



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

NEGOTIATION: FROM CHECKPOINTS TO HIGH POLITICS

May 16-19, 2011

Course Facilitator

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Learning Objectives:

The course strengthens the negotiation capabilities of professionals who have now or will have 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 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. Specifically, participants will 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 take this knowledge in order to 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.

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 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 try to 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. A number of worksheets are provided over the course of the training and these will be provided electronically to participants for your ongoing personal and organizational use. 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. To continue to support you, we also provide a selection of readings here, as well as a bibliography. Additional trainings from the Academy will be complementary to this one, including 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

May 16-19, 2011, Monday to Thursday, 8:30am – 3:30pm

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 Monday, May 16, 2011

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 Negotiation 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

Optional Readings:

Daniel Druckman, “Negotiating in the International Context,” in I. W. Zartman, ed., *Peacemaking in International Conflict* (USIP Press, 2007), Ch. 3

Jeswald Salacuse, “Lessons for Practice,” in I. W. Zartman and J. Z. Rubin, eds., *Power and Negotiation* (University of Michigan Press, 2000), Ch. 11

I. William Zartman and J. Z. Rubin, “Symmetry and Asymmetry in Negotiation,” in I. W. Zartman and J. Z. Rubin, eds., *Power and Negotiation* (University of Michigan Press, 2000), Ch. 12

Day 2 Tuesday, May 17, 2011

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

Optional Readings:

Robert Cialdini, *Influence: The Psychology of Persuasion* (Collins, 2007), Ch. 3 “Commitment and Consistency”

Richard Jackson, “Successful Negotiation in International Conflict,” *Journal of Peace Research*, vol. 37, no. 3 (2000): 323-343

Day 3 Wednesday, May 18, 2011

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

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
- 10:45-11:45 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-US Negotiations

Optional Readings:

Herbert Kelman, "Social Psychological Dimensions of International Conflict," in I. W. Zartman, ed., *Peacemaking in International Conflict* (USIP Press, 2007), Ch. 2

Day 4 Thursday, May 19, 2011

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 6PT negotiation and debrief
- 12:15-1:15 Lunch
- 1:15-3:15 **Presentation:** Conclusions and Continued Learning
Evaluations and Certificates

Readings:

Lakshmi Balachandra, et al., "Improvisation in Negotiation: Expecting the Unexpected," *Negotiation Journal* vol. 21, no. 4 (October 2005): 415-423