

MASTERING NEGOTIATION: BUILDING AGREEMENTS ACROSS BOUNDARIES



HARVARD Kennedy School
Executive Education



HARVARD

THE PROGRAM

In a world of multifaceted economic, political, and social problems, mastery of one's own sector is no longer sufficient for successful negotiation. Achieving stable, sustainable solutions requires building consensus among an unprecedented variety of stakeholders.

Mastering Negotiation: Building Agreements Across Boundaries goes beyond basic negotiation skills training to address the challenges of building working relationships across cultures, sectors, and organizations. The program examines the effects of both social and organizational culture on negotiation, while at the same time helping participants develop the adaptive techniques they need to translate their skills and experience to novel settings.

This five-day program will further develop participants' skills in:

- » Shaping the agenda for strategic action in the face of resistance and uncertainty.
- » Cultivating relationships in order to build coalitions.
- » Exploiting leverage points in rules, prior commitments, and obligations to influence perceptions and alternatives.
- » Mapping influential players' interests to anticipate points of resistance and opportunities for agreements.
- » Framing arguments and alternatives in order to create added value.
- » Shifting the balance of forces within and across organizations to build momentum.
- » Initiating strategic moves at, and away from, the table to "change the game."
- » Assessing negotiation outcomes with a view towards improving future performance.



THE CURRICULUM

Mastering Negotiation is a highly interactive offering that combines many innovative learning tools. As a result, the program enables professionals to analyze and enhance their negotiating skills by working through a series of increasingly complex negotiation exercises. Participants prepare and discuss cases that reflect the types of negotiations that they themselves face. At the end of each exercise, the full class is brought together to debrief the experience. Through the exchange, they learn a variety of techniques and ideas for negotiating successful agreements. They also hear presentations made by faculty who have both practical experience and theoretical knowledge of negotiations. Finally, through one-on-one and multiparty role playing, participants absorb and internalize the strategic precepts of the program. Over the course of the week, negotiating partners will change often, allowing you to experience a variety of negotiating styles.

WHO SHOULD APPLY

The program attracts a broad range of accomplished leaders, including executives from federal, state, and local government in the United States, as well as NGOs, international organizations, corporations, and governments from around the world. The diversity of the group contributes greatly to the value of the learning experience.

Past participants have included:

- » Senior executives of the World Bank.
- » The chief of staff of the Belgian Prime Minister's Office.
- » The policy cabinet secretary of the Ministry of Finance in Poland.
- » Senior state and local officials from Alabama, California, Connecticut, Florida, Minnesota, New York, Pennsylvania, Virginia, and Washington.
- » Executives from the Internal Revenue Service of the United States.
- » A country director of CARE.
- » Senior executives from private sector organizations such as PriceWaterhouseCoopers and IBM.
- » A state representative from Texas.
- » Senior officials in the ministries of health of Canada, Montenegro, Kenya, and Zimbabwe.
- » A senior official from the Bureau of Land Management in the Department of the Interior.

Brian S. Mandell, Faculty Chair



www.hks.harvard.edu/ee/mn

APPLICATION PROCESS

Mastering Negotiation is a five-day program conducted each year in May.

To apply for **Mastering Negotiation** or for information on program dates, application deadlines, and tuition, please visit www.hks.harvard.edu/ee/mn.

Early application is encouraged. Qualified candidates are admitted on a rolling, space-available basis, and the program often fills to capacity. Because of the interactive nature of this program, the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class. Because the time required to obtain a visa can be lengthy, we encourage applicants from outside the United States to apply at least 12 weeks before the program start date.

ADMISSION REQUIREMENTS

Admission to the program is competitive and is based on professional achievement and organizational responsibility. There is no formal educational requirement, but fluency in written and spoken English is a necessity for the program.

“Negotiating is about mastering an advanced toolkit of strategic and analytic skills that enables leaders to accurately diagnose problems, build winning coalitions, and craft sustainable agreements.” **BRIAN MANDELL, FACULTY CHAIR**

FACULTY CHAIR

BRIAN S. MANDELL is Senior Lecturer in Public Policy and Director of Harvard Kennedy School's Negotiation Project. His current teaching and research address the theory and practice of negotiation, emphasizing third-party facilitation and consensus-building in domestic and international protracted policy disputes. He writes about contentious disputes and is completing a book on scenario planning for conflict managers and negotiation practitioners. Before coming to Harvard, Professor Mandell taught at the Norman Paterson School of International Affairs at Carleton University in Ottawa. Previously, he was a strategic analyst for the Canadian Department of National Defense, specializing in UN peacekeeping and the implementation of arms control agreements. A Pew Faculty Fellow and Senior Research Associate at Harvard Kennedy School's Belfer Center for Science and International Affairs, Mandell holds a PhD from the University of Toronto.



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“Leadership and learning are
indispensable to each other.”

John F. Kennedy

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