



Negotiation and Conflict Management

By: Dr. Michael Benoliel

The ability to negotiate and manage conflicts effectively in modern organizations is critical to managerial success and organizational effectiveness. Skilled managers in the art and science of business negotiation and conflict management create significant value for their organizations when they deal with internal or external stakeholders. They, for example, secure cost effective and reliable flow of supplies; get better deals from powerful sole-source suppliers; enhance the financial value of mergers and acquisitions; settle potentially damaging disputes with labor union leaders or government officials; and resolve internal conflict constructively. The primary focus in this interactive course is on building effective negotiation and conflict management skills.

BENEFITS AND TAKE AWAYS

- Identify and use the principles of effective negotiation
- Identify your negotiating style
- Learn how to prepare for negotiation
- Use effectively the strategies of offers and counteroffers
- Use effective concession strategies
- Know how to increase your power in negotiation
- Learn to increase power and influence
- Manage conflicts constructively
- Describe the mediation process and the roles of neutral third parties

PROGRAM OUTLINE

DAY ONE

Master Negotiators' Best Practices

- The characteristic of World-Class Master Negotiators
- How master negotiators create value

Negotiating Simple Deals

- Basic negotiation concepts
- Single issue negotiation
- Moving away from a single (“fixed pie”) trap
- One-on-one negotiation simulation

Tactical Negotiation: Offers, Counteroffers, and Concessions

- Who should make the first offer?
- Who should make the offer second
- How to make concessions wisely
- **Offer Exercise**

Negotiation Styles

- Value claiming and value creating styles
- Mixed-motive style: How to create value and claim it
- How to deal with power-competitive negotiators
- Identify your own negotiation style

Dynamic Strategic Preparation and Planning

- Learn and use effectively a step-by-step- preparation and planning process
- Determine your negotiation thesis
- Analyze the negotiation situation
- Identify all the direct and indirect “players”
- Determine the deal elements
- Understand the negotiation context
- Develop and implement a negotiation strategy

DAY TWO

The Manager as a Dispute Resolver

- Why people get into disputes
- The positive function of conflicts
- The nature of the conflict process
- Dispute resolution simulation

The Manager as a Mediator

- Characteristic of the mediation process
- Profile of highly effective mediators
- Mediation in action: Video analysis
- Dispute mediation simulation

Resolving Disputes in Organizations

- How organization build dispute resolution systems

This workshop is based on Dr. Michael Benoliel's extensive research on how world-class master negotiators in the West and in the East negotiate (Done Deal, 2005; The Upper Hand, 2006; and Negotiation Excellence: Successful Deal Making, 2011) and his teaching experience at The Johns Hopkins University (USA) and Singapore Management University (Singapore). The central focus of this workshop is on developing practical skills by using concepts and simulations developed by the Harvard Business School, Harvard Law School, and Kellogg Business School.

Learning Materials

1. Book: The Upper Hand
2. Book: Negotiation Excellence: Successful Deal Making (optional)
3. **Master Negotiator Profile (MNP)**. A Negotiation Self-Assessment Instrument.
4. Negotiation simulations and exercises.
5. Delegate's Guide.

