LEADERSHIP

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, an innovative project, or addressing conflict with colleagues, customers, or competitors, 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.”
LEADERSHIP

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: michiganross.umich.edu/programs/executive-education

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.*
LEADERSHIP

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

Complex Negotiations
• Maximizing joint gains
• Building swift trust
• Cooperating and competing simultaneously

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

Being a Cross-Culturally Competent Negotiator
• Culture: Obstacle and opportunity
• Cross-cultural communication patterns and information flow
• Moves and turns
• Dynamic coalitions

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

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

Negotiation as a Creative Challenge
• Structured creativity
• Recognizing hidden value
• Bricolage before arbitrage

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Learn more about The Michigan Ross Experience
www.execed.bus.umich.edu/DuringYourStay/Default.aspx

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.
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Program Outline

<table>
<thead>
<tr>
<th>A.M.</th>
<th>DAY ONE</th>
<th>DAY TWO</th>
<th>DAY THREE</th>
<th>DAY FOUR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Entrée to a Successful Approach to Negotiating</td>
<td>When Trust &amp; Rapport is not Enough</td>
<td>Maximizing Joint Gains in Complex Negotiations</td>
<td>Being a Cross-Culturally Competent Negotiator</td>
</tr>
<tr>
<td></td>
<td>• Negotiations as a Core Leadership Skill</td>
<td>• Beyond “Win-Win”: Balancing Ambition and Collaboration</td>
<td>• Building Swift Trust and Recognizing Hidden Value</td>
<td>• Culture: Obstacle and Opportunity</td>
</tr>
<tr>
<td></td>
<td>• Benchmarking &amp; Strength-Based Approach</td>
<td>• Succeeding when the Deck is Stacked Against You</td>
<td>• Cooperating and Competing Simultaneously</td>
<td>• Cross-Cultural Communication Patterns and Information Flow</td>
</tr>
<tr>
<td></td>
<td>• Strategic Inquiry &amp; Advocacy with</td>
<td>• Present Value and Proprietary Information</td>
<td>• Generating Sustainable Positive Outcomes</td>
<td>• Moving Forward with your Negotiation</td>
</tr>
<tr>
<td></td>
<td>Colleagues, Customers, &amp; Competitors</td>
<td></td>
<td></td>
<td>Leadership Excellence</td>
</tr>
<tr>
<td></td>
<td>• Beyond the Negotiating ‘Table’: Influence in Relationships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P.M.</td>
<td>Maintaining Presence and Composure in Difficult Situations</td>
<td>Negotiation as a Creative Challenge</td>
<td>Leading Teams and Dynamic Coalitions through</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Straddling the Transactional-Relational Divide</td>
<td>• Structured Creativity</td>
<td>Negotiations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Toward a Sophisticated Approach to Power</td>
<td>• Bricolage before Arbitrage</td>
<td>• Intricacy of Multi-Party Negotiations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Mindfully Reading and Strategically</td>
<td>• Price-setting and Concession Strategy</td>
<td>• Timing and Tempo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Responding to Emotional Cues</td>
<td>• Developing a Strategic Process for Positive</td>
<td>• Moves and Turns</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Diffusing Threats and Dealing with Tricks</td>
<td>Results</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evening</td>
<td>Welcome Reception &amp; Group Dinner</td>
<td>Free Evening</td>
<td>Group Dinner</td>
<td></td>
</tr>
</tbody>
</table>

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

NOTE: This is a sample schedule. For questions // +1 734-763-1000 // rossexeced@umich.edu