Negotiation Skills
Developing Negotiation Styles and Tactics to Master the Dynamics of Collective Bargaining
Why Choose Queen’s IRC?

Queen’s IRC focuses on developing and delivering human resources (HR), labour relations, (LR) and organizational development (OD) programs for busy practitioners.

85 years of evidence-based and practitioner-focused training

In-person, virtual and custom programs available

Coaching from industry leaders with real-world experience

Certificate-based programs in HR, LR and OD

Practical simulations and tools that apply to your work environment
If you are involved in collective bargaining, you know the complex and multi-layered dynamics at play. Whether you are at the table representing a business unit, government department, or union local, you know that the organization’s and the membership’s strategic interests and priorities are tied to how well you do at the bargaining table. How can you implement effective collective bargaining strategies that achieve needed changes and improvements effectively? What is changing in collective bargaining styles and approaches? What are today’s best practices at the table? These and other important issues are explored in our intensive five-day Negotiation Skills program, which features expert instruction, a full week of hands-on bargaining experience, and on-the-spot coaching.

**Learning Objectives**
- Effectively prepare for negotiations by identifying prioritized goals, important interests, and strategic mandates
- Set the stage for successful negotiations with pre-bargaining dialogue
- Build skills in formulating and delivering proposals
- Build trust at the table and navigate impasse
- Develop the table skills of an effective negotiator including listening, probing, reality testing, and mutually solving problems
- Develop an understanding of costing for both your present collective agreement and proposed new clauses
- Practice all learnings at the table through an immersive and detailed bargaining simulation

**Organizational Benefits**
- Better and faster outcomes from collective bargaining sessions for all parties at the table
- Improved preparation skills that set the stage for better negotiations
- Stronger and more cohesive bargaining team relationships
- Improved union-management relationships
- Creation of competitive advantage through strategic negotiations

**Takeaway Tools**
- Planning for Bargaining Workbook
- Issues Analysis format and process for effective preparation
- Ground Rules at the table framework
- Introduction to costing framework

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**Program Details**

**5 Credits**

**Date, Location and Fee**
For information on program dates, location and fees, visit:
[https://irc.queensu.ca/negotiation-skills/](https://irc.queensu.ca/negotiation-skills/)

**Program Delivery**

**In-person and virtual**
For information on in-person and virtual programs visit our FAQ page.

**Registration**
For information on registration, payment and discounts:
call toll-free: 1-888-858-7838
e-mail: irc@queensu.ca or visit our FAQ page.

To register for a program visit our registration page

**Who Should Attend**
Labour Relations and Human Resources professionals, union representatives, and managers who prepare for, participate in, or lead negotiations
## Program Overview

Our module-by-module overview introduces the topics that will be explored in depth over the course of the program.

### MODULE 1
**Overview of Collective Bargaining: The Importance and Value of Collective Bargaining in Society**
- Identify negotiation capabilities at the organizational, team and individual levels
- Understand drivers of conflict at the table through the Circle of Conflict
- Establish personal areas of focus for the training

### MODULE 2
**Exploring Bargaining Dynamics: Team-Based Bargaining Exercise**
- Investigate team decision-making
- Reflect on the inter-dependence of the parties at the bargaining table
- Explore the impact of actions and decisions on trust

### MODULE 3
**The Negotiation Roadmap: The Dynamics of Trust and the Bargaining Process**
- Explore the important dynamics of trust, and how to build trust in any circumstance
- Review and begin to apply a step-by-step roadmap for the collective bargaining process, start to finish
- Reflect on the full range of stakeholder relationships

### MODULE 4
**Planning and Preparation for Negotiation: Building Your Bargaining Team**
- Establish team roles, responsibilities, and protocols
- Understand the dynamic of the Stairway – Interests, Rights and Power at the table
- Learn the three main types of collective bargaining, and the implications for each
- Practice foundational table skills
- Build a full bargaining strategy by applying the Triangle of Satisfaction
- Plan for effective pre-bargaining dialogue
- Establish a clear mandate for the bargaining team
### MODULE 7
**Table Skills: Individual Skills and Tools for Face-to-Face Interactions at the Bargaining Table**
- Utilize listening as a dynamic skill for building trust and supporting effective discussions
- Implement advanced questioning skills to explore and navigate impasse and anchored positions
- Apply the L.E.A.P. process to create open dialogue on difficult issues

### MODULE 8
**Setting the Stage: Opening the Negotiation Process Effectively**
- Plan and Execute an Effective Opening Statement
- Establish Joint Ground Rules and Rules of Engagement for the Negotiation Process

### MODULE 9
**Simulation Debrief: Reflecting On and Incorporating Learnings from the Bargaining Simulation**
- Explore and crystalize individual, team, and all participant learnings from the full-day bargaining simulation
- Learn best practices for implementing a collective agreement effectively

### MODULE 10
**Building the Learning Loop: Leveraging Each Round of Bargaining to Incorporate Best Practices for the Future**
- Implement critical debrief and learning processes to carry forward best bargaining practices
Facilitators and Speakers

**Gary Furlong (Lead Facilitator)**


Gary has worked with the Queen’s University School of Industrial Relations conducting research into employment models of dispute resolution in Canadian companies. He teaches a number of labour-related courses at Queen’s University IRC, along with advanced mediation skills at York University.

In the labour area, Gary mediates collective agreements, grievances and labour board complaints for sectors as diverse as school boards, public health care, utilities, and airlines across Canada. Gary has delivered collective bargaining negotiation skills training for both management and union bargaining teams, bringing a strong focus of effective and collaborative skills to the table. Gary specializes in leading joint bargaining training for intact negotiation teams just prior to negotiations, with a focus on helping parties maximize joint gains at the table. In addition, Gary also conducts relationship building interventions to strengthen day-to-day union-management effectiveness away from bargaining.

Gary has worked with a wide range of organizations in the private sector, in the public sector with municipalities, provincial governments and the federal government, and with unions including Unifor, Teamsters, CUPE, ONA, OPSEU, IATSE and PSAC.

Gary was awarded the McGowan Award of Excellence by the ADR Institute of Canada. He is a graduate of Stanford University in California.

**Deborah Cooper (Speaker)**

Deborah Cooper is currently the General Secretary of the National Joint Council (NJC) of the Public Service of Canada. She is a union-side appointee to the position, having taken up the post in May 2013. The position is alternately held by employer side and bargaining agent side appointees. The NJC is a union-management organization that is the forum of choice for co-development and consultation between the parties within the federal public service. The NJC also manages numerous directives agreed to by the parties on items ranging from travel and relocation to the health care plan and the long-term disability plan.

Prior to this role, Deborah worked in private practice as an employment and labour lawyer, moving over to work in-house at two different federal bargaining agents in 2005 and 2009. From 2012-2013, she also worked on the employer side, on an interchange, as a Director in the Labour Relations and Compensation Division of a large federal department. Deborah has also worked in Paris, France at both UNESCO and the Canadian Embassy, and has lectured at the Barreau de Versailles. She holds an Honours Bachelor Degree from the University of Ottawa, a Law Degree from the University of Western Ontario, and is a member of the Law Society of Upper Canada, having been called to the Bar of Ontario in 1997.

**Al Loyst (Speaker)**

Al was a member of the Canadian Auto Workers Union (CAW) for 45 years. This unprecedented tenure provided him with valuable insight into collective bargaining and the unionized landscape as it has adapted and transformed in Canada. As a result of the unique roles that Al held at General Motors (GM), he has been able to utilize his skills to play an integral role in assisting the membership in obtaining solid contracts and fair employment. Al’s lengthy career with GM has offered him the ability to see change through a variety of different positions such as “wellness coordinator” (with the transition of the truck plant, Al was instrumental in bargaining for a fitness centre), human-rights investigator and human-rights facilitator, service representative for the membership and team lead on a pilot project in a self-directed work group. Al retired in 2017, as the second longest serving GM employee in their history.

Al held elected positions (dating back to 1992) and worked tirelessly at the CAW to advocate on behalf of the members. Throughout his years of service, Al dealt with employee benefits, sick and accident E.I. compensation, and pensions. He took on roles such as strike coordinator (1997) and was an instrumental part of organizing a plant occupation, which led to a settlement and the sale of the plant to Peregrine Inc. Al was a member of many bargaining committees, one of which negotiated a transition agreement with GM and Peregrine. In 1998, he was elected district committee person and was later amongst the negotiating committee members that successfully negotiated the first collective agreement in 2000.

Throughout his career, Al has utilized both traditional and interest-focused bargaining and has seen the impact of both styles of bargaining and their long and short-term effects on organizational relationships and union-management interactions.

Al has been a long-standing trainer with the Queen’s IRC Negotiation Skills and Managing Unionized Environments programs and has completed both his Organizational Development and Labour Relations Certificates through Queen’s IRC.

He undertakes training across the country and is called upon by union and management teams alike to share his experiences to enhance and shape union and management relations across a broad spectrum of workplaces in the private, public, government and not for profit sectors.
The roster of facilitators and speakers may change. We will do our best to keep you informed of program changes.

Filomena Lofranco (Coach)
Filomena Lofranco is a highly respected HR consultant and executive coach, with over 25 years of experience in the public sector. She has worked with a diverse range of clients, successfully helping them improve their organizational effectiveness, leadership development, and conflict resolution strategies.

Filomena is known for her strategic thinking, her ability to build strong relationships, and her commitment to helping her clients achieve their goals. She has a deep understanding of the complexities of the modern workplace and is skilled at navigating the challenges and opportunities that arise in today's fast-paced business environment. Filomena spent many years working at the Ontario Public Services Employees Union, starting out as a member within the staff bargaining unit where she was elected to a number of teams such as Labour Relations, Negotiations, Benefits and Pensions. Shortly after, she moved into management where she sat across the table from those teams and was instrumental in staff development and facilitating successful results across a wide range of cross functional teams.

In addition to her consulting work, Filomena is also a standing coach with Queens University Industrial Relations Centre. She has published articles on management and coaching.

Filomena considers herself a lifelong learner and continues to add to her education portfolio, including the Faculty of Law at University of Windsor an Executive Certificate in Conflict Management; Human Resources and the Labour Relations Certificates with Queen’s Industrial Relations Centre; Coaching Managers & Directors and a Management Executive Certificate with the Schulich School of Business; Adult Education/Staff Training Certificate; Business Administration - Management Diploma with Seneca College and an Advance Certificate Management Standards Certification with International Foundation of Employee Benefits Plans.

When Filomena is not consulting, coaching, or furthering her own education, she can be found traveling on one of her adventures or hosting Sunday night dinners with her family and friends.

Mike Lumb (Coach)
Mike was an Executive Staff Officer with the Elementary Teachers’ Federation of Ontario (ETFO). His career spanned 32 years in the public education sector.

During this time, he served in a number of capacities which included: Educational Assistant, Occasional Teacher, Elementary Teacher, Health and Safety Rep., School Steward, Local Federation President (ETFO), Provincial Executive Member (ETFO), Ontario Teacher Federation Governor, along with his most recent position as an Executive Staff Officer in the Collective Bargaining Department with ETFO.

Labour relations and specifically collective bargaining have been a cornerstone of Mike’s career, due to his early involvement with the federation. He worked his way up from the grassroots as a Local School Steward and has held numerous positions along the way. From political protests to picket lines, he led his membership both locally and provincially through many labour controversies.

Mike has learned a variety of negotiating styles from positional based bargaining to interest-focused bargaining and how they affect the union-management relationship in the workplace. Most recently and due to the Covid-19 pandemic, Mike’s experience has expanded to included successful online bargaining strategies through a number of electronic platforms.

During his tenure as a union leader, Mike dealt with diverse labour relations issues such as membership concerns and grievance/arbitration to employee benefits. On more than one occasion, he has had to mobilize his membership for job action in various forms.

Mike’s education includes a Bachelor of Arts in Criminology and Criminal Justice from Carleton University in 1987 followed by a Bachelor of Education from Queen’s University in 1993. He is also a graduate of the Queen’s Industrial Relations Centre Negotiations Skills Program. In addition, Mike spent two and half years travelling on an independent trip around the world and was the President of the Greater Kingston AAA Hockey Association. He lives in Kingston with his family.