

# Negotiation Skills

Developing Negotiating Styles and Tactics  
to Master the Dynamics of Collective Bargaining

Kingston: April 15-20, 2012

Kingston: October 14-19, 2012

Victoria: December 3-7, 2012



**Register at: [irc.queensu.ca](http://irc.queensu.ca) or call toll-free: 1-888-858-7838**



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

If you are involved in collective bargaining, you know well the complex and multi-layered dynamics at play. Whether you represent a business unit, government department, or union, you know that the organization's strategic interests and priorities are tied to how well you do at the bargaining table. But can you implement more effective bargaining strategies that are true to your own style and the organization's best interests? These and other important issues are explored in our intensive five-day *Negotiation Skills* program, which features expert instruction and on-the-spot coaching.

## Learning Outcomes

By the end of the week, you will be better positioned to:

- Prepare effectively for negotiations by identifying interests and developing strategic mandates
- Open negotiations constructively and negotiate pre-agreements
- Build skills in formulating and delivering proposals and managing impasses
- Develop the skills of an effective negotiator including listening, probing, identifying interests, and mutually solving problems
- Develop skills in costing both your present collective agreement and proposed new clauses

## Organizational Benefits

- Better outcomes from collective bargaining sessions
- Faster and more effective preparation of negotiating team members
- Improved labour management relations
- Creation of competitive advantage through strategic negotiations

### Essentials

#### Date and Location

Five Days

**Kingston:** April 15-20, 2012

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Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.

#### Fee

\$4,995

### Who Benefits

Labour relations and human resources professionals, managers, and union representatives who prepare for negotiations, as well as members of negotiating teams



### Takeaways

- Planning for Bargaining Workbook
- Issues analysis/preparation/framing templates
- Negotiations Checklist



# Tour of the

## a) Understanding the Negotiation Process

The opening component of our program establishes the foundation on which new skills can be based. We draw the big picture in collective bargaining: what must the organization accomplish in the negotiation round, and what are the dynamics at play.

We set the stage by:

- Defining strategic negotiations
- Teasing out the dynamics of power/rights/interests approaches
- Identifying individual team and organizational capabilities

## b) Building and Prepping the Negotiating

In preparation for your extended bargaining simulation later in the week, we explore how to create roles and responsibilities for effective team dynamics. We analyze bargaining dynamics as well, including intra-team, inter-team, and team-constituent bargaining.

## c) Developing a Bargaining Strategy

There are many crucial elements to consider in crafting a strategy for your bargaining round.

Here are several that are discussed:

- Gathering and analyzing data
- Determining the real issues and interests (yours and theirs)
- Framing issues for productive dialogue
- Gaining team agreement on priorities, strategies, tactics, and processes
- Communicating with stakeholder groups
- Formulating a bargaining mandate

## d) Negotiation Simulation: Part 1

Here is your chance to practise what you have learned so far this week. The first part of the

simulation gives your team an opportunity to identify bargaining priorities, formulate interests, and anticipate the other team's interests to develop a foundation for moving forward. Begin to manage team dynamics by establishing roles and responsibilities, and gaining team agreement on strategies.

## e) Introduction to Costing the Collective Agreement

This workshop is devoted to the art and science of costing the collective agreement. You get a template for costing the monetary and non-monetary issues of your collective agreement, and apply the information to your ongoing simulation.

## f) Negotiation Simulation: Part 2

After forming your opening statements, your team meets to negotiate effective pre-agreements on ground rules and process issues. Watch for possible turbulence in team dynamics.

## g) The Union View of Bargaining

We ensure that our roster of coaches includes strong and experienced representatives of unions. In this spirited session they offer the union perspective, fielding your candid questions and satisfying your curiosity.

## h) Negotiating to Agreement

There are a number of techniques to employ in order to reach a satisfactory bargaining conclusion.

Here are several that are explored:

- Questioning skills for distinguishing interests from positions, exploring assumptions, and obtaining important information
- Creating joint problem-solving statements
- Negotiating without locking onto positions

# Program

- Controlling destructive dynamics
- Dealing with sources of resistance
- Linking issues and solutions for effective resolution
- Packaging and re-packaging offers

## i) Negotiation Simulation: Parts 3 to 5

The negotiation simulation comes to a climax during this full day of bargaining. Do team members perform as advertised? Have you considered all the possible counter-proposals? Prepare to be surprised by the results.

## j) Pre-Bargaining Rituals

The bargaining process is a bit like going to a dance: there are rituals, strategies, and tactics that play out beneath the surface.

In this section you will learn:

- How to set the tone for productive bargaining
- How to prepare and deliver an opening statement
- How to negotiate pre-agreements on ground rules and meeting schedules
- How to develop a joint bargaining process/agenda

## Interactive Learning

Your group will be divided into management and union bargaining teams that will then engage in a take-no-prisoners three-part simulation of a negotiation round, coached by experts in collective bargaining. Have you prepared for all the possible counter-proposals? Do team members perform as advertised? Prepare to be surprised by the results.

## k) Concluding the Agreement

Learn how to go from agreement in principle to agreement on specifics by:

- Drafting contract language and checking for mutual understanding
- Communicating with stakeholder groups to achieve agreement and ratification.
- Reaching agreement on the entire package

Success is close at hand, but pay attention to details.

## l) Large Group Debrief

With the intensity of the simulation melted away, it is time to take stock of the lessons learned and gather feedback from coaches. Begin to contemplate your role in future negotiations and how you will enhance the competitive position of your organization.



# Facilitators and Speakers

## **Gary Furlong**

Gary is a director of the Arbitration and Mediation Institute of Ontario. He has extensive experience in mediation, facilitation, negotiation, alternative dispute resolution, and conflict resolution. Gary was appointed a provincial facilitator and mediator with the Education Improvement Commission, assisting with the amalgamation of school boards of Ontario. An associate with Agree Dispute Resolution, Gary is author of *The Conflict Resolution Toolbox* (Wiley 2005).

## **Anne Grant**

Anne has, since the mid-90's, assisted individuals and organizations in managing conflict and resolving disputes as a member of the Toronto-based consultancy Mediated Solutions. Her practice includes extensive mediation of labour and civil disputes as well as facilitation of poisoned work environment issues and human rights investigation. Anne has provided customized training in negotiation, mediation, and harassment to all levels of government, and has taught at Osgoode Hall Law School, the University of Toronto, and Trent University.

## **Allan Loyst**

Allan has been a member of the Canadian Auto Workers union for 39 years. He began his career with General Motors Canada in 1972 and since then has held numerous positions in the CAW. As strike coordinator in 1997, he was instrumental in organizing a plant occupation that led to a settlement and sale of the plant to Peregrine Inc. Through his experiences with GM and Peregrine, he has participated in both traditional and interest-based bargaining.

## **Andy MacDonald**

Andy MacDonald was a member of the executive of the Brampton Professional Fire Fighters Association (BPFFA), IAFF Local 1068, for many years before joining the management ranks. While a member of the BPFFA executive, Andy participated in collective agreement negotiations and gained the union's perspective. As a member of the negotiating team on the other side of the table, Andy now plays a key role as a chief spokesperson of the Corporation's bargaining team. Andy's insight into negotiations from both sides of the negotiation table gives him an interesting perspective into the dynamics of collective bargaining.

*The roster of speakers may change. We will do our best to keep you informed of program changes.*

# Registration Kiosk

## Negotiation Skills

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We offer four easy ways to register:

**Web:** Complete the online form at: [irc.queensu.ca](http://irc.queensu.ca)

**Telephone:** Reserve by calling toll-free: 1-888-858-7838

**Fax:** (613) 533-6812

**E-mail:** [irc@queensu.ca](mailto:irc@queensu.ca)

Confirmation and information on program location, check-in time, and agenda will follow.

### Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

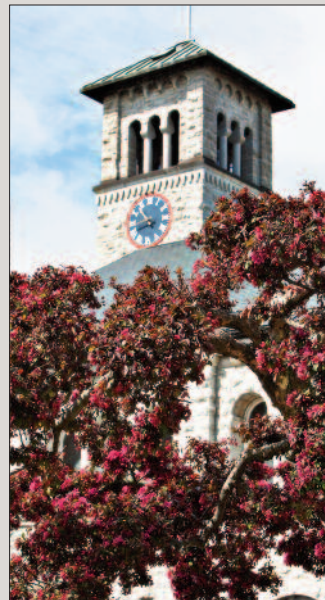
If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

**Note:** Only *one* discount may be applied.

**Cancellations and No-Shows:** Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

### Location and Accommodation

Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.



Robert Sutherland Hall  
Queen's University  
Kingston ON  
Canada K7L 3N6

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