

Negotiation Skills for Leaders

LEAD6210

Course Outline

Description: Leaders are often required to negotiate. While we often think of negotiation as relating to a bargaining situation with an external party, in fact many discussions leaders have within their organization – whether up, down or across – are in fact negotiations. While outcomes of these various discussions are important, leaders must be able to work with other people to create mutually satisfactory outcomes and to sustain or enhance relationships in the process. This course provides you with a step by step model to form agreements, and also looks beyond the agreement formation stage to see agreement formation within a broader context that includes planning, relationship-building and maintaining the other person's commitment to the deal. You will also learn to develop a positive relationship with the other party, even where there has been a strained relationship in the past. The course uses a 'principled negotiation' approach.

Course Goals: To provide participants with the skills and a framework to build relationships while achieving results that satisfy their needs and also get 'buy-in' from the other person. The course offers a step-by-step approach to negotiation and highlights key ingredients of planning for negotiation, building or sustaining relationship with the other party and maintaining the other party's commitment to agreements reached.

Course Objectives: At the completion of this course, students will be able to:

- Identify when to negotiate and when another approach is required.
- Appreciate the advantages of interest-based or collaborative negotiation, both in terms of creating a positive outcome, and in terms of supporting one's relationship with the other negotiator
- Follow the Negotiation Cycle from Planning to Agreement Maintenance
- Recognize key success factors in preparing for negotiation including:
 - Naming your own interests (or the interests of your organization)
 - Researching Independent Standards
 - Considering the consequences of not addressing the situation (BATNA) and improving one's alternative if possible
- Create a positive working relationship even where there is negative history
- Structure the negotiation using a four-stage model
- Select communication skills that enhance negotiation
- Learn to reframe negative thoughts and negative comments of the other person
- Consider what we can do to sustain the other person's commitment to the agreement

Attendance Requirements:

Students are required to attend 100% of class time in order to receive a completion for this course. A grade report can be printed from myWCS.

Code of Student Conduct:

Please contact Continuing Studies if you require information in an alternate format, or if any arrangements can be made to ensure that this course is accessible to you. If you would like to provide feedback about accessibility-related issues that are specific to your experience with Continuing Studies, you may do so using our comment box (located in the entrance of the office) or you may contact Accessibility at Western (accessibility@uwo.ca or 519-661-2111, extension 85562); the feedback will be forwarded to the appropriate individual or area for follow-up.

Western Continuing Studies

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: <http://www.uwo.ca/univsec/pdf/board/code.pdf>.

Course Schedule:

Day One Topics

Introductions and Learning Objectives
When to Negotiate and When Not to Negotiate
Interest-Based or Collaborative Negotiation
The Negotiation Cycle
Win-Win Planning
Negotiation Exercise
BATNA
Alpha Project Case Study Part 1
Independent Standards
Creating a Positive Relationship with the Other Negotiator
Carousel Exercise
Attribution and 'Three Clever Stores'
Alpha Project – Part 2

Day Two Topics

Repairing Damaged Relationships and Building Trust
Agreement Formation Phase – the Negotiation Model
Scrambled Negotiation Exercise
Communication Skills toolbox
Reframing
Negotiation Exercises
Commitment Maintenance Phase