



PROJACS ACADEMY
by @egis



Negotiating and Influencing Skills for Senior Managers

التميز في التفاوض ومهارات التأثير والاقناع الفعالة

11 – 15 September 2023

Istanbul / Turkey

Introduction

Negotiation is often the best — and sometimes the only — way to develop effective, lasting solutions to many kinds of project problems. This program builds the skills you need to craft constructive agreements between the project team and the other stakeholders. Participative exercises will help you master basic concepts: getting agreement vs. eliminating differences and positions vs. interests. You will also learn when to negotiate, how to prepare for a negotiation, how to manage the aggressive negotiator, and how to deal with “everyday” negotiations. Case studies include both internal negotiations and contract negotiations.

Approximately 70% of class time is devoted to casework and experiential learning. During hands-on exercises, you will work as part of a team to apply the techniques of win-win negotiating to a series of increasingly challenging project negotiations.

Objectives

Upon completion, you will be better able to:

- Determine whether to negotiate
- Describe the phases of a negotiation
- Use a structured process to negotiate
- Deal with an aggressive negotiator
- Craft agreements that preserve your relationship with your counterpart
- List useful tactics for negotiating

Who Should Attend?

This program is designed for individuals who have or expect to have responsibility for leading or managing a project, subproject, or project phase. Newcomers will learn new skills. More experienced managers will enhance their ability to apply what they already know.

Course Outline

Day One

- **Communicating persuasively**
 - openings and proposals
 - presenting information
 - the characteristics of the communicator
- **How to handle conflict and aggression**
 - how dysfunctional conflict originates
 - intergroup conflict
 - social and psychological causes of conflict
 - consequences of conflict
 - handling conflict and aggression
 - how networking can improve conflict and promote co-operation
 - constructive guidelines for managing a conflict situation effectively

Day Two

- **Interacting persuasively**
 - persuasive communication techniques
 - dealing effectively with customers
 - checking for understanding
 - summarizing discussions
 - three universal rules for effective interpersonal interactions
- **Building trust**
 - building and maintaining trust, positive ethics and support amongst team members
 - is trust earned?
 - trust as a risk
 - trust as a choice
 - three universal components for building trust
- **Skills practice**
 - practical assignments with personalized feedback will take place continuously throughout the course, with each new topic

Day Three

- **Introduction**
 - What, when, and why to negotiate
 - Elements of a successful negotiation
 - Types of negotiations
 - Win-lose vs. win-win negotiation
 - Dangerous assumptions about working relationships
 - The process of negotiation
- **Preparing for the Negotiation**
 - Surveying the environment
 - Your interests, their interests, shared interests
 - Constraints and assumptions
 - Anticipating problems
 - Using a trade-off matrix
 - Constructing the facts
- **Who are the stakeholders?**

Day Four

- **Conducting the Negotiation**
 - “Tactics” is not a four-letter word
 - Choosing your attitude and style
 - Dealing with your emotions
 - Asking questions the right way
 - Ultimatums: when they are okay
 - Common errors: starting too high or too low, splitting the difference
 - negotiation strategies
 - identifying and solving problems which could have a negative effect on the coherence, spirit and image of the team
 - coping with the inevitable changes that take place within a project team

Day Five

- **Follow-through**
 - Keeping your commitments
 - Monitoring compliance
 - When the agreement falls apart
 - Case study exercise
- **Special Topics**
 - Managing the aggressive negotiator
 - Telephone negotiations
 - Surprise negotiations
- **Exercises**

Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a 7” Tablet containing a copy of the presentation, slides and handouts
- Post-assessment

Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

Schedule

The course agenda will be as follows:

- | | |
|---------------------|------------------|
| • Technical Session | 08.30-10.00 am |
| • Coffee Break | 10.00-10.15 am |
| • Technical Session | 10.15-12.15 noon |
| • Coffee Break | 12.15-12.45 pm |
| • Technical Session | 12.45-02.30 pm |
| • Course Ends | 02.30 pm |

Course Fees*

- **3,200 USD**
**VAT is Excluded If Applicable*

المقدمة

التفاوض هو غالبا ما يكون الأفضل -- وأحيانا فقط -- يكون هو الوسيلة المثلى لتطوير حلول فعالة ودائمة لأنواع كثيرة من مشاكل المشروع. هذا البرنامج يعتمد على المهارات التي تحتاج إليها لصياغة الاتفاقات البناءة بين فريق المشروع وأصحاب المصلحة الآخرين. وسوف تساعدك التمارين على المشاركة في مفاهيم أساسية هي: الحصول على موافقة القضاء على الخلافات ومقابل مواقف ضد المصالح. سوف تتعلم أيضا التفاوض، وكيفية الاستعداد للمفاوضات، وكيفية إدارة المفاوضات العدوانية، وكيفية التعامل مع المفاوضات "اليومية". دراسات حالة تشمل كلا من المفاوضات الداخلية والتفاوض على العقود.

ويخصص نحو ٧٠٪ من وقت البرنامج لفئة التحقيقات والتعلم التجريبي. خلال التدريب العملي على التدريبات، سوف تعمل كجزء من فريق لتطبيق تقنيات التفاوض لسلسلة من المفاوضات الصعبة على مدار المشروع وذلك على نحو متزايد.

الأهداف

عند الانتهاء من هذا البرنامج، سوف تكون أكثر قدرة على:

- تحديد ما إذا كان هناك حاجة للتفاوض
- وصف مراحل التفاوض
- استخدام عملية منظمة للتفاوض
- التعامل مع المفاوضات العدوانية
- الاتفاقات التي تحافظ على علاقتك مع نظيرك الخاص في عملية التفاوض
- قائمة تكتيكات مفيدة للتفاوض

الحضور

وقد صمم هذا البرنامج للأشخاص الذين لديهم أو يتوقع أن يكون مسؤولي قيادة أو إدارة المشروع، أو المشروع الفرعي، أو مرحلة من مراحل المشروع. والوافدين الجدد على تعلم مهارات جديدة. وسيقوم المدراء الأكثر خبرة بتعزيز قدرتهم على تطبيق ما يعرفونه بالفعل.