

**DUBLIN**

**DECEMBER 4-6, 2018**

The Edward M. Kennedy Institute, Maynooth University



# PON GLOBAL

Program on Negotiation for executives



**Maynooth University Edward M. Kennedy  
Institute**

**PROGRAM ON NEGOTIATION  
HARVARD LAW SCHOOL  
EXECUTIVE EDUCATION**



# WELCOME TO PON GLOBAL



An innovative, blended learning program hosted in cities around the world, PON Global is offered by the Program on Negotiation (PON) at Harvard Law School (HLS), which has provided world-class negotiation training to more than 35,000 global professionals since its founding in 1983. PON Global's intensive three-day format is designed to provide you with cutting-edge negotiation skills, teach you to overcome emotional and rational biases, and help you learn a range of competitive and cooperative negotiation strategies.

Alongside accomplished leaders from your region, you'll broaden your understanding of negotiating concepts and acquire proven negotiating techniques through a learning format that includes:

- Interactive classroom sessions led by a PON instructor
- Video-based modules featuring world-class PON faculty
- Real-life Harvard case studies
- Videoconferences with PON faculty at Harvard
- Dynamic negotiation exercises and discussions

## ABOUT THE PROGRAM ON NEGOTIATION AT HARVARD LAW SCHOOL

Widely recognized as a world leader in the field of negotiation research, PON is a consortium program of Harvard University, Massachusetts Institute of Technology, and Tufts University and serves as an interdisciplinary research center dedicated to developing the theory and practice of negotiation and dispute resolution in a range of public and private settings. PON's mission includes nurturing the next generation of negotiation teachers and scholars, helping students become more effective negotiators, and providing a forum for the discussion of ideas. Through its array of executive education programs, PON provides negotiation training to thousands of global leaders each year.

## ABOUT THE EDWARD M. KENNEDY INSTITUTE

The Edward M. Kennedy Institute for Conflict Intervention builds capacity for constructive approaches to conflict at all levels in society. We support practitioners and policy makers by providing rigorous taught programmes, conducting and disseminating pertinent research and by creating opportunities for dialogue in our specialist fields of interest.

The Institute, established in 2012, honours the late Senator Edward M. Kennedy for his lifelong commitment to justice, equality, human rights, education for all and in particular for his contribution to the Northern Ireland peace process.

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# LEARNING OBJECTIVES



## 1. Lead at the bargaining table

Great leaders are skilled negotiators. At PON Global, 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.

## 2. Close deals while building strong relationships

The strategies you acquire in this program will help you finalize 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 you can apply to future negotiations.

## 3. Practice with confidence

At PON Global, you will engage in negotiation exercises that put your new knowledge to work as you test groundbreaking theories, practice new approaches, and gain insights from other participants. You'll emerge from the program with proven strategies you can immediately apply in the workplace.

## 4. Give—and receive—quality feedback

It is rare to receive feedback on how you negotiate. In this course, you will receive the feedback you need to hone your own abilities and learn how to give constructive feedback to others.

## SCHEDULE

### DAY 1: UNDERSTANDING KEY NEGOTIATION CONCEPTS

#### MODULE 1

Negotiating Fundamentals

#### MODULE 2

Creating Value vs. Claiming Value

### DAY 2: MANAGING INTERPERSONAL DYNAMICS

#### MODULE 3

Best Practices for Difficult Situations

#### MODULE 4

Dealing Effectively with Emotions and Relationships

### DAY 3: ADDRESSING NEGOTIATION COMPLEXITIES

#### MODULE 5

Negotiating Across Cultures

#### MODULE 6

Multiparty Negotiations and Organizational Challenges



## EARN A PROFESSIONAL CREDENTIAL FROM THE PROGRAM ON NEGOTIATION AT HARVARD LAW SCHOOL

Participants who take part in all sessions and negotiation simulations will receive a certificate of completion from the Program on Negotiation.

# DAY 1: UNDERSTANDING KEY NEGOTIATION CONCEPTS



## MODULE 1: NEGOTIATION FUNDAMENTALS

In business, negotiation is a high-transaction-cost activity, and the side that is better prepared nearly always has the upper hand. This session will examine core frameworks of negotiation, including the importance of principled bargaining and shared problem solving.

Alongside your fellow participants, you will:

- Prepare for your negotiation and outline your communication strategy
- Explore 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 analyze a negotiation problem and find ways to create value
- Assess your relationship with your counterpart and determine whether you can take steps to generate positive emotions and avoid negative reactions

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. These frameworks will help you think more clearly, make smarter moves, and set the stage for more productive negotiations.

## MODULE 2: CREATING VALUE VS. CLAIMING VALUE

To negotiate successfully, you need frameworks for preparing for and analyzing negotiations. In this session, you will explore the “Negotiator’s Dilemma” and strategies for creating value while ensuring your fair share of distributed value. Through case studies and interactive discussions, you will learn to clarify your own interests and priorities and then think about your counterpart’s.

In this module, you will:

- Learn the advantages of adopting a cooperative mindset
- Learn strategies for building trust
- Know when to share information—and when to keep it to yourself
- 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

Throughout the session, you will develop strategies for responding to different tactics at the bargaining table and gain confidence in your ability to drive the negotiation.



# DAY 2: MANAGING INTERPERSONAL DYNAMICS



## MODULE 3: BEST PRACTICES FOR DIFFICULT SITUATIONS

What makes some negotiation situations difficult, and how do people deal with them? In this session, you will be introduced to a set of breakthrough strategies for dealing with manipulative tactics, stonewalling, obstructive behavior, and other difficult tactics in a negotiation.

Designed to equip you with effective ways to respond to challenging people or problems, this module will help you:

- Improve your ability to analyze a situation and choose the appropriate strategy and response
- Develop practical skills for difficult negotiations
- Understand the importance of active listening
- Neutralize threats, lies, and insults
- Regain control of the negotiation

You will learn to recognize the most common manipulative tactics along with strategies for neutralizing their effects. Discover how to succeed not by defeating the other side but by advocating persuasively for your own.

## MODULE 4: DEALING EFFECTIVELY WITH EMOTIONS AND RELATIONSHIPS

To be effective, negotiators must learn to navigate personality differences, diverse agendas, and social pressures. In this module, you will learn the importance of understanding how your counterpart feels about the negotiation and gain strategies for generating positive feelings.

You will also:

- Learn how to have the “difficult conversation” and separate intention from impact
- Identify the core concerns that need to be addressed in order to manage emotion in negotiations
- Determine when to cooperate to create value and when to compete to claim your share
- Complete an exercise that helps you understand your own negotiation style and the style of others
- Understand your own biases and tendencies

By learning to manage your strengths and weaknesses, you will become a more effective negotiator who can create positive working relationships.



# DAY 3: ADDRESSING NEGOTIATION COMPLEXITIES



## MODULE 5: NEGOTIATING ACROSS CULTURES

Negotiating better outcomes is contingent upon building successful relationships. In this module, you will learn how to overcome barriers to negotiating effectively across cultures by recognizing differences in languages, professions, behavior, attitudes, and values.

Additionally, you will acquire strategies for:

- Dealing with cultural differences in negotiation
- Becoming aware of how others may perceive your culture
- Understanding how to avoid stereotypes
- Acquiring strategies for bridging cultural divides

By taking part in negotiation simulations, you will have opportunities to test different negotiation and decision-making strategies—enabling you to determine which approach is most appropriate in a given situation.

## MODULE 6: MULTIPARTY NEGOTIATIONS AND ORGANIZATIONAL CHALLENGES

The final module builds on your accumulated knowledge to generate insights for negotiating across a variety of competitive contexts. The faculty will highlight different negotiation problems and examine their real-world outcomes.

Through this module, you will acquire:

- Sophisticated negotiation strategies for working in highly complex situations and planning ahead for future negotiations
- A greater understanding of the tension between principals and agents
- Practical ways to deal with multiparty negotiations, including strategies for building coalitions, mapping out stakeholders, and preparing to deal with blocking coalitions
- Lessons for building alliances and facilitating large, complex, multinational negotiations

As a result of your participation, you will become a more effective decision maker and negotiator and emerge better prepared to create greater value at the bargaining table.



# PON GLOBAL AROUND THE WORLD



Launched in 2016, PON Global is dedicated to bringing PON's negotiation concepts, techniques, and curriculum to people around the world. Since that time, the program has expanded to cities on four continents, with exciting new locations being added each year.



Dubai, United Arab Emirates  
Dublin, Ireland  
Mexico City, Mexico

Athens, Greece  
Nicosia, Cyprus  
London, England

Jeddah, Saudi Arabia  
Riyadh, Saudi Arabia  
Tel Aviv, Israel

Rome, Italy  
Santiago, Chile  
Hong Kong, China

“

Attending this program is the most exciting and life-changing decision anyone can make. It's truly worth it.  
—**Fabiana Irañeta**, Lawyer & Marketing Manager, Interjuris Abogados (Mexico City)

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# MEET THE PON FACULTY



PON Global faculty members have negotiated peace treaties, brokered multi-billion-dollar deals, and drafted high-stakes agreements around the globe. During this program, you will learn from them in video modules made especially for this course and have the opportunity to ask some of them your questions in videoconference sessions.



## MEET YOUR ON-SITE INSTRUCTOR

**Florrie Darwin** has been a Lecturer on Law at the Harvard Law School, teaching in the negotiation workshop. She is a Senior Research Fellow in the Labor and Worklife Program at HLS, and she teaches negotiation in the Harvard Trade Union Program. At HLS she co-created and taught a course on “Negotiating Leadership,” and has worked as a mediator and instructor in the Harvard Mediation Program.

Florrie is an Adjunct Professor of Law at the Georgetown University Law Center, and a Senior Fellow teaching negotiation in the University of Melbourne (Australia) Law Masters Program.

## MEET YOUR VIDEO-BASED FACULTY



**Jared Curhan**, Ford International Career Development Professor and associate professor of organization studies at MIT Sloan School of Management



**Sheila Heen**, lecturer on law at Harvard Law School, co-author of “Difficult Conversations” and “Thanks for the Feedback”



**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



**Alain Lempereur**, Alan B. Slifka Professor at Brandeis University, director of the Masters’ Programs in Coexistence and Conflict at the Heller School for Social Policy and Management



**Robert Bordone**, Thaddeus R. Beal Clinical Professor of Law at Harvard Law School, founding director of the Harvard Negotiation & Mediation Clinical Program



**Robert Mnookin**, Samuel Williston Professor of Law at Harvard Law School, former chair of the Program on Negotiation at Harvard Law School, director of the Harvard Negotiation Research Project



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



**Guhan Subramanian**, chair of the Program on Negotiation at Harvard Law School, Joseph H. Flom Professor of Law and Business at Harvard Law School, H. Douglas Weaver Professor of Business Law at Harvard Business School



**James Sebenius**, Gordon Donaldson Professor of Business Administration at Harvard Business School, director of the Harvard Negotiation Project



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



**Daniel Shapiro**, associate professor of psychology at Harvard Medical School/McLean Hospital, associate director of the Harvard Negotiation Project

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PON Global is a thought-provoking course led by incredibly intelligent and engaging individuals. It should be mandatory for world leaders!  
—**Christian Low**, Senior Manager - Global Supplier Management, Aberdeen Standard Investments (London)

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## ABOUT THE VENUE

### Castleknock Hotel

Castleknock Hotel is a modern venue with a difference. We are located about 2 kilometres from Castleknock Village between The Phoenix Park and Blanchardstown. It was officially opened in April 2005 by an Taoiseach Bertie Ahern. We pride ourselves in creating unique experiences for our guests, delivered with a genuine warmth and character, that makes them feel right at home. Perfectly positioned in the leafy suburbs of Dublin, our guests enjoy the best of both worlds - space to relax and unwind, with the heartbeat of the city just around the corner.

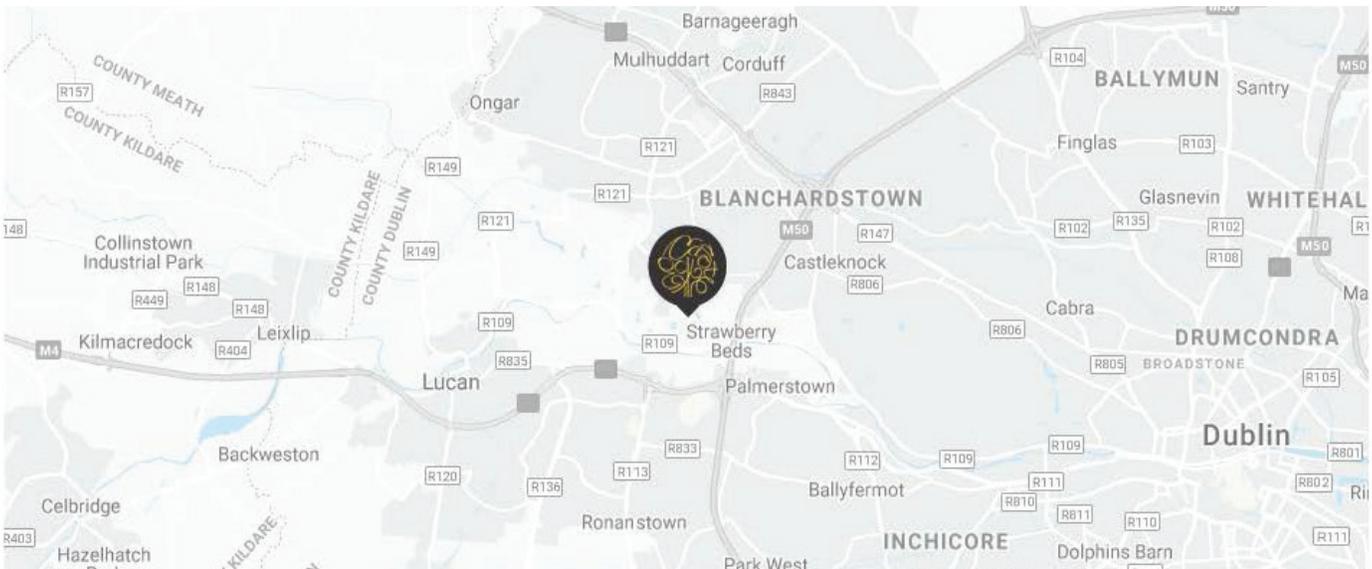
Porterstown Road, Castleknock

Dublin 15, D15 WNR7

Tel. #: +353 (0)1 640 6300

[reservations@castleknockhotel.ie](mailto:reservations@castleknockhotel.ie)

<https://www.castleknockhotel.com/>



“

This program is right on target. I enjoyed it down to the smallest detail.

—**Hamza Nasra**, ZSZ Developer Limited (Dubai)

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“

I have spent the latter part of my business life negotiating client's positions, but I've never found a course that offers this level of training.

—**Anthony Carey**, Director, Conney Carey (Dublin)

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“

I gained effective negotiation tools to use every day. I couldn't ask for more in a program.

—**Edoardo Fratini**, AVV, Ripa de Meanol - Studio Fegole (Rome)

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“

Excellent course, expertly delivered, that provides real value to your day-to-day negotiations.

—**Roy Keldie**, Facilities Leader, KFC UK & Ireland (London)

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## WHO SHOULD ATTEND

PON Global attracts a diverse audience from private and public sectors. Participants span a range of titles and industries, including the following:

- 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
- Government Officials and Diplomats
- Lawyers
- Mediators
- Program Directors

## 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.

## TO REGISTER

To apply to attend the course, please complete the online registration process accessible at <http://www.maynoothuniversity.ie/edward-m-kennedy-institute/special-programmes>.

Tuition must be paid upon submission of the completed online application form. Payment can be made via credit or debit card. For company registrations, an invoice can be provided on request to [ponglobal@mu.ie](mailto:ponglobal@mu.ie). If participants wish to use a different form of payment, they should contact [ponglobal@mu.ie](mailto:ponglobal@mu.ie) directly.

## FOR MORE INFORMATION

For more information on the course, please refer to [www.pon.harvard.edu](http://www.pon.harvard.edu) or [www.maynoothuniversity.ie/edward-m-kennedy-institute](http://www.maynoothuniversity.ie/edward-m-kennedy-institute).

For any queries, please contact [ponglobal@mu.ie](mailto:ponglobal@mu.ie).

“

PON Global is masterfully delivered, effective for novices and experienced negotiators alike.

—Tal Brown, Senior Director of Product Management, Salesforce.com (Tel Aviv)

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## FOR MORE INFORMATION:

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Maynooth University

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