

# NEGOTIATE TO WIN<sup>®</sup> MASTERCLASS

...world-class negotiating skills for world-class, win-win agreements

**22 & 23 November 2010, Kuala Lumpur, Malaysia**

## **FACILITATED BY:**

Superstar Negotiator & Bestselling Author of Negotiate to Win

**Jim Thomas**

Chairman and CEO, Common Ground International

- Represented the United States in the successful Intermediate Nuclear Forces (INF) Negotiations with the former Soviet Union
- Regularly featured on        and more.
- Negotiate to Win voted Best Business Books of 2006 by Strategy & Business Magazine and Pulitzer Prize candidate in 2006

*"I should have taken this course years ago"*  
**CFO, Major Defense Company**

*"Negotiate to Win provided the most usable information I've ever gotten in a workshop of any kind"*  
**Procurement Manager, Fortune 500 Company**

*"Jim is quick-witted, humorous and fun. His workshop is lively, informative and relevant"*  
**IT Manager, Major Oil Company**

*"The best seminar I've ever attended"*  
**Senior Federal Government Manager**

*"Jim – A quick note to say thanks for the insights and training. I enjoyed the class and see real value. The manner in which you chose to disseminate the information, i.e. stories, humorous anecdotes, etc. worked very well for my brain"*  
**VP - International Treasury Management**  
**Wells Fargo Bank**

*"Jim gives you the tools you need and shows you how to use them"*  
**Finance Director, Major Telecommunications Company**

*"Even if you think you're a skilled negotiator – take this course!"*  
**National Sales Manager, Consumer Products Company**

*"Jim's wisdom and energy touched all of us. It was a uniquely beneficial experience for everyone fortunate enough to be in the audience."*  
**Owner, Real Estate Development Firm**

*"The next day after attending the Negotiate to Win seminar I used the techniques in a session with an owner and subcontractor to avoid some \$45,000 in potential liability. I saved the cost of the seminar for several years on just that one use of Jim Thomas' techniques."*  
**Pat Masse, Masse's Inc**

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**SEND 3 & GET  
THE 4TH FOR  
FREE!!!**

The **Negotiate to Win** Workshop begins with participant introductions, an overview of the program's content and methodology, and the establishment of ground rules. We then discuss participants' goals and expectations for the Workshop and share personal best and worst negotiating experiences.

## Module 1: Negotiation - What Lies Beneath

In Module 1 we take a big-picture look at negotiating. We define it, consider some of the trends behind its growing, worldwide importance, and examine the surprising shortage of practical information about it. We then identify the all-important boundary between persuasion and negotiation, and look at similarities and differences in negotiating style among cultures. Module 1 concludes with the first of the Workshop's five exercises.

- The definition of negotiation
- The enormous and growing importance of effective negotiating
- Negotiation philosophies: win-win vs. win-lose, collaborative vs. manipulative, integrative vs. distributive, positional vs. interest-based, and others
- The difference between persuading (obtaining agreement through logic and reason) and negotiating (obtaining agreement through concession-making)
- Persuasion's Achilles' heel: reasonable people with the same facts often come to completely different conclusions
- Similarities and differences in negotiating styles among cultures
- The template for a Personal Negotiating Action Plan to be developed by each attendee is distributed and begun
- Attendees receive and perform the First Negotiation Exercise

**Methodologies:** First Negotiation Exercise (large teams)  
Personal Negotiating Action Plan (ongoing)

## Module 2: What "Win-Win" Negotiating Is Really All About

In Module 2 we explain how humans come prewired with a deep-seated need to save face – and a burning desire to retaliate when we don't. We also look at some historical examples of good not-so-good negotiating.

- Debrief of First Negotiation Exercise
- The central role of face, ego, and self-esteem in negotiation
- Negotiation's many facets: logical, illogical, emotional, psychological, theatrical, and more
- Who to do a "win-win" negotiation
- The rare occasions when "win-lose" negotiating is acceptable
- When negotiations shaped history: landmark 20th and 21st Century negotiations

## Module 3: The Critical Rules of Negotiating

When you boil down all the clichés, theories, and folklore about negotiating, you wind up with a handful of techniques that actually work. These techniques – the **21 Rules of Negotiating** – are the heart and soul of good negotiating, and are explained in Modules 3, 4, and 5. We begin with Rules 1-7, the **Critical Rules of Negotiating**.

- Explaining and dispelling the pervasive myth of "negotiating strategies and tactics"
- The layout and reasoning behind the **21 Rules of Negotiating**
- Each of the seven **Critical Rules of Negotiating** is explained in detail and discussed by attendees

## Module 4: The Important But Obvious Rules of Negotiating

In Module 4 we cover Rules 8-11, the **Important But Obvious Rules of Negotiating**

- Each of the four **Important But Obvious Rules of Negotiating** is explained in detail and discussed by attendees

## Module 5: The "Nice To Do" Rules of Negotiating

In Module 5 we examine the last of the **21 Rules of Negotiating**, Rules 12-21 – also known as the **"Nice To Do" Rules**. Then, with the Rules explained, we embark on the second of the Workshop's five exercises.

- Each of the ten **"Nice To Do" Rules of Negotiating** is explained in detail and discussed by attendees
- Attendees receive and perform the Second Negotiation Exercise

**Methodologies:** Second Negotiation Exercise (small teams)  
Personal Negotiating Action Plan (ongoing)

## Conclusion & Wrap up for the day

### Why you should attend

#### The future will belong to better negotiators

Today, your effectiveness at most of the things you do – whether its closing deals, setting goals, allocating resources, recruiting, team building, motivating, appraising, disciplining, problem-solving, or simply managing everyday differences with colleagues, clients, friends, and significant others – is powerfully influenced by how well you negotiate.

Tomorrow? At least one thing is certain: success won't be getting any easier. Competition will keep growing, margins will keep shrinking, and ever-smaller advantages will separate success from failure.

If skilled negotiating is vitally important today, it will be imperative in the future. The conclusion is inescapable: *it's time to improve your negotiating skills. You can't put this off any longer.*

#### Learn from the Fortune 500's favorite negotiating coach

Master negotiator Jim Thomas is the overwhelming choice when top organizations need negotiation training. Jim's **Negotiate to Win** program is the definitive "how to" course that has helped tens of thousands of attendees negotiate their way to new levels of business and personal accomplishment. What makes it so special? Because **Negotiate to Win** is about *results*. Jim specifically wrote it to fill the urgent need for practical, non-theoretical negotiating training. From the profusion of negotiation theories, strategies, ploys, and gambits, he distilled the handful of techniques that work, again and again, in the real world. Then he packed these powerful principles into a no-nonsense, two-day program that will quickly and dramatically jump-start your negotiating skills.

Don't miss this rare opportunity to be personally trained and coached by Jim Thomas -- the man who *literally* wrote the book on effective negotiating. Throughout the action-packed two days, Jim will be sharing his extraordinary experience with session participants. You'll leave **Negotiate to Win** with a wealth of powerful new ideas that you can use the very next time you negotiate

Now is the time to improve your negotiation skills. This is the program to help you do it. Don't wait any longer to start reaping the rewards of better negotiating. Come see why **Negotiate to Win** is the program that gets results!

### Who should attend?

This intensive seminar is designed to help anyone who deals with people. It is particularly well suited to the needs of owners, executives, senior managers, salespeople, legal and other professionals, buyers, marketing managers, purchasing managers, operations managers, procurement managers, supply chain managers, logistics managers, HR managers, distribution managers, and anyone else who needs to quickly and dramatically enhance their negotiating skills.

### Program schedule

0845 Registration & Coffee/Tea  
0900 Workshop commences  
1015 Morning coffee/tea  
1230 Lunch  
1530 Afternoon coffee/tea  
1700 End of day

We begin Day 2 with a review of lessons from Day 1. After a brief summary of Day 2's agenda and goals, we move on to the vitally important subject of Concession Management.

### Module 1: Concession Management

Good concession management is second nature to every accomplished negotiator. Drawing on the results of yesterday's Second Negotiation Exercise, participants rapidly develop competence in this key skill.

- Debrief of Second Negotiation Exercise correcting observed problems
- Constructing the Envelope of Negotiation for each anticipated issue
- The negotiating challenges posed by our natural reluctance to make concessions
- The importance of the Rule of Halves in overcoming this reluctance and providing a roadmap for effective concession-making
- The "ideal" concession pattern: the Rule of Halves' steeply-tapered concession curve
- Escalating: definition, risks, and defenses
- Avoiding the temptation to "shave" Rule of Halves concessions
- The very bad habit of speculating about the other side's Envelopes
- Managing your concessions against a deadline
- A suggested timeline for good concession-making
- Attendees receive and perform the Third Negotiation Exercise to verify their competence in concession management

**Methodologies:** Third Negotiation Exercise (small teams)  
Personal Negotiating Action Plan (ongoing)

### Module 2: Pre-negotiation Homework

Underpreparation, inadequate information, and disorganization are common mistakes made by less effective negotiators. Here we insure that attendees prepare properly for their negotiations.

- Debrief of Third Negotiation Exercise correcting observed problems
- Best practices for doing pre-negotiation homework
- Emerging homework tools and technologies
  - Spreadsheet programs to better manage the true economic cost and value of concessions made and received
- The only homework that really matters: establishing an Envelope of Negotiation for each issue
- Defining and sorting negotiable issues and creating alternatives
- Assessing the other side's negotiating positions
- Creativity in concessions
- Team negotiations
- Making the boss a negotiating asset instead of a liability
- Identifying and preparing for contingencies
- Completing the negotiation plan
- The eight "must-do" homework steps
- Attendees perform the Fourth Negotiation Exercise after completing a Negotiation Preparation Template

**Methodologies:** Fourth Negotiation Exercise (duos with Observers)  
Negotiation Preparation Template  
Personal Negotiating Action Plan (ongoing)

### Module 3: Performing a Successful Negotiation

In Module 3 the Rules meet the real world. Here we look at the practicalities of actually carrying out a winning negotiation.

- Debrief of Fourth Negotiation Exercise correcting observed problems
- Best practices for internal negotiations
  - Negotiating with and within management
  - Negotiating between management and employees
  - Negotiating with colleagues and counterparts
  - Organization-wide negotiating
- Best practices for external negotiations
  - Dealing with multiple stakeholders, coalitions, and partners
  - Formulating multi-party, multi-issue agreements
  - Handling shifting alliances
- Best post-negotiation practices

• Attendees perform the Fifth Negotiation Exercise after completing a Negotiation Preparation Template

**Methodologies:** Fifth Negotiation Exercise (duos with Observers)  
Negotiation Preparation Template  
Personal Negotiating Action Plan (ongoing)

### Module 4: Navigating Negotiation's Minefields

Negotiations don't always go as smoothly as we'd like. Effective negotiators must be prepared for negotiation's occasional but predictable special challenges. Here we provide guidelines to help you recognize and manage them.

- Debrief of Fifth Negotiation Exercise correcting observed problems
- Negotiating at an uneven table: when the other side has more power
- Negotiating under extreme time pressure
- Friendly fire I: negotiating when your allies don't understand your strategy and you can't reveal it to them
- Friendly fire II: negotiating when your allies understand your strategy and disagree with it
- Handling gender differences in negotiations
- Negotiating across cultures and/or borders
- Negotiating with difficult people and/or in difficult situations
  - Taking charge of your feelings and behaviors
  - Expressing your emotions intelligently
  - Managing and defusing emotional outbursts, threats, and personal attacks
- Negotiating ethics
- Negotiating within a strategic alliance
  - Building, maintaining, and growing an alliance
  - Defusing alliance-threatening situations
  - When partners disagree
  - Ending alliances professionally and constructively
- Handling post-negotiation regret
- Attendees perform the Sixth Negotiation Exercise after completing a Negotiation Preparation Template

**Methodologies:** Sixth Negotiation Exercise (duos with Observers)  
Negotiation Preparation Template  
Personal Negotiating Action Plan (ongoing)

### Module 5: Negotiation Leadership

As we approach the end of the Workshop, we offer suggestions about negotiation leadership, including ideas for implementing good negotiating practices at your organization. Attendees also complete their Personal Negotiating Action Plans for review by the instructor.

- Debrief of Sixth Negotiation Exercise correcting observed problems
- Negotiating organizational change
- How to build your organization's a negotiating capability
- Attendees complete Personal Negotiating Action Plans

**Methodologies:** Personal Negotiating Action Plan

### Conclusion & Key Learnings of the 2 day course

#### What will you learn by the end of this course?

- How to achieve long-lasting, creative, mutually profitable, "win-win" agreements more easily, smoothly, and consistently
- How to thoroughly and effectively prepare for your negotiations
- How to assess the other side's negotiating strengths and weaknesses
- How to use the full range of best negotiating practices – and how to defend against them
- Why, when, and how to make concessions – and avoid unnecessary concessions
- How to more effectively select, manage, and use negotiating teams
- How to establish and maintain a positive negotiating climate
- How to negotiate more comfortably and successfully across cultural lines
- The growing role of computers and the Internet in negotiating



**James C. (Jim) Thomas, Jr., Esq.**  
**Author of Harper Collins' international bestseller, Negotiate to Win**  
 Chairman and CEO, Common Ground International

When leading companies and governments need negotiating advice, they frequently call on negotiating luminary Jim Thomas. Jim is an attorney, author, speaker, and media personality, but above all, a busy full-time negotiator. For the past 35 years, Jim's law practice has focused exclusively on negotiating. He has successfully negotiated some of the most important deals in recent corporate history which includes mergers and acquisitions, domestic and international business transactions, arms control, the environment, trade and diplomacy, labor relations, and a host of other fields. His clients include most of the Fortune 500, as well as non-profit groups, professional and trade associations, federal, state, and local government agencies. Jim was a member of the United States' negotiating team in the successful Intermediate Nuclear Forces (INF) negotiations with the former Soviet Union.

Jim's bestselling book, *Negotiate to Win*, was rated one of the Best Business Books of 2006 by *Strategy & Business Magazine* and is available in 18 languages. Jim is a popular speaker and a frequent guest on television and radio programs including **CNN, Channel News Asia, CBS News, ABC News, MSNBC, and Fox News**. He's been featured in newspapers and magazines worldwide, including *Newsweek, Forbes, Dow Jones Marketwatch, Cosmopolitan, Men's Health Singapore, 8 Days, Her World, Mademoiselle, Global Investor, Marie Claire, Better Homes, Woman's Day, American Executive, and Pacific Business News*.

Mr. Thomas is the author of the *Negotiate to Win*® Workshop series, which since its debut 20 years ago has become one of the leading negotiation training programs in the world. It is the recipient of a number of ASTD and NAPM awards for excellence. Jim's writing and speaking style is frequently described as "a combination of negotiator, lawyer, and standup comedian." "If I can make people laugh, I can make them learn," says Jim.

Jim is a graduate of the University of California at Los Angeles and The Georgetown University Law Center. He sits on several corporate boards and teaches at the Georgetown University Law Center and the University of Washington's Pacific Coast Banking School.

Some clients Jim Thomas has worked with

**Heavy Industry**

- Air Products
- Allison Engine
- Bell Textron
- BHP Billiton
- Caterpillar
- Ford
- Foster Wheeler
- Freeport- McMoRan
- Hughes
- ITT
- Lockheed-Martin
- Navistar
- Orbital Sciences
- Rolls-Royce
- United Technologies

**Communications**

- Alcatel-Lucent
- BellSouth
- COMSAT
- MCI
- Nextel
- Sprint

**Consumer**

- American Honda
- Black & Decker
- Dairy Queen
- Eureka
- Ford
- General Electric
- Gillette
- Hallmark
- Heineken
- Hyatt
- Kellogg
- Kraft
- Lexus
- Marriott
- McCormick
- Nabisco
- Orkin
- J.C. Penney
- Philips Electronics
- Pillsbury
- Pirelli Tire
- Pizza Hut
- Safeway

**Energy**

- American Electric Power
- ARCO
- Chevron
- Dominion Power
- ExxonMobil
- Marathon
- New York Power
- Phillips Petroleum
- Southern Company

**Financial and Insurance**

- ABN-AMRO
- Central Pacific Bank
- CIGNA
- Citicorp

- Comerica Bank
- Edison Capital
- Fannie Mae
- Freddie Mac
- Northern Trust
- Overseas Private Investment Corp.
- Pacific Mutual
- Prudential
- Securian
- The World Bank
- Union Bank
- US Bank
- Wells Fargo Bank

**Healthcare**

- Alcon
- Biogen-Idec
- Bristol-Myers Squibb
- Genzyme
- GlaxoSmithKline
- Hoffman-LaRoche
- Johnson & Johnson
- McNeil

- Merck
- Ortho
- Parke-Davis
- Perkin-Elmer
- Perrigo
- Pfizer
- Searle
- Solvay
- Warner-Lambert
- Wyeth

**Technology**

- 3M
- Acuent
- Alcatel-Lucent
- AOL
- Canon
- Compaq
- CompuServe
- Computer Sciences Corporation
- Eaton
- EDS
- Hewlett-Packard

- Honeywell
- IBM
- Micron Technology
- Motorola
- Polaroid
- Xerox

**Transportation**

- Federal Express
- Norfolk Southern

Book Reviews for Negotiate to Win: The 21 Rules for Successful Negotiating



NEGOTIATE TO WIN by Jim Thomas

*"Negotiate to Win is the only negotiating book you'll ever need. It's required reading -- an absolute must for anyone who wants the edge in negotiating."*

-- **June Blocklin, Vice Chairman, Young & Rubicam**

*"The negotiation book that's most worth buying. The writing style is breezy and entertaining without being fluffy. The information is complete and can be acted on. In fact, it's so well written, it's worth reading even if you're not trying to increase your skill as a negotiator."*

-- **Jeff Angus, CIO Insight.com**

*"This book is a must read for anyone involved in negotiating."*

-- **Nancy Eaton, Bestsellersworld.Com**

*"Our organization has employed Jim's negotiation strategies for over 15 years now... His win-win strategy is sure to guarantee that everyone walks away from the table feeling like a fat cat."*

-- **Jim Davis, creator of the Garfield, the world's most syndicated comic strip**

*"The problem is that Jim Thomas writes too well. It took me a few pages to realize that he was serious. There's something in the writing biz we call accessibility. It's a combination of entertainment and communication. Regardless of your job in any enterprise, you will grow better at it from Negotiate To Win."*

-- **Ted Byrne, Business2Business Magazine**