



CENTRE EUROPÉEN
DE LA NÉGOCIATION



Learn
to Negotiate

NEGOTIATION TRAINING
IN-HOUSE

IN-HOUSE

PRIVATE SECTOR

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Centre Européen de la Négociation

Founded in 1984 by Michel Ghazal, Centre Européen de la Négociation continues to be a leader in the fields of negotiation, leadership, and communication through three key activities: consulting, accompanying, and training. Our clientele includes



large corporations, multinationals, family businesses, medium-sized enterprises, startups, and independent entities.

Over 130,000 trainees from various industries, functions, and positions in business, associations, and administrations have benefited from our courses.

Our 100% operational and interactive method utilizes de-contextualized, «in situ,» and fictional cases to integrate real and concrete tools. Participants, after just one day, can apply these methods to their day-to-day professional negotiations.

The pedagogical model we employ includes both face-to-face and online programs, follow-up modules, and workshops upon returning from the field.

Our negotiation approach, known as The Mutual Gains Approach, is applicable to a diverse range of negotiation contexts, including:

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

We offer two training paths to develop negotiation competency to reach the optimal level of expertise:

- Negotiation Fundamentals (3 modules),
- Negotiator Essentials (2 modules).

Our International Presence

Centre Européen de la Négociation is able to provide most of its training courses in 6 languages (French, English, German, Italian, Spanish, Portuguese).



The mobility of our teams allows us to operate internationally.

Our team is naturally experienced in intercultural relations.

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 years seniority, their decision to join the CEN 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 Approach. 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).

Negotiation Coaching

The coaches at CEN are certified and supervised professionals with solid experience in business and management. They are at your disposal to address your needs and guide you through a process aimed at strengthening your autonomy and emotional capacity in the face of ongoing transformations and the decisions you may need to make.



Remote Assistance and Consulting

If you are involved in sensitive negotiations with high stakes for your organization, we offer all our professional expertise at your disposal.

We have teams trained in complex and crisis negotiations who can accompany and provide assistance to general management and decision-making bodies in sensitive situations.

Negotiation Fundamentals



The first 3 modules in the negotiation training, offer you the strongest foundation to become an effective principled negotiator. At the end of this training course, a certificate from the Centre Européen de la Négociation will attest to your investment in developing your professional negotiations skills.

Our target audience includes all managers and professionals involved in negotiations in their professional lives, such as: Key Account Managers, Project Leaders, HR Directors, Training Directors, CEO, General Directors, Sales Directors, Lawyers, 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 Approach

Moving from compromise to creative 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

Programme

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 of 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

- INCLUDED in the training

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

Rates

- Upon request*

Face-to-face

- For a session of 4 to 12 people:
- 2 days + 1 day Return of Experience Workshop (or 2 half-days remotely)

Remotely

- Session for 4 to 8 people:
- 4 half-days + 2 half-days Return of Experience Workshop (1 month later)

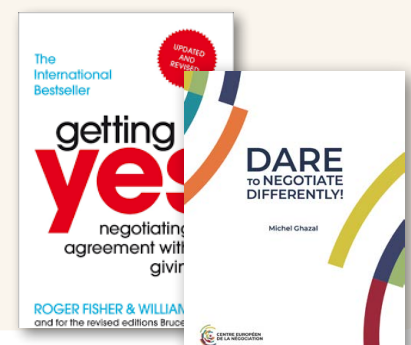
Prerequisite: None

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

Included in the training

- Knowledge assessment test
- Optional books to read: *Getting to Yes* + *Dare to negotiate differently!*



Teaching

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

Refresher Day

Reinforce and consolidate the key concepts of the MGA



Objectives

- Recap the key principles of the method
- Systematize preparation for reasoned negotiation with the 7 key points
- Deepen the concepts of the Mutual Gains Approach
- Empathize with others through the receptivity test to facilitate obtaining a «YES»
- Apply the method to your daily life
- Become aware of your negotiating profile and strengthen your practice of reasoned negotiation
- Anchor the method for lasting effectiveness

Benefits

- Embed skills over the long term
- Reinforce the concepts of the Mutual Gains Approach
- Facilitate the integration of the method
- Apply the method to one's professional environment
- Structure your preparation strategically
- Adapt to the negotiating profile of the opposing party
- Foster a common culture within the company (in-house)

Programme

Adopt a systematic preparation approach before any negotiation:

- How to uncover the interests of the opposing party?
- How to enhance creativity and devise options for mutual gain?
- How to utilize objective criteria?
- How can I develop my power (BATNA) when the balance of power is unfavorable?
- How do I precisely define my goals and commitments?
- How to communicate in a clear, concrete, and concise manner?
- How to separate the relationship from the problem at hand?

Teaching

- 100% hands-on training, based on practical cases and real-life simulations.

Rates

- Upon request*

Face-to-face

- Session of 10 people (max) :
- 1 day

Prerequisite

- MGA

Target Audience

- All professionals, regardless of their industry, are required to negotiate as part of their role. Our programs cover the entire spectrum of negotiation including commercial, financial, social, managerial, political, and even geopolitical contexts.

Managerial Support

Adapt and capitalize on effective negotiation practices



Objectives

- Recall the major principles of the method
- How to assist and support my collaborators in enhancing their skills?
- How to tailor the guidance for different team members?
- How to assess and encourage the adoption of the method?
- Reiterate the pillars of reasoned negotiation.
- Mastering the art of asking the right questions.
- How to capitalize on best practices.

Benefits

- Adapt support for collaborators
- Capitalize on best practices
- Enhance the skills of collaborators

Programme

1. How to adapt support for different collaborators

- Style selection: managerial support and different levels of autonomy
- Autonomy criteria: competence and commitment

2. How to assess and promote the adoption of the method

- Reviewing the definition of reasoned negotiation
- Pillars of reasoned negotiation
- Knowing how to ask the right questions

3. How to support a change in posture

- Exercise: managerial negotiation
- The posture of the reasoned negotiator
- How to capitalize on best practices

Teaching

- A 100% practical training program, based on real and simulated case studies

Rates

- Upon request*

Face-to-face

- Session of 10 people (max) :
- 1 day

Prerequisite

- MGA

Target Audience

- All professionals, regardless of their sector of activity, are required to negotiate as part of their role. Our programs cover the full spectrum of negotiation whether commercial, financial, social, managerial, political, or even geopolitical.

Negotiating with Difficult People

The Breakthrough Strategy



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 unfair tactics
- Unmask and neutralize « bad faith » tactics

Programme

- | | |
|---|---|
| 1. Identify the 5 barriers to cooperation and understand the underlying motivation to difficult behavior | their obstruction tactics, personal attacks and thwarting their dirty tricks. |
| 2. Define a response strategy based on the power of surprise | 6. Build a bridge offering an honorable exit, saving your correspondent's « face » |
| 3. Avoid reacting by reestablishing one's balance when faced with destabilization tactics while restraining yourself to deciding under-fire | 7. Use your power to help others to reflect not grieve! |
| 4. Disarm the other party by defusing their attack rather than returning their fire in order to create a problem-solving environment | 8. Establish and improve your « walk away » strategy |
| 5. Change the rules of the game by bringing the other to the principles of The Mutual Gains Approach, learning to neutralize | 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 |

Teaching

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

Target Audience

- For professionals in any sector who are required to negotiate as part of their role. This program covers the full spectrum of negotiations, including commercial, financial, social, managerial, political, and geopolitical contexts, among others.

Rates

- Upon request*

Face to face

- For a session of 4 to 12 people:
- 2 days + 1 optional day of feedback

Remotely

- For a session of 4 to 8 people:
- 4 half-days + 2 optional half-days of feedback

Prerequisite

- MGA

Benefits

- Learn to navigate hostile negotiation environments and steer discussions back to a constructive, principled approach
- Protect yourself from unfair tactics and manipulative strategies
- Strengthen your ability to manage stress and control emotions under pressure
- Enhance your negotiation toolkit with advanced circumvention strategies for better outcomes

Included in the training

- Knowledge and skills assessment test
- Optional books to read: *Negotiating with Difficult People*



Mastering the Mutual Gains Approach

Dealing with Factors of 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

Benefits

- Deepening your knowledge and increased integration of the Mutual Gains Approach
- Ability to decipher and anticipate the factors leading to complexity
- Capacity to adapt to complex stakes and contexts during a 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 Approach
- Experience 4 « in situ » negotiation simulations that deal with the elements of complexity
- Decipher a complex case from the present news cycle

2. Refine 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. Optimize agreements through integrative solutions

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

Teaching

- Training based 80% on practical cases, with simulations followed by an analysis of processes in complex negotiations.

Rates

- Upon request*

Face to face

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

Remotely

- For a session of 4 to 8 people:
- 4 half-days

Prerequisite

- MGA

Target Audience

- All professionals, regardless of their sector of activity, who are required to negotiate as part of their role. We cover the full spectrum of negotiations whether commercial, financial, social, managerial, political, or even geopolitical..

Included in the training

- Knowledge and skills assessment test

Dare to Negotiate Differently

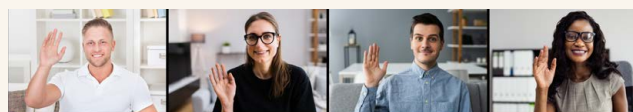
Benefit from our training on the Mutual Gains Approach with our remote and face-to-face learning modules.

All our Negotiation Fundamentals training courses are included, both in-house and open sessions.

Most of our other Negotiator Essentials training courses can also be taken remotely, so do not hesitate to contact us for more information.

To ensure better concentration of participants and maximum efficiency, we have redesigned the format of our training.

Therefore, the distribution of the days and the maximum number of participants have been adjusted for an optimal learning experience.



The Negotiation Abilities Test®

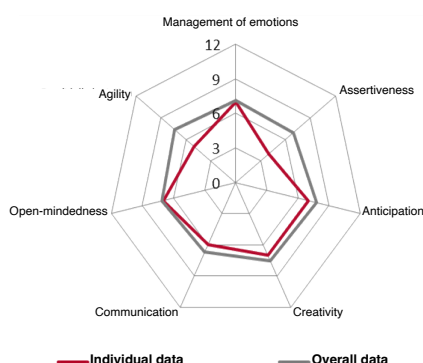
Centre Européen de la Négociation has developed and copyrighted a unique evaluation questionnaire allowing each participant to identify their individual Negotiation Profiles. The profile most coherent with the Mutual Gains Approach is that of the Assertive Cooperative.

The Negotiation Abilities Test addresses the requirement of identifying each participant's level of negotiation expertise, understanding of how-to-act and proficiency in interpersonal interactions. This facilitates the customization of the training path and/or the formation of a team comprising effective Negotiators.

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

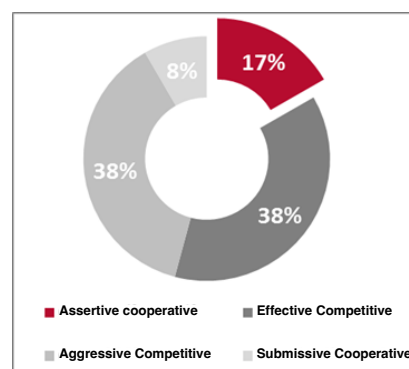
A **gross score** corresponds to their reference profile, determined by the responses received at the moment of their self-evaluation. This gross score is then calculated according to a precise algorithm itself a product of our negotiation know-how.

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 2-module training path has been designed to optimize your negotiations by both targeting and strengthening the associated essentials demanded by The Mutual Gains Approach.

Join us to fortify or acquire new skills set aligned with your professional or individual negotiation situations.

Mastering Difficult Conversations

Deal with the challenging topics



Objectives

- Identify the three underlying conversations in a difficult topic
- Conduct a conversation on a delicate subject with people who are initially resistant
- Deliver bad news effectively without compromising the relationship
- Master techniques that remove obstacles to cooperation and lead to a favorable and lasting outcome

Programme

1. Conduct a Conversation on a Difficult Topic

- Why is a failed conversation not caused by the topic itself, but by how I perceive it?
- What are the risks and costs of avoiding difficult conversations?
- What misconceptions disrupt effective communication?

2. Define a New Framework for Managing Difficult Conversations

- What is the traditional approach to addressing a difficult conversation?
- Why does it often block communication?
- How to manage the three underlying levels of the exchange: what happened, the emotions involved, and identity assertion?
- What new principles should be adopted?

3. Approach a Difficult Conversation

- How to separate interests from goals? What distinguishes a good goal from a bad one?
- How to formulate objectives to optimize outcomes?

- Which risky tactics should be avoided, and what common errors lead to their use?

4. Manage Interactions

- How to start a difficult conversation without putting the other person on the defensive?
- How to leverage the power of active listening?
- How to address the core issues effectively?
- How to communicate with clarity and persuasion?

5. Correct the Course

- How to respond if the other person refuses to talk, attacks personally, or won't listen?
- How to use reframing techniques when the other engages in destructive controversy?
- How to "name" destructive behavior or the rules of the interaction to shift toward a constructive problem-solving approach?

Rates

- Upon request*

Face to face

- 4 to 12 participants: 2 days

Prerequisite

- MGA

Benefits

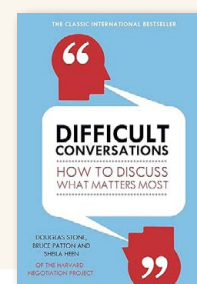
- Master the steps to successfully conduct difficult conversations.
- Manage the emotional dimension to make it less stressful and more productive.
- Use the tools of the Mutual Gains Approach to effectively handle both relational and rational issues.

Target Audience

- All professionals, regardless of their sector, who are required to negotiate as part of their role. Our programs cover the full spectrum of negotiation including commercial, financial, social, managerial, political, and even geopolitical contexts.

Included in the training

- Knowledge and skills assessment test
- optional books to read: *Difficult Conversations: How to Discuss What Matters Most*



Teaching

- 100% hands-on training, based on practical cases and simulations.

The Power of a Positive “No”

How to say ‘No’ and still get to ‘Yes’



Objectives

- Master the three steps of a new approach: “the Positive No”
- Say “no” without feeling uncomfortable, guilty, or fearing retaliation
- Better manage emotional reactions, disarm the other person, and deliver a “no” they can accept
- Move beyond classic approaches: avoiding, giving in, or attacking
- Balance the tension between exercising my power and preserving my relationships
- Handle the paradox in these situations: start with a “no” before arriving at a “yes”

Benefits

- Say “No” positively without damaging the relationship.
- Stand firm under pressure while maintaining composure.
- Assert your needs and boundaries confidently without compromise.

Programme

1. Preparing for the “No”

- Manage my fears or anger: overcome internal conflicts and regulate my emotions
- Understand what I truly want: saying no to a request is, above all, saying yes to my own needs and interests
- Balance the power dynamic: remove the other person’s ability to harm me without attacking them

2. Delivering a “Positive No”

- Disarm the other person: treat them with respect
- Assert my interests: confront positively while staying focused on my needs
- Formulate an acceptable request: be clear about the behavior I am asking the other person to change

3. Transforming reactions: inviting a “Yes”

- Manage my reactions: stay firm if they resist or refuse
- Use my power constructively: leverage my authority without provocation
- Invite a “yes”: after establishing the power dynamic, open the door to a negotiated solution that meets our mutual interests and leads them to say yes

Rates

- Upon request*

Face to face

- 4 to 12 participants: 2 days

Prerequisite

- None

Benefits

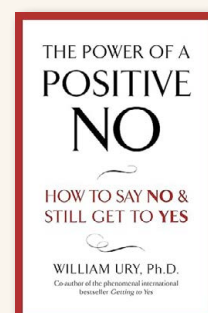
- Say “No” positively without damaging the relationship.
- Stand firm under pressure while maintaining composure.
- Assert your needs and boundaries confidently without compromise.

Target Audience

- All professionals, regardless of their sector, who are required to negotiate as part of their role. Our programs cover the full spectrum of negotiation including commercial, financial, social, managerial, political, and even geopolitical contexts.

Included in the training

- Knowledge and skills assessment test
- Optional books to read: *The Power of a Positive No*



Teaching

- 100% hands-on training, based on practical cases and simulations.

Training **Roll-Out**

Our in-house training can take place on-site, off-site or, when necessary, online.

Sessions usually begin at 9 am and conclude at 6pm. We are committed to ensuring accessibility for participants with disabilities.

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 Mobilizing Project Teams
- Women and Negotiation
- Media Training
- Train the Trainer
- Format Team Building
- Accompanying Change

To facilitate onboarding and optimize the session, we kindly request advance notification of any specific modalities required. This ensures that we can implement the necessary measures to guarantee the best conditions for access and onboarding.

Advice and assistance

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

Mutual Gains Approach: from confrontation to cooperation

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

Auditing and **Pedagogical Engineering**

Centre Européen de la Négociation offers the possibility of tailoring their training solutions to your specific needs, priorities and context.

This bespoke offer meticulously targets individual expectations, objectives and reproduces specific problematic situations for different training audience.



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.

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 Open Session Trainings

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

- Rich exchanges are fostered by diverse perspectives and experiences allowing participants to identify common underlying issues and concerns.
- Being away from the office and out of sight of their colleagues or team members can provide some participants with greater ease in leaving their comfort zone. This environment encourages the freedom to try new things, make mistakes and muster the courage to push themselves further.
- These sessions occur throughout the year offering the possibility of greater flexibility in terms of programming

Our Sessions in English

MGA Remote | The Mutual Gains Approach (dates are on www.cenego.com)

References

ACB	CENEXI	LA FRANCAISE DES JEUX	RATP
ACERGY	CHIESI SAS	LABORDE GESTION	RECKITT BENCKISER
AIR LIQUIDE	DANONE	LIEBHERR	RELYENS MUTUAL INSURANCE
ALSTOM	DASSAULT SYSTEMES SE	LOGITRADE	REFRESCO FRANCE SAS
ALNATURA	DELANCHY	LA BANQUE POSTALE	REMY COINTREAU
ALTEREA	DUPONT	LFB BIOMEDICAMENTS	RTE RÉSEAU DE TRANSPORT
ARDIAN FRANCE	EDF RENOUV.	L'OREAL SA	SALESFORCE
ARKEMA FRANCE	ELKEM	LUXEL	SAINT LOUIS SUCRE
ARTE FRANCE	ENERGIEQUELLE	PLAYMOBIL	SANOFI – AVENTIS FRANCE
ANFR AGENCE NATIONALE	ENGIE	MALAKOFF HUMANIS	SCOR
AVRIL	FERRERO	MICHELIN	SNCF
ASSYSTEM FRANCE	FLEURY MICHON	MIMBUS	SNEF
AXA IM	FLYING WHALES	NANTES METROPOLE	SODERN
BASF	FM LOGISTIC CORPORATE	NAVAL GROUP	SODIAL INTERNATIONAL
BCG	FIRCOSOFT	NEOEN	ST MICROELECTRONICS
BPCE	FROMARSAC	NEXITY	SUEZ
BPI FRANCE	GE ARAC OCCITANIE	NORDEX	TECHNICATOME
BOUYGUES	GROUP EVEN	NOVO NORDISK	TECHNIQUE SOLAIRE
BREST METROPOLE	HANNOVER RUCK	ORANGE France	TEREGA
BRINK'S FRANCE	HARIBO	ORANO	TEVA SANTE
CASTORAMA FRANCE SAS	HELPEVIA	PARIS LA DÉFENSE	UBISOFT
CAT SAS	IFP ENERGIES NOUVELLES	PASQUIER SA	UNIGRAINS
CCR	IFDS	PSA AUTOMOBILES SA	UNEDIC
CEA	IMERYS	PLASTIC OMNIUM AUTO	VENSOLAIR
CREDIT MUTUEL	INERGY	PERNOD RICARD	VINCI CONSTRUCTIONS
CNR	JP MORGAN	PONTOON	VINCI CONCESSIONS
CREDIT AGRICOLE	KORIAN SA	POLE EMPLOI	XPO
CDC HABITAT	LA CITE	PRYSMIAN	ZENTIVA FRANCE



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The quality certification has been issued for the following category of action:
TRAINING ACTIONS