

PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL



LUISS SCHOOL
OF LAW

in collaboration with:



ADRcenter®

member of
JAMS
International



A Three-Day
Program on Negotiation
Global Course

NEGOTIATION FOR EXECUTIVES

AT **LUISS GUIDO CARLI**

VIALE ROMANIA 32 **ROME, ITALY**

18, 19 AND 20 MAY 2017.



Dear Executive,

At the Program on Negotiation (PON) at Harvard Law School, we are dedicated to studying the theory and practice of negotiation, so that others can learn to effectively manage conflict, solve problems, and build stronger relationships in their work, their families, and their communities. At PON, a consortium program of scholars from Harvard, MIT and Tufts, we study negotiation through many different lenses, including business, law, government, economics, psychology, and education. PON at Harvard Law School is delighted to be cooperating with LUISS School of Law and ADR Center to offer for the first time in Italy our PON Global Negotiation for Executives Course. This course is modelled on our flagship program taught in Cambridge, Massachusetts, three days of intensive and innovative learning. PON Global Negotiation for Executives will enable you to have an interactive learning experience, taught by a skilled and experienced PON instructor. You will also be exposed to the thinking of almost a dozen members of our faculty, through our video modules and in videoconferencing with Harvard faculty. The course is designed to be highly interactive, with the use of negotiation exercises and simulations. We believe that negotiation is an essential skill for all leaders and executives, and we know that with training, everyone can become a better negotiator. When you are a skilled negotiator, you will have greater success at closing deals, developing partnerships, and avoiding costly disputes. If you are ready to become a more skilled negotiator and a more effective leader, I strongly encourage you to join our program in Rome, Italy this spring. We look forward to welcoming you to this limited enrollment program.

Sincerely,

Robert H. Mnookin

Faculty Chair

Program on Negotiation at Harvard Law School



LUISS School of Law (LSL) represents an innovation in the field of legal studies in Italy. LSL was conceived within the framework of the international strategic objectives being pursued by LUISS Guido Carli, one of Italy's leading institutions. It is targeted to whoever intends to acquire or further develop outstanding legal training or to deepen the scientific research in the various branches of Law with an international focus. The teaching activities proposed by LSL aim both at students wishing to continue their studies at an advanced level and at those who are currently working and wish to specialize. Therefore, the background and the level of participants of LSL courses are quite heterogeneous, including, alongside recent graduates, professionals with significant professional experience. LSL stands out for its professional orientation. Courses are rigorous in academic terms, while keeping a close focus on everyday reality and practical experience. The essential goal is to enrich participants' know-how so that they can work at the highest levels. This is tremendously useful in terms of consolidating the aspirations to grow professionally, allowing participants to better prepare themselves for outstanding professional work-paths.

As a leading provider of Alternative Dispute Resolution (ADR) services in Europe, we administer more than 4,000 civil and commercial mediations per year and we witness every day the importance of the use of negotiation skills in making and saving deals. Unfortunately, most of the time company representatives and their advisors keep in mind only the technical and legal issues without planning a detailed negotiation strategy. For more than 18 years, ADR Center has been in the front row in Europe in coaching executives and lawyers to improve their negotiation skills for better results.

We are particularly proud of cooperating with the Program on Negotiation at Harvard Law School and LUISS School of Law by offering for the first time in Italy the world-renowned, three-day course, "Negotiation for Executives", developed by some of the leading negotiation scholars of PON.



Leonardo D'Urso
ADR Center
Co-founder and CEO

ABOUT THE PROGRAM

Widely recognised as a world leader in the field of negotiation and negotiation research, the Program on Negotiation is an interdisciplinary, multi-university research center based at Harvard Law School. Scholars from Harvard, MIT and Tufts develop negotiation principles and skills and share them in innovative courses that help train global leaders.

THE WORLD-RENOWNED PROGRAM ON NEGOTIATION

PON Global “Negotiation for Executives” is a unique program that largely mirrors the extremely popular flagship program that PON has offered in Cambridge, Massachusetts, for more than 30 years. The program will test your beliefs and assumptions and help you overcome emotional and rational biases, examine complex negotiation scenarios, and discover a range of competitive and cooperative negotiation strategies.

In this acclaimed program, we compress 30 years of groundbreaking research into three thought-provoking days. In sessions taught by our expert faculty and with

dynamic videos and video conferencing segments, you’ll broaden your understanding of negotiating concepts, acquire proven negotiating techniques, and have the opportunity to put your learning into practice. This time – and road-tested – curriculum has been utilised by more than 35,000 executives who have participated in PON’s Executive Education programs. This spring, you can join their ranks and acquire a framework for negotiation—equipping you to overcome barriers, manage conflict, and achieve better outcomes at the bargaining table, every single time.

The Program on Negotiation at Harvard Law School is widely recognized as a world leader in the field of negotiation and negotiation research. The Program on Negotiation is an interdisciplinary, multiuniversity research center based at Harvard Law School. Harvard | MIT | Tufts

5 REASONS

TO ATTEND PON GLOBAL “NEGOTIATION FOR EXECUTIVES”

DEVELOP BETTER LEADERSHIP SKILLS

All great leaders are skilled negotiators. While some have innate ability, everyone can improve their ability to negotiate effectively by learning from the negotiation experts. At the Program on Negotiation, with our 30 years of expertise, we accelerate your learning process and focus on techniques that work in the corner office and at the bargaining table, as well as in your personal life and community.

GET THE DEALS YOU WANT AND BUILD STRONG RELATIONSHIPS

The strategies you learn over this three-day program will help you finalise important deals, negotiate in uncertain environments, improve your 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 all future negotiations.

LEARN FROM THE EXPERTS

You will learn from an on-site PON instructor as well as from leading PON faculty in video modules made especially for this course. You will also videoconference with faculty back in Cambridge, Massachusetts, who can answer your questions. PON faculty members have negotiated peace treaties, brokered multi-billion dollar deals, and hammered out high-stakes agreements around the globe.

LEARN BY PRACTICING

The PON program is very interactive. In addition to class instruction, you will engage in negotiation exercises that put your new knowledge to work right away. You'll test groundbreaking theories, practice new approaches, and see how other participants address the same problems. You'll leave the program with a time-tested toolkit—one that works in both theory and practice.

GIVE AND RECEIVE QUALITY FEEDBACK

In the real world, we rarely get feedback on how we negotiate. Feedback is essential for continuing to grow and improve. In this course you will learn from others what you did well and what you might want to improve; and you will learn to give feedback to others so that they receive it well and can make adjustments.



DAY 1

“UNDERSTANDING KEY NEGOTIATION CONCEPTS”

MODULE 1: NEGOTIATION FUNDAMENTALS

We will share with you core concepts of negotiation, including the importance of integrative bargaining and shared problem-solving. We will outline the course methodology, which is highly interactive, and show how the Program on Negotiation has helped develop innovative learning strategies. This session provides a framework for preparing for and analysing negotiations. You will examine the key elements of negotiation:

- Learn to clarify your interests and priorities, and then think about your counterpart’s interests. Which interests are shared, and which are different?
- Learn about the difference between interests and positions.
- Identify the range of alternatives you are willing to consider if your counterpart does not give consent.
- Learn to analyse a negotiation problem and seek ways to create value. Brainstorm possible agreements or concessions that may creatively satisfy both parties’ interests.
- Assess your relationship with your counterpart and determine if you can take steps to generate positive emotions and avoid negative reactions.
- Prepare for your negotiation, and outline your communication strategy. What do you want to learn from them? What are you willing to share? What is your agenda and how will you handle disagreements or stalemates? What process do you want to propose?

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. You will learn how to evaluate a best alternative to a negotiated agreement (BATNA), create a zone of possible agreement (ZOPA), and implement the mutual gains approach to negotiation. As a result, you will be able to think more clearly, make smarter moves, and set the stage for more productive negotiations.

MODULE 2: CREATING VALUE VS. CLAIMING VALUE

We will discuss how to handle the “Negotiator’s Dilemma” and how to create value while also ensuring your fair share of distributed value. You will learn about the need for careful preparation, which includes thinking about the other side’s “back table” as well as your own. We will discuss how to respond to different tactics and how to feel confident about your ability to drive the negotiation.

- Learn the advantages of adopting a cooperative mindset.
- Learn strategies for building trust.
- Know when to share information – and when not.
- Understand the importance of knowing or guessing at the zone of possible agreement.
- Learn to evaluate risk and learn defensive moves against aggressive claiming.
- Consider the implications of opening offers.
- Know the importance of being aspirational and well-prepared.

“In my 30 year professional experience, this is the best negotiation program I have participated in. I am a dedicated ambassador to spread the word as to its value!”

Konstantina Vitoratou
Nicosia PON Global Participant

2

DAY 2 “MANAGING INTERPERSONAL DYNAMICS”

MODULE 3: BEST PRACTICES FOR DIFFICULT SITUATIONS.

What makes some negotiation situations difficult and how do most people deal with them? We will discuss typical responses and better ways to respond when there are challenging people or problems with which to deal. You will learn practical skills and the importance of active listening. You will also improve your ability to analyse a situation and choose the appropriate strategy and response.

“Masterfully delivered and effective for novices and experienced negotiators alike.”

Tal Brown

Tel Aviv PON Global Participant

“Extremely useful, not only for my business life, but also for my personal interactions. I leave the course with more self-knowledge.”

Canstantinos Raftakis

Athens PON Global Participant

MODULE 4: DEALING EFFECTIVELY WITH EMOTIONS AND RELATIONSHIPS

To be effective, executives must learn to navigate personality differences, diverse agendas, and social pressures. You will learn that how your counterpart feels about the negotiation with you matters and what you can do to generate positive feelings. You will be taught how to have the “difficult conversation” and how to separate out intention from impact. You will learn the Core Concerns that need to be addressed in order to manage emotion in negotiations. Finally, you will do an exercise that helps you understand your own style of negotiation and the style of others.



3

DAY 3 “ADDRESSING NEGOTIATION COMPLEXITIES”

MODULE 5: NEGOTIATING ACROSS CULTURES

Learn how to overcome barriers to negotiating effectively across cultures by understanding differences in law, languages, professions, behaviour, attitudes, values and other factors. Learn strategies for dealing with cultural differences in negotiation and be aware of how others may perceive your culture. Understand how complex your negotiation counterpart may be and avoid stereotypes. Acquire strategies for bridging cultural divides so that you can negotiate more effectively.

“Harvard PON unlocked a previously unknown dimension of myself which not only enabled me to become a better negotiator but also communicate and connect more effectively. I recommend it to every person without reservation.”

Nikolas Koukounis

Nicosia PON Global Participant

“Amazing program, great coach, terrific people on video. Perfect balance among all this.”

Ludivine Collol

Tel Aviv PON Global Participant

MODULE 6: MULTI-PARTY NEGOTIATIONS, INTERNAL NEGOTIATIONS, AND ORGANIZATIONAL CHALLENGES AND RELATIONSHIPS

The final session builds on your accumulated knowledge to generate descriptive and prescriptive insights for negotiating across a variety of competitive contexts. Faculty will bring to life different negotiation problems and examine their real world outcomes. Learn sophisticated negotiation moves for working in highly complex situations and plan ahead for your future negotiations.

As a result of your participation, you will become a more effective decision maker and negotiator over the long term. You will also be better prepared to acquire support from your organisation as you lead future negotiations.



SOME OF THE LEADING NEGOTIATION SCHOLARS WHO ARE PART OF PON GLOBAL INCLUDE:

ABOUT THE ON-SITE FACULTY MEMBER

The on-site instructor for this workshop will be **Samuel (Mooly) Dinnar**. Dinnar is an instructor with the Harvard Negotiation Institute, a strategic negotiation advisor, and an experienced mediator of high-stakes complex business disputes, with more than 25 years of international experience as an entrepreneur, executive, board member and venture capital investor. In addition there will be interactive web-based video sessions with expert faculty broadcast live from Harvard. Dinnar will facilitate the simulations and role plays with the collaboration of Leonardo D’Urso, Angelo Monoriti and Rachele Gabellini in their roles as local teaching assistants.



SOME OF THE LEADING NEGOTIATION SCHOLARS WHO ARE PART OF PON GLOBAL INCLUDE:



Max Bazerman: Jesse Isidor Straus Professor of Business Administration at Harvard Business School, Co-Director of the Center for Public Leadership at Harvard Kennedy School.



Robert Mnookin: Samuel Williston Professor of Law at Harvard Law School, Chair of the Program on Negotiation at Harvard Law School, Director of the Harvard Negotiation Research Project



Sheila Heen: Lecturer on Law at Harvard Law School, co-author of “Difficult Conversations and Thanks for the Feedback”.



Jeswald Salacuse: Henry J. Braker Professor of Law at the Fletcher School of Law and Diplomacy at Tufts University



James Sebenius: Gordon Donaldson Professor of Business Administration at Harvard Business School. Director of the Harvard Negotiation Project



Daniel Shapiro: Associate Professor of Psychology at Harvard Medical School/McLean Hospital, Associate Director of the Harvard Negotiation Project



Guhan Subramanian: Joseph H. Flom Professor of Law and Business at Harvard Law School, H. Douglas Weaver Professor of Business Law at Harvard Business School



Lawrence Susskind: Ford Professor of Urban and Environmental Planning at the Massachusetts Institute of Technology, Director of the MIT-Harvard Public Disputes Program



VENUE:

**LUISS,
VIALE ROMANIA 32
ROME, ITALY**

DATES:

18/05/17
(H. 10.00 AM - 6.00 PM)

19/05/17
(H. 10.00 AM - 6.00 PM)

20/05/17
(H. 9.30 AM - 5.30 PM)

WHO SHOULD ATTEND:

The PON Global “Negotiation for Executives” course attracts a diverse audience from both the private and public sectors. Participants span a wide range of titles and industries. Those who attend typically include: Chief Executive Officers, Company Presidents and Officers, Board Chairs and Board Members, Executive Directors, Managing Directors, Directors of Operations, Human Resources, Purchasing, Marketing, and Sales Managers, Lawyers, Mediators and Program Directors.

CERTIFICATE

Participants who attend all sessions and participate in all simulations will receive an official Certificate of Completion from the Program on Negotiation at Harvard Law School.

TUITION

- The tuition is €2.900,00 (VAT exempt)
- Payment must be received in full in order to reserve a place in the course.
- The tuition is reduced at € 2.700,00 for LUISS and LUISS School of Law alumni and for organizations that enroll three or more participants.
- Tuition includes all course materials, lunches and coffee breaks on all three days.

THE REQUIREMENTS

The language of instruction for the program will be English without interpretation. Participants must be able to communicate at a business level in English.

FOR MORE INFORMATION AND REGISTRATION:

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