

SPRING AND SUMMER 2023

PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL
EXECUTIVE EDUCATION



NEGOTIATION AND LEADERSHIP DEALING WITH DIFFICULT PEOPLE AND PROBLEMS

Three-Day In-Person Programs with In-Depth, One-Day Bonus Sessions

April 3–5 • May 15–17 • June 20–22

The Charles Hotel in Cambridge, MA

July 17–19

Harvard Law School Campus



THE WORLD'S PREMIER PROGRAM ON NEGOTIATION

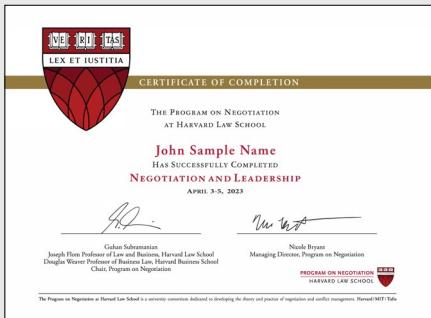
Dear Executive:

I've dedicated my career to studying the theory and practice of negotiation, and I know without a doubt that negotiation is an essential skill for leaders and executives. At the Program on Negotiation, we believe that with training, everyone can become a better negotiator, and when you are a skilled negotiator, you will have greater success at closing deals, building partnerships, and avoiding costly disputes. This Executive Education program, Negotiation and Leadership, distills cutting-edge research and real-world examples into three days of targeted negotiation training. If you are ready to become a more skilled negotiator and a more effective leader, I strongly encourage you to join us in Cambridge this spring.



Guhan Subramanian
Chair, Program on Negotiation at Harvard Law School
Joseph H. Flom Professor of Law and Business, Harvard Law School
H. Douglas Weaver Professor of Business Law, Harvard Business School

Earn a Certificate of Completion from Harvard Law School



Upon successful completion of the program, participants will receive an official certificate of completion from the Program on Negotiation at Harvard Law School.

IN-PERSON PROGRAMS

NEGOTIATION AND LEADERSHIP

April 3–5 | May 15–17 | June 20–22

The Charles Hotel | Cambridge, MA

July 17–19

Harvard Law School Campus | Cambridge, MA

Day 1

8:00 am – 9:00 am	Registration, Continental Breakfast and Overview
9:00 am – 12:30 pm	Negotiation Fundamentals: Key Concepts and Core Vocabulary
12:30 pm – 1:30 pm	Lunch
1:30 pm – 5:30 pm	Managing the Tension Between Creating and Claiming Value
5:30 pm – 6:30 pm	Reception

Day 2

7:30 am – 8:30 am	Continental Breakfast
8:30 am – 12:30 pm	Managing Emotions and Relationships
12:30 pm – 1:30 pm	Lunch
1:30 pm – 5:30 pm	Dealing with Difficult Situations

Day 3

7:30 am – 8:30 am	Continental Breakfast
8:30 am – 12:30 pm	Complex Negotiations and Organizational Challenges
12:30 pm – 1:30 pm	Lunch
1:30 pm – 5:30 pm	Putting It All Together: Leading Through Negotiation
5:30 pm	Adjournment

With in-depth, one-day bonus sessions:

April 6 | 8:30 am – 4:30 pm

3D Negotiation: Powerful New Tools to Turbocharge Your Effectiveness, James K. Sebenius

May 18 | 8:30 am – 4:30 pm

Negotiating the Impossible, Deepak Malhotra

June 23 | 8:30 am – 4:30 pm

Unlocking Value in Complex Business Deals, Guhan Subramanian

July 20 | 8:30 am – 4:30 pm

The 4P Framework for Strategic Negotiation and Leadership, Robert Wilkinson



5 REASONS TO ATTEND



1 Lead at the bargaining table

There may not be a single mold from which all great leaders are cast, but there is one quality they all share: the ability to negotiate. While some are born with this ability, most leaders hone their negotiation skills over time, through on-the-job experience. At the Program on Negotiation, we accelerate that process and focus on techniques that work in the corner office and at the bargaining table.

2 Achieve better outcomes

The strategies you learn during this three-day program will help you shape important deals, negotiate in uncertain environments, improve 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 future negotiations.

3 Learn from the best

Our faculty members have negotiated peace treaties, brokered multibillion-dollar deals, and hammered out high-stakes agreements around the globe. With their guidance, you will learn how to become a more successful negotiator, deal with difficult people, and manage conflict. They will also teach you how to leverage your strengths to achieve better results.

4 Practice with confidence

It's not enough to listen to a lecture. That's why our program includes opportunities to work through negotiation scenarios. Alongside a diverse group of executives from all over the world, you'll test groundbreaking theories, practice new approaches, and put your newfound knowledge into action, right then and there. You'll leave the program with a time-tested tool kit—one that works in both theory and practice.

5 Extend your learning

Whether you want to excel in 3D Negotiation, negotiate the impossible, unlock value in your business deals, or acquire a powerful framework for increasing your effectiveness as a leader and negotiator—you can extend your learning by attending one of our in-depth sessions. These sessions are a great opportunity to take a deeper look at complex issues.

“

It is an extremely well-prepared, well-delivered program packed with invaluable theoretical frameworks, research data, and highly efficient exercises and practical tips. I feel well-equipped to start applying what I learned in my work and life environments.

—ANNA VIDYAKINA

Senior Manager, Corporate Development,
The Coca-Cola Company

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DAY 1



UNDERSTANDING KEY NEGOTIATION CONCEPTS

MORNING

Negotiation Fundamentals: Key Concepts and Core Vocabulary

9:00 am – 12:30 pm

Negotiation is a high-transaction-cost activity, and the side that is better prepared nearly always has the upper hand. This session will examine core frameworks of negotiation, including the importance of principled bargaining and shared problem solving.

Alongside your fellow participants, you will:

- Prepare for your negotiation
- Explore the difference between interests and positions
- Determine alternative options you are open to if you cannot reach an agreement with your counterpart
- Learn to analyze a negotiation problem and find ways to unlock new value
- Evaluate your standing with your counterpart and identify potential actions for developing a more positive relationship

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. These frameworks will help you create smarter negotiation conditions, make more strategic decisions, and leave the bargaining table with improved outcomes.

“ Negotiation and Leadership provides usable tools and concepts that help people improve their negotiations and get more mutually beneficial outcomes in both their work and personal lives.

—KRISTIN ROSNER, Ph.D., CA-AM
GBD Global Alliance Management Lead,
Takeda

AFTERNOON

Managing the Tension Between Creating and Claiming Value

1:30 pm – 5:30 pm

In most negotiations, we pursue two goals: value claiming and value creating. Successful negotiators know how to create more value by negotiating trades across issues and then claim the lion's share of that value through distributive negotiation strategies. In this session, you will:

- Learn to clarify your interests and priorities, and then estimate your counterpart's interests, identifying which interests are shared and which are different
- Identify the range of alternatives you are willing to consider if your counterpart does not give consent
- Brainstorm possible agreements or concessions that might creatively satisfy both parties' interests
- Establish legitimacy for your side: research or create standards, principles, and arguments that make an agreement or a term feel more fair and appropriate
- Draw up statements of what each party will or will not do
- Assess your relationship with your counterpart and determine whether you can take steps to generate positive emotions and avoid negative reactions
- Outline your communication strategy and ask yourself, What do you want to learn from your counterpart? What are you willing to share? What is your agenda, and how will you handle disagreements or stalemates?
- Identify opportunities to capture and create value. Do you understand the other party's interests and goals, recognizing that cooperative behaviors facilitate value creation while competitive behaviors do not?

You will learn how to evaluate the best alternative to a negotiated agreement, create a zone of possible agreement, and implement the mutual gains approach to negotiation.

DAY 2



MANAGING INTERPERSONAL DYNAMICS

MORNING

Managing Emotions and Relationships

8:30 am – 12:30 pm

Negotiating better outcomes is contingent upon building successful relationships. To be effective, executives must learn to navigate personality differences, diverse agendas, and social pressures. Building on the frameworks learned the previous day, you will examine how positive working relationships are vital to creating and implementing lasting agreements. You will discover strategies for:

- Creating a relationship through engagement (Who are we?), framing (What are we doing?), and process (How will we do it?)
- Projecting warmth and competence
- Determining when to cooperate to create value and when to compete to claim your share
- Recognizing the structure and social context of the game
- Separating intention from impact
- Identifying the core concerns that must be addressed to manage emotions in the workplace
- Understanding your own negotiation style and the styles of others
- Understanding your own biases and tendencies
- Proactively changing the game by how you play
- Avoiding common pitfalls and errors
- Achieving negotiation success

By taking part in negotiation simulations, you will gain a better understanding of different negotiation and decision-making strategies—enabling you to determine which approach is most appropriate in a given situation.

AFTERNOON

Dealing with Difficult Situations

1:30 pm – 5:30 pm

In this session, you will be introduced to a set of breakthrough strategies for dealing with manipulative tactics, stonewalling, obstructive behavior, and dirty tricks in negotiation. Designed to enhance your skill in mutual gains negotiation and increase your proficiency in overcoming hard bargainers and hard bargaining situations, this session will help you:

- Equip yourself for difficult negotiations
- Prepare to negotiate when you do not have much time
- Understand the importance of active listening
- Improve your ability to analyze a situation and choose the appropriate strategy and response
- Neutralize threats, lies, and insults
- Deal with someone who is more powerful than you
- Handle power more constructively
- Strengthen interpersonal relationships in business
- Regain control of the negotiation
- Identify and control your own tendencies in the face of conflict

You will learn to recognize the most common manipulative tactics used by difficult people, along with strategies for neutralizing their effects. Discover how to succeed, not by defeating the other side but by advocating persuasively for your own.

“

This course delivers widely applicable knowledge presented memorably and well.

—MAX PAPPAS

Senior Manager, External Affairs,
Google

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ADDRESSING NEGOTIATION COMPLEXITIES

MORNING

Complex Negotiations and Organizational Challenges

8:30 am – 12:30 pm

In managing internal and external negotiations, what can you do to maximize the deal for both sides—even in the face of obstacles and barriers? What tools work best for managers who need to shape agreements and informal understandings within a complex web of relationships? In this session, you will discover strategies for anticipating and responding to an array of complicating factors—from multiple parties and coalitions to cultural and value differences. You will acquire sophisticated techniques for:

- Working in highly complex situations and planning ahead for future negotiations
- Understanding the tension between principals and agents
- Dealing with multiparty negotiations, including building coalitions, mapping out stakeholders, and blocking coalitions
- Building alliances and facilitating large, complex, multinational negotiations
- Addressing cultural differences
- Examining value differences and determining when they can be reconciled (and when they cannot)
- Coping with values-based disputes
- Responding to obstacles
- Adopting preparation guides and procedures
- Committing to value-creating moves
- Considering contingent agreements that take into account different assumptions about the future
- Creating dispute-handling procedures
- Identifying internal obstacles that can hinder your negotiations
- Addressing insufficient investment by one or both sides
- Overcoming anxiety about committing to cooperative efforts that can create value

AFTERNOON

Putting It All Together: Leading Through Negotiation

1:30 pm – 5:30 pm

In this culminating session, you will focus on “locking in the learning” by highlighting the key concepts, frameworks, and tools you’ve acquired throughout the program and analyzing how they can be applied in diverse leadership settings. Through relevant case studies, faculty will bring to life different negotiation problems and examine their real-world outcomes. You will emerge with a performance improvement plan aimed at building your negotiation agility and resilience—a tool kit you can use to lead more effectively within and beyond your organization.

The curriculum will focus on the following key lessons:

BUILDING BLOCKS TO NEGOTIATION PROFICIENCY





IN-DEPTH, ONE-DAY BONUS SESSION

APRIL 6, 2023

3D Negotiation: Powerful New Tools to Turbocharge Your Effectiveness

8:30 am – 4:30 pm

Led by James K. Sebenius

Picture yourself at the negotiating table. You've mapped out your talking points, you have a contingency plan for the unexpected, and your sights are set on a specific outcome. What more could you have done to prepare?

James K. Sebenius addresses this question in this one-day bonus session, 3D Negotiation. While most negotiation strategies focus on one-dimensional bargaining-at-the-table tactics, the "3D Negotiation" approach—developed by Sebenius and David A. Lax—maps out the often-missing dimensions that underpin effective tactics: deal setup and design. You'll learn how superior setup moves and the right tactics can yield remarkable results that cannot be attained through conventional tactics alone.

In this session, you will examine the three dimensions of effective negotiation:

- **Tactics:** Persuasive moves, made at the table, are the most familiar. Good tactics can make a deal; bad ones can break it.
- **Deal design:** Probe below the surface to uncover economic and noneconomic value. Learn the systematic approach to unlocking it for both parties.
- **Setup:** Make sure that the right parties have been approached, in the right sequence, to address the right interests—and know the right consequences that cause you to walk away.

You will emerge with a versatile roadmap for achieving the hallmarks of a successful deal: creating maximum value, claiming a full share of that value, and doing so for the long term.

“ In negotiation, the moves you make away from the table are as important as any moves you can make at the table.

Nowhere has this insight been more brilliantly and practically presented than in the 3D Negotiation method developed by David Lax and James Sebenius.

—WILLIAM URY

Co-founder, Program on Negotiation at Harvard Law School;
co-author, *Getting to Yes*;
author, *Getting Past No*



James K. Sebenius

Gordon Donaldson
Professor of Business
Administration, Harvard
Business School (HBS);

Vice Chair for Practice-Focused
Research, Program on Negotiation
Executive Committee; Chair, Great
Negotiator Award Committee;
Director, Harvard Negotiation Project;
Co-director, American Secretaries of
State Program

From the earliest days of his professional career, Jim Sebenius has played key roles in complex negotiations. He has also advanced the field in the academic realm, in the public and diplomatic sectors, and in the business world. Outside Harvard, he has worked in the U.S. Department of Commerce and U.S. Department of State, as well as at the Blackstone Group.

At HBS, Sebenius spearheaded the effort to make negotiation a required course in the MBA program and created the negotiation department, which he led for several years. As co-founder of Lax Sebenius LLC, he provides negotiation advisory services to corporations and governments worldwide.

He co-authored *3D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals* (with David Lax) and *Kissinger the Negotiator: Lessons from Dealmaking at the Highest Level* (with R. Nicholas Burns and Robert Mnookin, and including a foreword by Henry Kissinger).



IN-DEPTH, ONE-DAY BONUS SESSION

MAY 18, 2023

Negotiating the Impossible

8:30 am – 4:30 pm

Led by Deepak Malhotra

Some negotiations go smoothly, while others seem completely hopeless, with escalating conflict, increasingly aggressive behavior, and neither side willing to back down. Yet no matter how high the stakes or how protracted the dispute, even the most explosive situations can be defused. When handled effectively, even the worst conflicts have potential solutions.

In this one-day session, Harvard Business School professor and renowned author Deepak Malhotra draws on behind-the-scenes stories of fascinating negotiations from history, business, medicine, and sports to provide principles and tactics that can be applied in everyday life, whether you are negotiating a corporate deal, fielding a job offer, resolving a business dispute, or tackling obstacles in personal relationships.

By the end of the day, you will have both the confidence and the tools to tackle situations that might otherwise have seemed impossible.

In this highly interactive one-day program, you will:

- Learn to defuse situations in which no one is willing to back down
- Find out how to negotiate effectively even when you have no leverage
- Gain the skills to deal with people who are acting aggressively or negotiating in bad faith
- Think differently about how protracted or escalating conflicts should be handled
- Discover how to deal with difficult people in your work or daily life

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If you want to spend time listening and talking with the authors of the best negotiation books and resources in the world, then this is the only program for you.

—ENDA YOUNG

Programme Director,

William J Clinton Leadership Institute at Queen's University Belfast



Deepak Malhotra

Eli Goldston Professor of Business Administration at Harvard Business School (HBS); Executive Committee Member,

Program on Negotiation at Harvard Law School (PON)

Deepak Malhotra's research and advisory work is focused on negotiation, deal-making, diplomacy and conflict resolution.

In 2020, he was named MBA Professor of the Year by *Poets & Quants*, and has received other awards for excellence in teaching, including the HBS Faculty Award.

Outside of HBS, Professor Malhotra provides training and consulting to organizations and CEOs around the world, and advises governments seeking to negotiate an end to protracted and intractable armed conflicts. He is the coauthor of *Negotiation Genius* and author of *I Moved Your Cheese*. His 2016 book, *Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle)*, was named a "Top 10 Business Book of 2016" by *The Globe and Mail*, and received the "Outstanding Book Award" from the International Association for Conflict Management. His most recent book, *The Peacemaker's Code*, was awarded the National Indie Excellence® Award for Best Science Fiction Novel in 2021.

In 2020, Professor Malhotra created a series of 40 short videos as part of his Negotiation Insights Series, which provide free advice on topics pertaining to negotiation, deal-making, sales, conflict resolution, and diplomacy.



IN-DEPTH, ONE-DAY BONUS SESSION

JUNE 23, 2023

Unlocking Value in Complex Business Deals

8:30 am – 4:30 pm

Led by Guhan Subramanian

Dealmaking is often viewed through two lenses: negotiation theory and auction theory. In negotiations, competitive pressure comes from across the table as you negotiate against your counterpart (or counterparts). In auctions, competitive pressure comes from individuals or entities on the same side of the table, who drive up the price. Yet the reality is that most assets are bought and sold through “negotiauctions”—a murky middle ground that falls between pure one-on-one negotiations and pure Sotheby’s-style auctions.

In this focused one-day session, Guhan Subramanian shows you how to successfully navigate complex deals, including negotiauctions, by bringing together auction and negotiation strategies in a meaningful way. You’ll explore proven frameworks for achieving better outcomes in complex negotiations—and learn how to take your negotiation game to the next level.

Through interactive lectures, freeze/unfreeze experience-based learning exercises, and personalized feedback, you will enhance your ability to prepare for complicated bargaining situations. You’ll also learn how to boost leverage by creating the right kind of competition (or in some cases, merely the perception of competition) and how to examine the four critical considerations of complicated negotiation situations: the parties, their interests, the alternatives to agreement on all sides, and the incentives of those at the table.

You will also explore three primary negotiauction moves:

- **Setup:** Establishing the negotiation conditions under which you are willing to engage
- **Rearranging:** Adjusting the assets or parties (or both) in ways that unlock new value
- **Shutdown:** Short-circuiting the auction process in order to create value—for yourself and potentially for your counterparty as well

In this session, you will go beyond traditional negotiation frameworks and techniques, and learn how to incorporate relevant, cutting-edge tools into 21st-century deals—and shape them to your advantage.



Guhan Subramanian

Faculty Chair, Program on Negotiation at Harvard Law School; Joseph H. Flom Professor of Law and Business, Harvard Law School; H. Douglas Weaver Professor of Business Law, Harvard Business School; Faculty Chair, JD/MBA Program, Harvard University

The first person in the history of Harvard University to hold tenured appointments at both Harvard Law School and Harvard Business School, Guhan Subramanian is a consummate educator, dealmaker, and leader. As the chair of the Program on Negotiation, he spearheads negotiation and mediation training programs for the more than 3,000 professionals who attend every year.

Subramanian’s research focuses on corporate governance, corporate law, and negotiation. A prolific writer, he has authored several world-renowned books, including *Dealmaking: The New Strategy of Negotiations*, and 11 of his articles have been selected as being among the “top 10” articles published in corporate and securities law.

The two-volume treatise *Law and Economics of Mergers and Acquisitions*, which includes 33 seminal articles from the field, written over the past 45 years, contains 4 of his articles—more than those of any other scholar.



IN-DEPTH, ONE-DAY BONUS SESSION

JULY 20, 2023

The 4P Framework for Strategic Negotiation and Leadership

8:30 am – 4:30 pm

Led by Robert Wilkinson

Leadership isn't a job title. It's the actions you take to solve a problem and the way you influence others to join you. Whether you're mediating a disagreement among colleagues or negotiating a high-stakes deal, the outcomes hinge on how you rise to the occasion. In this new session, Harvard Kennedy School lecturer Robert Wilkinson shares a powerful framework for increasing your personal effectiveness as a leader and negotiator. Known as the 4P Framework, this highly effective model will help you negotiate across political and cultural divides, engage multiple stakeholders, and build consensus.

Leveraging real-world experience, academic literature, and in-depth research, Wilkinson will show you how to use the 4P Framework to excel across the four domains of leadership:

- **Perception:** Discover why you perceive the same information differently than others—and how to negotiate more effectively by fostering a shared understanding.
- **Process:** Learn why simple process choices—such as how you're going to work together to resolve a dispute—have a major impact on outcomes.
- **People:** Recognize the human and emotional impact you have on people and learn ways to better regulate your own emotions at the bargaining table.
- **Projection:** Gain a greater understanding of the story you tell yourself about who you are—and where you're going as a leader and negotiator.

By exploring both the internal elements you need to tackle on your own and the external ways you engage with others, this highly interactive program will help you:

- Negotiate with people who hold deeply differing views and perceptions
- Interact more effectively with group dynamics and process management
- Craft the vision you seek to project for yourself and for your negotiation counterparts, your colleagues, and the broader community

Through activities such as role-play simulations, case study explorations, and video analyses, you will gain the skills you need to achieve better outcomes in challenging leadership and negotiation situations.



Robert Wilkinson

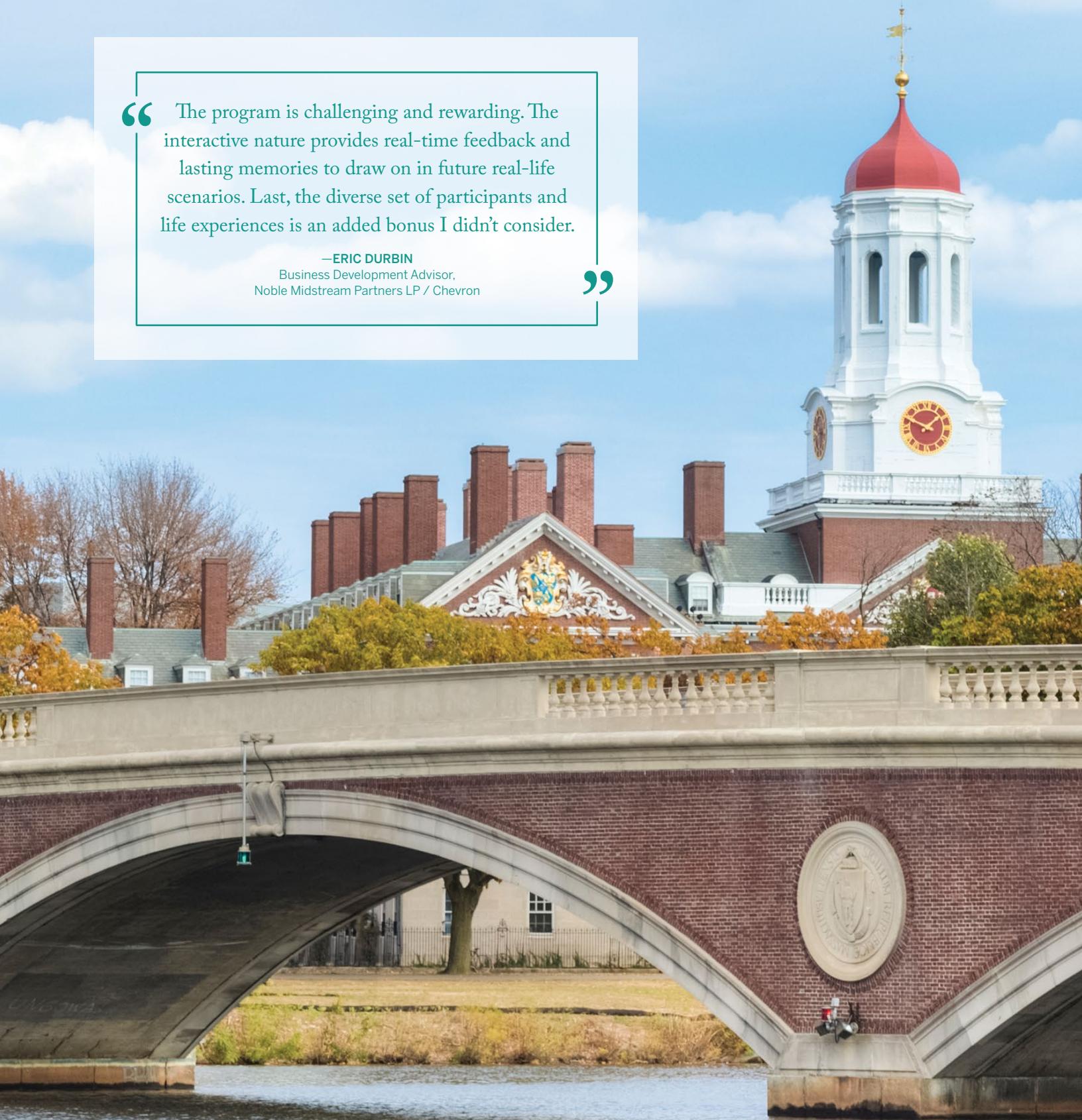
Lecturer, Public Policy and Leadership, Harvard Kennedy School

A negotiation and leadership specialist, Robert Wilkinson teaches graduate courses on leadership in complex environments and negotiation theory and practice. Robert Wilkinson has won several Dean's Teaching Awards at Harvard and also served as a special advisor on negotiation at the Massachusetts Institute of Technology. Previously, he was on the faculty at Tufts University's Fletcher School of Law and Diplomacy for eight years.

As a management consultant, Wilkinson has nearly 25 years of experience in more than 45 countries. From IBM to the World Wildlife Fund, he has helped numerous Fortune 500 companies, government agencies, and charities increase their effectiveness. Wilkinson has worked overseas on a variety of international negotiation projects, including working with the Hutu and Tutsi communities in Rwanda.

“ The program is challenging and rewarding. The interactive nature provides real-time feedback and lasting memories to draw on in future real-life scenarios. Last, the diverse set of participants and life experiences is an added bonus I didn’t consider.

—ERIC DURBIN
Business Development Advisor,
Noble Midstream Partners LP / Chevron



PROGRAM ON NEGOTIATION

Teaching Team

Max Bazerman, Jesse Isidor Strauss Professor of Business Administration, Harvard Business School; Co-director, Center for Public Leadership, Harvard Kennedy School

Gabriella Blum, Rita E. Hauser Professor of Human Rights and International Humanitarian Law, Harvard Law School; Vice Dean for the Graduate Program and International Legal Studies, Harvard Law School

Francesca Gino, Tandon Family Professor of Business Administration, Harvard Business School

Debbie Goldstein, Lecturer on Law, Harvard Law School; Lecturer on Education, Harvard Graduate School of Education; CEO, Triad Consulting

Sheila Heen, Thaddeus R. Beal Professor of Practice, Harvard Law School; Deputy Director, Harvard Negotiation Project; Co-founder, Triad Consulting

Kessely Hong, Senior Lecturer in Public Policy and Faculty Chair of MPA Programs, Harvard Kennedy School

Deepak Malhotra, Eli Goldston Professor of Business Administration, Harvard Business School

Brian S. Mandell, Vice Chair of Executive Education, Program on Negotiation Executive Committee; Director, Kennedy School Negotiation Project; Senior Lecturer in Public Policy, Harvard Kennedy School

Robert H. Mnookin, Samuel Williston Professor of Law, Harvard Law School; former Chair, Executive Committee, Program on Negotiation at Harvard Law School; Director, Harvard Negotiation Project

Bruce M. Patton, Co-founder and Distinguished Fellow, Harvard Negotiation Project

Jeswald W. Salacuse, Dean Emeritus and Distinguished Professor Emeritus, The Fletcher School of Law and Diplomacy, Tufts University

James Sebenius, Gordon Donaldson Professor of Business Administration, Harvard Business School; Director, Harvard Negotiation Project

Daniel L. Shapiro, Associate Professor of Psychology, Harvard Medical School / McLean Hospital; Director, Harvard International Negotiation Program; Associate Director, Harvard Negotiation Project

Douglas Stone, Lecturer, Harvard Law School; Co-founder, Triad Consulting

Guhan Subramanian, Faculty Chair, Program on Negotiation at Harvard Law School; Joseph H. Flom Professor of Law and Business, Harvard Law School; H. Douglas Weaver Professor of Business Law, Harvard Business School; Faculty Chair, JD/MBA Program, Harvard University

Lawrence E. Susskind, Ford Professor of Urban and Environmental Planning, Massachusetts Institute of Technology

William L. Ury, Senior Fellow, Harvard Negotiation Project; Co-founder, Program on Negotiation at Harvard Law School

Michael A. Wheeler, Class of 1952 Professor of Management Practice, Harvard Business School; former Editor, *Negotiation Journal*

Robert Wilkinson, Lecturer, Harvard Kennedy School



Max
Bazerman



Gabriella
Blum



Francesca
Gino



Debbie
Goldstein



Sheila
Heen



Kessely
Hong



Deepak
Malhotra



Brian S.
Mandell



Robert H.
Mnookin



Bruce M.
Patton



Jeswald W.
Salacuse



James
Sebenius



Daniel L.
Shapiro



Douglas
Stone



Guhan
Subramanian



Lawrence E.
Susskind



William L.
Ury



Michael A.
Wheeler



Robert
Wilkinson

WHO SHOULD ATTEND

WHO SHOULD ATTEND

Negotiation and Leadership attracts a diverse, global audience from the private and public sectors. Participants span a wide range of titles and industries. This program is appropriate, although not limited to, individuals in the following roles:

- Chief executive officers, chief operating officers, presidents, board members, and vice presidents
- Directors, managers, or supervisors who oversee operations, human resources, purchasing, sales, marketing, and administration functions
- Government and military leaders and officials, including sergeants, commanders, captains, and majors
- Medical personnel
- University faculty and administrators
- Lawyers
- Real estate brokers
- Labor union personnel
- Construction personnel
- Sales professionals and account executives

TWO EASY WAYS TO REGISTER

Online

Visit executive.pon.harvard.edu.

By phone

Call 1-800-391-8629 between 9 am and 5 pm Eastern Time, any business day.

Outside the United States, please call +1-301-528-2676.

To ensure the immersive learning experience for which **Negotiation and Leadership** is known, attendance is strictly limited. Be sure to register early to reserve your spot.

DATES AND FEES

Spring 2023 Negotiation and Leadership:

April 3–5 | May 15–17 | June 20–22 | *July 17–19

With in-depth, one-day bonus sessions:

April 6: 3D Negotiation: Powerful New Tools to Turbocharge Your Effectiveness

May 18: Negotiating the Impossible

June 23: Unlocking Value in Complex Business Deals

***July 20:** The 4P Framework for Strategic Negotiation and Leadership

Three-day program: \$4,997

In-depth, one-day bonus session: \$1,997

Four days: \$5,999 (save \$995 when you attend both the three-day program and the in-depth session)

VENUE

The April, May, and June Negotiation and Leadership Programs are held at The Charles Hotel in Cambridge, Massachusetts—next door to the Harvard Kennedy School and just steps away from the University's storied Yard.

A unique, independent luxury hotel, The Charles Hotel overlooks the Charles River in Cambridge's Harvard Square. Visit www.charleshotel.com for more information.

*The July Negotiation and Leadership Program will be held on the Harvard Law School campus in Cambridge, Massachusetts.

To reserve your room, call 1-617-864-1200. Booking hours are Monday–Friday, 8:00 am – 6:00 pm, and Saturday, 9:00 am – 5:00 pm.

Spring room rates:

April Program

Sunday, April 2 – Thursday, April 6, 2023

Guest room rate: \$429, Reserve by March 2, 2023

May Program

Sunday, May 14 – Thursday, May 18, 2023

Guest room rate: \$499, Reserve by April 14, 2023

June Program

Monday, June 19 – Friday, June 23, 2023

Guest room rate: \$459, Reserve by May 19, 2023

July Program

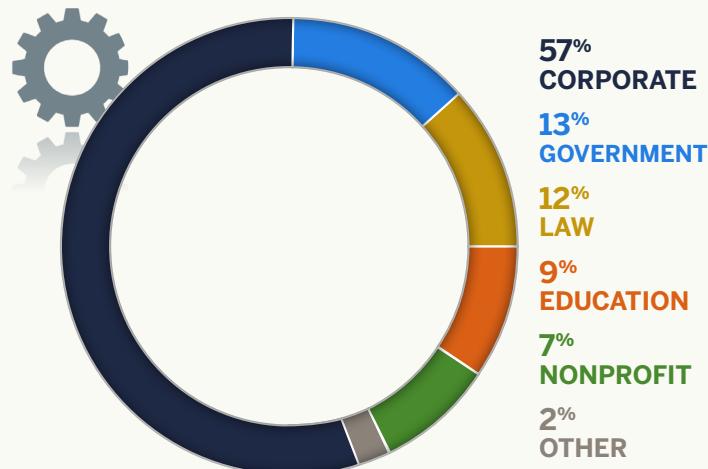
Monday, July 17 – Friday, July 21, 2023

Guest room rate: \$499, Reserve by June 17, 2023

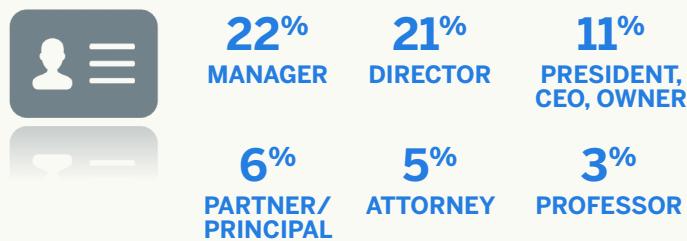
Be sure to tell the hotel representative that you are with the Program on Negotiation, or reserve your room online at www.charleshotel.com. You are encouraged to make your reservation early, as room rates are valid only until the cutoff date and are subject to availability.

WHO ATTENDS

INDUSTRIES



TOP TITLES



34%
FEMALE **66%**
MALE



HAILING FROM
100+
COUNTRIES



36%
ATTEND WITH
ONE OR MORE
COLLEAGUES

Here's a sampling of organizations whose executives have participated in our programs.

- AARP
- Los Angeles County Sheriff's Department
- African Development Bank Group
- Macquarie AirFinance
- Allied Pilots Association
- McKinsey & Company
- AMC Theatres
- Medtronic
- American Student Assistance
- Mercedes-Benz Grand Prix
- Analog Devices
- NATO Headquarters
- AT&T
- The Nature Conservancy
- Bacardi Corporation
- New York Power Authority
- BASF
- Penguin Random House
- Bell
- Petrobras
- Blue Cross Blue Shield
- Pfizer Inc.
- Bose
- Philadelphia Energy Solutions
- Boston Consulting Group
- Salesforce
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- Bryant Park Corporation
- Siemens Healthcare Diagnostics
- Cisco Systems
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