



UNITED STATES INSTITUTE OF PEACE
ACADEMY FOR INTERNATIONAL CONFLICT MANAGEMENT AND PEACEBUILDING

NEGOTIATIONS FROM CHECKPOINTS TO HIGH POLITICS

October 22-25, 2012

Course Facilitator

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Learning Objectives:

The course strengthens the negotiation capabilities of professionals who have to coordinate, persuade and collaborate with others over whom they may have little or no authority. This training explores strategies and tactics used for addressing more challenging conflict contexts, including those in which parties negotiate across cultures, crises and power asymmetries.

Learners develop the ability to understand different strategic approaches, how and when to make tactical moves according to the situation, and to understand how to overcome barriers. Specifically, participants emerge from the course able to:

- 1) identify and analyze the moving parts of critical negotiations
- 2) understand how to take actions that positively affect the process and outcome of the negotiations
- 3) understand different strategic negotiations situations and the tactical responses that can be used.
- 4) influence and change the strategic situation

Participants practice shaping the issues being negotiated, proposing formula and process choices, creating coalitions and managing spoilers, and identifying sources of leverage. Unique situations, however, demand unique responses and a degree of mastery that permits tactical experimentation and strategic improvisation.

Methods

A combination of learning methods will be employed in this training. The analytical knowledge of negotiation is acquired in several ways, including instructor presentations and applied group work during the training. Skills sets are enhanced by actually practice and reflection on practice. The overall tone of the course is therefore *interactive*: exercises and case studies are used to put learners into ‘role’ in order to get closer to real life situations. Participants will use customized negotiation scenarios and simulations that allow us to challenge assumptions, push the boundaries of behaviors that need to be learned and to compare outcomes.

We will also take advantage of guest lectures and multimedia materials to gain additional perspective from the wide range of experts and resources available. If possible, we will drill (practice intensely) on brief segments of negotiation skills, and provide coaching.

Who Should Take the Training

Mid- to senior-level managers and equivalent with significant negotiation responsibilities within their own organization and/or across organizations; across cultural lines; with field work challenges including those interfacing with armed groups, constituents, stakeholders and other actors in violent conflicts; those with support responsibilities for high level negotiators, envoys and military/diplomatic/commercial personnel engaging in negotiations to reach accords or otherwise attain an outcome that cannot be attained unilaterally. Members of the diplomatic, development, humanitarian, intelligence and military communities, as well as individuals working in the private sector or across sectors will also benefit from this course. Participants should have a basic command of negotiation through fundamental training or professional experience.

Resources

The course is self-contained. Except for pre-reading brief exercises each evening, participants have no homework. All conceptual materials are introduced and reinforced during training. Life itself is the real learning laboratory and you will want to continue to deepen your learning by challenging yourself to try new negotiation strategies and tactics after the workshop. Additional trainings from the Academy are highly complementary to this one, especially the course “Mediating Violent Conflicts.” The course will build from the knowledge contained in USIP’s online offering “Negotiation and Conflict Management:” <http://www.usip.org/education-training/courses/certificate-course-in-negotiation>.

Course schedule

Monday to Thursday, 9am – 3:00pm

The course is organized and sequenced around several themes, with specific strategies, skills and content covered in each. Running through the entire course of four days are interactive negotiation exercises of increasing difficulty and complexity that provide an opportunity to put concepts into practice.

Day 1 Monday, October 22, 2012

Patterns and Strategies of Negotiation: Games People Play

What kind of negotiation is emerging or already in play? What are its attributes, advantages and disadvantages? How to change the process if needed? The learning goal here is awareness of the overall strategic situation as a first step toward developing skills for adapting to it, changing it and attaining goals.

8:30-9:00am Breakfast and Welcome

9:00-10:30 **Facilitated Discussion** of Professional Negotiation Challenges

10:30-10:45 Break

10:45-12:15 **Negotiation Exercise** and Debrief—Elder of Kumar
Presentation: Overview of Negotiations from Checkpoints to High Politics

12:15-1:15 Lunch

1:15-3:00 **Presentation** on Negotiation Patterns and Strategies
Work Session: Professional Challenges—Defining the Game

Day 2 Tuesday, October 23, 2012

Pieces: Elements of Complex Negotiations

Specific parts of the negotiation puzzle; how they fit together, what even skilled negotiators tend to leave out, thinking beyond agreement, application to specific cases. Understanding the analytical pieces is a critical step for being able to take advantage of or to modify those variables. Negotiations are sometimes undertaken without any

preparation. Systematic preparation—even preparation ‘on the go’—is better than none at all, but relies on understanding of these pieces.

8:30-9:00am Breakfast and Welcome

9:00-10:30 **Presentation** on Negotiation Pieces and Elements

10:30-10:45 Break

10:45-11:45 **Guest Lecture:** tbd

11:45-12:15 **Presentation** on Negotiation Pieces and Elements (cont’d)

12:15-1:15 Lunch

1:15-3:00 **Work Session** on Analysis of Challenging Upcoming Negotiations

Day 3 Wednesday October 24, 2012

Barriers and Tactics: What Goes Wrong and What to Do About It

Why do some negotiators simply refuse to take a deal that is good for them and better than alternatives? Why do some negotiations fail? What are the systematic mistakes we tend to make as negotiators? How can we adapt our actions to account for them?

8:30-9:00am Breakfast and Welcome

9:00-10:30 **Hostage and Siege Negotiation Exercise:** “Crisis in the Church”
Presentation on Barriers in Negotiation

10:30-10:45 Break

10:45-11:45 Cont’d **Presentation/Work Session** of Barriers in Negotiation

11:45-12:15 Guest Lecturer tbd

12:15-1:15 Lunch

1:15-3:00 **Analytical Exercise** on Iran-U.S. Negotiations

Day 4 Thursday, October 25, 2012

Keeping it All Together: Complexity and Process

8:30-9:00am Breakfast and Welcome

9:00-10:30 **Multilateral Negotiation Exercise:** “Getting to Normal: The Six Party Talks.”

10:30-10:45 Break

10:45-12:15 Continue Six Party negotiation and debrief

12:15-1:15 Lunch

1:15-3:00 **Presentation:** Conclusions and Continued Learning
Evaluations and Certificates