



University of Victoria

PETER B. GUSTAVSON

School of Business

Executive Programs

The world looks different from here.

Upcoming Session:

Victoria June 6 - 7, 2018

OPEN ENROLLMENT:  
Leadership and Negotiation Skills

# Strategic Negotiations

*Complete course content inside!*

*Master negotiation techniques that yield maximum value.*

**Effective negotiation skills are becoming increasingly important in a modern world characterized by rapid change, globalization, and diversity.**

Expert negotiators select appropriate strategies and tactics to respond efficiently and effectively to constant changes, challenges and opportunities for generating optimal settlements. Whether you are a professional closing a major deal, an expert handling a crisis, or a manager attempting to negotiate an intra-organizational conflict, a strategic approach to negotiating that leads to productive agreements is critical for continued success.

Building on the concepts of principled negotiating (including interest-based bargaining), this workshop helps participants develop an overarching strategic negotiating framework and approach that is flexible to suit each individual style, skill-set, and situation. It is important to note that the primary focus in this workshop is on skill-development. While sound concepts offer a foundation for effective negotiating, thoughtful application and repeated practice are central to becoming a successful negotiator and strategic negotiating skills need to become a habit.



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1. How to develop a strategic framework for negotiations (the 3D framework)
2. To understand the various elements of the three dimensions of the framework
  - Designing the Settlement
  - Setting the Context
  - Engaging in Effective Behaviours
3. To identify settlement ranges and interests, evaluate options, understand anchors (part of designing the settlement)
4. To understand the importance of trust and the elements of trustworthiness, how to minimize erosion of trust (part of setting the context)
5. To understand tactics for creating value & claiming value, be aware of cognitive traps, principles of persuasion
6. To manage and be effective in complex (including multi-party) negotiations

## Who Should Attend

This course is recommended for those who engage in negotiations of any kind – contracts, collaborations, sales, procurement, labour arrangements, strategic alliances, joint venture deliberations, promotions, etc. It is designed for people in private and public organizations regardless of the scope and scale of the negotiations they encounter. All professionals (analysts to senior managers) who have to deal with situations where different interests, preferences, and goals are at play will benefit from the structured framework offered to approach negotiations. This practical course will benefit:

- Program and project managers
- Sales representatives
- Procurement officers
- Contract negotiators
- Labour negotiators
- HR professionals
- Settlement negotiators
- Liaison officers
- Taskforce leaders
- Multifunctional team leaders
- Account managers
- Joint venture managers
- Engineering and design professionals

### In-Company Training

This and all UVic executive programs can be delivered on-site or customized for your group's needs. Please email your custom program enquiry to [eisted@uvic.ca](mailto:eisted@uvic.ca). For more information call 250.721.6429.

### PMI Talent Triangle™



The PMI® Talent Triangle shows the ideal skill set for today's practitioner. Influence and Stakeholder Management adheres to PMI's talent triangle PDU accrual system and earns participants 14 PDUs under the Leadership section.



# Program Content

## Instructor Profile

### Strategic Negotiations

Learning negotiating skills is best achieved through practice. This workshop will combine a mix of exercises, presentations, videos, discussions and debriefings. You will be negotiating with fellow participants to test and apply what you have learned. Group discussion and analysis will help determine what went right, what went wrong, why, and what can be done better next time.

Given the emphasis on skill-development through application and practice, we will engage in a series of negotiation simulations with increasing levels of complexity. In total, we will have four simulations: (1) a two-party single issue negotiation; (2) a negotiation on creating and claiming value; (3) a two-party multi-issue negotiation, and (4) a multi-party multi-issue negotiation.

### Agenda

#### Day 1

- Introduction (workshop, participants)

#### Session 1: A Strategic Framework for Negotiations

- Success Factors in Negotiations
- Simulation 1

#### 3D Framework for Negotiating

- Key Elements of Designing the Deal
- Key Elements of Setting the Context
- Key Elements of Effective Behaviours
- Cognitive Biases in Negotiation

#### Session 2: Creating Value and Claiming Value

- Simulation 2
- Distributive and Integrative Negotiations
- Principles of Persuasion (video)
- Wrap-up
- Assignments for next day

#### Day 2

- Discussion of Assignments

#### Session 3: Complex Negotiations

- Simulation 3
- Importance of Trust
  - Elements of Trustworthiness
  - Building trust/minimizing erosion of trust

#### Session 4: Multi-party, Multi-issue Negotiations

- Importance of Trust (Continued)
  - Elements of Trustworthiness
  - Building trust/minimizing erosion of trust
- Simulation 4
- Managing Multiparty, Multi-Issue Negotiations
- Summary – Putting together the 3D framework
- Wrap-up



**Dr. A.R. Elangovan (Elango)**  
B.Com (Madras), MBA (St Mary's, Halifax),  
PhD (Toronto)

**3M National Teaching Fellow & UVic Distinguished Professor**  
**Director, International Programs**  
**Gustavson School of Business, University of Victoria**

Dr. Elangovan has been a professor of Organizational Behaviour at the Gustavson School of Business, University of Victoria since 1992. He served as the Associate Dean from 2008-2011 and has been the Director of International Programs since 2003. His teaching, research, and consulting expertise are in the areas of negotiations, conflict management, trust, leadership, meaningfulness, authenticity, and wellbeing at work. He is the recipient of numerous awards including Canada's most prestigious teaching award (the 3M National Teaching Fellowship) in 2012, the UVic Alumni Award for Teaching Excellence in 1999, and the University of Victoria's highest academic honour (the Distinguished Professor designation) in 2013. Dr. Elangovan has consulted for private and public sector organizations in Canada, Austria, China and India. In Canada, his clients include TELUS, BC Pension Corporation, BC Ferries, Custom House Global Foreign Exchange, BC Lottery Corporation, ACD Systems, Federal Department of Fisheries & Oceans, B.C. Insurance Institute, and the BC government.

### What Participants Say:

*"It is very rare that I feel completely fulfilled by the course. It was very insightful and much value was extracted."*

*Sima Heyat, TELUS*

*"Great course and useful for my job – would recommend!"*

*Anonymous, TELUS*

*"I negotiate deals for my job. This course was very helpful and will provide me new tools to do so!"*

*Anonymous, TELUS*

# Strategic Negotiations

June 6 - 7, 2018

Victoria

*Respond efficiently and effectively to changes, challenges and opportunities*

## How to Register

### Register Online at

[execprograms.uvic.ca/  
negotiations](http://execprograms.uvic.ca/negotiations)

This and all UVic executive programs allow you to:

- Rapidly update your education to an executive level in areas key to your success
- Link theory to practice with a hands-on, action-based learning curriculum
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- Share experiences and knowledge with other professionals in limited-size classes
- Leverage the expertise and insight of industry savvy, real-world instructors
- Network among graduating colleagues to develop lasting business friendships
- Save 10% per registrant with a group registration (3 or more people from the same organization registering at the same time)

## Course Tuition & Registration Details

**Program Tuition:** \$1,195 + GST. This includes instruction, all seminar materials, lunches and refreshments.

**Please Note:** Fees, dates, speakers and applicable taxes are subject to change. UVic's liability is limited to reimbursement of paid tuition fees. Cancellations received in writing at least 21 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 21 days prior to the seminar will be subject to a \$200 administration fee. Nonattendance will incur full seminar tuition cost. Participants must attend all program days and fulfill all program requirements in order to receive a certificate / record of completion.

Call us at **250.721.6429**  
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### Payment Options

UVic accepts Visa, MasterCard, American Express and cheques.

**Please make cheques payable to:**  
University of Victoria

**and mail to:**  
Executive Programs, Gustavson School of Business, University of Victoria, PO Box 1700 STN CSC, Victoria, BC V8W 2Y2

### Program Location

Your course will run 9:00 a.m. to 4:30 p.m. each day at the following locations:

**Vancouver Island Technology Park**  
#2201 - 4464 Markham Street  
Victoria, British Columbia V8Z 7X8

### Optional Accommodations

Call UVic Executive Programs at 250.721.6429 for the **UVic Gustavson corporate rate**.

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