



EXPERT NEGOTIATIONS FOR LEADERS

*Getting the outcome you deserve
– without stress!*

QUOTE

“The best move you can make in negotiation is to think of an incentive the other person hasn’t even thought of – and then meet it.”

Eli Broad, American
entrepreneur &
philanthropist

EXPERT NEGOTIATIONS FOR LEADERS

In a complex and fast changing environment, negotiation skills become ever more important. Be it to get more resources, to agree to time lines, to develop win-win strategies or to buy or sell property or products, this skill is essential. Negotiation success has in the past been about position and power, but with greater enlightenment, it has evolved. Take a look at the Eli Broad quote in the cover page. Broad is a multibillionaire who is the only person in history to have founded two Fortune 500 companies in different industries. Hence, if there is anyone who knows negotiations, it would have to be him. And take a look at this quote – he is not advocating an adversarial process, but one that is creative and value-creating. This is the basis of **Expert Negotiations**. We do not employ the hard-charging *Pawn Stars* method of haggling, but the win-win idea that if your counterpart is not happy, you will end up unhappy too.

This program teaches how we can get the better of position and power, laying down the necessities for negotiation that will turn all participants into a more effective and successful negotiator. Starting from the fundamentals of negotiation, we look at Fisher & Ury's model of moving away from position to interests; and working right through to your best alternative to a negotiated agreement (BATNA). We also touch on Dr Robert Cialdini's work on influence and how people use them or abuse them; right through to the behavioural aspects of negotiation and the introvert-extrovert balance. In the workshops, we use licensed materials from the Program On Negotiation, a Harvard University multi-disciplinary program for our scenario role plays. It is one of the most energizing learning programs ever...

Expert Negotiation for Leaders!

LEADERSHIP ADVANCEMENT

At Growth Consulting Asia, we focus on leadership advancement. Our programmes are designed to help new, and soon to be, leaders of different levels, to acquire the leadership skills required to succeed at that level. There are three levels:



Developmental Focus for Each Level:

Basic	Advanced	Expert
Applying key leadership skills to lead the team to meet its objectives.	Lead in collaborating with other teams to meet departmental goals	Coaching younger leaders to higher performance, increasing organisational collaboration
<i>How can I lead my team successfully despite not having had any leadership experience?</i>	<i>How can I bring all my team leads together to collaborate and achieve departmental objectives?</i>	<i>How can I help my junior leaders to understand the bigger picture and achieve organisational goals?</i>

INDIVIDUALISING LEARNING

We focus on HOW learners learn, not WHAT

Sure, content is important but if it is not relevant for learners, or simply puts them through a cookie-cutter framework to comply with certain outcomes, it has limited application.

Learning needs to be targeted

This starts with awareness and the need to know what to focus on. We achieve this through behavioural traits assessments. So the outcomes of our programmes are not simply knowledge, but behaviours in applying this knowledge.

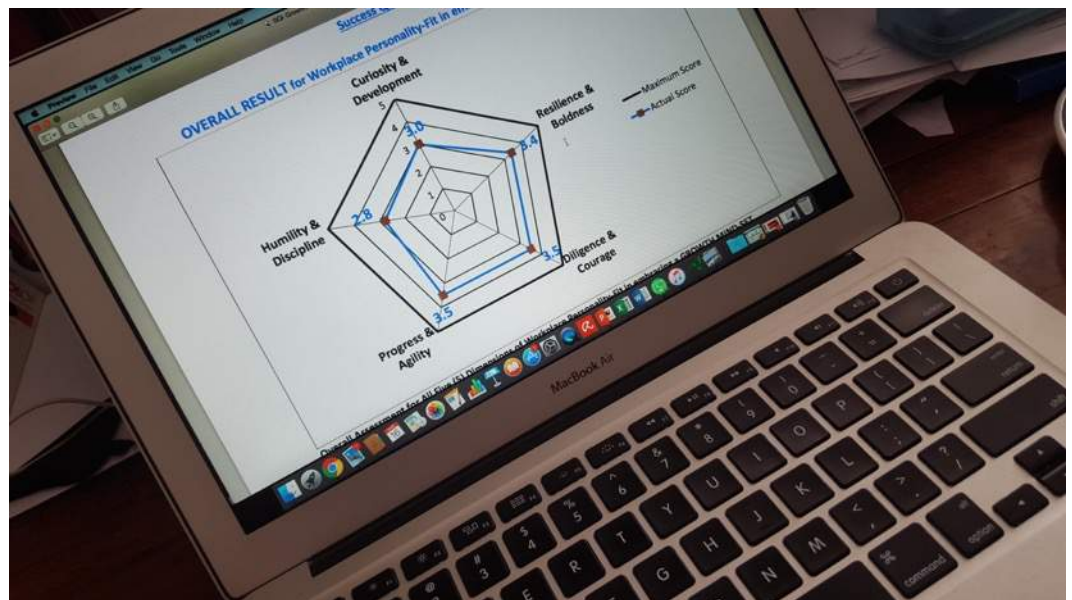
Choose what you want, when you want it

That awareness translates into learning focus. We don't force anyone to comply with fixed outcomes. Learners choose what they want to develop, when they want to develop it. We achieve this through our perpetual online learning course. Learners are signed up for life!

@GrowthConsulting, we individualise learning.

USING THE SUCCESS QUOTIENT INTELLIGENCE (SQI™)

The SQI is a psychological tool developed in Singapore by Dr Frederick Cheng. It allows users to understand their behavioural traits and yields the SQI Growth Mindset Report. Offering a radar graph to show the strength of each of the five traits, participants will uncover their natural bent for the mindset that they prefer, understanding where they are strong, and where they may need development; what they may be inclined towards and what they may shy away from.



By understanding that their profile outlines their personal learning and development traits, participants will be able to tailor the information they need to maximise in class and individualize each lesson to make all interactions meaningful. And this leads to continuous learning success.

WHAT YOU'LL GET FROM THIS PROGRAMME?

1. Know your Expert Negotiation behavioural traits and how to develop yourself better;
2. Understand the impact of your behavioural traits on negotiation outcome;
3. What traits you should focus on to develop the right outcome;
4. Understand the What and Why of negotiations
5. Be an expert at preparing for the negotiation using the Expert Negotiation Planning Guide™;
6. Be intimated with the extremely important concepts of ZOPA and BATNA;
7. Understand how to share information;
8. Adopt the right style for bargaining;
9. Closing on the deal
10. Influences that can jeopardise the relationship in Expert Negotiations, and how you can overcome then;

LEARNING FOCUS FOR EACH LEADERSHIP LEVEL

Basic

Plan for a negotiation

Focus on interests & BATNA

Negotiate for agreement on performance objectives

FOCUS: To develop appropriate negotiation techniques with immediate sphere of influence

Advanced

Lead in negotiations with vendors & suppliers

Engage, & help team leaders engage, with stakeholders

Guide team leaders to increase negotiation power

FOCUS: Ensure that team leaders develop a keen sense of influence through coaching & practice

Expert

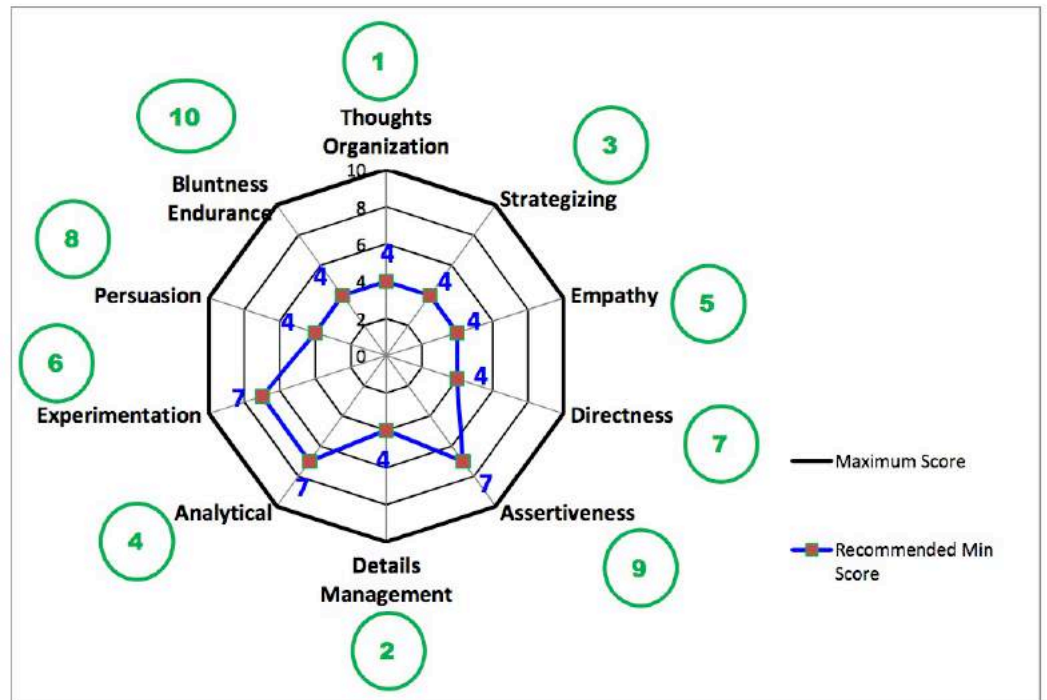
Lead in multi-party negotiations

Apply influencing techniques to swing agreement positively

Guide younger leaders to improve negotiation skills

FOCUS: To ensure that younger leaders develop win-win and enlarge the pie

UNCOVERING THE EXPERT NEGOTIATION TRAITS



Mapping the traits onto the four stages of negotiation: planning, information sharing, bargaining and finalizing, we have the following, allowing participants to identify specific areas where they have a strong inclination towards, and others where they may need to pay some attention:

Preparation	Information Sharing	Bargain	Finalising
Thoughts Organisation Strategising	Analytical Details Management Empathy Experimentation	Directness Speed Persuasion Assertiveness Empathy	Assertiveness Directness Bluntness Endurance

CONDUCT OF PROGRAMME



SQI ASSESSMENT

To be done **at least** two weeks prior to the start of the workshop. If the learner already has his/her SQI Source Report (33 pages) done within 6 months of the programme, (s)he can use that report for this course and does not need to do the SQI again.

ONLINE LEARNING COURSE OUTLINE

Learners have perpetual access to the online learning course. They will be able to adapt and grow, and get greater growth through successive learning. They also get access to all product updates so that they never lose out in the ever-changing world of knowledge! The modules of the online course are:

Introduction & Opening Quiz

PART ONE: Introduction to Negotiations

1. What is a negotiation?
2. What do we negotiate for?
3. The negotiation process

PART TWO: Understanding the SQI

1. Unpacking the SQI
2. What your SQI assessment tells you
3. Focusing your learning

PART THREE: Preparation

1. The Expert Negotiation Planning Guide™
2. Issues, Objectives, Expectations & Interests
3. The Best Alternative To a Negotiated Agreement (BATNA)
4. Consequences

PART FOUR: Information Sharing

1. Separate people from the problem
2. Focus on interests, not positions

PART FIVE: Bargaining

1. Negotiation styles
2. Zone of Possible Agreement (ZOPA)

PART SIX: Finalising

1. Ask for the deal
2. Insist on objective measures

PART SEVEN: What to avoid in a negotiation?

1. Winner's Curse
2. Fixed pie thinking
3. There is only one solution
4. Their problem is theirs to fix
5. Our culture = Their culture

PART EIGHT: A short course on Robert Cialdini's *Influence*

1. Contrast
2. Concession & Reciprocation
3. Commitment & Consistency
4. Social proofs
5. Liking
6. Authority
7. Scarcity

Conclusion

TWO-DAY WORKSHOP OUTLINE

The two days of the workshop are designed to be one week apart so that participants will benefit from initial contact with the material, and be encouraged to learn in a group. Conduct of the workshop is deliberately “free-and-easy” because it is in this environment that people will open up, think, discuss and learn. Hence, there are “coordinated activities” where participants engage in a fixed set of activities, and there are “breakout activities” where participants work on their own material in their own time.

Contextualisation for Levels

Each workshop will be contextualized for the level of leadership. Hence, while the outline may be the same, the outcomes will be targeted at the appropriate level of participants.

Workshops are scheduled by homogeneous levels of participants.

DAY ONE

0900 – 0930 Welcome and introductions

After participants introduce themselves to each other, the Facilitator will outline the mindsets, the activities for the day, and the expected outcomes

0930 – 1015 Sharing Pre-Work

Participants are to complete two sets of questionnaires before coming for the workshop. They will now share their upcoming negotiation, and the expectations for the workshop.

1030 – 1115 Discussion #1: What happened to Matt Harrington?

Working in groups of three, participants will review what happened to Matt Harrington, the once promising pitcher of the Major League Baseball (MLB) draft who ended up not earning a single cent in the league. It highlights the element of greed, selfishness and a win-lose attitude towards negotiation that we need to avoid at all costs!

1115 – 1145 What do we negotiate for?

With the discussion complete, it will lead the Facilitator and the group into what is negotiation and what do we negotiate for? It seldom ever is only about price and the other elements of negotiation open up a way for us to achieve win-win without having seen to be conceding.

1145 – 1230 Discussion #2: What impact does that have on my upcoming negotiation?

Participants again work in their groups to uncover what this means to their upcoming negotiation.

1230 – 1330 Lunch

1330 – 1530 **Understanding your Success Quotient Intelligence Report**

By first uncovering the Expert Negotiation traits, and drawing their own Expert Negotiation traits profile, participants will understand which traits they are more inclined towards, and which may be less of a focus. Once done, they will dive into the next activity, plotting the relative strengths of each of the Expert Negotiation competencies. They will identify for themselves what they want to focus on as they dive into the next segment of online learning and workshop.

1600 – 1700 **Roundtable Discussion:**

Sitting in a circle, participants will share their Expert Negotiation traits, where they are strong and where they may like to further develop. They also share personal anecdotes relating to past negotiation tactics and outcomes.

1700 – 1715 **Summary**

The facilitator will summarise all the learning, circling back to the online learning course to encourage learners to pick up the interactions, dive deeper into the different lessons, and coming into Day Two of the workshop even more prepared to participate and share experiences.

Participants will be reminded to go home and complete PART THREE (at the minimum) of the online course to enable them to work on their Planning Guides in Day 2!

1730 End

DAY TWO

Day Two will focus on role plays, and from these role play sessions, the key learning points will be drawn out.

0900 – 0930 Sharing of experiences from Day One & online learning course

The Facilitator will open the day by inviting participants to share the lessons and experiences from Day One, and from the online learning course, highlighting key takeaways.

0930 – 1015 Reviewing the Expert Negotiation Planning Guide (ENPG)

Participants will share their experiences on using the ENPG as applied for their upcoming (or recently passed) negotiation, and the lessons learnt from that. Participants will have to use the ENPG for the upcoming role play sessions.

1030 – 1130 Role Play #1: Parker-Gibson

All role play scenarios come from the Harvard Law School's Program on Negotiation. These are two-party negotiations, hence, participants will be in groups of two. There is a fair amount of scene-setting, and participants will have to read into the cases, discuss in groups, and then prepare their ENPG before they start negotiating

This scenario is a simple case to start the process going. The Parkers and Gibsons are neighbors. A vacant parcel of land, now owned by the Parkers, sits between their two house lots. The vacant parcel is smaller than the minimum required by zoning for a building lot, but potentially has value to abutters for “accessory uses” or simply as a buffer. The Parkers recently sold their house and have approached the Gibsons to see if they would like to acquire the parcel.

1130 – 1200 Review or Role Play #1

This is a scenario of ZOPAs and how to deal with a truly positive ZOPA. One thing that participants to the negotiation must avoid is Winner's Curse, where the winner in the negotiation feels that he has been played. This scenario can lead to that possibility. The Facilitator will gather all the lessons learnt, and tell them that this is “just the warm-up!”

1200 – 1300 Lunch

1300 – 1430 Role Play #2: Sally Soprano

In this scenario, Sally is an ageing soprano who is willing to work for free for a chance to star in an upcoming production. However, her agent has to negotiate a good deal for both Sally and himself. The other party is the casting manager of the production house who obviously needs a star when theirs met with an untimely accident. But he needs to get it at the lowest price.

Key learning points:

- (1) Negotiations are seldom only about money
- (2) It is important to see both sides of the picture
- (3) Working win-win is the best outcome
- (4) You cannot play your cards too close to your chest

1500 – 1630 Role Play #3: Casino

Overview: Jamie Jackson, the Vice President for Programming at a large software company, is meeting with Allison Shore, one of the programming managers. Allison's team has been working on a "virtual casino" computer game. Jamie is concerned about negative internal reviews of the Casino prototype, and about the way in which Allison has been managing her programmers. Allison, on the other hand, is insulted by some recent unfriendly treatment from her colleagues and the negative reaction to Casino. She is also convinced that she is paid less than her male counterparts. Though the main objective of this meeting is to determine the fate of the Casino program, the various side issues should make the meeting interesting.

Key learning points:

- (1) Learn to separate persons from the problem
- (2) Seek first to understand
- (3) Commingling solutions may be sub-optimal at times
- (4) Be ready to walk away

1630 – 1715 Summary

The Facilitator will gather all the key learning points to share with participants, understanding that there is never enough time to cover all the basics even over 5 days, since negotiation skills improve over time. But understanding our traits, the areas for us to improve upon, and gathering the lessons from the online course, and the workshop, participants can improve through continued learning.

1715 – 1730 Feedback

Facilitator will gather feedback from learners, and encourage them to continue their development through the online learning or through coaching.

1730 End

ONE-ON-ONE COACHING (60 MINS)

Working through the SQI Expert Negotiation Report and the outcome of the learner during the workshop the coach helps uncover areas of strength and areas for development. In the end, he will help the learner clearly identify areas of focus to become an Expert Negotiator!

WORKSHOP FACILITATOR

MICHELLE ONG

Michelle is passionate about contributing to individuals and organizations to achieve their full potential. Her successful career reflects her growing capacity to contribute to the professional development of individuals, teams and businesses. She understands the skills and competencies that individuals and teams need to develop and sustain performance - especially under demanding circumstances - in public and private enterprise. Michelle specializes in delivering high-quality skills development, management and leadership programmes for junior to senior leaders. Michelle has facilitated, trained and coached managers in leadership development, performance management, organizational communications, personal effectiveness and interpersonal skills and executive coaching. Over the past ten years, Michelle has had the opportunity to empower participants from various industries namely, civil service, healthcare, pharmaceutical, oil and gas, finance and banking, media, international trade and education.



LOUISE SHENTON



Louise is a passionate & empathetic trainer & coach with experience globally, specialising in leadership development, cross cultural business and communication. She has trained government departments, local companies and MNCs from various sectors including finance, shipping, engineering & IT in the development of their leaders, focusing on senior executives, middle managers, and front line managers as they steer their companies to face new challenges. She has lived in Singapore for the past 8 years and is a permanent resident. For over a decade she worked in Strategic Management Accounts and Transactional Accounts in London, Melbourne & Sydney across various industries including Media, Sports & FMCG. In Japan she worked for 4 years, training & coaching diverse groups of people in cross cultural business. Louise qualified as a member of the Chartered Institute of Management Accountants and has an HNC in Business & Finance from De Montford University, Leicester UK. She is certified in Training and Assessment, 360° feedback, DISC and the Kirkpatrick Four Levels of Evaluation (Bronze level)

WHO SHOULD ATTEND?

Basic Level: Assistant Managers and Managers; as well as executives who are responsible for negotiating with vendors, customers or contractors.

Advanced Level: Senior Managers and Assistant Directors

Expert Level: Directors and CXOs

WORKSHOP VENUE

Holiday Inn® Singapore Orchard City Centre

11 Cavenagh Road, Singapore 229616

Conveniently located in the heart of Singapore, Holiday Inn® Singapore Orchard City Centre is just minutes away from the Central Business District and the Somerset and Dhoby Ghaut Mass Rapid Transit (MRT) stations. With 11 well-appointed function rooms, and two restaurants – the award-winning Tandoor, featuring authentic North Indian cuisine, and the Window on the Park serving International buffet - and the Lobby Lounge & Bar which provides a perfect venue to unwind after and network at the end of the day.



PROGRAMME FEE PER LEARNER (BASIC & ADVANCED)

SQI \$176	Online Course \$155	Workshop \$1,583	Coaching \$488
Bundle A \$2,162			
Bundle B \$1,818			

PROGRAMME FEE PER LEARNER (EXPERT)

SQI \$176	Online Course \$155	Workshop \$2,138	Coaching \$688
Bundle A \$2,841			
Bundle B \$2,345			

Terms and conditions

1. Learners can opt to do each element of the programme separately, or choose any of the bundles.
2. **Bundle A** consists of all the learning elements – SQI Assessment, Online Course, Workshop and One-on-One coaching
3. **Bundle B** consists of the SQI Assessment, Online Course and Workshop
4. Bundled price is applicable only upon registration and cannot be applied retrospectively
5. Participant levels cannot be mixed due
6. Minimum class size per Workshop to run is **12** persons; maximum is **16** persons. No limitations for other modalities
7. Workshop fee includes venue and meals. Unless otherwise arranged, Day One lunch will be held at Window on the Park, and Day Two lunch will be held at Tandoor.
8. Workshops need to be scheduled at least 4 weeks in advance of the registration to enable participants to undergo the online learning and SQI assessment
9. Trainer and coach may not be the same person.
10. Each coaching session lasts one hour.
11. Subsequent coaching may be purchased at \$525 per hour per person; or \$2,880 per block of 6 hours per person.
12. All fees are nett with no additional GST
13. Only online registration is accepted. To register, click here <http://www.growthconsultingasia.com/workshop-sign-up/>
14. By submitting your registration online, it denotes an agreement between your company and Growth Consulting & Training Pte Ltd, and agree to abide by these terms and conditions. Read together with this brochure, the online registration form and the corresponding confirmation email, they form a legally binding agreement from the date of submission.
15. This agreement shall be governed by and construed in accordance with the laws of the Republic of Singapore.

QUALITY ASSURANCE

If for any reason you find our programme not meeting your needs in any way, simply drop us an email at quality@growthconsultingasia.com and tell us how we can do better, and we will do that for you, offering another pass at the programme. But if you prefer, you can opt out at any time, and you will receive the full refund of any unutilized portion of the programme.

NOT WHAT YOU'RE LOOKING FOR?

Not a problem! We can customize your training and teambuilding with a specialized SQI report designed and applied solely to your team. And we can create the right developmental solutions to meet your end goal in mind.

Simply call or email [Irene Yap](#) at **+65-6679-5880** or info@growthconsultingasia.com

FREQUENTLY ASKED QUESTIONS

1. What is the focus of this programme?

This programme focuses on developing the growth mindset in participants, especially in its impact on learning.

2. What will I achieve at the end of this program?

Here are just some of the key outcomes of this program:

- A much better awareness and understanding of one's behavioural traits
- How these traits impact one's learning mindset
- Adopting the growth mindset in learning and development
- Commitment to becoming more growth-minded

3. Why such a big emphasis on “growth”?

In Dr Carol Dweck's book, *Mindset: The new psychology of success*, she outlines two distinct mindsets that we adopt: the growth mindset, and the fixed mindset. The growth mindset is one which seeks to learn by doing, to experiment and fail, only to get up and do better. Hence, the growth mindset sees talent and intelligence as evolving. The fixed mindset, by contrast, views all natural endowments as fixed and effort cannot change them. Hence, if one was born talented and intelligent, one remains so throughout life. By contrast, if one was born witless, or was a failure, one is doomed to remain as such. Hence, fixed mindset people will avoid a challenge if they are not certain that they will succeed. And they need to succeed spectacularly well, since their talent and intellect ride on these events.

In an ever-evolving environment, only those who are open to learning new ideas, to new experiences, to experimenting will be successful. In short, those with the growth mindset will succeed in today's environment.

And the growth mindset can be developed in each and every one of us.

4. I am not a leader in my organisation, so I don't need to learn new things. How will this program help me?

You may not have formal leadership, but I am sure you have functional leadership. After all, I am sure you are providing value to your company, and this is where your leadership position lies. If you are not keen on maintaining your knowledge and learning in your area of expertise, very soon you will find some young worker trained in the latest techniques coming in to replace you – and at a much lower cost!

So learning and developing yourself is not simply a “nice-to-have”, but it is a “must have”. And if you do not adopt the right mindset to create the appropriate atmosphere of learning, of adapting to a changing environment, of making you confident even in the face of changes, then you will find yourself irrelevant very quickly. And that is not good.

This programme, therefore, will help you help yourself get better. This should be the very first programme you next attend.

5. Must I do the SQL assessment in order to go through the online learning program?

Yes, this is the basis around which the whole program is designed. Hence the SQL is mandatory.

6. If there is no learning at the Workshop, why are you offering that?

While there is no information-dumping at the Workshop, there will be LOADS of learning in it. The Workshop is the only learning modality where we come together as a community and learn from one another. Through specially designed activities described above, the Workshop reinforces the lessons taken online and effervesces social learning to create a synergetic experience that cannot be matched by any online learning portal. And since work centres around people, it is difficult to have any workbased development without them!

7. Can I skip the Workshop and only do the other three modalities?

Technically, the answer is yes; but please see our response to Question 6.

8. What can you customize so that I can adopt this program for my company/organisation?

While most training companies can customize their content and the delivery methods, many will not be able to customize their assessment reports beyond what is already offered. Not so in our case. We can even tailor the SQI report for a small fee to reflect certain core values of the organisation, if required. In short, we can customize every aspect of the program to coincide with your organisation's learning model.

9. Can you just come in and design the SQI for our company without any corresponding development plan?

Yes. Please email **Irene Yap** at info@growthconsultingasia.com for more information.

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