

Negotiation Skills for Project Managers

Learn how to:

- Use competitive and collaborative negotiation strategies with success
- Recover a stalled negotiation using breakthrough techniques
- Adjust your negotiating style to match the preferences of the other party
- Deactivate the impact emotions and focus on finding agreement
- Apply negotiation skills for efficient cost and schedule performance
- Plan strategies to effectively develop and manage collaborative relationships critical to your project



For pre- and post-course assessments, visit www.esi-intl.com/MyESI.

PMBOK® Guide knowledge areas:

Project Scope Management
Project Human Resource Management
Project Procurement Management
Project Communications Management

PDUs: 22.5 **CEU**s: 2.2 **CPE credits**: 27

This course has been updated to reflect the *PMBOK® Guide—Fourth Edition*.



Negotiation is an invaluable skill for any project manager. Not only do you negotiate agreements with vendors and contractors, but you must effectively negotiate with stakeholders, customers and team members throughout the life of a project. This three-day, highly interactive experience covers the dynamics, processes and techniques of internal and external negotiation situations.

Short on lecture and long on practice, this course provides participants the opportunity to experience one-on-one negotiations. You will learn how to analyze negotiation styles, diffuse conflict and turn it into an advantage, and negotiate more effectively. Participants will receive coaching and feedback from the instructor and the other participants.

By the end of the course, you will have explored the dynamics of both the competitive and collaborative models of negotiation as well as some of the implications of team negotiations. Not only will you gain new skills, but you will gain experience using them in realistic situations. To ensure you maintain and build these skills, the course includes a Personal Action Plan that will ensure the integration of new knowledge and skills in both your personal and professional life.

Course Topics

- 1. Negotiation in the Project Environment**
 - a. Stakeholder analysis
 - b. Negotiating with key stakeholders
 - c. Negotiation and the triple constraint
 - d. Issues throughout the project life cycle
- 2. Natural Tendencies in Negotiation**
 - a. Negotiating from positions
 - b. Transformation of goals
 - c. Destroying trust
 - d. Need to win
 - e. Emotional reaction
- 3. Developing the Best Alternative to Negotiated Agreement (BATNA)**
 - a. Defining BATNA
 - b. Determining the need to negotiate
 - c. Strengthening and using the BATNA
 - d. The other party's BATNA
- 4. The Two Major Schools of Negotiation: Competitive and Collaborative**
- 5. Competitive Negotiation**
 - a. Determining primary and secondary issues
 - b. Establishing maximum and minimum positions
 - c. Defining the conflict range
 - d. Assessing the negotiation range
- 6. Understanding and Developing Your Negotiation Style**
 - a. Myers-Briggs Type Indicator® (MBTI)
 - b. Personality preferences and style
 - c. Temperament Theory and collaboration
- 7. Collaborative Negotiation: Creating Win-Win by Exploring Differences**
 - a. Clarifying interests
 - b. Developing options
 - c. Establishing criteria
- 8. Negotiating Within the Team**
 - a. Identifying interests
 - b. Defining the process
 - c. Determining roles
- 9. Negotiating Between Teams**
 - a. Establishing an approach
 - b. Monitoring the dialogue
 - c. Clarifying all interests
- 10. Preparing to Negotiate Your Project**
 - a. Analyzing your situation
 - b. Predicting the other party's situation
- 11. Dealing with Conflict in Negotiations**
 - a. Insights from MBTI®
 - b. Sequence of strengths as conflict escalates
- 12. Breakthrough Strategies to Get Past "No"**
 - a. Managing emotional content
 - b. Reframing vs. reacting
 - c. Building a golden bridge
 - d. Educating vs. escalating
- 13. Maintaining and Building Your New Skills**
 - a. Personal Action Plan
 - b. Other useful strategies for long-term gains