

NEGOTIATION SKILLS FOR LEADERS

LEAD6210

Course Outline (online)

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:

- 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 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/WATNA) and improving one's alternative if possible
- Create a positive working relationship even where there is negative history
- Structure the negotiation to avoid impasse
- Select communication skills that enhance negotiation
- Learn to reframe your own negative thoughts and negative comments made by the other person so that they retain the key message but are helpful to problem-solving
- Consider what we can do to sustain the other person's commitment to the agreement
- Apply all the concepts of the course by planning for and then participating in a negotiation role play

Topics:

- When to negotiate and when to use another approach
- The Negotiation Cycle (from Planning to Agreement Maintenance)
- Walkaway alternatives – best and worst (BATNA and WATA)
- Independent standards
- Attributions and SFDs
- Trust building measures

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- Four stage negotiation model
- Communication skills that will enhance negotiation

Texts: TBA

Evaluation: This is a graded course where a complete or incomplete will be issued. In order to receive a completion for this course, a student must:

- Attend three out of four weekly 90 minute live sessions on Zoom, and **the last session is mandatory**. Since the entire course builds to the negotiation role-plays during the final Zoom session, students must attend the last Zoom session. We encourage you to participate in all four live sessions, and you can also catch up by listening to the recording of the Zoom sessions;
- Complete asynchronous activities include some combination of listening to mini-lectures on video, reading articles, completing short assignments, participating in online group discussion and completing quizzes on OWL. This course includes approximately 90 - 120 minutes each week at times of your choosing.
- Participate in at least three out of four discussion forums, achieve at least 70% on four quizzes and submit at least three out of four assignments

Policy on Cheating and Academic Misconduct:

Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on “Scholastic Offences” in the current University Academic Calendar, or on the web at <http://www.westerncalendar.uwo.ca>. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University’s code of conduct.

Code of Student Conduct:

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>.

Plagiarism:

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (<http://www.turnitin.com>).

How often will the instructor communicate with me?

If you have a general questions that would be relevant to other students, please post it in the General Discussion area where the instructor will respond to it. Individual questions or comments should be addressed to the instructor in ‘Messages’ ticking the box to send a copy to the instructor’s personal email.

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In both cases, the instructor will respond within two days.

Policy on Late Assignments:

Students are encouraged to submit assignments by Sunday evening of each week so that their work on the assignment correlates to the material covered that week. However the due date for all assignments is 11:55 pm on the final Sunday of the course. Unless permission has been given by the instructor for a short (max 2 day) extension, no mark will be awarded for assignments submitted after the due date.

When will I receive my grades?

Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

How do I hand in assignments?

All assignments will be submitted electronically through OWL using the assignment tool. Failure to meet deadlines without the instructor's written permission will be subject to the late assignment policy. It is the student's responsibility to ensure that all assignments forwarded to the instructor arrive before the due date. If you experience difficulty in submitting assignments through OWL, you are responsible for contacting the instructor and arranging an alternate method of delivery (e.g. e-mail attachment) for the assignment.

Course Schedule: Four weeks with synchronous (live Zoom) sessions.

Week One – Preparing to Negotiate

Overview of the course and introduction of instructor and participants

When to Negotiate and When Not to Negotiate

Introduction to Principled Negotiation (aka Interest-Based, Win-Win or Collaborative Negotiation)

The Negotiation Cycle

Win-Win Planning

Key Success Factors Related to Planning (Interests, Independent Standards, BATNA/WATNA)

Receive role play to prepare

Work with other students who have the same role to consider relevant key success factors

Week Two – Building or Repairing Relationship With The Other Party

Why a Good Relationship Helps Negotiators

How to Develop Relationship; Constraints on Relationship-building

What Interferes with Positive Relationships (Attributions. Victim, villain, helpless stories)

Discuss case studies to analyze relationship issues

How to Improve Negative Relationships (Confronting our own 'shitty first drafts'. Apologies, Trust-Building Measures)

Work with students who have the same role to analyze relationship issues in their role play scenario and consider what they could do in advance of the negotiation and during the negotiation to improve relationship.

Week Three – The Agreement-Formation Stage

Agreement Formation Phase – the Negotiation Model

Scrambled Negotiation Exercise

Communication Skills to use at each stage of the model

Work with students who have the same role and independently to create a script for the beginning of your negotiation and to create statements and questions that would be helpful

Receive and review the two other role plays that you will be involved in in the final zoom session – one where you play the other party and one where you are an observer/coach

Week Four – Negotiation Practice Session and Maintaining Relationship and Commitment

Practice negotiations in groups of three. (1. Use everything you have prepared in the role where you are

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the principled negotiator. 2) Observe one role play and assist if needed using the notes for the Observer/Coach. 3) Play the role of the other party opposite someone else's principled negotiator role.)
Reframing – converting negative thoughts or comments to neutral or helpful thoughts and comments
Commitment and Relationship Maintenance Phase
Individual Commitment (How you will apply what you have learned in the course.)