

**PROGRAM ON NEGOTIATION**  
HARVARD LAW SCHOOL



# **Program on Negotiation** **Global** **London**

*Hosted at:*  
County Hall, Westminster Bridge  
London

25<sup>th</sup> – 27<sup>th</sup> September 2018

*in partnership with*





*Dear Executive,*

At the Program on Negotiation (PON) at Harvard Law School, we are dedicated to studying the theory and practice of negotiation, so that others can learn to effectively manage conflict, solve problems, and build stronger relationships in their work, their families, and their communities. At PON, a consortium program of scholars from Harvard, MIT and Tufts, we study negotiation through many different lenses, including business, law, government, economics, psychology, and education. PON at Harvard Law School is delighted to be cooperating with Ivo to offer our PON Global course in London. This course is modelled on our flagship program taught in Cambridge, Massachusetts, three days of intensive and innovative learning. PON Global - London will enable you to have an interactive learning experience, taught by a skilled and experienced PON instructor. You will also be exposed to the thinking of almost a dozen members of our faculty, through our video modules and in videoconferencing with Harvard faculty. The course is designed to be highly interactive, with the use of negotiation exercises and simulations. We believe that negotiation is an essential skill for all leaders and executives, and we know that with training, everyone can become a better negotiator. When you are a skilled negotiator, you will have greater success at closing deals, developing partnerships, and avoiding costly disputes. If you are ready to become a more skilled negotiator and a more effective leader, I strongly encourage you to join our program in London. We look forward to welcoming you to this limited enrolment program.

Sincerely,

**Robert H. Mnookin**

*Faculty Chair*

*Program on Negotiation at Harvard Law School*



# Introducing **PON GLOBAL - LONDON**

## *The World-Renowned Program on Negotiation*

Widely recognised as a world leader in the field of negotiation and negotiation research, the Program on Negotiation is an interdisciplinary, multi-university research centre based at Harvard Law School. Scholars from Harvard, MIT and Tufts develop negotiation principles and skills and share them in innovative courses that help train global leaders.



## *About the Programme*

PON Global - London is a unique programme that largely mirrors the extremely popular flagship programme that PON has offered in Cambridge, Massachusetts, for more than 30 years. The programme will test your beliefs and assumptions and help you overcome emotional and rational biases, examine complex negotiation scenarios, and discover a range of competitive and cooperative negotiation strategies. In this acclaimed programme, we compress 30 years of ground-breaking research into three thought-provoking days. In sessions taught by Harvard's expert faculty and with dynamic videos and video conferencing segments, you'll broaden your understanding of negotiating concepts, acquire proven negotiating techniques, and have the opportunity to put your learning into practice. This time – and road-tested – curriculum has been utilised by more than 35,000 executives who have participated in PON's Executive Education programmes. This September, you can join their ranks and acquire a framework for negotiation—equipping you to overcome barriers, manage conflict, and achieve better outcomes at the bargaining table, every single time.



## *5 Reasons to Attend* **PON GLOBAL - LONDON**

### **DEVELOP BETTER LEADERSHIP SKILLS**

Most great leaders are skilled negotiators. While some have innate ability, everyone can improve their ability to negotiate effectively by learning from the negotiation experts. At the Program on Negotiation, with our 30 years of expertise, we accelerate your learning process and focus on techniques that work in the corner office and at the bargaining table, as well as in your personal life and community.

### **GET THE DEALS YOU WANT AND BUILD STRONG RELATIONSHIPS**

The strategies you learn over this three-day programme will help you finalise important deals, negotiate in uncertain environments, improve your working relationships, claim (and create) more value, and resolve seemingly intractable disputes. You'll work through complex scenarios and learn problem-solving tactics that you can apply to your future negotiations.

### **LEARN FROM THE EXPERTS**

You will learn from an on-site PON instructor as well as from leading PON faculty in video modules made especially for this course. You will also videoconference with faculty back in Cambridge, Massachusetts, who can answer your questions. PON faculty members have negotiated peace treaties, brokered multi-billion dollar deals, and hammered out high-stakes agreements around the globe.

### **LEARN BY PRACTICING**

The PON programme is very interactive. In addition to class instruction, you will engage in negotiation exercises that put your new knowledge to work right away. You'll test ground-breaking theories, practice new approaches, and see how other participants address the same problems. You'll leave the programme with a time-tested toolkit—one that works in both theory and practice.

### **GIVE AND RECEIVE QUALITY FEEDBACK**

In the real world, we rarely get feedback on how we negotiate. Feedback is essential for continuing to grow and improve. In this course you will learn from others what you did well and what you might want to improve; and you will learn to give feedback to others so that they receive it well and can make adjustments.



# About the Course

## PON GLOBAL - LONDON

### **Dates and Venue**

County Hall, Westminster Bridge	25 <sup>th</sup> September 2018
Belvedere Road, London	26 <sup>th</sup> September 2018
SE1 7PB	27 <sup>th</sup> September 2018

County Hall is situated on the Southbank of the river Thames, next to the London Eye and just five minutes walk from London Waterloo train station.

### **Background**

The course will mark the third time Ivo and the Program on Negotiation at Harvard Law School have worked together to bring the PON Global concept to the UK. The previous PON Global – London courses were attended by a fantastic group of participants - spanning diverse backgrounds, roles, industries and organisations, from the UK and across Europe. Without exception, participants have told us they left better equipped, prepared and excited to face future negotiations. We are thrilled to be bringing this exclusive course to London once again.

### **Tuition Fees**

The tuition fee is £3,995 (plus VAT).

The tuition fee includes all course materials, lunches and coffee breaks on all three days.

Payment must be received in full in order to reserve a place on the course.

The tuition fee is reduced to £3,595 (plus VAT) per person for organisations that enrol three or more participants on the same course.

### **Who Should Attend**

The PON Global course attracts a diverse audience from both the private and public sectors. Participants span a wide range of titles and industries. Those who attend typically include: Chief Executive Officers, Company Presidents and Officers, Board Chairs and Board Members, Executive Directors, Managing Directors, Directors of Operations, Human Resources, Purchasing, Marketing, and Sales Managers, Lawyers, Mediators and Programme Directors.

### **Certificate**

Participants who attend all sessions and participate in all simulations will receive an official Certificate of Completion from the Program on Negotiation at Harvard Law School.

### **Registration**

To apply to attend the course, please submit a completed registration form.

Tuition must be paid following the submission of a complete registration form. Payment can be made via online bank transfer, credit/debit card or cheque. For company registrations, an invoice can be provided. Following the receipt of your registration form you will be contacted with payment details.

### **Further Information**

For more information on the course, please refer to:

[www.pon.harvard.edu](http://www.pon.harvard.edu)

[www.ivosolutions.com/pon-global](http://www.ivosolutions.com/pon-global)

For any queries, please email: [ponglobal@ivosolutions.com](mailto:ponglobal@ivosolutions.com) or call: +44 (0) 203 507 0036



# About the Teaching PON GLOBAL - LONDON



## **About the On-Site Faculty Member**

The on-site instructor for this workshop will be Samuel (Mooly) Dinnar. Dinnar is an instructor with the Harvard Negotiation Institute, a strategic negotiation advisor, and an experienced mediator of high-stakes complex business disputes, with more than 25 years of international experience as an entrepreneur, executive, board member and venture capital investor. In addition there will be interactive web-based video sessions with expert faculty broadcast live from Harvard.

## **Teaching Methodology**

You will learn from the on-site PON instructor, Samuel Dinnar, as well as from leading PON faculty in video modules made especially for this course. You will also videoconference with faculty back in Cambridge, Massachusetts, who can answer your questions.

- *Interactive classroom sessions*
- *Real-life case studies from Harvard University*
- *Video-conferencing with faculty at Harvard University*
- *Collaborative negotiation exercises and discussions*

## **Modules Taught**

Day 1 – “Understanding Key Negotiation Concepts”

Module 1: Negotiation Fundamentals

Module 2: Creating Value vs Claiming Value

Day 2 – “Managing Interpersonal Dynamics”

Module 3: Best Practices for Difficult Situations

Module 4: Dealing Effectively with Emotions and Relationships

Day 3 – “Addressing Negotiation Complexities”

Module 5: Negotiating Across Cultures

Module 6: Multi-party Negotiations, Internal Negotiations, and Organisational Challenges and Relationships





# Day 1 “UNDERSTANDING KEY NEGOTIATION CONCEPTS”

## MODULE 1 – Negotiation Fundamentals

We will share with you core concepts of negotiation, including the importance of principled bargaining and shared problem-solving. We will outline the course methodology, which is highly interactive, and show how the Program on Negotiation has helped develop innovative learning strategies. This session provides a framework for preparing for and analysing negotiations. You will examine the key elements of negotiation:

- Learn to clarify your interests and priorities, and then think about your counterpart’s interests. Which interests are shared, and which are different?
- Learn about the difference between interests and positions.
- Identify the range of alternatives you are willing to consider if your counterpart does not give consent.
- Learn to analyse a negotiation problem and seek ways to create value. Brainstorm possible agreements or concessions that may creatively satisfy both parties’ interests.
- Assess your relationship with your counterpart and determine if you can take steps to generate positive emotions and avoid negative reactions.
- Prepare for your negotiation, and outline your communication strategy. What do you want to learn from them? What are you willing to share? What is your agenda and how will you handle disagreements or stalemates? What process do you want to propose?

Through negotiation exercises and interactive discussions, you will examine ways to structure the bargaining process to accommodate joint problem solving, brainstorming, and collaborative fact-finding. You will learn how to evaluate a best alternative to a negotiated agreement (BATNA), create a zone of possible agreement (ZOPA), and implement the mutual gains approach to negotiation. As a result, you will be able to think more clearly, make smarter moves, and set the stage for more productive negotiations.

## MODULE 2 – Creating Value vs Claiming Value

We will discuss how to handle the “Negotiator’s Dilemma” and how to create value while also ensuring your fair share of distributed value. You will learn about the need for careful preparation, which includes thinking about the other side’s “back table” as well as your own. We will discuss how to respond to different tactics and how to feel confident about your ability to drive the negotiation.

- Learn the advantages of adopting a cooperative mindset.
- Learn strategies for building trust.
- Know when to share information – and when not.
- Understand the importance of knowing or guessing at the zone of possible agreement.
- Learn to evaluate risk and learn defensive moves against aggressive claiming.
- Consider the implications of opening offers.
- Know the importance of being aspirational and well-prepared.

“PON provides us with a complete and powerful toolkit to make us effective negotiators. Interestingly, it also imbues us with the responsibility to use it for a higher purpose and to do good!”

**General Manager, Biopharmaceutical Company**



## Day 2 “MANAGING INTERPERSONAL DYNAMICS”

### MODULE 3 – Best Practices for Difficult Situations

What makes some negotiation situations difficult and how do most people deal with them? We will discuss typical responses and better ways to respond when there are challenging people or problems with which to deal. You will learn practical skills and the importance of active listening. You will also improve your ability to analyse a situation and choose the appropriate strategy and response.

### MODULE 4 – Dealing with Emotions & Relationships

To be effective, executives must learn to navigate personality differences, diverse agendas, and social pressures. You will see that it matters how your counterpart feels about the negotiation and learn ways that you can generate positive feelings. You will be taught how to have the “difficult conversation” and how to separate intention from impact. You will learn the Core Concerns that need to be addressed in order to manage emotion in negotiations. Finally, you will do an exercise that helps you understand your own style of negotiation and the style of others.



“Excellent opportunity! Excellent presenter! This course is life transforming!”  
**Market Access Director, Biopharmaceutical Company**

“Very grateful to get the opportunity to have the very experienced and knowledgeable faculty in one room for three days, it was fantastic!”  
**Director, Food Manufacturer**

“A rich learning experience, using both theory and practice – to deliver innovative thinking and learning around negotiation.”  
**Art Consultant, International Art Gallery Group**

“I saw immediate results in implementing learnings in the negotiation exercises. I am excited to practice in real life.”  
**Legal Counsel, Biopharmaceutical Company**

## Day 3 “ADDRESSING NEGOTIATION COMPLEXITIES”

### MODULE 5 – Negotiating Across Cultures

Learn how to overcome barriers to negotiating effectively across cultures by understanding differences in law, languages, professions, behaviour, attitudes, values and other factors. Learn strategies for dealing with cultural differences in negotiation and be aware of how others may perceive your culture. Understand how complex your negotiation counterpart may be and avoid stereotypes. Acquire strategies for bridging cultural divides so that you can negotiate more effectively.

### MODULE 6 – Multi-party Negotiations, Internal Negotiations, Organisational Challenges and Relationships

The final session builds on your accumulated knowledge to generate insights for negotiating across a variety of competitive contexts. The faculty will bring to life different negotiation problems and examine their real world outcomes. Learn sophisticated negotiation moves for working in highly complex situations and plan ahead for your future negotiations. As a result of your participation, you will become a more effective decision maker and negotiator over the long term. You will also be better prepared to acquire support from your organisation as you lead future negotiations.



“Well thought out, thought provoking course led by incredibly intelligent and engaging individuals. This should be mandatory for world leaders!”  
**Senior Manager, Asset Management Company**

“There are very few courses or situations that cause you to reconsider the way you think and react on a daily basis – this certainly does! Useful not only on a corporate level, but on a personal level too.”  
**National Account Manager, Healthcare Provider**

“Excellent course, expertly delivered – that gives real value to your day to day negotiations and more.”  
**Facilities Lead, Restaurant Group**

“I used to hate negotiating with our clients, now I will look forward to problem solving with them to reach a win-win deal.”  
**Founder, Tech Consultancy**

# About our Partner

## IVO CONSULTING SOLUTIONS

PROGRAM ON NEGOTIATION  
HARVARD LAW SCHOOL



*Hello!*

At Ivo we help businesses to understand where and how they spend money, then work with them to negotiate better deals for the goods and services they need to buy. Through procurement best-practice, structured tenders, online auctions, negotiations and data analytics we try to unlock value for our clients. Since we founded the business in 2003, we have worked on hundreds of deals across a wide range of industry sectors both in the UK and overseas.

What have we learnt?

Well, we've found out that you never stop learning! Every time we take part in a negotiation we face new challenges and have to adapt to different approaches. It is also clear to us that successful negotiations require a good understanding of the fundamental skills and techniques and that this knowledge will be helpful in a broad range of circumstances – with your customers, your boss, dare I even say your spouse!

We are huge advocates of the concepts and ideas taught within the Program on Negotiation (PON) which we find to be pragmatic and readily applied to real-world situations, instantly helping to deliver better results. The London course is a newly-developed global version of the executive negotiation programme offered for the last 30 years by PON in the US. The PON Global initiative has been created to bring innovative executive negotiation training to the UK and other locations outside the US in cooperation with local hosts like Ivo.

You will hear directly from experienced Harvard faculty members, with the opportunity to test your beliefs and assumptions, overcome emotional and rational biases, examine complex negotiation scenarios, and discover a range of competitive and cooperative negotiation strategies. The course is designed to help participants more deeply understand negotiating concepts, acquire proven negotiating techniques, and have the opportunity to put their learning into practice through in-class exercises. Whether you're an experienced executive or an up-and-coming manager - working in the private or public sector, domestically or abroad - this programme will help you shape important deals, negotiate in uncertain environments, improve working relationships, claim (and create) more value, and resolve seemingly intractable disputes.

We are hugely excited and honoured to be working with Harvard again to bring the programme back to London, enabling people in the UK to learn directly from the experts. We can say with certainty, that attending will prepare you to achieve better outcomes at the bargaining table, every single time.

We look forward to meeting you!

Yours Sincerely,

**David Armes**  
Managing Director  
[www.ivosolutions.com](http://www.ivosolutions.com)



Please contact: [ponglobal@ivosolutions.com](mailto:ponglobal@ivosolutions.com)

For more information: [www.ivosolutions.com/pon-global](http://www.ivosolutions.com/pon-global)  
[www.pon.harvard.edu](http://www.pon.harvard.edu)

# Registration Form

## PON GLOBAL - LONDON

**PROGRAM ON NEGOTIATION**  
HARVARD LAW SCHOOL



County Hall, Westminster Bridge  
Belvedere Road, London, SE1 7PB

25<sup>th</sup> – 27<sup>th</sup> September 2018  
Tuition Fee - £3,995 (plus VAT)

**This form, completed in each part, must be sent by e-mail to: [ponglobal@ivosolutions.com](mailto:ponglobal@ivosolutions.com).** For multiple registrations please submit individual forms. In signing this registration form, you indicate your acceptance of the attached Registration Terms & Conditions.

### Personal Details

First Name			
Last Name			
Date of Birth (dd/mm/yyyy)			
Gender (please circle)	M / F	Nationality	
Home Address Line 1			
Home Address Line 2			
Home Address Line 3			
City			
Postcode			
Phone (Landline)			
Phone (Mobile)			
Email Address			
How did you hear about the course?			

Please Note: Future communications and course details will be sent to the email address provided. Please ensure details are correct and clearly indicated.

### Company Details

Company Name			
Company Address Line 1			
Company Address Line 2			
Company Address Line 3			
City			
Postcode			
Job Title			
Role & Responsibilities (please provide a brief description of your job role, industry sector and background)			

**Payment Preference** (you will be contacted with payment details following the submission of your Registration Form)

Internet Bank Transfer		Cheque	
Debit Card / Credit Card		VAT Invoice & BACS Transfer	

### Signature

Signed	
Name (printed)	
Date	

**Please tick to confirm you agree to the Terms and Conditions**



# Terms & Conditions

## **The Course**

The PON Global course in London is a three-day executive education programme that examines core decision-making challenges, analyses complex negotiation scenarios, and provides a range of competitive and cooperative negotiation strategies. In short, it prepares you to achieve better outcomes at the bargaining table, every single time.

## **Payment Policy**

The tuition fee must be paid in full following the submission of a complete registration form. Payment can be made via online bank transfer, credit/debit card or cheque. For company registrations, an invoice can be provided. Following the receipt of your registration form you will be contacted with payment details.

For any payment queries, please email: [ponglobal@ivosolutions.com](mailto:ponglobal@ivosolutions.com) or call: +44 (0) 203 507 0036

Please note: Enrollment is not guaranteed until payment has been received.

## **Cancellation Policy**

Cancellations received in writing at least 25 business days prior to the start date of the course, will be eligible for a full refund less a £500 administrative fee, issued in the original form of payment. Cancellation requests received within 25 business days prior to the start of the course are subject to full payment of the programme fee. In the unlikely event that the course is cancelled, we bear no responsibility to any airfare, hotel or other costs or losses incurred by registrants.

Please submit your cancellation request in writing to the PON Global London team:

Email: [ponglobal@ivosolutions.com](mailto:ponglobal@ivosolutions.com)

Post:

PON Global – London  
Ivo Consulting Solutions  
Parkhouse, London Road  
Stamford, Cambs  
PE9 3JS

## **Transfer Policy**

It is not possible for applicants to transfer to a future PON Global course. Please refer to our Cancellation Policy above.

## **Substitution Policy**

Registrants may transfer a registration to another person within the same organisation. All requests must be received in writing no later than 25 business days prior to the start date of the course.

## **Programme Changes**

At our complete discretion, we reserve the right to change, cancel or postpone the start date of the course, by giving notice to applicants via email, using the email address provided on their registration form.

If the course is cancelled, tuition fees will be refunded within 60 days following that communication.

## **Confidentiality and Data Protection**

Ivo will gather personal data from applicants - this data will typically include details gathered when registering for the programme, plus additional information relating to their use of the programme. We collect this information in order to process participants requests, measure customer satisfaction, for marketing purposes and to keep in touch with you about future PON programmes and the work that Ivo does. Ivo will comply with the Data Protection Act 1998.