



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

NEGOTIATION: FROM CHECKPOINTS TO HIGH POLITICS

Course Facilitator

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Learning Objectives:

The course strengthens the negotiation capabilities of professionals who have or anticipate having significant negotiation challenges in their day-to-day responsibilities. It is not a basic training that only emphasizes one single approach for transactional negotiations among parties of more or less equal power. Rather, this training experience explores multiple approaches, strategies and tactics used for addressing more challenging conflict contexts, including those in which parties negotiate across cultures, acute crises and power asymmetries.

This training encourages learners to develop a nuanced ability to analyze negotiations and to make moves appropriate to the situation, while understanding the unique attributes of the interaction at hand. *Analysis* is used to enable the negotiator to quickly understand the moving pieces of the negotiation: what kind of strategic situation has arisen? What are the relevant issues, people, sources of leverage and past negotiations? *Skills* include the ability to influence and change the strategic situation, shape the issues being negotiated, propose formula and process choices, create coalitions and manage spoilers, among others. Unique situations however demand unique responses and a degree of mastery that permits tactical experimentation and strategic improvisation.

Topics covered include critical advanced skills

- *Changing the game when negotiations are going wrong*
- *Obtaining a mandate to negotiate*
- *Planning a complex negotiation process*
- *Preparing for implementation challenges*

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, as well as a select group of readings that are made available to participants. Skills sets are enhanced by actual 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.

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 working experience.

Course schedule

The course is organized 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.

Day 1 Analyzing Negotiations: 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 First Negotiation Simulation
Debrief of Exercise

10:30-10:45 Break

10:45-12:00 Presentation on Negotiation Games and Patterns

12:00-1:00 Lunch

1:00-1:45 Guest lecture: Amb. Richard Solomon, President, USIP (invited)

1:45-3:15 Negotiation Exercise: Uganda Humanitarian Aid

Day 2 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
Analytical Exercise on Iran-US Negotiations

10:30-10:45 Break

- 10:45-12:30 Guest lecture: Michael Khambatta, Delegate, ICRC
- 12:30-1:30 Lunch
- 1:30-3:15 Group work on Analysis of Challenging Upcoming Negotiations

Day 3 Barriers: What Goes Wrong and Why

What are the systematic mistakes we tend to make as negotiators? How can we correct for them? How do we overcome them? Individual and group level issues.

- 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
- 10:45-12:30 Guest lecture: John Park, USIP (invited)
- 12:30-1:30 Lunch
- 1:30-3:15 Presentation

Day 4 Keeping it All Together

- 8:30-9:00am Breakfast and Welcome
- 9:00-10:30 Multilateral Negotiation Exercise: “Six Party Talks”
- 10:30-10:45 Break
- 10:45-12:30 Guest lecture: Rusty Barber, Director of Iraq Programs, USIP (invited)
- 12:30-1:30 Lunch
- 1:30-3:15 Presentation and closing