

Professional Training Services
(PTS) P/L Presents

Negotiation Skills

Using Emotional Intelligence
- A Masterclass



Is negotiating with others an important part of your work?

When negotiating, do you have a good, proven process to follow and a supporting repertoire of skills, or do you simply negotiate intuitively or in an ad hoc way?

Are you able to distinguish between a genuine and a forced smile?

Can you recognise when others are lying to you?

Do you know how to read facial expressions accurately?

Would you like to learn how to apply the psychology of influence, deception, emotion and persuasion?

NEGOTIATING... THE KEY FACTS

- Negotiation skills are essential for both business and personal success.
- Therefore, negotiating is a basic social and business activity.
- Negotiating is the essence of business transactions, effective collaborations, forming and sustaining partnerships and alliances, and successful sales.
- Negotiating is clearly something we all do daily, even if we don't recognise it.
- Regrettably, more often than not, most people negotiate intuitively, in an ad hoc way, rather than by following a planned, proven strategy and applying a specialised skill set.
- Negotiating effectively includes recognising, understanding, acting upon and generating moods and emotions that work to our advantage.
- Systematic and careful preparation is an essential element of power and leverage in negotiations. Those who do their homework tend to do best in negotiating.

Why is using Emotional Intelligence in Negotiations Important?

Emotions are signals that contain important data. If we are unable to read these signals, the data and information we attribute to the source is either incorrect or flawed.

Accurate emotional identification provides you with the ability to read between the lines.

The ability to read facial expressions and accurately identify the emotion(s) expressed in someone's face is a core skill.

Negotiation Skills

Using Emotional Intelligence - A Masterclass

Assessments Tools and Feedback

On-line Completion of the MSCEIT™

This workshop requires the online completion of the Mayer-Salovey Emotional Intelligence Test (MSCEIT™). The MSCEIT is the only ability-based assessment of emotional intelligence that measures a person's capacity for reasoning with emotional information. This test assesses your ability to reason with and about emotional information. Participants will receive their personal summary report during the workshop. General group feedback will also be provided during the workshop.

Further, an individual feedback session with a registered psychologist or MSCEIT™ certified user will be scheduled with each participant in order to debrief them, taking into account their individual profiles. This one-to-one session will be conducted either face-to-face or by telephone at a mutually convenient time after the workshop. This session is designed to address specific individual needs/concerns and deepen awareness each participant's personal strengths and opportunities for development.

Thomas-Kilmann Conflict Mode Instrument (TKI)

The TKI is a conflict style inventory that measures an individual's response to conflict situations. The inventory will be completed and scored during the workshop as it is quick to administer and interpret and provides useful data.

RESOURCES AND TAKE-AWAYS

You will receive the following:

- ▶ A personal EI summary report
- ▶ A one-to-one personal profile debriefing session
- ▶ A profile of your individual response to conflict situations
- ▶ A comprehensive workbook, including references
- ▶ Copies of the selected slides
- ▶ Copies of selected articles
- ▶ Follow-up access to the workshop presenter for any questions/consultation
- ▶ A post-workshop DVD capturing skills demonstrations

Negotiating effectively is a key leadership task that requires: building rapport and trust; thinking tactically, flexibly and strategically about emotions; and making effective decisions.

Negotiation Skills

Using Emotional Intelligence - A Masterclass

AIM

The overall aim of this workshop is to elevate your current level of negotiation skills, as well as your overall leadership capability.

This workshop is designed to uncover some of your 'blind spots' and enhance your awareness of those things you already know. It will provide you with a new and exciting set of skills, taking your negotiation capability to a new level of sophistication and effectiveness.

The program is aimed at taking you from where you are now to a new, superior level of execution. It will enhance your thinking, emotional management capability, negotiation strategy execution, behavioural flexibility and personal power to conduct negotiations. You'll benefit in everything from sales conversions to the strength of your relationships.

This learning experience will turn autopilot actions into a conscious practice and a more considered and precise process, driven by choice as opposed to reaction. It will particularly focus on the art of 'producing agreement' through precise attention to needs (without getting caught up in claim and counterclaim exchanges).

Your most important decisions in life, family and business depend on your ability to negotiate effectively.

LEARNING OUTCOMES

The dynamic and practical nature of this workshop will offer you the opportunity to review your current practices and apply its content immediately in your personal life and the workplace. More specifically, on completion of this workshop you will be able to:

- ▶ Assess your own negotiation style
- ▶ Plan, position and implement a successful strategy for any negotiation
- ▶ Identify the 'exchange rate' within a negotiation context
- ▶ Develop your Best Alternative to a Negotiated Agreement (BATNA)
- ▶ Avoid classic negotiation mistakes, use of irritators or psychological contract breaches or violations
- ▶ Effectively respond to individual differences, needs and styles
- ▶ Better recognise, use, understand and manage your own emotions and the emotions of others during negotiations
- ▶ Identify and act upon 'mood-task' mismatches
- ▶ Generate and monitor the right mood for the occasion
- ▶ Deal effectively with obstacles and complicating factors
- ▶ Effectively deal with difficult and/or highly emotional behaviours
- ▶ Shift from positional bargaining by focusing on interests, needs and concerns
- ▶ Turn deadlocked deals or hostile situations into successful workable agendas
- ▶ Distinguish between, and use, the various types of language and linguistic acts
- ▶ Increase levels of co-operation and commitment from others
- ▶ Generate creative options and solutions, and offer attractive mini-packages
- ▶ Make compelling propositions, outstanding offers and irrefutable requests
- ▶ Close deals successfully

Negotiation Skills

Using Emotional Intelligence - A Masterclass

BENEFITS OF ATTENDING

By attending this workshop you will:

- ▶ Better understand and influence the thinking, behaviours and processes of others
- ▶ Grow and refine your existing repertoire of interpersonal and influencing skills
- ▶ Enhance your client/customer and peer relationships
- ▶ Elevate your ability to achieve positive and sustainable outcomes through negotiations
- ▶ Take your overall leadership capability to the next level
- ▶ Cultivate, grow and deepen your personal relationships
- ▶ Develop the capacity to learn something new from each negotiation

WHO WILL BENEFIT FROM ATTENDING?

- ▶ Anyone interested in improving their ability to negotiate more effectively.
- ▶ Executives (including informal and formal leaders) at all organisational levels who wish to improve their persuasion, conflict management and negotiation skills – all key components of their overall leadership capability.
- ▶ Executives wanting their internal meetings to be more efficient, take less time, produce unified decisions and strengthen team cooperation.
- ▶ Executives wishing to deal with intractable challenges and break deadlocks.
- ▶ Executives willing to increase their success in deal making or sales conversion.

** This workshop can be customised to be delivered in-house and meet the specific needs of your team/organisation.*

CONTENT

Day 1

- ▶ Introduction
- ▶ Key factors in negotiations: context; strategy; structure; assessment; planning; thinking and conflict resolution styles; emotion recognition, understanding and management; skills and personality
- ▶ Negotiation approaches and patterns
- ▶ Demonstration, discussion, practice and feedback
- ▶ Contracting
- ▶ The negotiation process
- ▶ Positions vs Interest
- ▶ Best Alternative to a Negotiated Agreement (BATNA)
- ▶ Your negotiation style
- ▶ Negotiation pitfalls
- ▶ Advance techniques and skill combinations
- ▶ Types of language (descriptive, action and possibility) and their application
- ▶ Linguistic acts (assertions, assessments, promises, offers and requests)
- ▶ Demonstration, discussion, practice and feedback

Day 2

- ▶ The MSCEIT model of emotional intelligence
- ▶ Your MSCEIT profile
- ▶ How moods influence your thinking
- ▶ Demonstration, discussion, practice and feedback
- ▶ Integration
- ▶ Self-monitoring and self-coaching
- ▶ Matching your mood to the situation
- ▶ Using emotions to position your negotiation strategy
- ▶ Demonstration, discussion, practice and feedback
- ▶ Final integration, review and feedback

Negotiation Skills

Using Emotional Intelligence - A Masterclass

METHOD

This is a highly engaging and practical workshop that has been designed and will be delivered according to Adult Learning Principles and using Experiential Learning methods. It will include a collection of integrated experiential exercises, skills demonstrations and practice.

What makes this Masterclass a Unique Learning Experience?

This workshop blends and balances interactive presentation, group discussion, role-play and case study, drawing on the following four distinct areas of applied contemporary research and practice:

- (1) *The Harvard Method of Negotiation*
- (2) *The Psychological Contract*
- (3) *Emotional Intelligence*
- (4) *Micro Skills Coaching using videotaped feedback*

The Harvard Method of Negotiation

The Harvard Method (also known as 'Interest-Based Negotiation' or 'Principled Negotiation'), which was first described by Fisher, Ury & Patton in their book 'Getting a Yes', provides an overall framework for this workshop. The Harvard Method has been recognised as the world's leading negotiation method and successfully used in international relations and business.

The Psychological Contract

'The Psychological Contract' (PC) is an increasingly relevant aspect of workplace relationships and wider human behaviour. Within the negotiation context, the PC represents the mutual beliefs, concerns and perceptions, and the unwritten and unexpressed expectations of inputs and outcomes between parties. The PC determines what the parties will, or will not do, and how it will be done. When the parties' expectations match, outcomes are likely to be satisfactory. Conversely, a mismatch of expectations, or perceived breach/violation of the psychological contract, leads to disappointment, frustration and unwanted outcomes.

Emotional Intelligence (The 'Soft Skills' with a 'Hard Edge')

Emotionally intelligent negotiators plan for people issues, analyse emotional traps, have strategies to deal with emotions, use active listening and apply empathic actions, and develop perspective analysis and testing procedures. This workshop uses the Mayer-Salovey Emotional Intelligence Test (MSCEIT™) model of emotional intelligence. The MSCEIT is the only ability-based assessment of emotional intelligence that measures a person's capacity for reasoning with emotional information. The MSCEIT assesses your ability to reason with and about emotional information. This includes recognising emotion, using emotions to think more effectively, understanding emotion and managing emotion.

In addition, elements of the research developed by Dr Paul Ekman on micro expressions and deception, which is the basis of the television show 'LIETO ME' (of which Dr. Paul Ekman is the Scientific Consultant), will be incorporated in this workshop.

Micro Skills Coaching using Videotaped Feedback

Microteaching is group training procedure consisting of modelling exposure, behaviour rehearsal, group discussion and feedback. This training approach emphasizes micro skills and inductive learning of behaviour. Hence, the various skills are learnt by focusing on very specific micro-skill components. This provides a compelling 'under the microscope' look at the skills to be acquired and their link to thinking, emotions and desired outcomes. Micro sessions are wonderful opportunities to present sample 'snapshots', which trigger 'aha moments' conducive to deep and last learning experiences. The videotaped sessions are reviewed collectively and collaboratively by the training group, during sessions facilitated by the trainer/coach.

Sebastian uses creative and innovative approaches to accelerate and deepen learning and development, as well as inductive and experiential learning methods, including micro skills coaching and videotaped feedback.



ABOUT THE PRESENTER

Sebastian Salicru is a business psychologist specialising in the areas of leadership development, building high performance teams, executive coaching, employee engagement, and workplace creativity and innovation.

He assists teams and organisations to deal with intractable challenges, uncover blind spots and achieve performance breakthroughs that deliver unprecedented business results. His clients include private and public sector organisations, project alliances and a multiple premiership winning AFL club in Victoria.

Sebastian has been educating and training executives in negotiation skills and applying emotional intelligence-related abilities and competencies in the workplace for over 15 years. He uses creative and innovative approaches to accelerate and deepen learning and development, including micro skills, videotaped feedback, and inductive and experiential learning of behaviour.

In addition to being a registered psychologist, Sebastian holds a Master of Science (Creativity) from the State University of New York (SUNY) and a Master of Management Research from the UWA Business School (UWA). He is also a PhD Candidate at Curtin (his thesis investigates the causal link between team relationships and performance in high performance team environments, using the psychological contract as a framework).

Sebastian is a Founding Member of the Association of Business Psychologists (ABP), a Nationally Accredited Workplace Trainer and Certified User of the MSCEIT™ (Mayer-Salovey-Caruso Emotional Intelligence Test).

“Although I have done these subjects before, Sebastian Salicru is by far the best facilitator I have experienced, and his way of explaining negotiation has made it very easy to learn and use.

Daren Clark, Manager
AUSTRALIA POST

Sebastian was an excellent facilitator! A very good interactive 2 days.

Mal Richmond, Manager
AUSTRALIA POST

These are selected comments from participants who have attended Sebastian's negotiation skills and emotional intelligence training:



First class course beneficial to all staff, particularly those training in management.

Paul Lohman, **NATIONAL AUSTRALIA BANK**

A well-structured presentation delivered at the right pace. Highly recommended for bank personnel involved in client negotiation.

Kinglee Hee, Manager Asian Banking
NATIONAL AUSTRALIA BANK

Good to see that a professional expert in the area is taking the course. Sebastian, thanks for a very enjoyable day. I will be more comfortable with the new skills I've picked up.

Jenny Mrdja **NATIONAL AUSTRALIA BANK**

Excellent course to clarify all the issues of negotiation.

Nicholas Uloth, General Manager **ISOPAR PTY LTD**

This course provides demonstrated practical examples of the process of dealing with emotional intelligence and the counselling approach to utilisation of various skills necessary to take this on.

Alan Abraham, Senior Policy Analyst **TREASURY**

The course was a dynamic learning experience. It helps you understand your own emotions and the emotions of others, in a practical sense.

Yiota Arima, Internal HR Consultant **AUSTRALIAN BUREAU OF STATISTICS**

Very practical and concise, gives you the tools for real life situations.

Sonia Breman, Project Manager
DEPARTMENT FOR PLANNING AND INFRASTRUCTURE

