



LEADERSHIP

PROGRAM DATES

Nov. 16-19, 2015 // May 23-26, 2016

LOCATION

Ann Arbor, Michigan

FEE // \$6,800

Includes:

- Tuition
- Living accommodations
- Instructional materials
- All breakfasts, lunches, and coffee/snack breaks
- Selected dinners

RESERVE YOUR PLACE

[www.execed.bus.umich.edu/
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LEARN MORE

[www.execed.bus.umich.edu/
negotiating](http://www.execed.bus.umich.edu/negotiating)

FOR QUESTIONS

734-763-1000

rossexeced@umich.edu

NEGOTIATING FOR POSITIVE RESULTS

Become the go-to person to create new business opportunities.

“Successful leaders know that negotiation is not a game of winners and losers – negotiations are opportunities for strategic conversations with a focus on generating value for all parties. Whether you are leading a high-stakes business transaction, negotiating role responsibilities, or addressing conflict, achieving positive desired outcomes for everyone requires collaboration in competitive business relationships.

In this lively, co-taught experiential program, you will develop a personalized approach for establishing your negotiation leadership. You will learn to apply innovative research-based negotiation techniques to secure sustainable, efficient, and favorable results in a global business context. By navigating cross-cultural nuances and emotional dynamics to develop trust swiftly, even in the most difficult situations, you will hone your ability to transform challenges into opportunities. You’ll emerge with deep personal insights, evidence-based tools, and a novel approach to leadership, recognizing possibilities in conversations where resources are negotiated.”

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TAKEAWAYS AND TOOLS

- Strategies to maintain presence and composure in challenging situations
- Tools to negotiate effectively across cultures, countries, or organizational divisions
- Skills to reveal hidden value and creative opportunities
- Techniques to promote positive relationships with diverse, critical stakeholders

PROGRAM HIGHLIGHTS

- A tailored sequence of negotiations will allow you to practice and hone new techniques and gain immediate feedback from faculty and peers.
- Guided assessments of your negotiations and their outcomes will enable you to develop new insight, expertise, and confidence in your skills.
- Benchmarking analyses will provide perspective into your collaborative and competitive strengths to develop your negotiation leadership..
- A strategic plan you'll develop in class will help you apply new negotiation approaches to key internal and external business relationships.

WHO SHOULD ATTEND?

- Emerging leaders new to high-stakes conversations
- Experienced negotiators seeking new techniques for winning results
- Managers seeking to identify opportunities in daily business activities
- Leaders who negotiate across cultures, functions, levels, and sectors, whether they're engaged in internal, B2B, or B2C transactions

Visit our website for more information:
www.execed.umich.edu



Kopelman and Sanchez-Burks, award-winning Ross professors, teach in tandem during this program. For two decades, they have been conducting research, publishing, and coaching leaders around the globe together and individually on what it takes to transform emotionally challenging and culturally diverse negotiations into opportunities.

Shirli Kopelman

Professor of Management and Organizations, Clinical Track

Kopelman is a leading expert on cooperation in competitive relationships, and author of *Negotiating Genuinely: Being Yourself in Business*, published by Stanford University Press. Her research, teaching, and consulting have been featured in *Harvard Business Review*, *Businessweek*, *Forbes*, and *Inc.*, as well as scholarly journals including the *Journal of Applied Psychology*, *Organization Behavior and Human Decision Processes*, *Negotiation and Conflict Management Research*, and *Organizational Dynamics*.

Jeffrey Sanchez-Burks

Associate Professor of Management and Organizations, Faculty Director, Office of Action Based Learning; Director, EMBA Leadership Development Program

Sanchez-Burks is a leading expert on the topics of negotiations, cross-cultural leadership, and emotional intelligence. His research, teaching, and consulting has been featured in *Harvard Business Review*, *The New York Times*, and National Public Radio, as well as scholarly journals, including *Organization Science*, the *Journal of Applied Psychology*, and *Negotiation and Conflict Management Research*.

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PROGRAM IN FOCUS IN THIS PROGRAM, YOU'LL EXPLORE IN DETAIL:

The Foundations of Successful Negotiations

- Negotiating leadership
- The role of influence
- Inquiry and advocacy
- Working with colleagues, customers, and competitors

Maintaining Presence and Composure in Difficult Situations

- Straddling the transactional/relational divide
- The role of power
- Reading and responding to emotional cues
- Diffusing threats and dealing with tricks

Succeeding When the Deck is Stacked Against You

- When trust and rapport is not enough
- Balancing ambition and collaboration
- Present value and proprietary information
- Price-setting and concession strategy

Negotiation as a Creative Challenge

- Structured creativity
- Recognizing hidden value
- Bricolage before arbitrage

Complex Negotiations

- Maximizing joint gains
- Building swift trust
- Cooperating and competing simultaneously

Being a Cross-Culturally Competent Negotiator

- Culture: Obstacle and opportunity
- Cross-cultural communication patterns and information flow
- Moves and turns
- Dynamic coalitions

Developing Your Personalized Strategic Plan for Negotiating Leadership

- Benchmarking and strength-based approach
- Road mapping for sustainable positive results
- Negotiating excellence and long-term expertise

MICHIGAN ROSS EXECUTIVE EDUCATION

Michigan Ross Open Enrollment programs deliver the latest research and teaching in practical terms. Executives across the globe work with Ross to develop new skills, new ways of thinking, and practical solutions for today's dynamic economy. The University of Michigan has 100 graduate programs ranked in the top 10 in the U.S.

MICHIGAN ROSS:

**Top Ten
Global Provider**

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**#2 in Leadership
Development**

– LEADERSHIP EXCELLENCE

#3 in Management

– US NEWS AND WORLD REPORT



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The Michigan Ross Experience**

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Program Outline

Dynamic, interactive learning both in and out of the classroom

Sessions include lectures with Ross' top-ranked faculty coupled with:

- Simulations
- Group activities
- Development of personalized action plans
- Social events
- Cross-industry and cross-functional networking and collaboration

| | DAY ONE | DAY TWO | DAY THREE | DAY FOUR |
|----------------|--|---|--|---|
| A.M. | <p>Entrée to a Better Approach to Negotiating</p> <ul style="list-style-type: none"> • Negotiations as a Core Leadership Skill • Benchmarking & Roadmap • Strategic Inquiry/Advocacy with Colleagues, Customers, and Competitors • Beyond the Negotiating 'Table': Influence in Relationships | <p>When Trust & Rapport is not Enough</p> <ul style="list-style-type: none"> • Beyond "Win-Win": Balancing Ambition and Collaboration • Succeeding when the Deck is Stacked Against You • Present Value and Proprietary Information | <p>Maximizing Joint Gains in Complex Negotiations</p> <ul style="list-style-type: none"> • Building Swift Trust and Recognizing Hidden Value • Cooperating and Competing Simultaneously • Generating Sustainable Positive Outcomes | <p>Being a Cross-Culturally Competent Negotiator</p> <ul style="list-style-type: none"> • Culture: Obstacle and Opportunity • Cross-Cultural Communication Patterns and Information Flow • Moving forward with your Negotiation Leadership Excellence |
| Lunch | | | | |
| P.M. | <p>Maintaining Presence and Composure in Difficult Situations</p> <ul style="list-style-type: none"> • Straddling the Transactional-Relational Divide • Toward a Sophisticated Approach to Power • Influence Through Reading and Strategically Responding to Emotional Cues • Diffusing Threats and Dealing with Tricks | <p>Negotiation as a Creative Challenge</p> <ul style="list-style-type: none"> • Structured Creativity • Bricolage before Arbitrage • Price-setting and Concession Strategy • Developing a Strategic Process for Positive Results | <p>Leading Teams and Dynamic Coalitions through Negotiations</p> <ul style="list-style-type: none"> • Intricacy of multi-party negotiations • Timing and Tempo • Moves and Turns | |
| Evening | Welcome Reception & Group Dinner | Free Evening | Group Dinner | |