



FALL 2024

NEGOTIATION AND LEADERSHIP DEALING WITH DIFFICULT PEOPLE AND PROBLEMS

Three-Day In-Person Programs with In-Depth, One-Day Bonus Sessions

September 23–26 • October 21–24 • December 2–5

Join us at The Charles Hotel in Cambridge, MA

PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL
EXECUTIVE EDUCATION



THE WORLD'S PREMIER PROGRAM ON NEGOTIATION

IN-PERSON PROGRAMS

Dear Executive:

I've dedicated my career to studying the theory and practice of negotiation, and I know without a doubt that negotiation is an essential skill for leaders and executives. At the Program on Negotiation, we believe that with training, everyone can become a better negotiator, and when you are a skilled negotiator, you will have greater success at closing deals, building partnerships, and avoiding costly disputes. This Executive Education program, Negotiation and Leadership, distills cutting-edge research and real-world examples into three days of targeted negotiation training. If you are ready to become a more skilled negotiator and a more effective leader, I strongly encourage you to join us in Cambridge at one of our upcoming sessions.



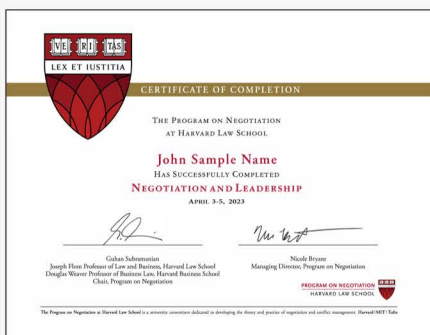
Guhan Subramanian

Chair, Program on Negotiation at Harvard Law School

Joseph H. Flom Professor of Law and Business, Harvard Law School

H. Douglas Weaver Professor of Business Law, Harvard Business School

Earn a Certificate of Completion from Harvard Law School



Upon successful completion of the program, participants will receive an official certificate of completion from the Program on Negotiation at Harvard Law School.

NEGOTIATION AND LEADERSHIP

September 23–25 | October 21–23 | December 2–4

The Charles Hotel | Cambridge, Massachusetts

Day 1

8:00 am – 9:00 am	Registration, Continental Breakfast and Overview
9:00 am – 12:30 pm	Negotiation Fundamentals: Key Concepts and Core Vocabulary
12:30 pm – 1:30 pm	Lunch
1:30 pm – 5:30 pm	Managing the Tension Between Creating and Claiming Value
5:30 pm – 6:30 pm	Welcome Reception

Day 2

7:30 am – 8:30 am	Continental Breakfast
8:30 am – 12:30 pm	Managing Emotions and Relationships
12:30 pm – 1:30 pm	Lunch
1:30 pm – 5:30 pm	Dealing with Difficult Situations

Day 3

7:30 am – 8:30 am	Continental Breakfast
8:30 am – 12:30 pm	Complex Negotiations and Organizational Challenges
12:30 pm – 1:30 pm	Lunch
1:30 pm – 5:30 pm	Leading Through Negotiation
5:30 pm	Adjournment

With in-depth, one-day bonus sessions:

September 26 | 8:30 am – 4:30 pm

Leveraging the Power of Emotions as You Negotiate, Daniel L. Shapiro

October 24 | 8:30 am – 4:30 pm

The 4P Framework for Strategic Negotiation and Leadership, Robert Wilkinson

December 5 | 8:30 am – 4:30 pm

Difficult Conversations: How to Discuss What Matters Most, Sheila Heen and Douglas Stone

PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL
EXECUTIVE EDUCATION



Program on Negotiation at Harvard Law School: A university consortium dedicated to developing the theory and practice of negotiation and dispute resolution.
Harvard | MIT | Tufts

5 REASONS TO ATTEND

1 Lead at the bargaining table

There may not be a single mold from which all great leaders are cast, but there is one quality they all share: the ability to negotiate. While some are born with this ability, most leaders hone their negotiation skills over time, through on-the-job experience. At the Program on Negotiation, we accelerate that process and focus on techniques that work in the corner office and at the bargaining table.

2 Achieve better outcomes

The strategies you learn during this three-day program will help you shape important deals, negotiate in uncertain environments, improve working relationships, claim (and create) more value, and resolve seemingly intractable disputes. You'll work through complex scenarios and learn problem-solving tactics that you can apply to future negotiations.

3 Learn from the best

Our faculty members have negotiated peace treaties, brokered multibillion-dollar deals, and hammered out high-stakes agreements around the globe. With their guidance, you will learn how to become a more successful negotiator, deal with difficult people, and manage conflict. They will also teach you how to leverage your strengths to achieve better results.

4 Practice with confidence

It's not enough to listen to a lecture. That's why our program includes opportunities to work through negotiation scenarios. Alongside a diverse group of executives from all over the world, you'll test groundbreaking theories, practice new approaches, and put your newfound knowledge into action, right then and there. You'll leave the program with a time-tested tool kit—one that works in both theory and practice.

5 Extend your learning

Whether you want to leverage the power of emotions as you negotiate, acquire a powerful framework for increasing your effectiveness as a leader and negotiator, or excel in navigating difficult conversations—you can enhance your learning by attending one of our in-depth sessions.

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Life is one big negotiation, both professionally and personally.
This program gives you a valuable framework within which to improve your skills.
With practice, you will master the tools and excel.

—GEORGE PIETROGALLO
Public and Government Affairs Advisor, ExxonMobil

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UNDERSTANDING KEY NEGOTIATION CONCEPTS

MORNING

Negotiation Fundamentals: Key Concepts and Core Vocabulary

9:00 am – 12:30 pm

Negotiation is a high-transaction-cost activity, and the side that is better prepared nearly always has the upper hand. This session will examine core frameworks of negotiation, including the importance of principled bargaining and shared problem solving.

Alongside your fellow participants, you will be:

- Preparing for your negotiation
- Exploring the difference between interests and positions
- Determining alternative options you are open to if you cannot reach an agreement with your counterpart
- Learning to analyze a negotiation problem and finding ways to unlock new value
- Evaluating your standing with your counterpart and identifying potential actions for developing a more positive relationship

Through negotiation exercises and interactive discussions, you will examine ways to structure the bargaining process to accommodate joint problem solving, brainstorming, and collaborative fact finding. These frameworks will help you create smarter negotiation conditions, make more strategic decisions, and leave the bargaining table with improved outcomes.

“ It is an extremely well-prepared, well-delivered program packed with invaluable theoretical frameworks, research data, and highly efficient exercises and practical tips. I feel well-equipped to start applying what I learned in my work and life environments.

—ANNA VIDYAKINA
Senior Manager, Corporate Development,
The Coca-Cola Company

AFTERNOON

Managing the Tension Between Creating and Claiming Value

1:30 pm – 5:30 pm

In most negotiations, we pursue two goals: value claiming and value creating. Successful negotiators know how to create more value by negotiating trades across issues and then claim the lion's share of that value through distributive negotiation strategies. In this session, you will be:

- Learning to clarify your interests and priorities, and then estimating your counterpart's interests, identifying which interests are shared and which are different
- Identifying the range of alternatives you are willing to consider if your counterpart does not give consent
- Brainstorming possible agreements or concessions that might creatively satisfy both parties' interests
- Establishing legitimacy for your side: exploring arguments that make an agreement or a term feel more fair and appropriate
- Assessing your relationship with your counterpart and determining whether you can take steps to generate positive emotions and avoid negative reactions
- Outlining your communication strategy and asking yourself, What do you want to learn from your counterpart? What are you willing to share? What is your agenda, and how will you handle disagreements or stalemates?
- Identifying opportunities to capture and create value. Are you understanding the other party's interests and goals, recognizing that cooperative behaviors facilitate value creation while competitive behaviors do not?

You will learn how to evaluate the best alternative to a negotiated agreement, create a zone of possible agreement, and implement the mutual gains approach to negotiation.



MANAGING INTERPERSONAL DYNAMICS

MORNING

Managing Emotions and Relationships

8:30 am – 12:30 pm

Negotiating better outcomes is contingent upon building successful relationships. To be effective, executives must learn to navigate personality differences, diverse agendas, and social pressures. Building on the frameworks learned the previous day, you will examine how positive working relationships are vital to creating and implementing lasting agreements. You will discover strategies for:

- Identifying the core concerns that must be addressed to manage emotions in the workplace
- Creating a relationship through engagement (Who are we?), framing (What are we doing?), and process (How will we do it?)
- Projecting warmth and competence
- Determining when to cooperate to create value and when to compete to claim your share
- Recognizing the structure and social context of the game
- Understanding your own negotiation style and the styles of others
- Understanding your own biases and tendencies
- Avoiding common pitfalls and errors
- Achieving negotiation success
- Strengthening interpersonal relationships in business

By taking part in negotiation simulations, you will gain a better understanding of different negotiation and decision-making strategies—enabling you to determine which approach is most appropriate in a given situation.

AFTERNOON

Dealing with Difficult Situations

1:30 pm – 5:30 pm

In this session, you will be introduced to a set of breakthrough strategies for dealing with manipulative tactics, stonewalling, and obstructive behavior. Designed to enhance your skill in mutual gains negotiation and increase your proficiency in overcoming hard bargainers and hard bargaining situations, this session will help you with:

- Equipping yourself for difficult negotiations
- Preparing to negotiate when you do not have much time
- Understanding the importance of active listening
- Improving your ability to analyze a situation and choosing the appropriate strategy and response
- Neutralizing threats, lies, and insults
- Dealing with someone who is more powerful than you
- Handling power more constructively
- Regain control of the negotiation
- Identifying and controlling your own tendencies in the face of conflict
- Separating intention from impact
- Proactively changing the game by how you play

You will learn to recognize the most common manipulative tactics used by difficult people, along with strategies for neutralizing their effects. Discover how to succeed, not by defeating the other side but by advocating persuasively for your own.

“ Insightful and useful in a real-world way; a valuable way to spend time for anyone negotiating professionally or personally. I now have some powerful new tools to prepare better and achieve stronger results in my negotiations, and to manage my business and staff.

—CHRISTINE MCNAMARA
VP, Marketing Strategy, Penguin Publishing Group

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ADDRESSING NEGOTIATION COMPLEXITIES

MORNING

Complex Negotiations and Organizational Challenges

8:30 am – 12:30 pm

In managing internal and external negotiations, what can you do to maximize the deal for both sides—even in the face of obstacles and barriers? What tools work best for managers who need to shape agreements and informal understandings within a complex web of relationships? In this session, you will discover strategies for anticipating and responding to an array of complicating factors—from multiple parties and coalitions to cultural and value differences. You will acquire sophisticated techniques for:

- Working in complex situations and planning ahead for future negotiations
- Understanding the tension between principals and agents
- Beginning to deal with multiparty negotiations, including building coalitions, mapping out stakeholders, and blocking coalitions
- Examining value differences and determining when they can be reconciled (and when they cannot)
- Coping with values-based disputes
- Responding to obstacles
- Adopting preparation guides and procedures
- Committing to value-creating moves
- Considering contingent agreements that take into account different assumptions about the future
- Identifying internal obstacles that can hinder your negotiations
- Overcoming anxiety about committing to cooperative efforts that can create value

AFTERNOON

Leading Through Negotiation

1:30 pm – 5:30 pm

People become skillful negotiators and leaders through practice and analysis. In this culminating session, you will have the opportunity to practice many of the key concepts, frameworks, and tools you have acquired throughout the program, while learning about the challenges of team decision making. Using a final relevant case study, faculty will bring to life challenges of negotiation and leadership that you will face when you return to your roles and responsibilities. You will practice with the tools you have added to your tool kit, building negotiation agility and resilience so that you can lead more effectively within and beyond your organization.

The curriculum will focus on the following key lessons:

BUILDING BLOCKS TO NEGOTIATION PROFICIENCY

6

Putting It All Together: Leading Through Negotiation

The negotiator as a resilient, reflective, and results-driven practitioner

5

Complex Negotiations and Organizational Challenges

The negotiator as a cross-boundary, multistakeholder coalition builder

4

Dealing with Difficult Situations

The negotiator as an active listener: recognizing and responding to manipulative tactics and obstructionist behaviors

3

Managing Emotions and Relationships

The negotiator as an effective navigator: handling difficult conversations and personality styles

2

Managing the Tension Between Creating and Claiming Value

The negotiator as a creative problem-solver

1

Negotiation Fundamentals—Key Concepts and Core Vocabulary

The negotiator as an interest-based bargainer who recognizes possibilities for mutual gains



IN-DEPTH, ONE-DAY BONUS SESSION

SEPTEMBER 26, 2024

Leveraging the Power of Emotions as You Negotiate

8:30 am – 4:30 pm | Led by Daniel L. Shapiro

In conflicts and negotiations, emotions are inevitable. Whether you're hammering out a labor contract, purchasing a new home, negotiating a multibillion-dollar acquisition, or mediating peace with warring parties, emotions play a powerful role.

Left unchecked, emotions can turn productive negotiations into unprofitable disasters. Managed properly, however, they can serve as a lever for creating greater value, exerting more control, and achieving better outcomes.

In this fascinating workshop, you will discover a powerful framework for understanding and addressing the challenging emotional dynamics that arise in everyday negotiations and conflicts. Drawing on the latest research in the areas of psychology, neuroscience, and negotiation, this popular one-day session will help you address the emotional obstacles that prevent you from building stronger relationships and obtaining better results. In this highly interactive program, you will be:

- Discovering how dealing with emotions gives you more power and control, both in negotiations and in relationships
- Learning practical tools to navigate emotional challenges and complex relations
- Examining the five core concerns that stimulate the emotions that arise in negotiations
- Gaining an essential framework to better negotiate the emotional challenges you face every day

“ Those who aspire to be better leaders should understand the importance of negotiation. The course provides the foundation that will set individuals on the path to becoming good leaders. ”

— ANIKA HIGHT
First Sergeant, U.S. Army Field Support Center



Daniel L. Shapiro

Associate Professor of Psychology, Harvard Medical School/McLean Hospital; Director, Harvard International Negotiation Program; Associate Director, Harvard Negotiation Project

Professor Shapiro's pioneering research focuses on how to address the emotional and identity-based dimensions of negotiation and conflict resolution. He is author of *Negotiating the Nonnegotiable* and coauthor with Roger Fisher of *Beyond Reason: Using Emotions as You Negotiate*. He has published extensively in the research literature, developing innovative psychological models to conceptualize the affective and relational factors driving conflict and its resolution.

Professor Shapiro specializes in practice-based research—building theory and testing it in real-world contexts. He has launched successful conflict resolution initiatives in the Middle East, Europe, and East Asia and for three years chaired the World Economic Forum's Global Agenda Council on Conflict Resolution.

PROGRAM ON NEGOTIATION

Teaching Team

Max Bazerman, Jesse Isidor Strauss Professor of Business Administration, Harvard Business School; Co-director, Center for Public Leadership, Harvard Kennedy School

Gabriella Blum, Rita E. Hauser Professor of Human Rights and International Humanitarian Law, Harvard Law School; Vice Dean for the Graduate Program and International Legal Studies, Harvard Law School

Debbie Goldstein, Lecturer on Law, Harvard Law School; Lecturer on Education, Harvard Graduate School of Education; Managing Partner, Triad Consulting

Sheila Heen, Thaddeus R. Beal Professor of Practice, Harvard Law School; Deputy Director, Harvard Negotiation Project; Co-founder, Triad Consulting

Kessely Hong, Senior Lecturer in Public Policy and Faculty Chair of MPA Programs, Harvard Kennedy School

Audrey Lee, Lecturer, Mediation and Diversity & Dispute Resolution, Harvard Law School; Senior Mediator, Boston Law Collaborative, LLC; Lead Faculty, Harvard Mediation Intensive

Deepak Malhotra, Eli Goldston Professor of Business Administration, Harvard Business School

Brian S. Mandell, Vice Chair of Executive Education, Program on Negotiation Executive Committee; Director, Kennedy School Negotiation Project; Senior Lecturer in Public Policy, Harvard Kennedy School

Julia A. Minson, Associate Professor of Public Policy, Harvard Kennedy School

Robert H. Mnookin, Samuel Williston Professor of Law, Harvard Law School; former Chair, Executive Committee, Program on Negotiation at Harvard Law School; Director, Harvard Negotiation Project

Bruce M. Patton, Co-founder and Distinguished Fellow, Harvard Negotiation Project

Jeswald W. Salacuse, Dean Emeritus and Distinguished Professor Emeritus, The Fletcher School of Law and Diplomacy, Tufts University

James Sebenius, Gordon Donaldson Professor of Business Administration, Harvard Business School; Director, Harvard Negotiation Project

Daniel L. Shapiro, Associate Professor of Psychology, Harvard Medical School/McLean Hospital; Director, Harvard International Negotiation Program; Associate Director, Harvard Negotiation Project

Douglas Stone, Lecturer, Harvard Law School; Co-founder, Triad Consulting

Guhan Subramanian, Faculty Chair, Program on Negotiation at Harvard Law School; Joseph H. Flom Professor of Law and Business, Harvard Law School; H. Douglas Weaver Professor of Business Law, Harvard Business School; Faculty Chair, JD/MBA Program, Harvard University

Lawrence E. Susskind, Ford Professor of Urban and Environmental Planning, Massachusetts Institute of Technology

William L. Ury, Senior Fellow, Harvard Negotiation Project; Co-founder, Program on Negotiation at Harvard Law School

Michael A. Wheeler, Class of 1952 Professor of Management Practice, Harvard Business School; former Editor, *Negotiation Journal*

Robert Wilkinson, Senior Lecturer in Public Policy and Leadership, Harvard Kennedy School



Max Bazerman



Gabriella Blum



Debbie Goldstein



Sheila Heen



Kessely Hong



Audrey Lee



Deepak Malhotra



Brian S. Mandell



Julia A. Minson



Robert H. Mnookin



Bruce M. Patton



Jeswald W. Salacuse



James Sebenius



Daniel L. Shapiro



Douglas Stone



Guhan Subramanian



Lawrence E. Susskind



William L. Ury



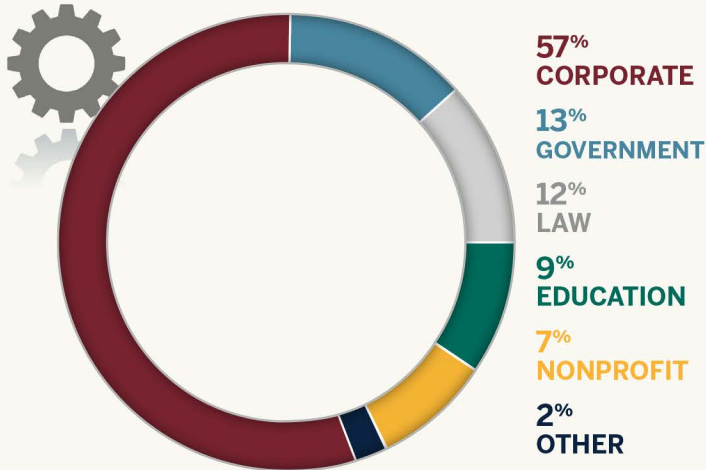
Michael A. Wheeler



Robert Wilkinson

WHO ATTENDS

INDUSTRIES



TOP TITLES



22%
MANAGER

21%
DIRECTOR

11%
PRESIDENT,
CEO, OWNER



6%
PARTNER/
PRINCIPAL

5%
ATTORNEY

3%
PROFESSOR



34%
FEMALE

66%
MALE



HAILING FROM
100+
COUNTRIES



64%
REGISTER
INDIVIDUALLY



36%
ATTEND WITH
ONE OR MORE
COLLEAGUES

Here's a sampling of organizations whose executives have participated in our programs.

- | | |
|---------------------------------|---|
| AARP | Los Angeles County Sheriff's Department |
| African Development Bank Group | Macquarie AirFinance |
| Allied Pilots Association | McKinsey & Company |
| AMC Theatres | Medtronic |
| American Student Assistance | Mercedes-Benz Grand Prix |
| Analog Devices | NATO Headquarters |
| AT&T | The Nature Conservancy |
| Bacardi Corporation | New York Power Authority |
| BASF | Penguin Random House |
| Bell | Petrobras |
| Blue Cross Blue Shield | Pfizer Inc. |
| Bose | Philadelphia Energy Solutions |
| Boston Consulting Group | Salesforce |
| Boston Medical Center | Sherwin-Williams |
| Bryant Park Corporation | Siemens Healthcare Diagnostics |
| Cisco Systems | Southern New Hampshire University |
| The City of New York Covidien | Southwest Airlines |
| Dunkin' Donuts | Target Corporation |
| Federal prosecutors from Brazil | Teva Pharmaceuticals |
| Fisk Alloy Inc. | TransCanada |
| Fitch Ratings | United States Steel |
| Ghana Civil Aviation Authority | U.S. Army |
| Google | U.S. Department of Defense |
| Government of Canada | U.S. Department of Education |
| Government of Greenland | U.S. Department of Justice |
| Intel Corporation | U.S. Navy |
| Intermountain Healthcare | Verizon Wireless |
| Intuit | Visa Inc. |
| Johnson & Johnson | Zscaler |
| KPMG | |
| Lockheed Martin | |

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If you want to spend time listening and talking with the authors of the best negotiation books and resources in the world, then this is the only program for you.

—ENDA YOUNG
Programme Director,
William J Clinton Leadership Institute at
Queen's University Belfast

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HARVARD LAW SCHOOL