

# Negotiation by Design:

## The Smart Negotiator's Workshop

### ***One Day to Transform Your Negotiation***

#### **Overview:**

**Negotiation isn't just about getting to "yes", it's about achieving an *optimal* yes.**

Yet most executives negotiate with one hand tied behind their backs without realizing it. This workshop rewires how participants approach negotiation.

Built on the principle of *action learning*, learning by doing, it delivers the duplicate cutting-edge content used in our Executive MBA negotiation program at McGill-HEC, leveraging insights from leading negotiation and decision-making research.

But here's the catch: most organizations unknowingly sabotage their negotiation outcomes. Focusing on short-term metrics like closing deals and hitting price targets often closes their eyes to long-term value, relationship building, and joint satisfaction. Individual negotiation styles lead to inconsistent results, and when skilled negotiators leave, their knowledge goes with them, crippling future negotiations.

The result? Suboptimal deals that weaken EBITDA, undermine differentiation, and damage strategic positioning.

This workshop is your first step toward developing a **Negotiation Corporate Capability**, a company-wide system that standardizes and enhances negotiation practices across all departments. It goes beyond isolated skills, establishing a common language, a shared negotiation system, and a unified approach to preparation and process.

Using *The Negotiation Canvas*® for structured preparation and *The Negotiation Process*® for execution, participants learn to document and analyze negotiations, transforming individual experiences into collective knowledge that fuels continuous improvement and builds lasting competitive advantage.

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#### **Core Exercises (Action Learning)**

##### **1. Appreciative Inquiry Exercise and Introduction (Building Self-Awareness & Theoretical Framework)**

This introductory exercise uses guided storytelling and reflective questioning to help participants uncover their core beliefs, assumptions, experiences, challenges, and expectations.

It creates a safe learning space and lays the foundation for a more conscious, adaptable, and strategic negotiation approach throughout the workshop.

- **Objectives:**

- Assess participants' experience, maturity, and expectations to calibrate the workshop's depth, language, and examples.
- Provide an overview of the theoretical framework, tools, and processes.

- **Key Concepts Integrated:**

- Recognizing common problems individuals and organizations face in negotiation.
- Shifting from aiming for satisfactory outcomes to maximizing value, most value in negotiation is hidden.
- Understanding negotiation's three dimensions: tactical, strategic, and value creation.
- Realizing that 70% of negotiation success lies in preparation: *The Negotiation Canvas*®.
- Focusing on the process, not the outcome: *The Negotiation Process*®.

## **2. Paradigm Shift & Best Practices (Mastering the Fundamentals of Value Creation & Claiming and Shifting Mindsets)**

How you think is how you negotiate. If you think wrong, you negotiate wrong. This high-pressure 3-on-3 negotiation simulation exposes ingrained but faulty negotiation instincts and introduces counterintuitive best practices that distinguish world-class negotiators.

The negotiation is recorded, allowing participants to analyze their performance afterward. Through group analysis and playback, participants identify their natural tendencies—whether they focus more on the outcome than the process or react instead of proactively steering the conversation.

- **Objectives:**

- Understand the two sides of every negotiation: Value Creation and Value Claiming.
- Recognize the impact of cognitive biases on decision-making and negotiation behavior.
- Emphasize the importance of focusing on the negotiation process rather than the outcome.
- Identify participants' baseline negotiation approach and its limitations.
- Enable participants to assess their negotiation style through recorded playback and coding, revealing areas for improvement.

- **Key Concepts Integrated:**

- Balancing the tension between creating and claiming value.
- Defining BATNA, reservation point, and bargaining zone.
- Using anchoring and framing for negotiation success.
- Overcoming and leveraging cognitive biases and heuristics.
- Understanding that negotiation is a known process with an unknown outcome.

#### **4. One-on-One Quantified Negotiation (Cracking the Code of Complex Deal-Making)**

What you think happened in a negotiation often differs from what happened. This points-based negotiation gives participants a quantifiable performance score, helping them navigate complex deals while balancing collaboration and competition.

- **Objectives:**

- Assess participants' proficiency in both competitive and collaborative negotiations.
- Increase awareness of their negotiation skills and identify best practices for creating and claiming value.

- Understanding the best practices to create and claim value.
- Becoming cognizant of the typical errors participants make in negotiation.
- **Key Concepts Integrated:**
  - Recognizing the four common mistakes negotiators make.
  - Using point systems to evaluate performance in complex negotiations.
  - Applying best practices for creating and claiming value.
  - Mastering multi-issue negotiations and logrolling.
  - Using MESOs (Multiple Equivalent Simultaneous Offers) to maximize outcomes.

## 8. Negotiation Myths, Call to Action & Continuous-Learning Playbook

### From "aha!" to everyday habit, locking in what you've learned

The worst fate for any workshop is the post-event amnesia that sets in when the badge comes off. This closing block turns insights into a personal upgrade plan by smashing five stubborn negotiation myths, wiring everyone into Leigh Thompson's "effective learning loop," and finishing with a powerful Blue Ocean Strategy exercise that converts good intentions into concrete next steps.

- **Objectives:**
  - **Debunk the big myths** that keep even seasoned executives stuck on the "average negotiator" plateau.
  - **Map the Learning Loop**—practice, feedback, reflection, and re-planning become an automatic cycle, not a one-off.
  - **Draft an individual Action Blueprint** using the Four Actions Framework (Eliminate, Reduce, Raise, Create) to keep skill growth alive after the workshop.
- **Key Concepts Integrated:**
  - Six Classic Myths—and How to Kill Them

1. *Negotiation is a fixed-pie game.*
2. *You must be either tough or soft.*
3. *Great negotiators are born, not made.*
4. *Good negotiators take significant risks.*
5. *Experience alone is the best teacher.*
6. *Good negotiators rely on intuition.*

- Learning Loop

1. Log: Capture raw facts *immediately* after every negotiation, goals, moves, outcomes, and emotions.
2. Audit: Run a "24-hour Deal Autopsy" with an **ally** and a **contrarian**; dissect decisions, biases, and mistakes.
3. Experiment: Design **one micro-tweak** (tempo, silence, MESO, empathy, etc.) to pilot in the next deal.
4. Repeat: Re-enter the subsequent negotiation with the tweak baked in, then cycle back to **Log**.

**Why it works:** Kellogg's data show negotiators who loop with both an ally *and* a skeptic lift measurable outcomes **≈10 % per cycle**.

Non-negotiable mantra: **Log → Audit → Experiment → Repeat, or keep rerunning Version 1.0 mistakes.**

- **Capstone Exercise:**

Using the Four Actions Framework, each participant drafts a one-page "Negotiator Upgrade Canvas":

1. Eliminate: Which counter-productive habits, myths, or comfort-zone moves must vanish?
2. Reduce: What overused behaviors should dial back (e.g., talking vs. listening)?
3. Raise: Which under-leveraged strengths or best practices need boosting?
4. Create: What brand-new behaviors, tools, or rituals will you introduce?

- **Take-Home Deliverables**

- **Negotiator Upgrade Canvas:** Editable PDF + quick-start instructions to keep your skills roadmap alive.
- **Personal Feedback Report:** Post-workshop notes pinpoint where to create and claim more value.
- **Slide Vault:** Download the link to every deck and tool we use; no scribbling is required.
- **Action List (4-Action Framework):** Before you go, you'll draft an Eliminate-Reduce-Raise-Create list for the very next deal.
- **Smart Negotiator's Edge Newsletter:** Automatic, no-spam subscription to our bi-weekly cutting-edge research and tactics breakdown.
- **Pocket Guide:** Tri-fold, wallet-sized cheat sheet covering the core tools and best practices, pull it out right before the handshake.

**Because smart negotiators aren't born or lucky, they're the ones who keep looping, long after the workshop coffee goes cold.**