Aarhus BSS

June 20-22, 2019

Scandic Aarhus City, Denmark

PON GLOBAL

An intensive three-day negotiation program for executives

AARHUS BSS

SCHOOL OF BUSINESS AND SOCIAL SCIENCES
AARHUS UNIVERSITET

PROGRAM ON NEGOTIATION
HARVARD LAW SCHOOL
EXECUTIVE EDUCATION

WELCOME TO PON GLOBAL

An innovative, blended learning program hosted in cities around the world, PON Global is offered by the Program on Negotiation (PON) at Harvard Law School (HLS), which has provided world-class negotiation training to more than 35,000 global professionals since its founding in 1983. PON Global's intensive three-day format is designed to provide you with cutting-edge negotiation skills, teach you to overcome emotional and rational biases, and help you learn a range of competitive and cooperative negotiation strategies.

Alongside accomplished leaders from your region, you'll broaden your understanding of negotiating concepts and acquire proven negotiating techniques through a learning format that includes:

- Interactive classroom sessions led by a PON instructor
- Video-based modules featuring world-class PON faculty
- Real-life Harvard case studies
- Video conferences with PON faculty at Harvard
- Dynamic negotiation exercises and discussions

ABOUT THE PROGRAM ON NEGOTIATION AT HARVARD LAW SCHOOL

Widely recognized as a world leader in the field of negotiation research, PON is a consortium program of Harvard University, Massachusetts Institute of Technology, and Tufts University and serves as an interdisciplinary research center dedicated to developing the theory and practice of negotiation and dispute resolution in a range of public and private settings. PON's mission includes nurturing the next generation of negotiation teachers and scholars, helping students become more effective negotiators, and providing a forum for the discussion of ideas. Through its array of executive education programs, PON provides negotiation training to thousands of global leaders each year.

ABOUT AARHUS BSS

Aarhus BSS is a broad business school and one of the four faculties at Aarhus University.
The school is home to six academic departments, all internationally recognized for their quality of educational and research activities, as well as a large number of internationally recognized research centers. Gathering all business and social science disciplines under the same strategic framework has created a dynamic and visionary organization, which is flexible and changes in line with the society's needs for qualified graduates with the right skillsets.
Aarhus BSS holds the distinguished AACSB, AMBA and EQUIS accreditations, and is thereby a triple crown business school.

PROGRAM ON NEGOTIATION
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LEARNING OBJECTIVES

1. Lead at the bargaining table

Great leaders are skilled negotiators. At PON Global, we accelerate your learning process and focus on techniques that work in the corner office and at the bargaining table as well as in your personal life.

2. Close deals while building strong relationships

The strategies you acquire in this program will help you finalize important deals, negotiate in uncertain environments, improve your working relationships, claim (and create) more value, and resolve seemingly intractable disputes. You'll work through complex scenarios and learn problem-solving tactics you can apply to future negotiations.

3. Practice with confidence

At PON Global, you will engage in negotiation exercises that put your new knowledge to work as you test groundbreaking theories, practice new approaches, and gain insights from other participants. You'll emerge from the program with proven strategies you can immediately apply in the workplace.

4. Give—and receive—quality feedback

It is rare to receive feedback on how you negotiate. In this course, you will receive the feedback you need to hone your own abilities and learn how to give constructive feedback to others.

SCHEDULE

DAY 1: UNDERSTANDING KEY NEGOTIATION CONCEPTS

MODULE 1
Negotiating Fundamentals

MODULE 2
Creating Value vs. Claiming Value

DAY 2: MANAGING INTERPERSONAL DYNAMICS

MODULE 3
Best Practices for Difficult Situations

MODULE 4
Dealing Effectively with Emotions and Relationships

DAY 3: ADDRESSING NEGOTIATION COMPLEXITIES

MODULE 5
Negotiating Across Cultures

MODULE 6
Multiparty Negotiations and Organizational Challenges

EARN A PROFESSIONAL CREDENTIAL FROM THE PROGRAM ON NEGOTIATION AT HARVARD LAW SCHOOL

Participants who take part in all sessions and negotiation simulations will receive a certificate of completion from the Program on Negotiation.

DAY 1: UNDERSTANDING KEY NEGOTIATION CONCEPTS

MODULE 1: NEGOTIATION FUNDAMENTALS

In business, 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 and outline your communication strategy
- Explore the difference between interests and positions
- Identify the range of alternatives you are willing to consider if your counterpart does not give consent
- Learn to analyze a negotiation problem and find ways to create value
- Assess your relationship with your counterpart and determine whether you can take steps to generate positive emotions and avoid negative reactions

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 think more clearly, make smarter moves, and set the stage for more productive negotiations.

MODULE 2: CREATING VALUE VS. CLAIMING VALUE

To negotiate successfully, you need frameworks for preparing for and analyzing negotiations. In this session, you will explore the "Negotiator's Dilemma" and strategies for creating value while ensuring your fair share of distributed value. Through case studies and interactive discussions, you will learn to clarify your own interests and priorities and then think about your counterpart's.

In this module, you will:

- Learn the advantages of adopting a cooperative mindset
- Learn strategies for building trust
- Know when to share information—and when to keep it to yourself
- Understand the importance of knowing or guessing at the zone of possible agreement
- Learn to evaluate risk and learn defensive moves against aggressive claiming
- Consider the implications of opening offers
- Know the importance of being aspirational and well prepared

Throughout the session, you will develop strategies for responding to different tactics at the bargaining table and gain confidence in your ability to drive the negotiation.

DAY 2: MANAGING INTERPERSONAL DYNAMICS

MODULE 3: BEST PRACTICES FOR DIFFICULT SITUATIONS

What makes some negotiation situations difficult, and how do people deal with them? In this session, you will be introduced to a set of breakthrough strategies for dealing with manipulative tactics, stonewalling, obstructive behavior, and other difficult tactics in a negotiation.

Designed to equip you with effective ways to respond to challenging people or problems, this module will help you:

- Improve your ability to analyze a situation and choose the appropriate strategy and response
- Develop practical skills for difficult negotiations
- Understand the importance of active listening
- Neutralize threats, lies, and insults
- Regain control of the negotiation

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

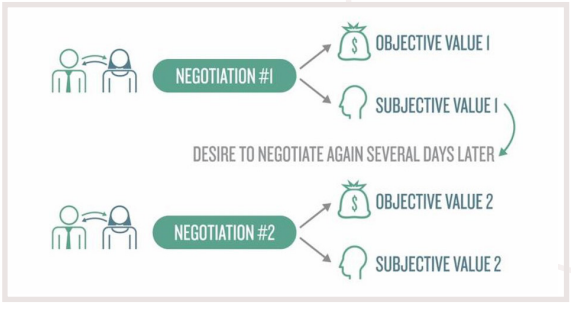
MODULE 4: DEALING EFFECTIVELY WITH EMOTIONS AND RELATIONSHIPS

To be effective, negotiators must learn to navigate personality differences, diverse agendas, and social pressures. In this module, you will learn the importance of understanding how your counterpart feels about the negotiation and gain strategies for generating positive feelings.

You will also:

- Learn how to have the "difficult conversation" and separate intention from impact
- Identify the core concerns that need to be addressed in order to manage emotion in negotiations
- Determine when to cooperate to create value and when to compete to claim your share
- Complete an exercise that helps you understand your own negotiation style and the style of others
- Understand your own biases and tendencies

By learning to manage your strengths and weaknesses, you will become a more effective negotiator who can create positive working relationships.



DAY 3: ADDRESSING NEGOTIATION COMPLEXITIES

MODULE 5: NEGOTIATING ACROSS CULTURES

Negotiating better outcomes is contingent upon building successful relationships. In this module, you will learn how to overcome barriers to negotiating effectively across cultures by recognizing differences in languages, professions, behavior, attitudes, and values.

Additionally, you will acquire strategies for:

- Dealing with cultural differences in negotiation
- Becoming aware of how others may perceive your culture
- Understanding how to avoid stereotypes
- Acquiring strategies for bridging cultural divides

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

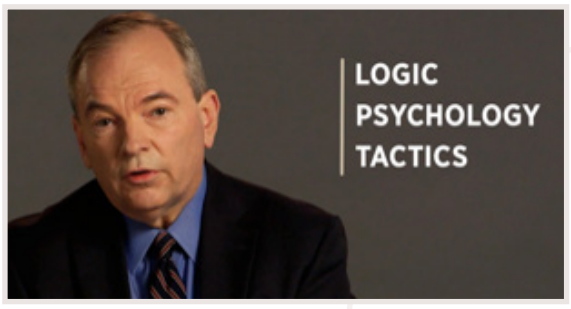
MODULE 6: MULTIPARTY NEGOTIATIONS AND ORGANIZATIONAL CHALLENGES

The final module builds on your accumulated knowledge to generate insights for negotiating across a variety of competitive contexts. The faculty will highlight different negotiation problems and examine their real-world outcomes.

Through this module, you will acquire:

- Sophisticated negotiation strategies for working in highly complex situations and planning ahead for future negotiations
- A greater understanding of the tension between principals and agents
- Practical ways to deal with multiparty negotiations, including strategies for building coalitions, mapping out stakeholders, and preparing to deal with blocking coalitions
- Lessons for building alliances and facilitating large, complex, multinational negotiations

As a result of your participation, you will become a more effective decision maker and negotiator and emerge better prepared to create greater value at the bargaining table.



PON GLOBAL AROUND THE WORLD

Launched in 2016, PON Global is dedicated to bringing PON's negotiation concepts, techniques, and curriculum to people around the world. Since that time, the program has expanded to cities on four continents, with exciting new locations being added each year.

Dubai, United Arab Emirates
Dublin, Ireland
Mexico City, Mexico

Athens, Greece
Nicosia, Cyprus
London, England
Aarhus, Denmark

Jeddah, Saudi Arabia
Riyadh, Saudi Arabia
Tel Aviv, Israel
Tokyo, Japan

Rome, Italy
Santiago, Chile
Hong Kong, China

> "Attending this program is the most exciting and life-changing decision anyone can make. It's truly worth it."
> —**Fabiana Irañeta**, Lawyer & Marketing Manager, Interjuris Abogados (Mexico City)

MEET THE PON FACULTY

PON Global faculty members have negotiated peace treaties, brokered multi-billion-dollar deals, and drafted high-stakes agreements around the globe. During this program, you will learn from them in video modules made especially for this course and have the opportunity to ask some of them your questions in videoconference sessions.

MEET YOUR ON-SITE INSTRUCTOR

Samuel (Mooly) Dinnar is an instructor with the Harvard Negotiation Institute, a strategic negotiation advisor, and an experienced mediator of high-stakes business disputes with more than 25 years of international experience as an entrepreneur, executive, board member, and venture capital investor. During the program, Dinnar will facilitate group discussions, negotiation simulations, and role-playing scenarios that complement the video-based modules.

MEET YOUR VIDEO-BASED FACULTY

Jared Curhan, Ford International Career Development Professor and Associate Professor of Organization Studies at MIT Sloan School of Management

Sheila Heen, Lecturer on Law at Harvard Law School, co-author of "Difficult Conversations" and "Thanks for the Feedback"

Max Bazerman, Jesse Isidor Straus Professor of Business Administration at Harvard Business School, Co-Director of the Center for Public Leadership at Harvard Kennedy School

Alain Lempereur, Alan B. Slifka Professor at Brandeis University, Director of the Masters' Programs in Coexistence and Conflict at the Heller School for Social Policy and Management

Robert Bordone, Thaddeus R. Beal Clinical Professor of Law at Harvard Law School, founding Director of the Harvard Negotiation and Mediation Clinical Program

Robert Mnookin, Samuel Williston Professor of Law at Harvard Law School, former Chair of the Program on Negotiation at Harvard Law School, Director of the Harvard Negotiation Research Project

Jeswald Salacuse, Henry J. Braker Professor of Law at the Fletcher School of Law and Diplomacy at Tufts University

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

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

Lawrence Susskind, Ford Foundation Professor of Urban and Environmental Planning at the Massachusetts Institute of Technology, Director of the MIT-Harvard Public Disputes Program

Daniel Shapiro, Associate Professor of Psychology at Harvard Medical School/ McLean Hospital, Associate Director of the Harvard Negotiation Project

> PON Global is a thought-provoking course led by incredibly intelligent and engaging individuals. It should be mandatory for world leaders!
>
> —**Christian Low**, Senior Manager - Global Supplier Management, Aberdeen Standard Investments (London)

ABOUT THE VENUE

Scandic Aarhus City

Scandic Aarhus City is a modern hotel offering guests a relaxed service in inspiring surroundings. The hotel has won several design awards and has been decorated in an inspiring Nordic style using a warm palette. The hotel is situated in the heart of the city within walking distance of sights such as the ARoS Aarhus Art Museum and the shops along the pedestrian street and in the old Latin Quarter. Aarhus Central Station and Aarhus Bus Station are just a short distance from our hotel.

Our roof has been fitted with solar panels that supply our hotel with 90% of the electricity used in our rooms. In the summer, we recommend that you try our homemade honey at the breakfast buffet. The honey comes from beehives located on our roof.

Our bar is a cozy place to relax if you're in the mood for an after-work drink, and it's a popular meeting place for our guests and locals.

If you're in the mood for sightseeing and exercise, why not borrow one of our Scandic bicycles and explore Aarhus on two wheels? You can also get your pulse going in our modern fitness facilities, which are located below our reception area.

Finally, it goes without saying that you get free WiFi at Scandic Aarhus City.

Address:

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Oestergade 10
8000 Aarhus C
+45 89318100

E-mail: aarhuscity@scandichotels.com

Photograph by Anders Hede, and © Visit Aarhus

> This program is right on target. I enjoyed it down to the smallest detail.
> —**Hamza Nasra**, ZSZ Developer Limited (Dubai)

> I have spent the latter part of my business life negotiating client's positions, but I've never found a course that offers this level of training.
> —**Anthony Carey**, Director, Conney Carey (Dublin)

> I gained effective negotiation tools to use every day. I couldn't ask for more in a program.
> —**Edoardo Fratini**, AVV, Ripa de Meanol - Studio Fegole (Rome)

> Excellent course, expertly delivered, that provides real value to your day-to-day negotiations.
> —**Roy Keldie**, Facilities Leader, KFC UK & Ireland (London)

WHO SHOULD ATTEND

PON Global attracts a diverse audience from private and public sectors. Participants span a range of titles and industries, including the following:

- Chief Executive Officers
- Company Presidents and Officers
- Board Chairs and Board Members
- Executive Directors
- Managing Directors
- Directors of Operations
- Human Resources, Purchasing, Marketing, and Sales Managers
- Government Officials and Diplomats
- Lawyers
- Mediators
- Program Directors

REQUIREMENTS

The language of instruction for the program will be English without interpretation. Participants must be able to communicate at a business level in English.

TUITION/DEADLINES

Tuition Fee: DKK 25,900 excl. of VAT.

Registration deadline: 10 April 2019

The tuition fee includes all course materials, lunches and coffee breaks on all three course days.

Register before February 28 and benefit from the EARLY BIRD FEE, DKK 22,900 excl. of VAT.

For more information and to register, please visit:
http://bss.au.dk/PON

> PON Global is masterfully delivered, effective for novices and experienced negotiators alike.
> —**Tal Brown**, Senior Director of Product Management, Salesforce.com (Tel Aviv)

FOR MORE INFORMATION:

http://bss.au.dk/PON

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