

# NEGOTIATION SKILLS FOR THE WORLD OF WORK

*Dates:* **9 – 13 September 2019**

*Duration:* **1 week**

*Venue:* **ITC/ILO, Turin, Italy**

*Language:* **English**

*Code:* **A9012015**

## INTRODUCTION

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The promotion of collective bargaining at all levels is key to productive, equitable and stable employment relations. While an enabling regulatory framework and other measures to promote collective bargaining are essential, the effectiveness of collective bargaining is often hampered by the poor negotiating skills of the bargaining parties. They may adopt a negotiation style that does not allow them to reach satisfactory outcomes. More often than not, the negotiation skills of the parties are confrontational and undermine trust, which is the foundation of sound labour relations.

The Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) and Right to Organise and Collective Bargaining Convention, 1949 (No. 98) lay the basis for democratic and stable labour relations. The importance of promoting collective bargaining is enshrined in the Collective Bargaining Convention, 1981 (No. 154) and its accompanying Recommendation (No. 163).

The skills, knowledge and capacity of those representing employers' and workers' organizations are critical in preventing labour disputes and achieving outcomes and agreements that meet the interests of all parties. Effective negotiation skills are not merely 'common sense'. They are acquired through a combination of training and experience.

## OBJECTIVES

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The course provides first-hand knowledge and practice of negotiation skills and techniques. It aims to develop participants' capacities to improve their negotiation skills and therefore to reach satisfactory outcomes for their organizations. Emphasis is placed on how to move from a traditional style of adversarial negotiation to a negotiation style that allows mutual gains and strengthened relationships among parties.

At the end of the course participants will be able to:

- actively use negotiation theory
- choose when to apply interest-based negotiation as opposed to positional-based bargaining
- apply newly-acquired negotiation techniques
- demonstrate improved negotiation skills that allow mutual gains.

## **PARTICIPANTS**

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- Employers' and Workers' representatives
- Industrial relations practitioners
- Anyone who is expected to be involved, directly or indirectly, in negotiations, whether at enterprise, sectoral/branch, local or national level.

Note: The ILO promotes equality of opportunities and strongly encourages women's applications.

## **CONTENTS**

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- Identifying typical mistakes made by negotiators
- The conflict dynamic / How conflict develops into a dispute
- Different approaches to dispute resolution
- Outcomes in negotiation
- Different approaches to negotiation
- What positional negotiation looks like
- A problem solving model
- The anatomy of needs based negotiation / Stages of needs-based negotiation
- The negotiators' dilemma
- Costs and benefits of different styles of negotiating
- How to maximize joint value and achieve optimum outcomes
- The significance of alternatives to a negotiated agreement
- Reality testing
- How to open up a zone of possible agreement
- The mandating dynamic
- Preparation for negotiation
- Behaviours of effective negotiators
- Working with interests and needs
- Reframing / Extracting needs
- Finding mutual gains outcomes
- The use of questions / Generating options and brainstorming
- Managing your own emotion and responding effectively to the emotions of others
- Helping people save face / Negotiating with difficult people

## **LANGUAGE**

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Participants should have a good command of English.

## **METHODOLOGY**

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The methodology used will be highly participatory. The course will combine experts' presentations, exercises and group work. It will draw upon consolidated training materials designed by the ILO and the ITC/ILO and that have been successfully used in various countries.

## FEES AND APPLICATIONS

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Participation cost (2,250 euros) includes:

- Tuition, training-related documentation and use of campus facilities;
- Single-room accommodation, meals, laundry and emergency medical insurance.

Please note that airfares and airport transfers are not included. To apply, please complete the online application form, not later than 24 July 2019 on the following link:

<https://oarf2.itcilo.org/STF/A9012015/en>

For information regarding payment, cancellation and refunds, please consult:

[www.itcilo.org/en/training-offer/how-to-apply](http://www.itcilo.org/en/training-offer/how-to-apply)

For any further information, please contact:

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