a framework for negotiation;
- Understand how to build negotiation power, the negotiation concepts that deliver negotiation power, and how to apply the concept to the 3-step negotiation framework;
- Learn the theory behind whether to make the first offer;

- Discuss common business negotiation mistakes;
- Become a confident negotiator with a well-structured approach to the process of negotiation and a series of tools that can be applied in most situations.

The course delivery consists of trainer led presentation with video support, group breakouts, exercises and case studies. Open class discussion is encouraged to allow participants to learn from experience and best practise of others.

This course is available in half day, one day or two days. The recommended maximum class size is 12 persons. Additional participants quoted upon request. Level: Foundation.

Course Content

The Underlying Principles of Negotiation

The need to negotiate effectively increases with seniority however many senior executives lack basic negotiation skills training and default to positional negotiation which destroys value and damages relationships. The opening section of the training introduces the underlying principles and dynamics of negotiation giving participants reference points for alternate styles including hard vs. soft negotiation, positional bargaining, and collaborative vs. competitive formats.

The 4 Components of Principled Negotiation

Principled negotiation was developed by Roger Fisher and William Ury of the Harvard Negotiation Project and is the most referenced negotiation framework for academics and professionals alike. The four underlying components of principled negotiation are studied after which participants conduct the first role play exercise.

Role Play # 1

Participants are given 15 minutes to prepare in groups (by breakout room or teleconference) for an entry level role play which they then conduct in pairs using either breakout rooms, face to face or by telephone. Participants are expected to apply the components of principled negotiation. Post-negotiation analysis forms an important element of this section whereby the class and instructor share insights. Important negotiation principles are introduced which helps develop a structure to the process of negotiation.

Negotiation Power

This section introduces one of the most important concepts in negotiation theory; how to generate negotiation power. Many people think that negotiation power comes from wealth, military strength or connections. While these may help, they are not guaranteed to give negotiation power. Real negotiation power comes from having acceptable alternatives to the deal being offered, a term known as BATNA or "Best Alternative to a Negotiated Agreement". In this section BATNA and other important principles are introduced and studied, using the role play as a common point of reference to build a reliable, repeat negotiation framework.

When to Make the First Offer

Many negotiators exhibit a lack of understanding on whether they should make the first offer. Fortunately, well developed principles exist which are discussed and referenced using a case study specifically developed for to allow participants to brain storm the theory behind when to make the first offer and how to respond to first offers.

Preparing for Negotiation

Benjamin Franklin once said "By failing to prepare you are failing to prepare" – these sentiments could have been written about the process of negotiation. Best practises for negotiation preparation are introduced and discussion in light of role play # 1 and ahead of role play # 2, encouraging thought on how to apply these to the participants business situations.

Role Play # 2 : Preparation

Using the techniques taught during the day and the principles learnt from the analysis of role play # 1, participants are once again split into two groups by breakout room of teleconference to strategise for a second, more complex role play.

Role Play # 2

The core content of the final webinar is a role play which is conducted one on one and designed to challenge participants to use the content and skills covered in the training. A longer preparation time will have been given and candidates who are guided by a "Negotiation Preparation Outline" in the course manual for guidance as they prepare. Post-negotiation analysis allows key concepts to be revisited and Q&A supports the application of the principles into the participants business world.

Common Business Negotiation Mistakes

The final section of the course is to discuss common business negotiation mistakes caused by psychological bias which even experienced negotiators can make. Referencing the two negotiation role plays participants are able to refer to their experiences and encouraged to translate these common negotiation mistakes to their own business situations.

Developing Negotiation Power (DNP)

Course Outline

Originally developed as a fully on-line and on demand e-learning introducing 12 powerful tactics for developing negotiation power and shifting the balance in negotiations where one party is perceived to hold all the cards, this one day classroom or virtual instructor led version covers 10 of the 12 tactics using role play and case study to demonstrate their value. Using a combination of Harvard negotiation theory, research in the field of corporate psychology, and the extensive business experience of the author, this training provides advanced negotiation tactics that only experienced and well trained negotiators consciously utilise. Awareness of these skills and the ability to apply them can make the difference between a successful negotiation, and the other side walking away with most of the value.



Learning Objectives

By taking this course, participants will:

- Learn 10 powerful tactics for developing negotiation power irrespective of their perceived hand in a negotiation;
- Develop a highly analytical mindset for pre-negotiation preparation which supports value creation;
- Use techniques that support relationship building for long term business partnerships that allow each party to take value from each negotiation and build trust;
- Participate in case studies and role play to gain valuable hands on application experience of the principles taught;

- Become a confident negotiator with a well-structured approach to the process of negotiation and a series of tools that can be applied in most situations.

The course delivery consists of trainer led presentation with group breakouts, exercises and case studies. Open class discussion is encouraged to allow participants to learn from experience and best practise of others.

This course is available in one day or 5 hour online workshop for up to 12 people. Additional participants quoted upon request. Level: Advanced.

Course Content

Strategy #1: When and how to use the 5 Negotiation Formats

There are five principle negotiation styles. Understanding when to use each and recognising which you are facing, and how to respond to it, is an important step in effective negotiation preparation and operating with negotiation power.

Strategy #2: Negotiation Preparation; The Expansive Approach

Negotiation is an information game and effective pre-negotiation preparation using an expansive approach is critical if we are to operate from a position of strength.

Strategy #3: Getting beyond price

What's really driving decisions? It's rarely purely price. The ability to move discussions beyond price and uncover other factors that generate value for the client is a major source of developing negotiation power.

Role Play: A Virtual Delay

Participants conduct an entry level role play where they are first given time to prepare and apply the principles taught so far. Post-negotiation analysis forms an important element of this section and the role play is referenced throughout the remainder of the training as new concepts are introduced.

Strategy #4: BATNA & Bottom Line

BATNA is arguably the single most important concept in commercial negotiation. Knowing when to walk away and how to generate more compelling options is at the very core of negotiation power, yet most negotiators spend little to no time considering or developing their BATNA!

Strategy #5: Challenge your Assumptions

One of the biggest error's negotiators make is to not challenge their assumptions sufficiently. Asking the right questions and developing a strategy to do so both before and during negotiations can swing the negotiation power dial back in your favour.

Strategy #6: The Constituency Concept

We are rarely negotiating only for ourselves. Usually, we represent a hidden constituency and when used correctly, this can be a source of negotiation power.

Strategy #7: The Fixed Pie Mindset

One of the most common negotiation failures of inexperienced negotiators is that they adopt a fixed pie mindset. This closes the door to creating value and leaves more experienced negotiators in a prime position to claim more value than their position may merit.

Strategy #8: Dovetailing Interests

The ability to step back from a negotiation and analyse not only what is currently on the table, but also what is off the table, can lead to interests being uncovered which allow us to play comparative advantages in our favour and develop negotiation power.

Strategy #9: Making the First Offer

Most people's opinion on whether or not to make the first offer is based on feel and not analysis. Negotiation theory gives us clear guidance regarding this much debated "to do or not to do" and in so doing allows us to negotiate with more composure and authority.

Strategy #10: Using ZOPA to your advantage

The concept of ZOPA combines the analysis on BATNA and Making the First Offer. An understanding of the ZOPA provides a robust tool that can be applied in both negotiation preparation and actual negotiation to improve our ability to claim value.

Case Study

A generic or customised (at the clients option) case study will be given to participants to analyse in groups. Each group will then present how they would apply the techniques taught to the scenario detailed in the case study.

Negotiation Power Skills Review

The final session allows participants to develop their own personalised strategy for taking value from the training by identifying the techniques they will incorporate into their personal negotiation technique in order to maximise the value from attending the training.

Managing Difficult Negotiations (MDN)

Course Outline

Based on leading Harvard based research, this insightful one day training deals with the complexities of managing difficult negotiation scenarios including analysis of the structure of difficult negotiations, managing emotions while maintaining control, and learning techniques to communicate tough ideas without raising defensiveness.



Learning Objectives

By taking this course, participants will:

- Understand how to build negotiation power, the negotiation concepts that deliver negotiation power, and how to apply the concept to the 3-step negotiation framework;
- Study the tactics of difficult and unwilling negotiators and develop approaches for dealing with them;
- Learn the three conversation paths a difficult negotiation may take and how to deal with them to remain in dialogue;
- Adopt a "Learning Perspective" when negotiating, becoming aware of common difficult negotiation traps that result in poor outcomes, and developing a series of steps for managing such situations and achieve negotiated agreement;

- Develop tools for turning a difficult negotiation conversation into a productive 'learning' conversation;
- Participate in multiple case studies, role plays and break out sessions to discuss, apply and debate the principles introduced.

The course delivery consists of trainer led presentation with video support, group breakouts, exercises and case studies. Open class discussion is encouraged to allow participants to learn from experience and best practise of others.

This course is available in full day module, for up to 12 people. Additional participants quoted upon request. Level: Advanced.

Course Content

Role Play # 1

Participants are given 15 minutes to prepare in groups (by breakout room or teleconference) for an entry level role play which they then conduct in pairs using either breakout rooms, face to face or by telephone. The role play is then used as a common point of reference for the introduction of negotiation theory. Post-negotiation analysis therefore forms a critical component of this section whereby the class and instructor share insights and develop negotiation structure.

Negotiation Power

This section introduces one of the most important concepts in negotiation theory; how to generate negotiation power. Many people think that negotiation power comes from wealth, military strength or connections. While these may help, they are not guaranteed to give negotiation power. Real negotiation power comes from having acceptable alternatives to the deal being offered, a term known as BATNA or "Best Alternative to a Negotiated Agreement". In this section BATNA and other important principles are introduced and studied, using the role play as a common point of reference to build a reliable, repeat "3-step" negotiation framework.

Dealing with Difficult and Unwilling Negotiators

When the other party takes the position of someone who doesn't really want to be at the table despite the potential benefits to both parties, it is often as frustrating as it is illogical. However, these situations often occur for a variety of identifiable and actionable reasons. In this section we explore the reasons behind the unwilling negotiators stance, recognise these tactics for what they may be, and develop a series of tools to help deal with such situations and help the principled negotiator claim their share of the value.

The Three Conversations of Difficult Negotiations

Research shows that there is an underlying structure present in difficult negotiations, and that the thoughts and feelings present at these times fall into three categories irrespective of the type of negotiation we are dealing with. Understanding this underlying structure and being aware of the common mistakes we make when falling into each of these three conversation categories is the starting point for being able to maintain control in difficult negotiations.

Adopting the Learning Perspective

When negotiations are heated, common reactions include arguing, blaming, defensive positioning, inaccurate assumptions, misunderstanding of intent and devaluing the other sides interests. Fortunately, each of these mistaken negotiation paths can be addressed by developing an understanding of the underlying triggers that typically cause each of them. By applying principles which are designed to increase awareness of when the negotiation is going off track and information flow is breaking down, it is possible to retain a learning perspective throughout difficult negotiations thus benefiting from increased information flow from the client and a better understanding of how to construct an acceptable agreement.

Role Play # 2 (Preparation)

In this role play participants split into groups of three and role play a pre-prepared scenario where they are expected to utilise the skills from the course. Due to the added complexity of this role play, participants are given 30 minutes preparation time.

Role Play # 2

Participant conduct the role play in their groups followed by instructor led analysis. Role Play outcomes are shared and referred back to the key learnings of the training so that participants can connect with how each variable impacted their actions and the eventual outcome.

How to Create and Utilise a Learning Conversation

It helps if we pick our battles; sometimes it makes sense to engage in a difficult conversation during negotiation, sometimes it's better not too. Starting with the realisation that we cannot change other people, a structure is introduced that allows participants to develop the competencies necessary for identifying which difficult conversations in which to engage. The principle of perceptual positions is discussed and referenced with case studies to generate tools for turning difficult into productive "learning" conversations.

Dealing with Difficult Tactics

The final section of the training introduces the emotional and operational signs of deception and how to counter them. This invaluable final section uses the two role plays and case studies covered in class to build strategies for dealing with difficult tactics.

Psychology of Negotiation (PON)

Course Outline

In Executive Negotiation Theory and Application we learnt how to prepare for and structure negotiation. However even the best structured negotiations will fail if heated emotions, moral conflict and irrational behaviour are present. The first section of this expert negotiation training tackles the difficult to map areas of emotional and mental biases in negotiation and offers approaches for dealing with them, testing the theories in various break out sessions and role plays.

In the second section of the training, we focus on negotiations with adversaries who are more than mere business contacts; we consider extremes in circumstances including violation or trust, betrayal, moral conflict and strongly opposing personal values. As we reference case studies for each the training extracts approaches for dealing with such situations which can then be referenced back to business scenarios.



Learning Objectives

By taking this course, participants will:

- review ZOPA and learn additional insights into estimating it;
- understand the mental biases that can derail negotiation and how to counter them;
- discuss the risk emotions present in negotiation scenarios and how to lower the risk that emotional bias will destroy value in the negotiation process;
- learn techniques for confronting both our own biases and those of others;
- discuss when to negotiate with a perceived enemy and when not to;
- gain awareness of the negotiation traps that can result in negotiated agreement being avoided when there should have been agreement, and being agreed

- when it should have been avoided;
- learn the six steps for making rational judgements in the face of emotional or moral jeopardy;
- understand the three tensions to making moral judgements.

Course delivery consists of trainer led presentation, group breakouts, exercises and case studies. Prior preparation time of approx. 30 minutes is required before attending this course. Open class discussion is encouraged to allow participants to learn from experience and best practise of others.

This course is available in full day module, for up to 12 people. Additional participants quoted upon request. Level: Expert.

Course Content

Finding ZOPA in Business Negotiations

The first session returns to the concept of ZOPA and discusses additional techniques for identifying ZOPA in business negotiations, using the Microsoft takeover of Nokia's mobile business as a case study for reviewing the theory and launching discussion.

Negotiation Psychology: Biases of the Mind

We need to be aware of our mental biases that may prevent us from following logical decision making paths, and to develop the self-awareness and rationality required to protect us when we are unprepared. In this section the four most commonly recurring mental biases are introduced and analysed.

Negotiation Psychology: Biases of the Heart

Emotions can be a powerful factor in derailing negotiations. We need a set of techniques that allow us to resist the potentially damaging effect our emotions can have on our best interests. Five frequent high risk emotional biases are introduced and analysed.

Confronting Biases

There are two components to confronting biases; confronting our own biases, and confronting the biases of others. Approaches for dealing with both sets of biases are introduced and a role play follows.

Negotiating with the Enemy

For the purpose of extracting invaluable tools to guide our negotiation decisions and not succumb to judgements based on biases of the mind or heart, it is common practise to look at extreme situations and test both our judgement and the theory in such situations. We open discussions in the aftermath of 9/11, the response from President Bush to Mullah Omar, and the differing positions of senior academic advisors to the White House before opening a business focused case study where one party feels badly wronged by the other.

Negotiation Traps

"Negative" traps which direct us not to negotiate when maybe we should are the most common response when we are in conflict with a perceived enemy. However, a second set of "Positive" traps can have the opposite effect, causing us to negotiate when maybe we shouldn't. In this section, we analyse both sets of traps to develop awareness so they can be avoided.

Maintaining Rational Judgement

Having spent the last two sections discussing the disruptive repercussions of emotions, we now introduce six steps for returning to a rational decision making process even when faced with the most unethical of adversaries or in the most challenging of situations.

Three tensions in making morale judgements

Despite the six steps for maintaining rational judgement, the very nature of our personal values and emotions can make rational decision making difficult. There are three tensions common to many conflicts which can assist when making moral judgements in the face of contradicting forces. In analysing how these tensions may be either used or ignored, we reference two of the greatest figures from the 20th Century, Winston Churchill and Nelson Mandela and how they took very different approaches to dealing with their adversaries.

Who Should Take This Course

Managers, Leaders, Business Owners, professionals, external client facing executives, any and all executives who would benefit from becoming more inclusive at work. This training can be tailored to different levels in an organisation.

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