



Watershed Negotiation Philosophy and Content for *Create and Capture Value as you Negotiate* (Two-day Workshop)

Executive Summary

Philosophy

Watershed advocates collaborative, interest-based negotiations, often referred to as win-win negotiations. We provide participants a framework for negotiations that guides them through process and strategies in five phases: preparation, information exchange and validation, bargaining, concluding agreements, and execution. Participants learn the interrelation between the five phases as well, assuring that the negotiation results in more than a profitable agreement, but also one where compliance and performance are most likely. Our framework is supported by our *Best Negotiating Practices*®, a set of tactics, skills and strategies participants need to move from fundamental understanding, to proficiency, to mastery in negotiations.

*Delivered in English or Spanish
Also available in a 1-day format*

Watershed's Framework for Collaborative Negotiations



Workshop Content

Watershed workshops are substantive, skill building, interactive and tailored to each client, giving attendees the opportunity to learn from practice in relation to their work. A typical workshop contains the following components.

Core Content

Participants are introduced to the framework for negotiating. They overcome any reluctance to negotiate as they engage in exercises and role plays that demonstrate how to solve a party's interests rather than confront their position, and how to engage in bargaining that achieves creative solutions. Key modules are bargaining, preparation, and information exchange and validation, with a focus on the most critical *Best Negotiating Practices*®. We also focus on the relevance of common tactics to collaborative negotiations – how to recognize them, when it is appropriate to use them, and how to defend against them. Participants are guided in their practice of planning, probing, and development of creative concessions. A selection of optional modules that best meet the client's needs, such as email and phone negotiations, cross-cultural negotiations, dealing with difficult, emotional and hostile negotiators, team negotiations, internal negotiation for scarce resources, and negotiating styles assessment can be substituted in the workshop curriculum.

Exercises

- ❖ *Role plays* – simplified role plays that provide understanding of trust, skill practice, and build confidence to develop creative concessions, and more complex role plays that reflect the client's business environment and negotiation challenges
- ❖ *Company specific creative concessions list* – brainstorming by participants of concessions that are of low cost to give and high value to the other side
- ❖ *Planning of live company negotiation* – using Watershed's planning template, participants plan a future negotiation with presentation to and feedback from colleagues
- ❖ *Movie clips* – view and debrief of licensed movie clips from popular films with powerful negotiation scenes that drive a lesson in a memorable way
- ❖ *Recaptured learnings* – small and large group exercises where participants reflect, share and capture learnings, and thus improve retention
- ❖ *Goal setting* – opening exercise that explores expectations with later follow-through activity to tackle toughest issues, and closing exercise to prepare Individual Action Plans

Tools

- ❖ *Negotiator's Reference Guide* – comprehensive 250+ page Guide that follows the daily program and serves as an on-the-job reference, including job aids such as Common Tactics, Crunch List, Team Dynamics, Negotiating Across Cultures, Negotiating over Email and Phone, as well as Glossary of Terms, Recommended Reading, and others.
- ❖ *Planning template* – demonstrated use following simplified role play; participant practice in exercise to plan a live company negotiation; and blanks for future use
- ❖ *Additional job aids* – Tools for daily referral of *Best Negotiating Practices*®, as well as mini-articles that cover topics such as negotiation ethics, sole source negotiations, negotiating with a customer you can't afford to lose, etc.
- ❖ *Negotiation Training ROI Toolkit* – activities for managers to lead in the weeks and months following the workshop that double retention and ensure application on the job, including a *Negotiator's Debrief Tool*
- ❖ *Need Help Now advice service* – three months of access by participants via Watershed's web site to expert advice returned by phone or email within 48 hours of request

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Best Negotiating Practices®: Create and Capture Value as You Negotiate

Two-day Workshop

Description, Objectives and Topics

Workshop Description

This workshop identifies and develops the negotiating and bargaining skills necessary for today's global, dynamic business environment. Business professionals must be able to effectively negotiate agreement when revenue, relationships, budgets, performance standards, priorities, and due dates are at stake in order to meet and exceed established organizational goals. Attendees will thoroughly explore and learn "real world" negotiation techniques critical to today's decision-making process and improved performance.

This workshop is highly interactive, with a focus on the challenges faced in your unique negotiating environment. We provide a safe setting for you to learn from shared experiences of your colleagues, practice your skills in increasingly demanding negotiations, and plan a future negotiation. Use this workshop to overcome your negotiating challenges and enhance your performance.

Learning Objectives

In future work situations where one must reach agreement to attain organizational goals given the constraints of time, money, and people, participants will be able to:

- Explain the role collaborative negotiations play in today's business relationships.
- Overcome any natural reluctance to negotiate.
- Define and set desired outcomes, goals, least acceptables, and alternative options.
- Manage ego and trust issues to assure a successful negotiation.
- Understand the difference between positions and interests and satisfy interests.
- Analyze and select negotiating strategies to favor your situation.
- Plan negotiations more strategically and comprehensively.
- Know how and when to make concessions, and avoid making unnecessary ones.
- Use the Negotiator's Probe and other tools to conduct creative concession bargaining and overcome impasses.
- Effectively diffuse emotional situations and maintain positive negotiating climates.
- Effectively manage team-negotiating situations.
- Eliminate the most common negotiation mistakes.
- Use creativity and value-based negotiating to achieve successful closure.
- Define, use when appropriate, and defend against common tactics.

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Two-Day Workshop Sample Topics

I. Introduction and Expectations

Characteristics of master negotiators
Your negotiation strengths
Participant expectations
Why negotiate?
Situational awareness

II. Framework for Negotiations

Principles of collaborative negotiations
Stages of negotiation
Interest v. positions
Negotiating Envelope

III. Bargaining

Opening proposals
Strategies for when to open first
Making and managing concessions
Probing and Crunching
Patience and the role of time
Problem solving with creative concessions
Your low cost, high value concessions
Summarize negotiations

IV. Preparation

Research of facts, people and benchmarks
Analysis of information
Defining and anticipating Negotiating Envelopes
Planning to build a relationship
Practice planning for your negotiation

V. Information Exchange and Validation

Build rapport and learn their interests
Credibility, trust, competency, and likeability
Probe to verify assumptions and get information
Go/No-Go decision
Develop a joint agenda

VI. Nuances of Negotiating

Common tactics: use and defense
Managing authority
Emotional and hostile negotiators
*Optional modules

VII. Conclude Negotiations and Execution

Strategies to secure commitment
Summarize negotiations
Performance depends on relationship outcome
Application of learnings during execution

VIII. Closing

Individual action plans
Support for tomorrow and beyond
Workshop wrap-up

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***Optional Modules**

Email, Texting and Phone Negotiations, Team Dynamics in Negotiations, Gaining and Leveraging Power, Introduction to Cross-cultural Negotiations, Negotiating Styles Assessment, Sole Source and Limited Supply Channel Negotiations, The Truth about Lying, Dealing with Irrational and Difficult Negotiators, Negotiating with Governments, Legal Considerations in Negotiations, Negotiations as a Corporate Capability, and Negotiating for Internal Resources.