



INTERNATIONAL TRAINING CONSULTANTS

Develop Externally~Grow Internally



Global Project Management *Negotiation*



GLOBALINX CORP
International Training Consultants Since 1968
Developing High Potential People for Global Business



Training Objectives

The overall objective of this seminar is to give all project team members the knowledge, skills and techniques to negotiate for project success from positions of both power and weakness and in international situations.

Skills, Techniques and Benefits

The Advanced Negotiation seminar reviews fundamental negotiation techniques and introduces advanced skills, techniques and procedures; needed in the complex and difficult negotiations experienced by global project managers and team members.

Negotiation Fundamentals	• Uncovering Interests	Find potential for mutual gain.
	• Active Listening	Make sense of confusing statements.
	• Summarizing	Restate a speaker's message in a way which makes it useful for negotiation.
	• Trading Concessions	Trade every concession for profit.
	• Making Counterproposals	Reach fair agreements by trading equivalent concessions.
Problem Solving	• Step 1: Issue Identification	Re-focus discussions on relevant issues.
	• Step 2: Fact Finding	Examine the facts to find flexibility.
	• Step 3: Option Generation	Generate creative solutions.
	• Step 4: Selection & Evaluation	Evaluate options for mutual satisfaction.
	• Step 5: Planning, Implementation & Monitoring	Make lasting, workable agreements.
Managing Expectations	• Scope Control	Make scope adjustments and resource trade-offs for project success and customer satisfaction.
	• Adjustments & Trade-offs	
	• Control Change	
	• Value Propositions	Make psychologically attractive propositions.
	• Manage Expectations	Ensure stakeholder (especially customers') expectations match project realities.
Tactics, Dirty Tricks and Strong Emotions	• Handling Dirty Tricks	Practice effective techniques for unfair negotiation tactics.
	• Power Statements	Express yourself clearly and calmly under pressure.
	• Feelings, Facts, Solutions	Deal with strong emotions without losing your cool.
	• Reflective Listening	Reduce emotional intensity in negotiations.
	• Using "I" Statements	Defend against unfair attacks.
	• Re-Framing Discussions	Re-examine negative discussions to find positive outcomes.



Training Theory

Negotiation is one of the most critical skills for anyone who works on projects, yet very few people are good at it. Most people don't even try to negotiate, even when it would make their life and their work so much better; they usually just accept situations the way they first appear and suffer in silence.

Negotiation Fundamentals

Principled negotiation, based on an understanding of the true interests of everyone involved, rather than positional bargaining, leads to wiser outcomes and better business relationships.¹ Unit 1 of the seminar reviews the general procedure and basic skills and techniques for principled negotiation.

Problem Solving

In complex, international negotiations, a problem solving approach often allows the negotiators overcome barriers that would otherwise be impossible.² Unit 2 introduces creative problem solving as a framework for negotiation where other methods have failed. This is particularly useful when intercultural misunderstandings and differences have widened the gap between sides.

Managing Expectations

Quite often project managers and other project team leaders fail to realize the possibility of and even necessity for negotiation in many of their daily situations. As a result, the constraints of their project can become unreasonable and lead to frustration and ultimately, failed projects and dissatisfied stakeholders and customers. Unit 3 introduces techniques specifically designed for these situations.

Tactics, Dirty Tricks and Strong Emotions

Negotiating involves the use of many types of tactics, both verbal and non-verbal. Depending on what country a counterpart is from, certain tactics are natural negotiation behavior and should be anticipated and appropriate responses prepared.³ Unit 4 discusses this theme in detail.

1 Fisher & Ury, *Getting to Yes* (1981)

2 Kelman, H.C. *Negotiation as Interactive Problem Solving*, from *The Psychodynamics of International Relationships* (1991)

3 Adler, N.J. *Negotiating Globally*, from *International Dimensions of Organizational Behavior* (2002)



Training & Study Flow

Before	Prepare	<ul style="list-style-type: none"> Pre-study material is provided for each participant. Each learner studies at a time, place, and pace suitable for them, using bilingual workbooks.
	Pre-Assignment	<ul style="list-style-type: none"> Learners email a short pre-assignment directly to the instructor for preliminary assessment and immediate feedback.
Classroom	Interactive Lecture	<ul style="list-style-type: none"> Learners receive multimedia classroom instruction, delivered at a pace that is comfortable, yet challenging, for them. Questions are answered immediately by qualified trainers.
	Exercises	<ul style="list-style-type: none"> Topics are broken down into manageable learning points which are made familiar through short exercises.
	Feedback	<ul style="list-style-type: none"> Learners get instant feedback from instructors and fellow students.
	Workshops	<ul style="list-style-type: none"> Learners assemble skill sets in preparation for full-blown role-plays based on realistic business scenarios.
	Role-plays	<ul style="list-style-type: none"> Learners practice each skill set in a safe, controlled environment. Scenarios are customized for the client's specific business requirements. Role-plays are recorded on video.
	Observation	<ul style="list-style-type: none"> Learners observe and learn from each other. Student Observers are given evaluation checklists to assess and guide their feedback activity.
	Feedback	<ul style="list-style-type: none"> Student Observers provide immediate feedback. Instructors facilitate a group de-briefing and feedback session. Instructor feedback is recorded on video for action planning.
	Video Review & Self Evaluation	<ul style="list-style-type: none"> Learners watch their own performance and evaluate it against a checklist of targets.
	Repeat Process	<ul style="list-style-type: none"> The seminar contains 4 interactive lectures, focussing on key learning areas.
	After	Action Plans
Follow-up		<ul style="list-style-type: none"> Follow-up study and review materials are provided. An online graduates forum is available for peer consultation. Performance improvements are measured using peer review, customer satisfaction, or other appropriate metrics. Recommendations are made for further study and practice.



Schedule

Day 1	
AM	Seminar Introduction and Overview Lecture 1 - Negotiation Fundamentals <ul style="list-style-type: none">• Four Phase Process• Questioning/Uncovering Interests: Exercise• Active Listening/Summarizing: Exercise• Trading Concessions: Exercise• Making Counterproposals: Exercise
PM	Lecture 2 - Problem Solving Process <ol style="list-style-type: none">1. Issue Identification2. Fact Finding3. Option Generation4. Selection & Evaluation5. Planning, Implementation & Monitoring Workshop Role-Play: Problem Solving in Negotiation <ul style="list-style-type: none">• Apply process to complex negotiations• Creative Option Generation• Evaluate Options for Mutual Satisfaction Role-Play Review (Feedback & Group Discussion)
Day 2	
AM	Lecture 3 – Managing Expectations <ul style="list-style-type: none">• Scope Control• Adjustments and Trade-offs• Control Change• Value Propositions: Exercise• Manage Expectations Lecture 4 - Tactics, Dirty Tricks & Strong Emotions <ul style="list-style-type: none">• Handling Dirty Tricks• "I" Statements: Exercise
PM	Lecture 4 - Continued <ul style="list-style-type: none">• Reflective Listening: Exercise• Feelings, Facts, Solutions• Reflective Listening: Exercise• Re-framing Discussions: Exercise Workshop Role-Play: Dirty Negotiation Tricks <ul style="list-style-type: none">• Handling Dirty Tricks & Strong Emotions Role-Play Review (Feedback & Group Discussion) Seminar Review: Lessons Learned



Target Participants

This seminar is designed to be beneficial for both project team leaders as well as team members.

Since the training is designed for people working on Global Project Teams, the classroom training and role-plays will be conducted in English. As a result, a minimum TOEIC score of 600 is recommended.

The optimum class size is 8-12 people.

Classroom Materials

All of GLOBALINX training material is developed 100% in-house. We adapt the latest, most up-to-date Business Management research and theories to suit our clients specific business needs and training objectives. Role-plays used to practice new concepts are custom-designed and written to suit the client's precise specifications and requirements. PMBOK methodology and terminology is used where appropriate.

GLOBALINX workbooks are written in both English and Japanese and use graphics wherever possible to illustrate difficult concepts or procedures. Lectures are accompanied by Powerpoint presentations.

Trainers

GLOBALINX Project Management seminars are designed and facilitated by experienced Project Managers.

Cost

Trainer: Contact Globalinx Office for Quotation

Material: ¥12,500/Person

Contact

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