“In turbulent times, the only dependable advantage in negotiations is the capacity to proactively shape the negotiation environment before circumstances shape you. To negotiate successfully in situations where disruption, innovation and uncertainty are the norm, negotiators must accurately diagnose challenges, anticipate sources of resistance, build winning coalitions, actively manage spoilers and craft robust, sustainable agreements.”  

BRIAN MANDELL, FACULTY CHAIR

In a world of multifaceted economic, political, and social problems, mastery of one sector is no longer sufficient for successful negotiation. Achieving stable, sustainable solutions requires building consensus among an unprecedented variety of stakeholders.

**Mastering Negotiation: Building Agreements Across Boundaries** goes beyond basic negotiation skills training to address the challenges of building working relationships across cultures, sectors, and organizations. The program examines the effects of both social and organizational culture on negotiation, while at the same time helping participants develop the adaptive techniques needed to translate their skills and experience to novel settings.

This five-day program will further develop participants’ skills in:

» Shaping the agenda for strategic action in the face of resistance and uncertainty

» Cultivating relationships in order to build coalitions for effective deal crafting

» Exploiting leverage points in rules, prior commitments and obligations to influence perceptions and alternatives.

» Mapping the influential players to anticipate barriers to and opportunities for negotiated agreements

» Framing persuasive arguments and alternatives in order to create added value

» Shifting the balance of forces within and across organizations to build momentum

» Initiating strategic moves at and away from the table to ‘change the game’

» Assessing negotiation outcomes with a view to improving future performance
**CURRICULUM**

*Mastering Negotiation* is a highly interactive offering that combines many innovative learning tools. As a result, the program enables professionals to analyze and enhance their negotiating skills by working through a series of increasingly complex negotiation exercises. Participants prepare and discuss cases that reflect the types of negotiations that they themselves face. At the end of each exercise the full class is brought together to debrief the experience. Through the exchange, they learn a variety of techniques and ideas for negotiating successful agreements. They also hear presentations made by faculty who have both practical experience and theoretical knowledge of negotiations. Finally, through one-on-one and multiparty role playing, participants absorb and internalize the strategic precepts of the program. Over the course of the week negotiating partners will change often, allowing participants to experience a variety of negotiating styles.

**WHO SHOULD APPLY?**

The program attracts a broad range of accomplished leaders, including executives from federal, state, and local government in the United States, as well as non-governmental organizations, international organizations, corporations, and governments from around the world. The diversity of the group greatly contributes to the value of the learning experience.

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**ADMISSION**

To apply for *Mastering Negotiation* or for details on program dates, application deadlines, and tuition, please visit [www.hks.harvard.edu/ee/negotiation](http://www.hks.harvard.edu/ee/negotiation).

Admission to this program is competitive, and is based on professional achievement and organizational responsibility. Early application is encouraged since programs often fill to capacity. Qualified applicants are admitted on a rolling, space-available basis. Although there is no formal educational requirement for the programs, fluency in written and spoken English is mandatory.

Due to the interactive nature of Executive Education programs, the number of participants is limited. Applications received after the deadline will be considered only if space remains in the class.
FACULTY CHAIR

Brian S. Mandell is Senior Lecturer in Public Policy and Director of Harvard Kennedy School’s Negotiation Project. His current teaching and research address the theory and practice of negotiation, emphasizing third-party facilitation and consensus building in domestic and international protracted policy disputes. He writes about contentious disputes and is completing a book on scenario planning for conflict managers and negotiation practitioners. Before coming to Harvard, Mandell taught at the Norman Paterson School of International Affairs at Carleton University in Ottawa. Previously, he was a strategic analyst for the Canadian Department of National Defense, specializing in United Nations peacekeeping and the implementation of arms control agreements. A Pew Faculty Fellow and Senior Research Associate at Harvard Kennedy School’s Belfer Center for Science and International Affairs, Mandell holds a PhD from the University of Toronto.

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