

2010 Clariden Global Executive Education Negotiation Strategy Program

Negotiation and Influence Strategies

Professor Margaret A. Neale
Stanford University, Graduate School of Business

Margaret A. Neale is the *John G. McCoy-Banc One Corporation Professor of Organizations and Dispute Resolution*. In 2000-2001, she was the Graduate School of Business Trust Faculty Fellow. From 1997-2000, she was the Academic Associate Dean of the Graduate School of Business at Stanford University. Prior to joining Stanford's faculty in 1995, she was the *J.L. and Helen Kellogg Distinguished Professor of Dispute Resolution and Organizations* at the J.L. Kellogg Graduate School of Management at Northwestern University.

Professor Neale's major research interests include bargaining and negotiation, distributed work groups, and team composition, learning, and performance. She is the author of over 70 articles on these topics and is a co-author of three books: *Organizational Behavior: A Management Challenge*, *Cognition and Rationality in Negotiation*, and *Negotiating Rationally*. She currently serves on the editorial boards of the *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *International Journal of Conflict Management*, and *Human Resource Management Review*.

In addition to her University teaching and research activities, Professor Neale has conducted executive seminars and management development programs in the U.S., U.K., Australia, Holland, Switzerland, Brazil, Thailand, France, Canada, Nicaragua, China, Hong Kong, U.A.E., Mexico, Israel, and Jamaica for public agencies, city governments, health care and trade associations, universities, small businesses and Fortune 500 corporations in the area of negotiation skills, managerial decision making, managing teams, and workforce diversity. She is the faculty director of three executive programs at Stanford University: *Influence and Negotiation Strategies*, *Managing Teams for Innovation and Success*, and the *Executive Program for Women Leaders*.

NEGOTIATION AND INFLUENCE STRATEGIES



**Professor Margaret A. Neale, *Stanford University, Stanford Graduate School of Business*
John G. McCoy-Banc One Corporation Professor of Organizations and Dispute Resolution**

Margaret A. Neale is the *John G. McCoy-Banc One Corporation Professor of Organizations and Dispute Resolution at Stanford University*. She is the leading authority of negotiation and influence strategies globally. In 2000-2001, she was the **Graduate School of Business Trust Faculty Fellow**. From 1997-2000, she was the **Academic Associate Dean of the Graduate School of Business** at Stanford University. Prior to joining Stanford's faculty in 1995, she was the *J.L. and Helen Kellogg Distinguished Professor of Dispute Resolution and Organizations at Northwestern University*.

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PROGRAM SUMMARY

Program:	Negotiation and Influence Strategies		Tuition Fee:	S\$3,950
Dates:	2nd – 3rd December, 2010		Register before 16th August for Early Bird Fee:	S\$3,650
Location:	Shangri-La Hotel, Singapore			
Program Essence:	This intensive and highly interactive workshop program is designed to provide C-Level, Senior and Middle-level executives with a set of negotiation tools that can enhance the quality, effectiveness, and rationality of their negotiated agreements: to get more of what they want from their negotiations, whether they are improving the outcomes at work or in their own personal negotiations. It is designed to develop participants' ability to influence and enhance the outcome of their negotiations. The specific skills are derived from empirical research and theory of negotiation as it is practiced in a variety of settings, focusing on a broad spectrum of negotiation problems faced by today's executives.			

PROGRAM INTRODUCTION

Everyone negotiates. Yet many people often think of negotiation only as a relatively rare event, involving an interaction between a buyer and a seller. Yet, in its various forms, negotiation is a much more ubiquitous and common process used to resolve differences and allocate scarce resources. Even though we may negotiate almost continuously, it is clear that we (and others) leave resources "on-the-table," agree to contracts and outcomes that are not in our best interest, and do little systematic assessment of either the quality of negotiated agreements or the appropriateness of our behavior. This highly interactive program is designed to develop participants' ability to influence and enhance the outcome of their negotiations. The specific skills are derived from empirical research and theory of negotiation as it is practiced in a variety of settings, focusing on a broad spectrum of negotiation problems faced by today's executives.

WHO WILL BENEFIT MOST

Offering a career-defining experience for Senior and Middle-level executives facing especially challenging negotiations, this leadership program is valuable to those realigning corporate strategy, undertaking sizeable deals, settling a major dispute, or juggling multiple constituencies. Executives from any functional area with more than 10 years of experiences will benefit from this program. It is appropriate for executives from organizations of any size or in any industry.

HOW YOU WILL BENEFIT

Through this executive program, participants will be able to:

- Gain both an intellectual and experiential understanding of the process of negotiation, including the different types of negotiation and issues as well as strategies for maximizing individual and joint outcomes in various situations
- Improve their strategic and analytical abilities to assess and develop negotiating plans, including incorporating the likely behavior of a negotiating opponent
- Develop confidence and provide experience in the negotiation process, including learning to analyze and evaluate the costs and benefits of alternative actions
- Go beyond the obvious organizational incentives and surface structure of a dispute to reveal opportunities for joint gain in competitive situations
- Explore the systematic effects of different levels of power and forms of relationships on negotiators' ability to create and claim value in their interactions
- Develop strategies to take advantage of or defend against coalitional tactics in multiparty negotiations

PROGRAM OUTLINE

DAY 1

Morning: Negotiating Strategically: Clear Thinking, and the Other Side

After introducing the program, Professor Margaret Neale will explore ways in which negotiators can be more successful in predicting their counterpart's behavior and developing options based on that strategic information. Using concepts from both game theory and behavioral negotiation theory, participants will engage in exercises that require parties to consider the strategic implications of both their and their counterparts' behavior in a mixed-motive situation. Using the results of the exercise, we will develop a framework designed to improve strategic thinking in the negotiation.

Afternoon: Creating and Claiming Value – Negotiation Positions, Preferences, and Anchors

Prepare and negotiate a two-person negotiation between a recruiter and a potential employee to determine the employment contract. This exercise introduces concepts of distributive and integrative negotiation structures as well as focusing on the importance and power of various referent points and negotiator assumptions on the quality of negotiated outcomes.

DAY 2

Morning: Negotiating for Competitive Advantage within the Organization

Building on the frameworks from the previous day, we will expand this perspective using a case that highlights the potential for creating value by resolving a dispute between two divisions of a larger firm. In this case, we focus on factors that facilitate negotiators' ability to create and claim value, even within the context of a competitive interaction across divisional boundaries of larger organization.

Afternoon: Multiparty Negotiations: Power and Relationships in Multi-party Negotiations

In this module, we focus on issues of power and relationships in negotiation. In this exercise, participants negotiate membership in a multi-party coalition and the division of resources that are allocated to that coalition. Emphasis is placed on the systematic strategies and tactics of high, medium, and low power players in this interaction. In this exercise, the importance of understanding the numbers as well as the psychology to influence the outcomes is emphasized.

Complete and return this application form by email: admissions@claridenglobal.org or fax to (65) 6295 2567. All submitted information is confidential and for use by Admissions Committee only. For inquiries, contact us at admissions@claridenglobal.org or (65) 6827 9765.

Clariden Global
Executive Education

APPLICATION FOR ADMISSION 2010

Please indicate the program(s) you are applying for (early bird privilege ends Aug 16):

- | | |
|---|---|
| <input type="checkbox"/> Aligning Culture, Leadership & Talent Management, 13 - 14 Sep 2010
Early Bird Fee: S\$2,950, Regular Fee: S\$3,250 (fees all inclusive) | <input type="checkbox"/> Corporate Social Responsibility Leadership, 11- 12 Nov 2010
Early Bird Fee: S\$2,950, Regular Fee: S\$3,250 (fees all inclusive) |
| <input type="checkbox"/> Developing Strategic Intuition: The Key to Innovation, 21 - 22 Oct 2010
Early Bird Fee: S\$2,950, Regular Fee: S\$3,250 (fees all inclusive) | <input type="checkbox"/> Implementing Growth Strategies in Asia, 22 - 23 Nov 2010
Early Bird Fee: S\$2,950, Regular Fee: S\$3,250 (fees all inclusive) |
| <input type="checkbox"/> Strategic Sales Leadership, 28 - 29 Oct 2010
Early Bird Fee: S\$2,750, Regular Fee: S\$2,950 (fees all inclusive) | <input type="checkbox"/> Negotiation and Influence Strategies, 2 - 3 Dec 2010
Early Bird Fee: S\$3,650, Regular Fee: S\$3,950 (fees all inclusive) |
- Preferred Early Bird Privilege, please check one: Early bird savings Shangri-La Hotel* Sentosa Resort and Spa Hotel*
* one-night free accomodation in Singapore, subject to availability

GENERAL INFORMATION

Last Name _____ First Name _____ DR MR MS

Job Title _____ Company Name _____

Business Address _____

Work Phone _____ Email _____ Mobile _____

Nationality _____ Date of Birth _____ (dd/mm/yyyy)

COMPANY INFORMATION

What function best describes your position? (Check one only)

<input type="checkbox"/> Accounting / Finance / Control	<input type="checkbox"/> Human Resources	<input type="checkbox"/> Manufacturing / Operations
<input type="checkbox"/> Communication / Investor Relations	<input type="checkbox"/> Information Services	<input type="checkbox"/> Product Development
<input type="checkbox"/> Corporate Planning	<input type="checkbox"/> Legal	<input type="checkbox"/> Project Management
<input type="checkbox"/> Engineering	<input type="checkbox"/> Logistics	<input type="checkbox"/> R&D
<input type="checkbox"/> General Management	<input type="checkbox"/> Marketing / Sales / Advertising	<input type="checkbox"/> Other, specify: _____

Please provide a brief description of your organization/business unit: _____

Please describe your current responsibilities: _____

Please explain your objectives or goals by attending this program: _____

What are the most formidable challenges facing your organization/business unit now: _____

EDUCATION	College / University	Degree Granted	Year Granted
Please list the last academic institution only:	_____	_____	_____

How did you learn about this program?

<input type="checkbox"/> Superior	<input type="checkbox"/> The Business Times	<input type="checkbox"/> The Straits Times	<input type="checkbox"/> Other, please specify: _____
<input type="checkbox"/> Colleague / Friend	<input type="checkbox"/> Clariden Global Email Notification	<input type="checkbox"/> HRM Asia Website	
<input type="checkbox"/> Company's HR	<input type="checkbox"/> Clariden Global Mailing	<input type="checkbox"/> HRM Asia e-Newsletter	

Upon acceptance, payment is due within 21 days of invoice date and is required prior to the start of the program. Cancellations of the program, including withdrawals, transfers and substitution with qualified candidate, must be submitted in writing to Clariden Global Executive Education. Cancellations submitted more than 30 days before the program start date to receive full refund. Cancellations received 14 to 30 days before the program start date are subject to a fee of one-half of the program fee. Requests received within 14 days of the program start date are subject to full payment of program fee. Clariden Global reserves the right to change or cancel the course.

An invoice will be mailed to your organization. Please indicate to whom the invoice should be sent.

Last Name _____ First Name _____ DR MR MS

Job Title _____ Company Name _____

Business Address _____

Work Phone _____ Email _____