



# 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, labour relations, and organizational development programs for busy practitioners.

### Get the Queen's IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- 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 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.

## Transforming Knowledge into Action

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
- Implement effective negotiator skills, including listening, probing, identifying interests, and mutually solving problems
- Cost 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

#### 5 Days / 5 Credits

#### Date & Location

Oct. 20-25, 2019: **Kingston**

Apr. 19-24, 2020: **Kingston**

Jun. 22-26, 2020: **Halifax**

Oct. 18-23, 2020: **Kingston**

**Fee:** \$5,795

#### Who Should Attend

LR and HR professionals, union representatives, and managers who prepare for negotiations

#### Takeaway Tools

- Planning for Bargaining Workbook
- Issues Analysis/Preparation/Framing Templates
- Negotiations Checklist

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

# Learn. Design.

## 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

# Implement.

- 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.

### Learning Beyond the Classroom

**Our learning programs are focused on your growth:**

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions

# Facilitators and Guest Speakers

## **Gary Furlong (Lead Facilitator)**

Gary has extensive experience in labour mediation, alternative dispute resolution, negotiation, and conflict resolution. Gary is past president of the ADR Institute of Ontario, is a Chartered Mediator (C. Med.) and holds his Master of Laws (ADR) from Osgoode Hall Law School. Gary is the author of *The Conflict Resolution Toolbox*, John Wiley and Sons, 2005; the co-author of *The Construction Dispute Resolution Handbook*, Lexis Nexis 2004; and *The Sports Playbook*, Routledge, 2018.  
<https://irc.queensu.ca/facilitators/gary-furlong>

## **Guest Speakers**

### **Deborah Cooper**

Deborah is currently the General Counsel of a large federal union representing almost 15,000 federal government employees in multiple departments and agencies across Canada. Prior to this role, she was the General Secretary of the National Joint Council (NJC) of the Public Service of Canada. She was a union-side appointee to the position, having held the post from May 2013 – June 2018. The position is alternately held by employer side and bargaining agent side appointees for a five-year period each. 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.

<https://irc.queensu.ca/facilitators/deborah-cooper>

### **Allan (Al) Loyst**

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.

<https://irc.queensu.ca/facilitators/al-loyst>

### **Al Orth**

Al is an accomplished human resources professional with an extensive background managing in complex union and non-union environments, within both private and public sectors. During his senior HR management career, Al has held executive responsibility for the strategic and operational direction of all human resource and labour relations functions. As a seasoned negotiator who has conducted over 100 contract negotiations involving over 2 dozen different unions in 6 provinces, he has established a reputation as a skilled and innovative interest based problem-solver, who develops and builds relationships along with creative solutions

<https://irc.queensu.ca/facilitators/al-orth>

### **Mercedes Watson**

Mercedes Watson is a senior partner with a boutique-consulting firm and a portion of her consulting practice focuses on labour relations issues. She is a regular facilitator at Queen's IRC where she provides her expertise to core courses (*Negotiation Skills*, *Strategic Grievance Handling* and *Managing Unionized Environments*) and travels throughout Canada and to Trinidad (Arthur Lok Jack Graduate School of Business) on behalf of Queen's IRC to deliver customized training to organizations and their union and/or management groups.

<https://irc.queensu.ca/facilitators/mercedes-watson>

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

# Registration Kiosk

## Negotiation Skills

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

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 60 days prior to 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.

### Cancellation Policy

Substitutions are permitted with no penalty **8 days or more from the program start date**.

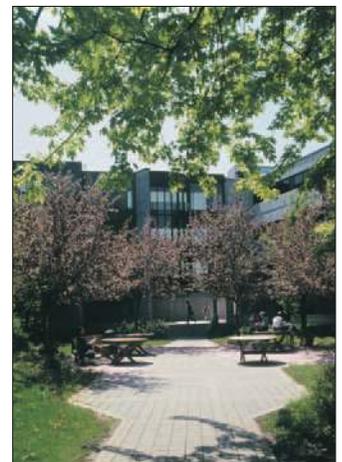
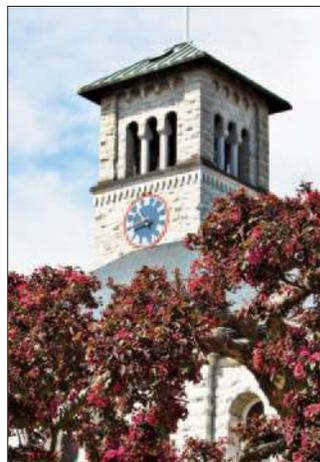
Substitutions **7 days or less before the program start date will be subject to a \$500 charge**.

Transfers and cancellations are permitted with no penalty **up to 15 days prior to the program start date**.

**Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.**

### Location and Accommodation

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





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