

# EXCELLENCE IN NEGOTIATION

- NEGOTIATION
- COMMUNICATION
- ASSERTIVENESS
- MENTAL PREPARATION
- CREATIVITY
- MANAGEMENT OF EMOTIONS





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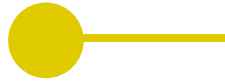
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# CENTRE EUROPÉEN DE LA NÉGOCIATION



Founded in 1984 by Michel Ghazal, Centre Européen de la Négociation continues to be a leader in the fields of negotiation, leadership, and communication through three key activities: consulting, accompanying, and training. Our clientele includes large corporations, multinationals, family businesses, medium-sized enterprises, startups, and independent entities.

Over 110,000 trainees from various industries, functions, and positions in business, associations, and administrations have benefited from our courses.

Our 100% operational and interactive method utilizes de-contextualized, «in situ,» and fictional cases to integrate real and concrete tools. Participants, after just one day, can apply these methods to their day-to-day professional negotiations.

The pedagogical model we employ includes both face-to-face and online programs, follow-up modules, and workshops upon returning from the field. Our negotiation approach, known as The Mutual Gains Strategy, is applicable to a diverse range of negotiation contexts, including:

- Internal (hierarchical, inter-departmental, project, matriarchal): increasingly essential for ensuring motivation and adherence.
- Sales and Purchasing
- Public-Private
- Labor negotiations between management and unions

**We offer two training paths to develop negotiation competency to reach the optimal level of expertise:**

- Negotiation Fundamentals (4 modules),
- Negotiator Essentials (8 modules).



## OUR CONSULTANTS

Our consultant-trainers are, for the majority, both certified coaches and experienced in the art of negotiation, having themselves occupied this function in diverse professions and positions. Experts in the complementary fields of behavioral sciences and managerial skills, they maintain a passion for personal and professional development.

With an average of ten year seniority, their decision to join the CEN and continue to train others in the principled approach to negotiation, reflects both their personal commitment to, and inner conviction of, the effectiveness of the Mutual Gains Ap-

proach . An approach, by its very nature, designed to build more harmonious and productive exchanges within and between organizations, as well as in the personal life of everyone.

In order to become a certified consultant-trainer, our consultant-trainers followed a long training and integration process, regularly updated and enriched by subsequent internal training sessions.

Respectful of legal requirements and processes, they are vigilant in constituting complete administrative files: (attendance sheets and immediate, post-training evaluations).

## OUR INTERNATIONAL PRESENCE & PROWESS

Centre Européen de la Négociation is able to provide most of its training courses in 6 languages (French, English, German, Italian, Spanish, Portuguese).

The mobility of our teams allows us to operate internationally.

Our team is naturally experienced in intercultural relations.





# DARE TO NEGOTIATE REMOTELY



## TRAINING COURSES: FACE TO FACE AND REMOTE

Benefit from our trainings on mutual gains strategy with our 100% distance learning modules.

All our *Negotiation Fundamentals* trainings are included, both in-house and inter-company.

Most of our other *Negotiator Essentials* trainings can also be taken remotely, so do not hesitate to contact us for more information.

To ensure better concentration of participants and maximum efficiency remotely, we have redesigned the format of our trainings.

Therefore, the distribution of the days and the maximum number of participants have been adjusted for an optimal learning experience.

# NEGOTIATION COACHING

The coaches at the European Negotiation Center are certified and supervised professionals with solid experience in business and management. They are at your disposal to address your needs and guide you through a process aimed at strengthening your autonomy and emotional capacity in the face of ongoing transformations and the decisions you may need to make.



## REMOTE ASSISTANCE AND CONSULTING

If you are involved in sensitive negotiations with high stakes for your organization, we offer all of our professional expertise at your disposal.

We have teams trained in complex and crisis negotiations who can accompany and provide assistance to general management and decision-making bodies in sensitive situations.





# NEGOTIATION FUNDAMENTALS

The first 3 modules in the negotiation training, offer you the strongest foundation to becoming an effective principled negotiator. At the end of this training path, a certificate from the European Centre for Negotiation will attest to your investment in developing your professional negotiations skills.

**Our target audience** includes all managers and professionals involved in negotiations in their professional lives, such as: Key Account Managers, Project Leaders, HR Directors, Training Directors, CEO, General Directors, Sales Directors, Jurists, Financial Directors, Sales and Purchasing Directors, Communication Directors, Site Directors, Labor Directors, General Managers, IT Managers, Business development Directors, Union delegates, Works Council Directors ...

# THE MUTUAL GAINS STRATEGY

From compromise to creating mutually-beneficial solutions

## OBJECTIVES

- Acquire a structured approach to balancing the two tensions in negotiation: cooperation and competition
- Receive an analysis of one's current negotiation style and its potential impact
- Integrate a structured framework for effective negotiation
- Be able to build applicable and long-term mutually beneficial agreements

## PROGRAM

- 1. Developing a structured, strategic, fool-proof approach to negotiation**
  - The 7 key elements of the approach
  - A complete guide and framework to effective preparation
- 2. Creating a Climate of Confidence**
  - Personal obstacles to effective communication
  - The keys to active listening
- 3. Breaking out of positional bargaining**
  - Defending one's interests and discovering those of the other
  - Insisting on the use of objective criteria to end the battle of wills
  - Negotiating your negotiation: steering the other to effective winning behavior/rules of the game
- 4. Creating options for mutual gain**
  - Recognizing one's own obstacles to creative problem solving
  - Actively and collectively looking for mutual benefit options
  - Refusing concessions whilst satisfying divergent interests
- 5. Managing with one's emotions and those of the other party**
  - Effective side-stepping of personal attacks and aggressive behavior
  - Steering of emotions and avoiding two ineffective attitudes
- 6. Dealing with « Dirty Tricks »**
  - Recognizing and unmasking the dirty tricks of the other
  - Defusing the process of blackmail, threats and manipulation
  - Using meta-communication
- 7. Gaining leverage and power**
  - Find and evaluate your Best Alternative to a Negotiated Agreement (BATNA)
  - Reinforce your BATNA, weaken theirs
- 8. Discovering my negotiation style**
  - Recognize your attitudes and individual tactics
  - Define your negotiation profile
  - Evaluate your style's strengths and risks

## RECOMMENDED DURATION FACE TO FACE

- For a session of 9 to 12 people:  
1 days + 1 day Return of Experience Workshop (or 2 half-days by remote)

## RECOMMENDED DURATION REMOTELY

- Session for 4 to 8 people: 4 half-days + 2 half-days Return of Experience Workshop (1 month later)

## RATES

Upon request

## PREREQUISITE

None

## TRAINING BENEFITS

- Integration of an effective method for preparing, conducting and following up on your negotiations
- Hands-on, training experience of a structured approach to negotiation in diverse contexts
- Enhancement of constructive behavioral skills

## OPTIONAL READING

«Getting to Yes »



# SOCIAL AND COLLECTIVE NEGOTIATIONS

## Going beyond role-playing and classic strategies in social negotiation

### OBJECTIVES

- Manage the inevitable tensions of a social negotiation in a constructive manner
- Diagnose one's negotiation style and measure its impact
- Have a structured framework for preparing, conducting, and following up on high-stakes negotiations
- Build applicable and sustainable agreements

### PROGRAM

- 1. Developing a structured, strategic, fool-proof approach to negotiation**
  - The 7 key elements of the approach
  - A complete guide and framework to effective preparation
- 2. Creating a Climate of Confidence**
  - Personal obstacles to effective communication
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### RATES

Upon request

### PREREQUISITE

None

### TRAINING BENEFITS

- Integration of an effective method for preparing, conducting and following up on your negotiations
- Hands-on, training experience of a structured approach to negotiation in diverse contexts
- Enhancement of constructive behavioral skills

### INCLUDED in the training

Validation Test of Learning Points

**A 100% operational training, based on practical cases and role plays adapted to the issues encountered during Social and Collective Negotiations.**  
Each participant leaves with a personalized action plan.

# HEALTH SECTOR NEGOTIATIONS

Nurturing the relationship and improving the quality of my arguments

## OBJECTIVES

- Manage the inevitable tensions of a social negotiation in a constructive manner
- Diagnose one's negotiation style and measure its impact
- Have a structured framework for preparing, conducting, and following up on high-stakes negotiations
- Build applicable and sustainable agreements

## PROGRAM

- 1. Developing a structured, strategic, fool-proof approach to negotiation**
  - The 7 key elements of the approach
  - A complete guide and framework to effective preparation
- 2. Creating a Climate of Confidence**
  - Personal obstacles to effective communication
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## RECOMMENDED DURATION REMOTELY

- Session for 4 to 8 people: 4 half-days + 2 half-days Return of Experience Workshop (1 month later)

## RATES

Upon request

## PREREQUISITE

None

## TRAINING BENEFITS

- Integration of an effective method for preparing, conducting and following up on your negotiations
- Hands-on, training experience of a structured approach to negotiation in diverse contexts
- Enhancement of constructive behavioral skills

## INCLUDED in the training

Validation Test of Learning Points

**100% operational training based on practical cases and adapted simulations to the issues encountered in the healthcare sector.**  
Each participant leaves with a personalized action plan

# NEGOTIATIONS PURCHASE/SALE

Salespeople, buyers, shift from compromise to creative solutions

## OBJECTIVES

- Manage the inevitable tensions of a social negotiation in a constructive manner
- Diagnose one's negotiation style and measure its impact
- Have a structured framework for preparing, conducting, and following up on high-stakes negotiations
- Build applicable and sustainable agreements

## PROGRAM

### 1. Developing a structured, strategic, fool-proof approach to negotiation

- The 7 key elements of the approach
- A complete guide and framework to effective preparation

### 2. Creating a Climate of Confidence

- Personal obstacles to effective communication
- The keys to active listening

### 3. Breaking out of positional bargaining

- Defending one's interests and discovering those of the other
- Insisting on the use of objective criteria to end the battle of wills
- Negotiating your negotiation: steering the other to effective winning behavior/rules of the game

### 4. Creating options for mutual gain

- Recognizing one's own obstacles to creative problem solving
- Actively and collectively looking for mutual benefit options
- Refusing concessions whilst satisfying divergent interests

### 5. Managing with one's emotions and those of the other party

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### 6. Dealing with « Dirty Tricks »

- Recognizing and unmasking the dirty tricks of the other
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- Recognize your attitudes and individual tactics
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## RECOMMENDED DURATION REMOTELY

- Session for 4 to 8 people: 4 half-days +2 half-days Return of Experience Workshop (1 month later)

## RATES

Upon request

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None

## TRAINING BENEFITS

- Integration of an effective method for preparing, conducting and following up on your negotiations
- Hands-on, training experience of a structured approach to negotiation in diverse contexts
- Enhancement of constructive behavioral skills

## INCLUDED in the training

Validation Test of Learning Points

**100% operational training based on practical cases and adapted simulations to the issues encountered in the healthcare sector.**

**Each participant leaves with a personalized action plan**

# REFRESHER DAY

Revisit and reinforce the concepts of the Mutual Gains Strategy

## OBJECTIVES

- Recap the key principles of the method
- Systematize preparation for reasoned negotiation with the 7 key points
- Deepen the concepts of the Mutual Gains Strategy
- Empathize with others through the receptivity test to facilitate obtaining a «YES»
- Apply the method to your daily life
- Become aware of your negotiating profile and strengthen your practice of reasoned negotiation
- Anchor the method for lasting effectiveness

## PROGRAM

**Adopt a systematic preparation approach before any negotiation:**

- How to uncover the interests of the opposing party?
- How to enhance creativity and devise options for mutual gain?
- How to utilize objective criteria?
- How to develop my power (MESORE) when the balance of power is unfavorable?
- How to precisely define my goals and commitments?
- How to communicate in a clear, concrete, and concise manner?
- How to separate the relationship from the problem at hand?

## RECOMMENDED DURATION FACE TO FACE

- Session of 10 pers (max) :  
1 day

## RATES

Upon request

## PREREQUISITES

STGM, STGM SOC, STGM HEALTH  
or STGM P/S

## TRAINING BENEFITS

- Embed skills over the long term
- Reinforce the concepts of the Mutual Gains Strategy
- Facilitate the integration of the method
- Apply the method to one's professional environment
- Strategically structure preparation
- Adapt to the negotiating profile of the opposing party
- Foster a common culture within the company (in-house)

**100% hands-on training based  
on practical cases and simulated  
real-life scenarios**

# MANAGERIAL SUPPORT

Adapt and capitalize on best negotiation practices

## OBJECTIVES

- Recall the major principles of the method
- How to assist and support my collaborators in enhancing their skills?
- How to tailor the guidance for different team members?
- How to assess and encourage the adoption of the method?
- Reiterate the pillars of reasoned negotiation.
- Mastering the art of asking the right questions.
- How to capitalize on best practices.

## PROGRAM

1. **How to adapt support for different collaborators**
  - Style selection: managerial support and different levels of autonomy
  - Autonomy criteria: competence and commitment
2. **How to assess and promote the adoption of the method**
  - Reviewing the definition of reasoned negotiation
  - Pillars of reasoned negotiation
  - Knowing how to ask the right questions
3. **How to support a change in posture**
  - Exercise: managerial negotiation
  - The posture of the reasoned negotiator
  - How to capitalize on best practices

## RECOMMENDED DURATION FACE TO FACE

- Session of 10 pers (max) :  
1 day

## RATES

Available upon request.

## PREREQUISITES

STGM, STGM SOC, STGM HEALTH  
or STGM P/S

## TRAINING BENEFITS

- Adapt support for collaborators
- Capitalize on best practices
- Enhance the skills of collaborators

**100% hands-on training based  
on practical cases and simulated  
real-life scenarios**

# NEGOTIATING WITH DIFFICULT PEOPLE

## How to neutralize underhanded behavior

### OBJECTIVES

- Help the other party to abandon their adversarial position and bring them to the same rules of the game
- Disarm aggressive negotiators and overcome their refusal to negotiate
- Pass over the barriers to cooperation
- Avoid the 3 ineffective responses when faced with underhand tactics
- Unmask and neutralize « bad faith » tactics

### PROGRAM

1. Identify the 5 barriers to cooperation and understand the underlying motivation to difficult behavior
2. Define a response strategy based on the power of surprise
3. Avoid reacting by reestablishing one's balance when faced with destabilization tactics while restraining yourself to deciding under-fire
4. Disarm the other party by defusing their attack rather than returning their fire in order to create a problem-solving environment
5. Change the rules of the game by bringing the other to the principles of The Mutual Gains Strategy, learning to neutralize their obstruction tactics, personal attacks and thwarting their dirty tricks.
6. Build a bridge offering an honorable exit, saving your correspondent's « face »
7. Use your power to help the other to reflect not genuflect!
8. Establish and improve your « walk away » strategy
9. Be able to employ your alternatives to a negotiated agreement without provoking the other party to defuse their reaction
10. Transform adversary into a partner looking to solve the problem together rather than win each other over

### RECOMMENDED DURATION FACE TO FACE

- For a session of 4 to 12 people:  
2 days + 1 optional day of feedback

### RECOMMENDED DURATION REMOTELY

- For a session of 4 to 8 people:  
4 half-days + 2 optional half-days of feedback

### RATES

Upon request

### PREREQUISITE

STGM, STGM SOC, STGM HEALTH or STGM P/S

### TRAINING OUTCOMES

- In a hostile environment, using tools to return to reasoned negotiation
- avoid falling victim to unfair tactics
- Develop my ability to manage my stress and emotions
- Expand my negotiator's toolbox with the strategy of circumvention

### OPTIONAL BOOK

« Getting Past "No": Negotiating with Difficult People »

INCLUDED in the training

Validation Test of Learning Points

Face-to-face OR Remote training  
100% hands-on, through use  
of concrete cases and real-life  
situations



# ADVANCED TRAINING IN THE STRATEGY OF MUTUAL GAINS

## Addressing complexity factors in Negotiation

### OBJECTIVES

- Enhance your skills and deepen your knowledge of principled negotiation
- Increase your level of expertise
- Deal with the 10 factors that lead to complexity in negotiation

### PROGRAM

- 1. Sharing the « in the field » negotiation experiences lived by the participants**
  - Define together an inventory of successes and difficulties when applying the Mutual Gains Strategy
  - Experience 4 « in situ » negotiation simulations that deal with the elements that bring
  - Decipher a complex case from the present news cycle
- 2. Perfecting your strategy**
  - Distinguish between the antagonist and competitive approach when resolving problems by the search for mutual gains
- 3. Employing a systematic approach to effectively prepare for a complex negotiation**
  - Training in the integration of preparation tools thanks to a case study charged with emotion
- 4. Building an effective relationship strategy to deal with emotions**
  - The 6 elements of an unconditionally constructive relationship strategy
- 5. Optimise agreements through integrative solutions**
  - Discovery of the 5 invention methods that procure mutual gains
  - How to ensure multiple options before committing

### RECOMMENDED DURATION FACE TO FACE

- For a session of 4 to 12 people:  
2 days

### RECOMMENDED DURATION REMOTELY

- For a session of 4 to 8 people:  
4 half-days

### RATES

Upon request

### PREREQUISITE

STGM, STGM SOC, STGM HEALTH or STGM P/S

### TRAINING OUTCOMES

This anchoring and enhancing of principled negotiation skills allows for:

- Deepening your knowledge and increased integration of the Mutual Gains Strategy
- Ability to decipher and anticipate the factors leading to complexity
- Capacity to adapt to complex stakes and contexts during a negotiation

### OPTIONAL BOOK

« Secrets to a Good Relation »

INCLUDED in the training

Validation Test of Learning Points

Face to face training OR Remote  
Training upon request  
80% based on concrete cases and  
simulations of complex negotiations,  
real-life or fictional, followed by group  
analysis of processes

# THE NEGOTIATION ABILITIES TEST®



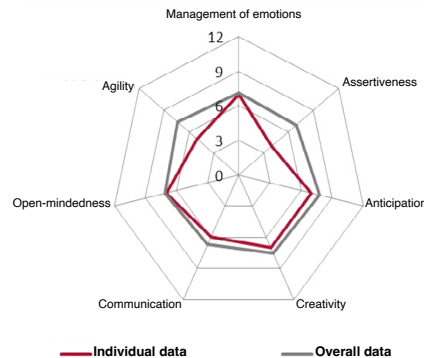
**Centre Européen de la Négociation has developed and copyrighted a unique evaluation questionnaire allowing each participant to identify their individual Negotiation Profiles. The profile the most coherent to the Mutual Gains approach being that of the Assertive Cooperative.**

The Negotiation Abilities Test addresses the requirement of identifying each participant's level of negotiation expertise, understanding of how-to-act and proficiency in interpersonal interactions. This facilitates the customization of the training path and/or the formation of a team comprising effective Negotiators .

The evaluation can be completed by an « in situ » test or face-to-face with the consultant.

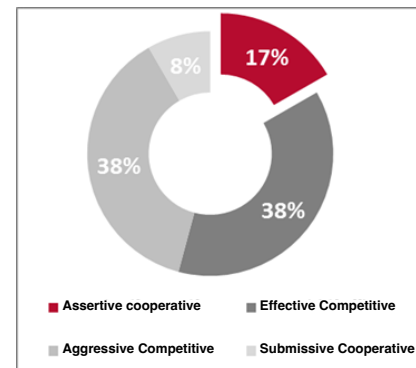
A **gross score** corresponds to their reference profile, determined by the responses received at the moment of their self-evaluation. This gross score is then calculated according to a precise algorithm itself a product of our negotiation know-how.

**51%**  
100% collaborative



A **radar diagram** offers a « snap shot » of the participant's characteristics according to the 7 Key Competencies. On a scale of 1 to 12, this evaluation offers the opportunity to identify the strengths and axis for improvement for each participant as well as a global vision for an entire team of negotiators.

A **pie-chart** reveals the structure of each participant's profile, highlighting the presence of Cooperative Assertive disposition revealed by their answers to the questionnaire.





# NEGOTIATOR ESSENTIALS

This 8-module training path has been designed to optimize your negotiations by both targeting and strengthening the associated essentials demanded by Mutual Gains Strategy.

Join us to fortify or acquire a new skills set aligned with your professional or individual negotiation situations.

# CREATIVITY AND THE NEGOTIATOR

Being agile, confident, and resilient in the face of complexity

## OBJECTIVES

- Acquire a powerful method of innovation and problem-solving, recognized for its effectiveness in situations of uncertainty and disruption.
- Reframe challenges, multiply solutions, and move forward in an iterative, agile, and learning mode.
- Boost my managerial performance: Mobilize, guide, and support collaborative creativity.
- Approach my negotiations with creative confidence and train my partners in a cooperative dynamic of mutual gains.

## PROGRAM

### 1. Thinking differently:

#### obstacles and accelerators

- Personal and collective roots of *«thinking alike»*.
- Divergence-convergence, the essential *«breathing»* of effective creativity.
- The 7 key strategies to encourage individual and collaborative thinking differently.

### 2. Design Thinking:

#### process, tools, and best practices

- Empathize, deeply understand the other.
- Properly define the problem: mental flexibility, framing, and reframing.
- Amplify ideation, both individual and collaborative.
- Move forward with learning loops: prototyping-testing-improving.

### 3. Negotiating by Design

- Design thinking to better prepare for and guide negotiations.
- Exploration vs. Engagement: knowing how to manage the divergence-convergence rhythm.
- Reframing negotiations: a context for cooperative problem-solving.

### 4. Managerial Creativity and Innovation

- Collective intelligence and teams: beyond brainstorming and post-its.
- Strengthening employee buy-in for chosen solutions.
- Creativity in everyday work: organizational climate and managerial practices.
- Personal and collective improvement tracks: my intentions and commitments.

## FACE TO FACE

- One session with 4 to 12 people: 1 day

## RATE

Upon request

## PREREQUISITE

None

## TRAINING OUTCOMES

- Increase my agile and creative resilience to face disruptions
- Have tools to properly reframe problems and find original and relevant solutions, in negotiation or elsewhere.
- Boost my managerial skills by adopting tools that involve my collaborators in a process of collective intelligence.
- Master cooperative negotiation tools that engage all stakeholders in the search for solutions and increase their buy-in.
- Gain a clearer vision of my organization's *«innovation ecosystem»* and improvement paths.

Constantly open to the problems of the participants, the educational approach is dynamic and interactive, based on exercises, exchanges, and scenarios

# DIAGNOSTICS AND SIMULATIONS, THE WORKSHOPS

Consolidation of the method through concrete cases

## OBJECTIVES

- Drawing from real and recurring cases: contextualized simulations to effectively prepare and lead your negotiations.
- Acquisition and consolidation of responses and automatic reactions in recurring negotiation scenarios.
- Targeted support for individuals dealing with recurring issues.

## PROGRAM

### 1. Diagnostic

- Upfront: Identification of recurring challenges through participant surveys.
- Interviews with managers to detect and prioritize key themes.

### 2. Simulations

- Custom conceptualization of simulations based on chosen themes.
- Structured, simple, and effective theoretical component.
- Individual and collective debriefings with direct adjustments from the consultant.

### 3. Workshops

- Scheduling of workshops via video conferencing or in-person.

## DIAGNOSTIC

- For half a day  
(applicable to all workshops)

## SIMULATIONS

Mini custom cases

## WORKSHOPS

- 4 to 6 participants maximum
- In-person or via video conference
- 2-hour session

## RECOMMENDED PREREQUISITES

STGM, STGM SOC, STGM HEALTH  
or STGM P/S  
or one prior individual interview

## BENEFITS OF THE WORKSHOPS

- Structured and effective responses to recurring blocking situations
- Awareness of attitudes displayed in negotiation
- Improved relational ease.

Utilization of alternative  
pedagogical approaches  
combining tools from mental  
preparation and Neuro-Coaching  
with practical exercises. Videos  
and remediations included.

# AUDITING AND PEDAGOGICAL ENGINEERING



Centre Européen de la Négociation offers the possibility of tailoring their training solutions to your specific needs, priorities and context.

This bespoke offer meticulously targets individual expectations, objectives and reproduces specific problematic situations for different training publics.

The first step to this undertaking consists of an audit in the form of a series of preliminary interviews with the client, followed by a representative sample of the targeted training public.

This allows the Consultant in charge of the project to:

- gain full awareness of the negotiation context and associated stakes
- understand the challenges and difficulties met ,
- evaluate the overall strengths, risks and areas for improvement

**Subsequently, both the content and pedagogical roll-out is engineered to meet the identified individual and collective needs and priorities.**





# TRAINING ROLL OUT

Our in-company training can take place on-site, off-site or, when necessary, online.

Sessions usually begin at 9 am and conclude at 6pm.

We are committed to ensuring accessibility for participants with disabilities.

To facilitate onboarding and optimize the session, we kindly request advance notification of any specific modalities required. This ensures that we can implement the necessary measures to guarantee the best conditions for access and onboarding.

## BESPOKE TRAINING MODULES

- Effective Negotiation for Purchasers
- Managerial Negotiation
- Managerial Communication and Agility
- Gaining Personal Effectiveness through Positivity
- Effective Negotiation in the Private/Public Sector
- Motivating and Mobilising Project Teams
- Women and Negotiation
- Media Training
- Train the Trainer
- Format Team Building
- Accompanying Change

## ADVICE AND ASSISTANCE

- Individual Coaching
- Accompaniment and Preparation for Strategic Negotiations
- Accompaniment and Negotiation Preparation for Board of Directors

## MUTUAL GAINS STRATEGY: FROM CONFRONTATION TO COOPERATION

- Conference for 30 to 300 people
- Workshop for 10 to 30 people

# OUR INTER-COMPANY TRAININGS



Do you wish to offer individual training to your team members? We recommend exploring our inter-company training offer. There are three key benefits of training with participants from different companies:

- Rich exchanges are fostered by diverse perspectives and experiences allowing participants to identify common underlying issues and concerns.
- Being away from the office and out of sight of their colleagues or team members can provide some participants with greater ease in leaving their comfort zone. This environment encourages the freedom to try new things, make mistakes and muster the courage to push themselves further.
- Inter-company sessions occur throughout the year offering the possibility of greater flexibility in terms of programming

## OUR INTER TRAINING SESSION IN ENGLISH

**STGM Remote** | The Mutual Gains approach (In English)

# REFERENCES

AIR LIQUIDE	IFP ENERGIES NOUVELLES	PLASTIC OMNIUM AUTO INERGY
ALSTOM	IMERYS	POLE EMPLOI
ANAP	JP MORGAN	RABOT DUTILLEUL CONSTRUCTION
ANFR AGENCE NATIONALE DES FRÉQUENCES	KORIAN SA	RATP
ASSYSTEM FRANCE	LAITA	RECKITT BENCKISER
AXA	LIEBHERR	REFRESCO FRANCE SAS
BPCE	PLAYMOBIL	REMI COINTREAU
BOUYGUES	LA BANQUE POSTALE	ROCHE
CAISSE DES DEPOTS & CONSIGNATIONS	LFB BIOMEDICAMENTS	RTE RÉSEAU DE TRANSPORT D'ELECTRICITÉ
CASTORAMA FRANCE SAS	LEROY MERLIN	SAFT
CAT SAS	L'OCCITANE EN PROVENCE	SAINT LOUIS SUCRE
CCR	L'OREAL SA	SAINT MICHEL
CHANEL	MATMUT	SANOFI - AVENTIS FRANCE
CMIC	MEDTRONIC	SCOR
CNR - COMPAGNIE NATIONALE DU RHONE	MERIAL	STELLANTIS
CREDIT AGRICOLE	MICHELIN	ST MICRO ELECTRONICS
CREDIT MUTUEL	NAVAL GROUP	SUEZ GROUPE
DASSAULT SYSTEMES SE	NEXITY	TECHNICATOME
GROUPE EDF	NOVARTIS PHARMA SAS	TEVA SANTE
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ENGIE	ORANGE France	VOLKSWAGEN GROUP
FERRERO	ORANO	WARNER ENTERTAINMENT FRANCE
FLEURY MICHON	PARIS LA DÉFENSE	
HERMES	PASQUIER SA	
	PFIZER	

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The quality certification has been issued for the following category of action:

**TRAINING ACTIONS**