



**CENTRE EUROPÉEN  
DE LA NÉGOCIATION**

# IN-COMPANY TRAINING OFFER

NEGOTIATION



COMMUNICATION



ASSERTIVENESS



MENTAL  
PREPARATION



CREATIVITY



MANAGEMENT  
OF EMOTIONS



Excellence  
in negotiation

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# FOREWORD

The news cycle is a constant reminder: negotiation and the capacity to resolve conflicts is at the heart of interpersonal, professional and private exchanges. Long-term, on-going confrontations prove that a battle of wills and positional bargaining generate more tension than any actual results.

Anyone seeking to deal successfully with problematic situations knows the importance of creating the conditions for consensus: listening, taking into account the other party's interests, affirming one's own, gaining buy-in to a mutually constructed solution and developing confident and long-term relationships.

The « **Mutual Gains Strategy** » is a principled approach to negotiation developed by the Harvard Negotiation Project, allowing for the defusing of conflict, building of long-term relationships and putting into place realistic solutions with optimal results.

With more than **100 000 people trained** since 1984, the European Centre for Negotiation (ECN) is the leader in France for the roll out of this hands-on, pragmatic approach. Contrary to general opinion, one is not born a negotiator, one becomes one. Our training method proves it is a skill open to any manager or team member willing to learn and develop.

Negotiators learn to act with confidence, discernment and courage thanks to the integration of our approach's 7 key competencies. According to our participants, there is a definite « before/after » experience with our training a long-term effect observed in both the professional and personal realms. Our training offer is made up of two complementary training paths:

- Negotiation Fundamentals: 3 modules designed to acquire the fundamentals of the Mutual gain Strategy
- Negotiator Essentials: 10 modules with the objective of developing the key competencies for principled negotiation. These modules deal with aspects of communication, mental preparation, assertiveness, intercultural awareness, creativity and the effective management of emotions.

Beyond these training cycles, our 2020 offer also include:

- an evaluation of your negotiation profile and associated competencies
- made-to-measure training
- individual accompaniment for high-stake negotiations
- Coaching and conferences

Vincent REILLE, CEO

# THE EUROPEAN CENTRE FOR NEGOTIATION

## (Centre Européen de la Négociation)

Founded in 1984 by Michel Ghazal, the European Centre for Negotiation, continues to lead in the fields of negotiation, leadership and communication via three key activities: consulting, accompanying and training. We count our clients amongst big business and multinationals, family businesses to medium-sized concerns, start ups and independents. More than 100 000 trainees from every industry, function and position from business, associations and administrations have followed our courses.

Our 100% operational and interactive method uses de-contextualized, « in situ », fictional cases to integrate the all too real and concrete tools. By the next morning, participants are able to transcribe the methods to their day-to-day professional negotiations.

Our pedagogical model includes both face-to-face and online programs, follow-up modules and a « return from the field » workshops. Our negotiation approach, The Mutual Gains Strategy, applies to diverse variety of negotiation contexts:

- Internal (hierarchal, inter-departmental, project, matriarchal): increasingly indispensable to ensuring motivation and adherence.
- Sales and Purchasing
- Public-Private
- Labor negotiations between management and unions

**We offer 2 training paths allowing for the development of negotiation competency to reach the optimal level of expertise.**

- Negotiation Fundamentals (3 modules),
- Negotiator Essentials (10 modules).





# | Negotiation Fundamentals

The first 3 modules in the negotiation training, offer you the strongest foundation to becoming an effective principled negotiator. At the end of this training path, a certificate from the European Centre for Negotiation will attest to your investment in developing your professional negotiations skills.

**Our target public:** all managers and operatives having to negotiate in their professional life: Key Account Managers, Project Leaders, HR Directors, Training Directors, CEO, General Directors, Sales Directors, Jurists, Financial Directors, Sales and Purchasing Directors, Communication Directors, Site Directors, Labor Directors, General Managers, IT Managers, Business development Directors , Union delegates, Works Council Directors

...

# THE MUTUAL GAINS STRATEGY

## From compromise to creating mutually-beneficial solutions

### OBJECTIVES

- Acquire a structured approach to balancing the two tensions in negotiation: cooperation and competition
- Receive an analysis of one's current negotiation style and its potential impact
- Integrate a structured framework for effective negotiation
- Be able to build applicable and long-term mutually beneficial agreements

### PROGRAM

- 1. Developing a structured, strategic, fool-proof approach to negotiation**
  - The 7 key elements of the approach
  - A complete guide and framework to effective preparation
- 2. Creating a Climate of Confidence**
  - Personal obstacles to effective communication
  - The keys to active listening
- 3. Breaking out of positional bargaining**
  - Defending one's interests and discovering those of the other
  - Insisting on the use of objective criteria to end the battle of wills
  - Negotiating your negotiation: steering the other to effective winning behavior/rules if the game
- 4. Creating options for mutual gain**
  - Recognizing one's own obstacles to creative problem solving
  - Actively and collectively looking for mutual benefit options
  - Refusing concessions whilst satisfying divergent interests
- 5. Managing with one's emotions and those of the other party**
  - Effective side-stepping of personal attacks and aggressive behavior
  - Steering of emotions and avoiding two ineffective attitudes
- 6. Dealing with « Dirty Tricks »**
  - Recognizing and unmasking the dirty tricks of the other
  - Defusing the process of blackmail, threats and manipulation
  - Using meta-communication
- 7. Gaining leverage and power**
  - Find and evaluate your Best Alternative to a Negotiated Agreement (BATNA)
  - Reinforce your BATNA, weaken theirs
- 8. Discovering my negotiation style**
  - Recognize your attitudes and individual tactics
  - Define your negotiation profile
  - Evaluate your style's strengths and risks

#### INCLUDED Pre-training

Evaluation Test of your  
Negotiation Style

#### INCLUDED Post-training

Validation Test of Learning Points:  
case study

### RECOMMENDED DURATION FACE TO FACE

- For a session of 9 to 12 people  
maximum: 3 days + 1 day Return of Experience Workshop
- For a session de a minimum of 4 to 8 people maximum: 2 days + 1 day Return of Experience Workshop

### RECOMMENDED DURATION BY REMOTE

- For a session of 6 to 8 people  
maximum: 4 sessions of 3.5 hours  
1 hour per participant of individual accompaniment  
+ 1 day Return of Experience Workshop (face to face OR at distance)

### RATES

Upon request

### TRAINING BENEFITS

- Integration of an effective method for preparing, conducting and following up on your negotiations
- Hands-on, training experience of a structured approach to negotiation in diverse contexts
- Enhancement of constructive behavioral skills

### OPTIONAL READING

«Getting to Yes »

Face-to-face OR Remote training  
100% hands-on, through use  
of concrete cases and real-life  
situations

# COMPLEX NEGOTIATIONS

## Dealing with factors leading to complexity

### OBJECTIVES

- Enhance your skills and deepen your knowledge of principled negotiation
- Increase your level of expertise
- Deal with the 10 factors that lead to complexity in negotiation

### PROGRAMME

#### 1. Sharing the « in the field » negotiation experiences lived by the participants

- Define together an inventory of successes and difficulties when applying the Mutual Gains Strategy
- Experience 4 « in situ » negotiation simulations that deal with the elements that bring
- Decipher a complex case from the present news cycle

#### 2. Perfecting your strategy

- Distinguish between the antagonist and competitive approach when resolving problems by the search for mutual gains

#### 3. Employing a systematic approach to effectively prepare for a complex negotiation

- Training in the integration of preparation tools thanks to a case study charged with emotion

#### 4. Building an effective relationship strategy to deal with emotions

- The 6 elements of an unconditionally constructive relationship strategy

#### 5. Optimise agreements through integrative solutions

- Discovery of the 5 invention methods that procure mutual gains
- How to ensure multiple options before committing

### INCLUDED Post-training

Validation Test of Learning Points: case study (test available from the 3rd quarter of 2020)

### RECOMMENDED DURATION

- For a session of a minimum of 4 people with a maximum of 12: 2 days

### RATES

Upon request

### PREREQUISITES

NEGO 1

### TRAINING OUTCOMES

This anchoring and enhancing of principled negotiation skills allows for:

- Deepening your knowledge and increased integration of the Mutual Gains Strategy
- Ability to decipher and anticipate the factors leading to complexity
- Capacity to adapt to complex stakes and contexts during a negotiation

### OPTIONAL BOOK

« Secrets to a Good Relation »

Face to face training OR Remote  
Training upon request  
80% based on concrete cases and  
simulations of complex negotiations,  
real-life or fictional, followed by group  
analysis of processes



# NEGOTIATING WITH DIFFICULT PEOPLE

## How to neutralize underhanded behavior

### OBJECTIVES

- Help the other party to abandon their adversarial position and bring them to the same rules of the game
- Disarm aggressive negotiators and overcome their refusal to negotiate
- Pass over the barriers to cooperation
- Avoid the 3 ineffective responses when faced with underhand tactics
- Unmask and neutralize « bad faith » tactics

### PROGRAM

1. Identify the 5 barriers to cooperation and understand the underlying motivation to difficult behavior
2. Define a response strategy based on the power of surprise
3. Avoid reacting by reestablishing one's balance when faced with destabilization tactics while restraining yourself to deciding under-fire
4. Disarm the other party by defusing their attack rather than returning their fire in order to create a problem-solving environment
5. Change the rules of the game by bringing the other to the principles of The Mutual Gains Strategy, learning to neutralize their obstruction tactics, personal attacks and thwarting their dirty tricks.
6. Build a bridge offering an honorable exit, saving your correspondent's « face »
7. Use your power to help the other to reflect not genuflect!
8. Establish and improve your « walk away » strategy
9. Be able to employ your alternatives to a negotiated agreement without provoking the other party to defuse their reaction
10. Transform adversary into a partner looking to solve the problem together rather than win each other over

### RECOMMENDED DURATION

- For a session of a minimum 9 to 12 people maximum: 3 days
- For a session of a minimum 4 to 8 people maximum: 2 days

### RATES

Upon request

### PREREQUISITES

NEGO 1

### TRAINING OUTCOMES

- Able to employ tools and techniques encouraging the other to return to principled negotiation in a previously hostile environment
- Capable of deflecting underhand strategies thus refusing to become a victim to the other's disloyal tactics
- Developed capacity to deal with stress and keep a handle on their emotions
- Perfected their negotiator tool box thanks to the circumvention strategy experienced thanks to the course's hands on, « in situ » cases

### OPTIONAL BOOK

« Getting Past "No": Negotiating with Difficult People »

### INCLUS Post-formation

Validation Test of Learning Points: case study (test available from the 3rd quarter of 2020)

**Face-to-face OR Remote training**  
100% hands-on, through use  
of concrete cases and real-life  
situations



# AUDITING AND PEDAGOGICAL ENGINEERING

The European Centre for Negotiation offers the possibility of tailoring their training solutions to your specific needs, priorities and context.

This bespoke offer vigilantly targets individual expectations, objectives and reproduce specific problematic situations for different training publics.

The first step to this undertaking consists of an audit in the form of a series of preliminary interviews with the client, followed by a representative sample of the targeted training public(s).

This allows the Consultant in charge of the project to:

- gain full awareness of the negotiation context and associated stakes
- understand the challenges and difficulties met ,
- evaluate the overall strengths, risks and areas for improvement

**Subsequently, both the content and pedagogical roll-out is engineered to meet the identified individual and collective needs and priorities.**

## OUR CONSULTANTS

Our consultant-trainers are, for the majority, both certified coaches and experienced in the art of negotiation, having themselves occupied this function in diverse professions and positions. Experts in the complementary fields of behavioral sciences and managerial skills, they maintain a passion for personal and professional development.

With an average of ten year seniority, their decision to join the ECN and continue to train others in the principled approach to negotiation, reflects both their personal commitment to, and inner conviction of, the effectiveness of the Mutual Gains Ap-

proach . An approach, by its very nature, designed to build more harmonious and productive exchanges within and between organizations, as well as in the personal life of everyone.

In order to become a certified consultant-trainer, our consultant-trainers followed a long training and integration process, regularly updated and enriched by subsequent internal training sessions.

Respectful of legal requirements and processes, they are vigilant in constituting complete administrative files: (attendance sheets and immediate, post-training evaluations).

# LE NEGOTIATION ABILITIES TEST®

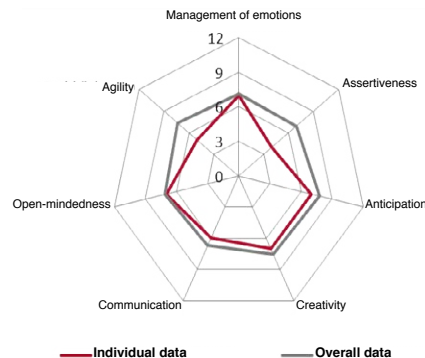
The European Centre for Negotiation has developed and copyrighted a unique evaluation questionnaire allowing each participant to identify their individual Negotiation Profiles. The profile the most coherent to the Mutual Gains approach being that of the Assertive Cooperative.

The Negotiation Abilities Test meets the need of being identify each participant's level of negotiation know-how, how-to-act and how-to-interact. This allows for an personalization of the training path and/or to constitute a team of effective Negotiators .

The evaluation can be completed by an « in situ » test or face-to-face with the consultant.

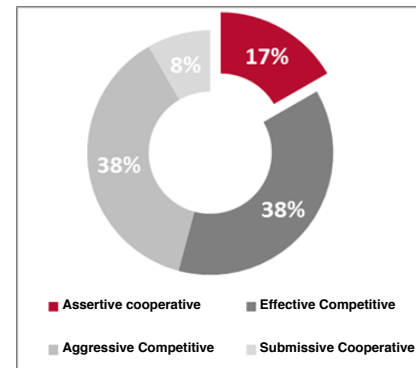
A **gross score** corresponds to their reference profile, determined by the responses received at the moment of their self-evaluation. This gross score is then calculated according to a precise algorithm itself a product of our negotiation know-how.

**51%**  
100% collaborative



A **radar diagram** offers a « snap shot » of the participant's characteristics according to the 7 Key Competencies. On a scale of 1 to 12, this evaluation offers the opportunity to identify the strengths and axis for improvement for each participant as well as a global vision for an entire team of negotiators.

A **pie-chart** reveals the structure of each participant's profile, highlighting the presence of Cooperative Assertive disposition revealed by their answers to the questionnaire.





# Negotiator essentials

This 10-module training path has been designed to optimize your negotiations by both targeting and strengthening the associated essentials demanded by Mutual Gains Strategy.

Come and strengthen or complete a new skills-set in aligned to your professional or individual negotiation situation.

# DIFFICULT CONVERSATIONS

## Raising and successfully dealing with sensitive subjects

### OBJECTIVES

- Identify the 3 underlying conversations to each difficult or sensitive subject
- Successfully carry out an exchange that raises a sensitive subject when facing apparently negative people
- Learn to announce bad news without compromising the relationship
- Master techniques that remove the obstacles to cooperation allowing for outcomes that are both favorable and long-lasting

### PROGRAM

#### 1. Conducting an interview dealing with a sensitive subject

- Why ineffective handling of the situation is often due to your perception of the difficult subject as opposed to the subject itself
- What are the risks and costs of avoiding difficult conversations?
- What are the received ideas that can cloud the effectiveness of the communication?

#### 2. Defining a new framework of reference to handle difficult exchanges

- What is the traditional approach to raising a sensitive subject?
- Why does it hinder communication?
- How to handle the three underlying levels of the exchange: what happened, the feelings brought on and the affirmation of identity?
- What are the new principles to adopt?

#### 3. Taking up a difficult conversation

- How to separate interests from the goal? What's the difference between an effective and ineffective goal?

- How to formulate the objective to optimize results?

- What are the strategies at risk and which errors encourage us to use said strategies?

#### 4. Managing interactions

- How to kick off a difficult conversation without putting the other on the defensive?
- How to harness the power of active listening
- How to reach the heart of the matter
- How to speak with clarity and persuasion

#### 5. Adjusting tactics

- How to react when the other party refuses to speak or listen to you and/or attacks you personally
- How to reframe when the other is set on course for a destructive exchange?
- « Name the game »: how to name the destructive behavior or rules of the game to switch to a constructive resolution of the problem?

### RECOMMENDED DURATION

- One session with a minimum of 4 to a maximum of 12 people: 2 days

### RATES

Upon request

### PREREQUISITE

NEGO 1

### TRAINING OUTCOMES

- Can implement the steps to allow for the successful handling of a difficult conversation
- Can harness the emotional dimension making it less stressful and more productive
- Able to employ tools from the Mutual Gains Strategy to manage effectively questions dealing with relationship as well as rational differences.

### OPTIONAL BOOK

«Difficult Conversations »

**Face-to-face Remote training  
based on concrete cases  
and real-life situations**

# THE POWER OF A POSITIVE NO

## How to refuse without offending

### OBJECTIVES

- Master the 3 steps of the positive « no »
- Say « no » comfortably, without a bad conscience or fear of repercussions
- Better manage your emotional response, disarm your correspondent, deliver a « no » to which they can only reply with « yes ».
- Break out of the recourse to classical and ineffective strategies: avoidance, giving way, attacking the other
- Manage the tension between using your power and maintaining the relationship
- Deal with the paradox that characterize these situations: pass by a « no » before arriving at a « yes ».

### PROGRAM

#### 1. Preparing oneself for the « no »

- Manage your fears or your anger: rise above your internal conflict and harness your emotions
- Understand what you really want and want to preserve: refusing a request is above all saying « yes » to your needs and interests
- Find an equilibrium in the battle of wills: remove from the other the possibility of damaging you without attacking the person

#### 2. Presenting a positive « no »

- Disarm the other: treat them with respect
- Affirm your interests: choose a positive confrontation by remaining focused on your needs
- Phrase an acceptable request: be clear as to the behavior that you wish to see and the behavior you wish they would modify

#### 3. Transform their reactions:

##### invite a « yes » response

- Manage your reactions: remain firm if they resist or refuse
- Employ your power constructively: use your BATANA without provoking the other
- Invite the other to « yes »: after the battle of wills, leave the door open to a mutually acceptable negotiated solution for both party's interests and bring them to « yes ».

At the end of each « in situ » simulation, an analysis, based on »the blow by blow « play and experience of each participant will bring out the key process of each step.

### RECOMMENDED DURATION

For a session of a minimum of 4 people with maximum of 12: 2 days

### RATE

Upon request

### PREREQUISITE

None

### TRAINING OUTCOMES

- Greater ease in refusing without offending
- Able to better recognize and resist pressure tactics
- Capacity to affirm one self without compromising the relationship

### OPTIONAL BOOK

« The Power of a Positive No: How to Say No and Still Get to Yes »

Based on short cases that focus on specific moments of a difficult negotiation, an interactive, pedagogical approach is assured

# EMOTIONS AND THE NEGOTIATOR

## How to transform emotion-based obstacles into allies

### OBJECTIVES

- Better understanding emotional mechanism for human functioning
- Discover the triggers to negative emotions
- Explore the 5 principal preoccupations at play, beyond reasoning
- Defuse negative emotions et call on positive emotions

### PROGRAM

#### Day 1

Welcome / « Our disturbing emotions » / expectations / course framework/ program

**Phase 1:** Identifying what alters my behavior within a negotiation

- The 4 principal emotions and the emotional mechanism
- Gain awareness of one's image when overwhelmed by emotion

**Phase 2:** Discover the 5 main preoccupations at the origin of any negative emotion

- The conceptual breakthrough of Harvard when dealing with emotions
- The 5 fundamental needs: appreciation, affiliation, autonomy, status and role

**Phase 3:** Recognizing emotion/ Acting off the trigger

- Understanding the importance of acting off the emotional trigger
- Raise awareness of meta-communication

#### Day 2

Welcome: Physical exercises / breathing

**Phase 1:** Ceasing to fight against one's emotion

- Identifying one's principal and most sensitive preoccupations
- Employing techniques to step back and calm the emotion

**Phase 2:** Effectively face the other's emotion

- The principal preoccupations at play: nourishing the need of the other
- The concrete tools to defuse the negative emotions of the other

**Phase 3:** Calling on positive emotions to move towards mutual gains

- Re-establishing healthy relations in order to favor a cooperative approach
- Anchor the techniques within the 7 Key Elements of the Mutual gains Strategy

### RECOMMENDED DURATION

- For a session of 4 to 12 people maximum: 2 days

### RATE

Upon request

### PREREQUISITE

NEGO 1

### TRAINING OUTCOMES

- Able to transform motions into allies at difficult moments
- Recognized body language, your own and that of the other in order to adapt one's communication

Training présentiel' basée sur des cas pratiques, des exercices en groupe et des mises en situation. L'analyse vidéo permettra une compréhension affinée de son « non verbal » en situation

# MENTAL PREPARATION AND THE NEGOTIATOR

Express one's highest true potential in order to excel in negotiation

## OBJECTIVES

- Negotiate with oneself before negotiating with others
- Tame and harness "people" stress and performance stress
- Thwart ego-based strategies – liberate oneself from self-sabotage
- Adopt a new self-image, of others and of one's environment
- Protect oneself from «power games » conscious and unconscious
- Reinforce one's capacity to adapt to change
- Protect one 's internal « ecology »

## PROGRAM

- 1. Discover and integrate the main concepts of Mental Preparation**
  - Mental Preparation: For whom? For what? Why? How?
  - What are the principal mental and cognitive skills to train?
- 2. Gain in confidence and show endurance when negotiating**
  - How to align oneself in order to enter into any negotiation with serenity?
  - How to reinforce one's auto-determination and motivation to last the distance?
  - How to keep one's « eye on the prize » in order not to enter into a harmful game?
- 3. Question one's representation of negotiation and its impact on performance**
  - How to analyze one's perceptions and intuition?
  - How to identify one's limiting set of beliefs and their impact?
  - How to transform one's limiting beliefs into liberating beliefs?
- 4. Preparing oneself to find one's balance and negotiate with agility**
  - How to rally body and mind around to relaxation?
  - How to develop mental strength via concentration?
  - How to breathe effectively handle stress and strong emotions?
- 5. Maintaining a constructive approach before, during and after the negotiation**
  - How to transform one's negative emotions into positive emotions?
  - How to capitalize on one's successes to favor a winner's mindset?
  - How to use positive visualization to anticipate the success of one's negotiation?
- 6. Discovering « the flow » according to Mihály Csikszentmihályi**
  - How to (re)find that « state of grace » where everything seems so clear?
  - What's the next step: personalized action plans

## RECOMMENDED DURATION

- For a session of 4 to 12 people maximum: 2 days

## RATE

Upon request

## RECOMMENDED PREREQUISITE

NEGO 1 or individual pre-training interview

## TRAINING OUTCOMES

- Moved from performance to excellence as a Negotiator
- Broke out of one's comfort zone to gain in effectiveness
- Reached a level of imperturbable equilibrium
- Discovered and integrated tools for effective mental Preparation: cognitive stimulation and concentration, cardiac coherence, relation, meditation, visualization, self-hypnosis, relaxation, fully-conscious mediation...

Use of alternative pedagogical approaches combining tools from mental preparation and the Neuro-Coach with hands-on exercises, video debriefing and remedial mini-workshops.



# THE VOICE OF THE NEGOTIATOR

## Make your voice a powerful aid in negotiating effectively

In partnership with  
**TALBRIX**  
communication orale

### OBJECTIVES

- Develop vocal amplitude and control to give weight to one's words
- Use one's voice and gestures to create immediately a true connection with one's public
- Play with one's voice to move along a negotiation
- Learn to effectively physically and vocally prepare before a negotiation

### PROGRAM

Vocal techniques for an effective Negotiator via the Cartes Orales® method



#### 1. Preparing effectively: physical, vocal and respiratory preparation

- Respiratory training allowing to carry the voice by establishing a real column of air
- Regulate your emotions and breathing via the voice
- Relax the muscles of the larynx to ensure vocal ease
- Clarify vocal intention to increase vocal resonance within the space

#### 2. Deploying all one's vocal range

- With the *Musician's Card*, explore the variations of different sound parameters and experience the impact on oneself and your public
- Modify diction in order to accentuate and bring to life certain words, sculpt the speech and vary the effect on the public
- Develop vocal flexibility in order to convey and support emotional variation
- Gain presence in negotiation via one's posture, gestures and eye-contact

#### 3. Steering negotiation through the voice

- With the *Character's Card*, play with vocal variations to vary the relation modes with the other party, the degrees of formalism, the other party's intention modes, emotional states and ways of thinking.
- Improvise within the structure of the 6 profiles found in the *Character's Card* to develop fluidity within one's personal communication style
- « In situ » simulations giving the opportunity to employ strategically the profiles of the *Character's Card* according to different needs of the negotiation: present a strong, congruent image, establish trust, reinforce proximity or distance oneself, take control of exchanges or hand over the floor to the other party, break them out of a position, show one's cooperation or affirm one's own limits, call on creative options, modify the value perceived of an option, ask a question, respond to an aggression, get around obstacles, conclude and formalize a contract...

### RECOMMENDED DURATION

- For a session of a minimum of 4 to a maximum of 12 people: 2 days

### RATE

Upon request

### PREREQUISITE

NEGO 1

### TRAINING OUTCOMES

- Integrated a concrete method to physical, respiratory and vocal excellence in negotiation, allowing for the control of one's emotions and energy
- Gained effective reflexes allowing for freedom of expression in one's personal communication style and within the context of a negotiation.

**Hands-on training based on practice within a climate of security and fun in order to integrate reflexes and a level of spontaneity necessary for adapting in real-time**

# NEGOTIATING ACROSS BORDERS

## Intercultural Negotiation

### OBJECTIVES

- Gain understanding of one's own intercultural viewpoint in terms of what's "normal" ie: our own cultural and unconscious and « norms ».
- Increase awareness, understanding and respect of the other party's intercultural differences in terms of negotiation and communication
- Integrate effective tools and reflexes for implementing the mutual gains strategy within in an intercultural environment

### PROGRAM

#### 1. Understanding my own cultural perspective

- 3 Key concepts for increasing cultural understanding raising intercultural awareness (Hofstede)
- 16 principal intercultural binaries (Trompennars)
- How does my / their culture manage or perceive: *time, space, hierarchy, decision-making, risk, accountability, relationships, trust, information-sharing, reaching agreement, assertiveness vs aggressiveness...*
- Identifying areas of difference, synergy and potential conflict

#### 2. The Mutual Gains Strategy within an Intercultural Context

- Gaining trust and the Relationship
- Time management, action plans and calling for commitment
- Objective criteria and assumptions of cultural precedent
- Creating options for mutual gain: high versus low risk tolerance
- Communication: implicit versus explicit

- Separating the person from the problem: distinguishing cultural differences from the common interest or value differently perceived

#### 3. Developing Synergies Workshop: Anticipating, Adapting without Adopting!

- How to establish trust between higher or lower context cultures to one's own?
- How to "get to yes" when the other culture will neither say yes nor no?
- How to deal with differences in the perception of hierarchy for dealing with mandates, gaining consensus and agreement?
- How to most effectively facilitate the finding, improving and ownership of mutual gains options with a culture that keeps finding fault with every proposal/agrees on everything but will not commit/does not dare make a decision/will not express neither satisfaction nor dissatisfaction?
- How to anticipate and best deal with cultural misunderstandings when they occur while preserving the relationship?

### RECOMMENDED DURATION

- For a session of a minimum of 4 to a maximum of 12 people: 2 days

### RATE

Upon request

### PREREQUISITE

NEGO 1

### TRAINING OUTCOMES

- Better understanding of one's own cultural viewpoint and perception,
- Recognition of difference and identification of potential synergy or conflict with target culture(s)
- Able to optimize preparation and steering of the Mutual Gains Strategy within an intercultural context
- Integrated effective tools for anticipating, defusing and dealing with possible cultural misunderstanding or clashes while preserving the relationship

**Face-to-face training, based on short case studies focusing on intercultural negotiation using the Mutual Gains Approach. Full day workshop preparing and simulating the participant's specific intercultural negotiation or communication needs. Individual feedback: strengths and areas for improvement**

# COMMUNICATING TO CONVINCE

## Influencing Skills for driving change

### OBJECTIVES

- Anchor best practices for effective influencing and convincing skills across functions and hierarchy
- Disarm ineffective verbal and nonverbal habits reducing one's power to convince
- Arm with effective tools and offer opportunity to transform these techniques into reflexes

### PROGRAM

#### 1. Influencing vs Convincing Skills

- What is the difference between influencing and manipulation/negotiation/convincing?
- How can we positively influence **external clients**?
- How can we positively influence **internal clients** as a manager, as a colleague, a fellow "expert", as a team member?

#### 2. Communicating to Convince: moving people to action!

- How can we convince and be convincing from the first ten seconds?
- How can we convince between 3 to 30 to 300 people (Harvard, Aristotle)
- Which verbal tools and techniques optimize our capacity to convince?
- What para-verbal (non-verbal and vocal) techniques increase our impact?
- How can we optimize convincing people at distance (video conference, webex, zoom or equivalent tools)?

#### 3. Making our enemy our ally: recognizing and harnessing stress

- How can we recognize, prepare for and harness stage fright?

- What to do with our hands/feet/eyes/facial expression/gesture and movement?
- Physical, strategic, material and psychological preparation techniques to deal with stress

#### 4. Handling objections and unexpected questions, dealing with difficult people

- How can we remain *assertive* when under pressure?
- How to handle questions for which I do not know the answer or do not have the mandate while keeping my integrity and force for conviction?
- How to handle non-price objections, difficult questions and/or people in the moment?
- How to deal with price or quantifiable objections under pressure?

#### 5. Accompanying and optimizing change

- What is the link between the quality, frequency and direction of communication and agility? (Worley)
- How can I influence change as a team member?
- How can I drive change management as a proximity manager, as a leader?

### RECOMMENDED DURATION

- For a session of a minimum of 4 to a maximum of 12 people: 2 days

### RATE

Upon request

### PREREQUISITE

NEGO 1

### TRAINING OUTCOMES

- Better understanding of one's own role and potential for influencing and convincing cross-functional, cross-hierarchical stakeholders
- Integrated effective reflexes and tools for influencing and convincing a target public: internal and external clients
- Integrated effective tools for preparing to convince a public
- Greater ease when dealing with stage fright, unexpected or difficult questions, people and objections
- Become a positive influence for driving change

**Face-to-face training, based on group exercises (85% time dedicated to hands-on practice) including concrete verbal and para-verbal tools and simulations. Individual feedback: strengths and areas for improvement**

# ASSERTIVENESS AND THE NEGOTIATOR

Dare to defend one's interests while respecting those of the other

## OBJECTIVES

- Affirm your convictions for a project while highlighting the interest for the other party
- Capture their attention and call on their adherence
- Acquire the tools and method for ensuring assertiveness
- Adopt the assertiveness values
- Dare to use your power and leverage while protecting the relationship

## PROGRAM

### 1. Avoiding two classic pitfalls: stress and resignation

- The 4 human behaviors
- Passivity or non-committal mindsets
- Submission to the other party
- Resigning to the consequences
- Stress, mechanisms and patterns

### 2. Constructing and preparing one's communication

- Defining objectives
- Preparing one's strategy: arguments and messages
- Distinguishing between objective facts and value judgments
- Expressing one's feelings, constraints and preferences

### 3. Developing your potential to take initiative

- The harmful effects of being submissive
- From reproach to the expressing an expectation: the message « I »
- Tools for rebuilding the relationship
- Installing an adult-adult communication

### 4. Creating a climate of mutual listening and cooperation

- Active listening tools
- Assertive and resolute questioning techniques
- Affirming your interests while taking into account those of the other

### 5. Responding calmly when faced with destabilizing

- Battle of wills, interruptions, stopping « tit for tat » communication forms
- Aggressive reactions
- Rules for a cooperative exchange
- Separating the person from the problem

### 6. Shifting the position of the other party

- Affirming your interests while taking into account those of the other
- Formulating an acceptable demand without provoking or threatening
- Inviting « yes » arguments, opening up the discussion to a negotiated solution that protects your interests

## RECOMMENDED DURATION

- For a session of a minimum of 4 to a maximum of 12 people: 2 days

## RATE

Upon request

## PREREQUISITE

None

## TRAINING OUTCOMES

- Self-affirmation in negotiation
- Adoption of an assertive and constructive attitude
- Reinforcing of the impact of your communication
- Improving your image and facility for oral expression
- Defense of one's interest while respecting those of the other
- Increasing one's ability to convince and persuade

Face-to -face training OR by remote, based on group exercises (85% time dedicated to hands-on practice)

Short case studies focusing on specific moments of a difficult negotiation

Filmed and debriefed simulations

Individual feedback: strengths and areas for improvement

# CREATIVITY AND THE NEGOCIATOR

Make that cake bigger!

## OBJECTIVES

- Strengthen and flex your mental flexibility: approaching the negotiation with an open, agile and confident mindset
- Learn how to « make the cake bigger », surprising, in a positive way, the other party
- Acquire concrete tools to generate, test and improve your solution proposals

## PROGRAM

### 1. Thinking differently: a mindset

- An essential competency that can be acquired and developed
- Hinders and obstacles to creativity
- The « know-how-to be » of creativity: 5 key components

### 2. Developing one's capacity to invent: the tools

- Systemic research of ideas: two practical and effective techniques
- A process to ease the way to finding a solution
- 360° of intelligence: generating, prototyping, improving and valorizing option proposals

### 3. A creative process: before and during a negotiation

- Mental preparation to reinforce one's agility and confidence
- Reframing negotiation issues and the interests at stake
- Finding a multitude of options
- The « out of the box » break: to defuse, reframe and explore alternatives
- Tips for using creativity in « real time »

## RECOMMENDED DURATION

- For a session of minimum 4 people to maximum of 12: 1 day

## TARIF

Upon request

## PREREQUISITE

NEGO 1

## TRAINING OUTCOMES

- Amplified capacity to generate options for Mutual Gains
- Reinforced and expanded mindset in terms of flexibility, confidence and agility
- Integrated specific tools in the resolution of problematic areas in negotiation identified upstream

Constantly open to the problems of the participants, the educational approach is dynamic and interactive, based on exercises, exchanges, and scenarios

# BOOST YOUR CREATIVITY: YOURS AND YOUR TEAM'S

## Think your way out of that box: together!

### OBJECTIVES

- Stretch and flex your mental flexibility, approach any situation with an agile, open and confident mindset
- Expand your managerial talents: mobilize your team member's creativity to boost their capacity to innovate
- Acquire effective tools to generate, test and enhance your negotiation proposals
- Install a constructive climate during the negotiation: get the other party involved in a « think differently » cooperative mindset and generate a maximum of mutual gain options

### PROGRAM

#### 1. Thinking differently, alone and as a group: establishing a collective mindset

- An essential competence that can be learned and developed
- Hinders, obstacles and the collective sources for « thinking differently »
- From individual creativity to collaborative and collective intelligence: 8 key components

#### 2. Opening up, inventing, framing: best practices

- The 4 phases of the creative process: empathy, « ideation »/divergence, convergence, commitment
- 3 tools to boost and structure your « thinking differently » process
- 360° of collaborative intelligence: generate, prototype, enhance and valorize your proposals

#### 3. Applying creativity to negotiation

- Moving from hard negotiation to a collaborative problem-solving
- Distinguishing between the exploration and committing phases
- Proposing the « out of the box » break: to defuse, reframe and explore possibilities
- Techniques of creativity to generate mutual gain options

#### 4. Beyond negotiation: managing creativity

- Collaborative intelligence: the secret weapon of the enlightened leader
- Facilitating collaborative intelligence meetings: beyond brain-storming and post-its
- Reinforcing team member's adherence to generated solutions
- Day-to-day creativity: organizational climate and managerial practices
- Axis for improvement and individual action plans

### RECOMMENDED DURATION

- For a session of a minimum of 4 to a maximum of 12 people: 2 days

### RATE

Upon request

### PREREQUISITE

None

### TRAINING OUTCOMES

- A heightened capacity to generate original and pertinent solutions, be it within or beyond negotiation
- Boosted managerial skill-set by appropriating the tools that implicate team members in a collaborative intelligence collective
- Gained a clearer vision of the « innovation ecosystem » organization and possible axis for improvement
- Integrated cooperative negotiation tools which call on all stakeholders in the search for options thereby increasing their adhesion

Constantly integrating the participant's specific problematics in exercises, exchanges, simulations, all debriefed with specific content and tools. Throughout the course, we stress the link between management, collaborative intelligence and negotiation

# TRAINING ROLL OUT

Our in-company training can take place on-site, off-site or, when necessary, on-line.

Sessions usually begin at 9 am and conclude at 6pm.

We ensure that our training offer is accessible to those participants with a handicap. In order to

facilitate on-boarding and optimize the session, we request to be informed upstream of the different modalities to put into place in order to guarantee the best conditions for access and on-boarding.

## BESPOKE TRAINING MODULES

- Effective Negotiation for Purchasers
- Managerial Negotiation
- Managerial Communication and Agility
- Gaining Personal Effectiveness through Positivity
- Effective Negotiation in the Private/Public Sector
- Motivating and Mobilising Project Teams
- Women and Negotiation
- Media Training
- Train the Trainer
- Format Team Building
- Accompanying Change

## ADVICE AND ASSISTANCE

- Individual Coaching
- Accompaniment and Preparation for Strategic Negotiations
- Accompaniment and Negotiation Preparation for Board of Directors

## MUTUAL GAINS STRATEGY: FROM CONFRONTATION TO COOPERATION

- Conference for 30 to 300 people
- Workshop for 10 to 30 people



## OUR INTERNATIONAL PRESENCE & PROWESS

The European Centre for Negotiation is able to deliver the majority of their training in 8 languages: English, French, Italian, German, Greek, Polish, Portuguese and Spanish..

To ensure skills coherence within the teams of our multinational clients, and thanks to their mobility, language skills and intercultural awareness, since 1984 our trainers have headed up over 30 international training projects across 5 continents:

- America: USA, Canada, Mexico, Panama, Argentina & Brazil
- Australia
- Asia: China, HK, South Korea, Indonesia, Singapore
- Africa: North and West Africa, Middle East (Saudi Arabia, Dubai, Israel)
- Europe: Austria, Belgium, Bulgaria, Denmark, France, Germany, Greece, Italy, Netherlands, Norway, Poland, Russia, Spain, Sweden, Switzerland and the Ukraine.

## OUR INTER-COMPANY OFFER

Do you wish to offer individual training to your team members? We recommend referring to our inter-company training offer. There are three key benefits of training with participants from different companies:

- Both the rich exchanges encouraged by having different perspectives and experiences and the ability to relativize by identifying underlying common issues and concerns
- For some participants, being away from the office and out of sight of their colleagues and/or team members, there is a greater ease in leaving their comfort zone, the freedom to try something new and “make mistakes”, the courage to push themselves further.
- Inter-company sessions occur throughout the year offering the possibility of greater flexibility in terms of programming

# REFERENCES

AIR LIQUIDE

ALSTOM

ANAP

ANFR AGENCE NATIONALE  
DES FRÉQUENCES

ASSYSTEM FRANCE

AXA

BASF

BPCE

BOUYGUES

CAISSE DES DEPOTS & CONSIGNATIONS

CANAL+

CASTORAMA FRANCE SAS

CAT SAS

CEA

CREDIT MUTUEL

CNR - COMPAGNIE NATIONALE DU RHONE

CREDIT AGRICOLE

DASSAULT SYSTEMES SE

GROUPE DELANCHY

GROUPE EDF

ELKEM

ENGIE

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FLEURY MICHON

FM LOGISTIC CORPORATE

GALERIES LAFAYETTE

HERMES

IFP ENERGIES NOUVELLES

IMERYS

JP MORGAN

KORIAN SA

LAITA

LIEBHERR

PLAYMOBIL

LA BANQUE POSTALE

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LEROY MERLIN

L'OCCITANE EN PROVENCE

L'OREAL SA

MERIAL

MICHELIN

NAVAL GROUP

NEXITY

NOVARTIS PHARMA SAS

NOVO NORDISK

ORANGE France

ORANO

PARIS LA DÉFENSE

PASQUIER SA

PSA AUTOMOBILES SA

PLASTIC OMNIUM AUTO INERGY

POLE EMPLOI

RABOT DUTILLEUL CONSTRUCTION

RATP

RECKITT BENCKISER

REFRESCO FRANCE SAS

REMI COINTREAU

RTE RÉSEAU DE TRANSPORT  
D'ÉLECTRICITÉ

SAFT

SAINT LOUIS SUCRE

SAINT MICHEL

SANOFI - AVENTIS FRANCE

SCOR

ST MICRO ELECTRONICS

SUEZ GROUPE

TEVA SANTE

UNEDIC

VOLKSWAGEN GROUP

WARNER ENTERTAINMENT FRANCE



**Dare to negotiate differently**



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