

PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL
EXECUTIVE EDUCATION



Fall 2027

NEGOTIATION AND LEADERSHIP DEALING WITH DIFFICULT PEOPLE AND PROBLEMS

Three-Day In-Person Programs

SEPT 20 - 22

*The Charles Hotel
Cambridge, MA*



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 20-22 The Charles Hotel | Cambridge, MA

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 – 5:00 pm	Leading Through Negotiation
5:00 pm	Adjournment

With in-depth one-day bonus sessions:

September 23 | 8:30 am – 4:30 pm

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

October 23 | 8:30 am – 4:30 pm

Negotiating in Uncertain Times: Turning Disruption into Opportunity, Brian Mandell and Tim McDonald

December 11 | 8:30 am – 4:30 pm

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

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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, discover how to negotiate in uncertain times, or learn about the 4P framework for strategic negotiation and leadership, you can enhance your learning by attending one of our in-depth sessions.



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:

- Prepare for your negotiation
- Explore the difference between interests and positions
- Determine alternative options you are open to if you cannot reach an agreement with your counterpart
- Learn to analyze a negotiation problem and find ways to unlock new value
- Evaluate your standing with your counterpart and identify 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.

“ This is a thought provoking, inspiring program. The speakers are fantastic and what really takes it to the next level is the diversity of the attendees. I have never experienced anything like it. Incredible.

—SHEENA MCEWEN
VP, Head of Distribution, Legal & General Retirement America

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:

- Learn to clarify your interests and priorities, and then estimate your counterpart's interests and identify which interests are shared and which are different
- Identify the range of alternatives you are willing to consider if your counterpart does not give consent
- Brainstorm possible agreements or concessions that might creatively satisfy both parties' interests
- Establish legitimacy for your side by exploring arguments that make an agreement or a term feel more fair and appropriate
- Assess your relationship with your counterpart and determine whether you can take steps to generate positive emotions and avoid negative reactions
- Outline your communication strategy and ask 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?
- Identify opportunities to capture and create value by understanding the other party's interests and goals, and 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 to:

- Equip yourself for difficult negotiations
- Prepare to negotiate when you do not have much time
- Understand the importance of active listening
- Improve your ability to analyze a situation and choose the appropriate strategy and response
- Neutralize threats, lies, and insults
- Deal with someone who is more powerful than you
- Handle power more constructively
- Regain control of the negotiation
- Identify and control your own tendencies in the face of conflict
- Separate intention from impact
- Proactively change 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.

“

This experience was nothing short of transformative. The faculty's expertise in negotiation dynamics is evident in every session. They don't just teach negotiation strategies; they delve deep into the psychology behind negotiations, empowering you to understand not just the 'how' but also the 'why' of various techniques. This deep understanding is what sets this program apart.

—DR. ANDREW YIP

Head of Innovation and Ecosystem Activation, Topian

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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 – 5:00 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 some of the challenges of negotiation and leadership that you will face when you return to your professional 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

- 1 Negotiation Fundamentals—Key Concepts and Core Vocabulary**
The negotiator as an interest-based bargainer who recognizes possibilities for mutual gains
- 2 Managing the Tension Between Creating and Claiming Value**
The negotiator as a creative problem-solver
- 3 Managing Emotions and Relationships**
The negotiator as an effective navigator: handling difficult conversations and personality styles
- 4 Dealing with Difficult Situations**
The negotiator as an active listener: recognizing and responding to manipulative tactics and obstructionist behaviors
- 5 Complex Negotiations and Organizational Challenges**
The negotiator as a cross-boundary, multistakeholder coalition builder
- 6 Putting It All Together: Leading Through Negotiation**
The negotiator as a resilient, reflective, and results-driven practitioner

PROGRAM ON NEGOTIATION TEACHING TEAM

Our faculty are among the world's leading scholars and teachers of negotiation theory and practice.

**Max Bazerman**

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

**Deepak Malhotra**

Eli Goldston Professor of Business Administration, Harvard Business School

**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

**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

**Brian S. Mandell**

Mohamed Kamal Senior Lecturer in Negotiation and Public Policy, Harvard Kennedy School (HKS); Director, HKS Negotiation Project; Faculty Associate, Center for Public Leadership, HKS; Vice Chair for Executive Education for the Program on Negotiation at Harvard Law School

**Douglas Stone**

Lecturer, Harvard Law School; Co-Founder, Triad Consulting

**Debbie Goldstein**

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

**Tim McDonald**

Senior Fellow, Center for Policy Design; Assistant Policy Researcher, RAND Corporation; Visiting Researcher, Program on Negotiation at Harvard Law School

**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

**Sheila Heen**

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

**Julia A. Minson**

Associate Professor of Public Policy, Harvard Kennedy School

**Lawrence E. Susskind**

Ford Professor of Urban and Environmental Planning, Massachusetts Institute of Technology

**Kessely Hong**

Senior Lecturer in Public Policy and Faculty Chair of MPA Programs, 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

**William L. Ury**

Senior Fellow, Harvard Negotiation Project; Co-Founder, Program on Negotiation at Harvard Law School

**Audrey Lee**

Lecturer, Mediation and Diversity & Dispute Resolution, Harvard Law School; Senior Mediator, Boston Law Collaborative, LLC

**Bruce M. Patton**

Co-Founder and Distinguished Fellow, Harvard Negotiation Project

**Robert Wilkinson**

Senior Lecturer in Public Policy and Leadership, Harvard Kennedy School

WHAT OUR PARTICIPANTS SAY

“This program offered a great learning experience with experts that are at the top of the field. The role-play exercises gave me hands-on experiences to try out different strategies and learn from other participants. Highly recommend!”

ALLY WU | Director of Business Value Services, Salesforce

“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 | Founder, Negotiation Program at the William J Clinton Leadership Institute at Queen's University Belfast

“An exceptional program focused on complex and difficult negotiations, bringing great insights for those who use it in daily business.”

PATRICIA PALAZZO | Procurement Manager, Novo Nordisk

“This was an enriching, memorable, and thoroughly enjoyable experience. The balance between lecture and practical role-play was very effective. The lecturers were dynamic and engaging, and the worldwide diversity of the class participants was refreshing.”

ALEX EPSTEIN | Chief Operating Officer, Blue Ridge Power

“An exceptional course instructed by the best in the field and attended by diverse professionals representing all spectrums of business and government.”

TYLER JOHNSON | Director of Operations, United States Air Force

“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 Director, Corporate Development, The Coca-Cola Company

“This program gives you a unique opportunity to learn and hear from world-renowned experts.”

JITESH KUNTAWALA | Senior Manager, Credit Karma

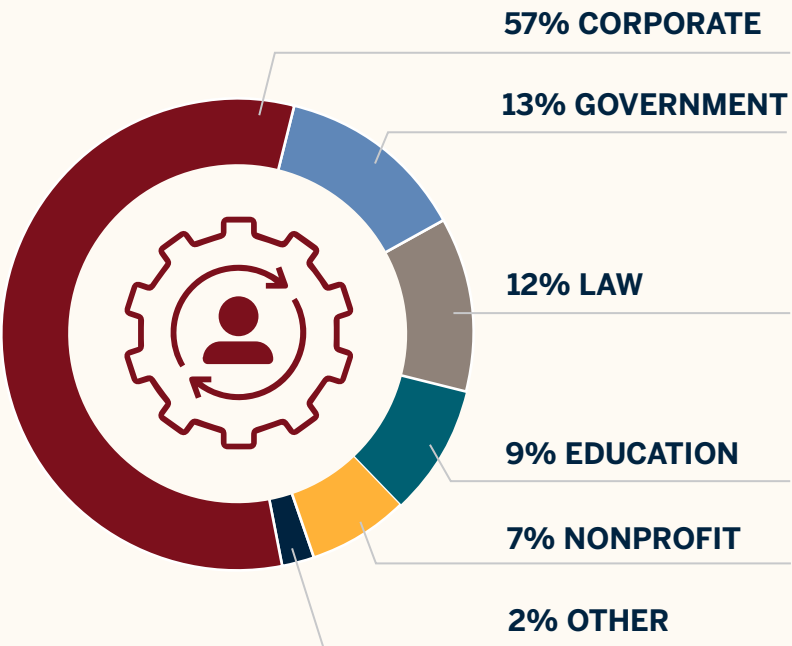
“The professional and personal implications that this program can have on difficult situations and conversations in your life are wonderful. I found this program incredibly effective in guiding me toward integrative negotiations and win-win outcomes.”

MATT HANSANA | Lead Business Partner, Business Partnerships & Negotiations, Target



WHO ATTENDS

INDUSTRIES



Sampling of organizations whose executives have participated in our programs:

Allied Pilots Association
Birch Hill Equity Partners
Canadian Memorial
Chiropractic College
Centrais Elétricas Brasileiras
S.A. (Electrobras)
Citizens Property Insurance
Corporation
Clairvest
Embraer
Federal Energy Regulatory
Commission
Google
NextEra Energy Resources

Penguin Random House
Salesforce
Sherwin-Williams
Target Corporation
United Nations
Vertex Pharmaceuticals
Vestas
Weill Cornell Medicine

JOB TITLES



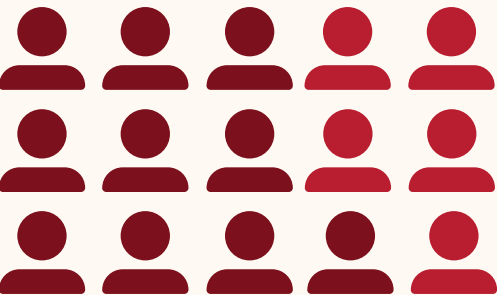
22% MANAGER	21% DIRECTOR
11% PRESIDENT, CEO, OWNER	6% PARTNER/ PRINCIPAL
5% ATTORNEY	3% PROFESSOR

HAILING FROM
100+
COUNTRIES



ATTENDEES

66% MALE | **34% FEMALE**



36% ATTEND WITH ONE OR MORE COLLEAGUES	64% REGISTER INDIVIDUALLY
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