

## Executive Negotiation Business Suite



NLP Communication Skills • High Stakes Communications  
Presentation Excellence • Sales Effectiveness • Building Trust  
Negotiation Theory • Persuasion Psychology •  
Personality Profiling • Leadership & Management

## Executive Negotiation Business Suite Business Suite



The Evolution-U Executive Negotiation Business Suite consists of three one day modules covering foundation and advanced content for understanding and mastering the complexity of negotiation psychology.

**Executive Negotiation Theory (ENT):** Based on Harvard Programme on Negotiation research, this comprehensive negotiation training analyses the fundamentals of negotiation theory and how to manage client relationships during negotiation. Key concepts include BATNA, RV and ZOPA. while introducing the concept of Investigative Negotiation and Advanced RV and ZOPA strategies.

*This course is available in half-day and full day modules, for up to 12 people. Additional participants quoted upon request. Level: Advanced.*

**The Psychology of Negotiation (PON):** This advanced negotiation training studies negotiation psychology and the challenges of dealing with adversaries that we feel have wronged us or whom violates our values. Using compelling case studies from business and political history, the training sets a strong foundation for extracting principles which can be applied to our everyday dealings.

*This course is available in half-day and full day modules, for up to 12 people. Additional participants quoted upon request. Level: Expert Pre-requisites ENT.*

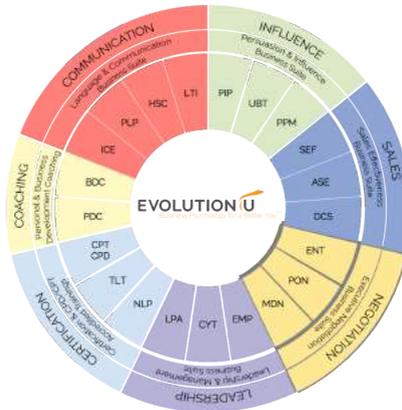
**Managing Difficult Negotiations (MDN):** Based on leading Harvard based research this insightful course deals with the complexities of managing difficult negotiation scenarios including analysis of the structure of difficult negotiations, managing emotions while maintaining control and learning techniques to communicate tough ideas without raising defensiveness.

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

Executive Negotiation Theory is a pre-requisite for taking Psychology of Negotiation, however Managing Difficult Negotiations can be taken independently of other modules. 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 Soft Performance Wheel™

The Evolution-U Executive Negotiation Business Suite is a focused offer of engaging soft skills trainings, providing **usable tools for better & measurable performance** praised by our clients



## Client Testimonials

"Neil was **effective in relating to my team despite their diversity and relatively high level of sales and negotiation experience** (ie "been there done that" syndrome). Everyone got something "new" out of the training and Neil was able to present seemingly obvious/common sense concepts in a delightfully refreshing manner that made them sound revolutionary - he certainly walked the talk and SOLD his ideas very effectively. Bravo!"

T. Cheng, Managing Director,  
BNP Paribas Investment Partners

"**These techniques applied properly will make the difference** between those businesses who fail and those who make it in today's China. I find a lot of value in the way Neil delivers the subject matter."

R. Rodriguez, General Manager,  
IDI Composites International

Useful ★★★★★ 4.63  
(2,052 responses)

Easy to Follow ★★★★★ 4.54  
(1,919 responses)

Data Collection Methodology  
available on [www.evolution-u.com](http://www.evolution-u.com)

"It was one of the best trainings I ever attended. Neil is an expert in this field always concise, clear in his explanations and the answers to the questions asked were always on point. The choice of topics and time spent on them was great, leaving time for case studies and even role play, which in negotiation trainings is a must. The cases were carefully constructed but with enough freedom to come to creative and viable solutions. **What I liked the most was the fact that the theories and aspects learned were immediately usable in the case studies and role plays.** A great course which I will definitely recommend to friends and colleagues."

M. Zerfass, Senior Manager  
Organisational Dev., & Strategy Planning

# Executive Negotiation Theory (Code: ENT)

## Course Outline

This training is structured around two negotiation role plays which participants conduct one against one. The role plays give a common point of reference from which to build the theory and apply to relevant business situations. By introducing essential negotiation theory concepts such as the four components of principled negotiation, BATNA, RV, ZOPA and many others, this training's ultimate objective is to give participants the tools required to prepare effectively ahead of negotiations and improve their chance of successful outcomes..



## Learning Objectives

By taking this course, participants will:

- Learn the four components of principled negotiation;
- Understand the meaning of BATNA, RV and ZOPA, three of the most important concepts in negotiation theory, their relevance in negotiation power, and how to apply them to the 3-step negotiation framework;
- Learn the theory behind whether to make the first offer;
- Discuss six common business negotiation mistakes;
- Explore advanced techniques for creating value in negotiation and why we would want to do it;
- Analyse the principles of investigative negotiation;
- Discuss advanced strategies for determining RV and ZOPA.

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 and full day modules, for up to 12 people. Additional participants quoted upon request. Level: Advanced.*

## Course Content

### **Negotiation Theory – An Introduction to Principled 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. This opening section introduces the preferred alternative to positional negotiation known as 'principled negotiation' as developed by Roger Fisher and William Ury of the Harvard Negotiation Project. The four underlying components of principled negotiation are studied after which participants conduct the first role play exercise.

### **Negotiation Power**

This section introduces the most important single concept in negotiation theory; BATNA (Best Alternative to a Negotiated Agreement). BATNA is where negotiation power is derived from yet most professionals do not understand the concept or know how to evaluate their BATNA. If one side has accurately evaluated BATNA and the other side has not, the latter will be significantly disadvantaged and likely give away most of the value in the deal.

### **Claiming Value in Negotiation**

Building on the theory introduced in the first two sections, participants are now introduced to a 3 step pre-negotiation framework and the concepts of RV (Reservation Value) and ZOPA (Zone of Possible Agreement). A case study is circulated for participants to brain storm the best application of the principles before studying the theory behind when to make the first offer and how to respond to first offers.

### **Common Business Negotiation Mistakes**

It is worth being aware of the most common business negotiation mistakes so as to avoid falling into these traps ourselves. This section details the process by which we avoid making simple and predictable mistakes in negotiation, thereby improving pre-negotiation planning and increasing our influence during negotiation.

### **Creating Value in Negotiation**

The section then focuses on a series of advanced negotiation techniques for creating value in negotiation using a second, more complex role play as a reference point. Time will be allocated for Q&A during the process of deconstructing the role play and for applying the principles to business situations relevant to the participants.

### **Investigative Negotiation**

Often negotiators mistakenly think that price is the only/most important factor in a negotiation. This can result in a stalled negotiation purely because of inaccurate initial assumptions. This section studies the eight principles of investigative negotiation designed to give participants a referenceable framework of techniques for uncovering underlying interests and avoiding reliance on past experience, limited knowledge and/or inaccurate assumptions.

### **Advanced RV & ZOPA Strategies**

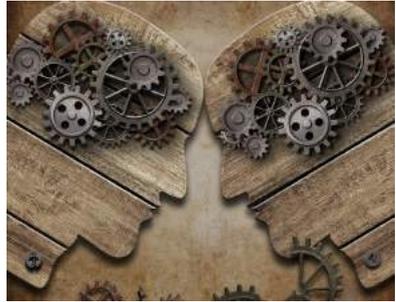
Building on the theory and application discussed during the Negotiation Power and Claiming Value sections, additional guidelines and techniques are introduced to give the skilled negotiator tools for assessing the other parties' negotiation parameters and influencing their perception of your parameters. The development of this ability of directly correlated to successful outcomes.

# Psychology of Negotiation (Code: PON)

## Course Outline

In Executive Negotiation Theory 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 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. The Executive Negotiation Theory course is a prerequisite to Psychology of Negotiation.*

## 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.

# Managing Difficult Negotiations (Code: 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:

- Learn the differences between the interpersonal, tactical and structural challenges of difficult negotiations;
- Develop a framework to identify which type of conversation path a difficult negotiation is taking and how to deal with it to remain in dialogue;
- Understand how to 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;
- Learn techniques for leveraging negative emotions that can adversely impact negotiations and use these emotions to achieve clarity of thought and better deals;
- Develop tools for turning a difficult negotiation conversation into a productive 'learning' conversation;
- Discuss approaches to dealing with unethical or manipulative negotiators and understand the options while avoiding the emotional impact of feeling aggrieved or cornered.
- Participate in multiple case studies, role plays and break out sessions to discuss, apply and debate the principles introduced.

As well as instructor led presentation, this advanced negotiation training includes business focused case studies, group exercises and role play to engage participants. Participants will be expected to actively participate and there is the option of advanced preparation work for clients that prefer role play based on business relevant content particular to their industry.

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

## Course Content

### **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: Developing Interpersonal Skills**

In this role play participants split into groups of three and role play a pre-prepared scenario whereby they identify three of the skills from the course so far that they want to practise. In each role play, one person will play the role of the lead negotiator, one the client and one the coach who's responsibility it is to direct and

give feedback on the lead negotiator's performance in utilising the selected skills.

### **Developing Emotional Advantage in Negotiation**

The best negotiators achieve great deals for themselves but also leave their opponents believing that they also received a good deal. Such a scenario cannot be achieved without conscious management of the emotional backdrop during deal making. Quoting recent research from Harvard Business School showing that we can regulate the emotional traps of anxiety, anger, disappointment and regret and in the course of doing so, achieve better deals, this section uses case studies to raise awareness of these emotional traps and debate the principles.

### **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 to. 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**

When the other side uses tactics that are best difficult and at worse unethical or manipulative, and when we cannot easily walk away from the negotiation, we need to understand our options without the emotional impact of feeling aggrieved, cornered or egotistical. .

# EVOLUTION U

Business Psychology for a Better You™

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