



## Corporate Training Materials

All of our training products are fully customizable and are perfect for one day and half day workshops. You can easily update or insert your own content to make the training more relevant to participants. Our material is completely customizable and is backed up by a 90 day 100% no questions asked money back guarantee!

With our training courseware you are able to:

- Add your name and logo (and remove ours).
- Add your own content to make the training more relevant to your clients (i.e. using examples and case studies from within your organization or city)
- Train unlimited users within your organization.
- No Annual Renewal Fees
- Download training material on your time from our secure servers

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# Preface

## What is Courseware?



Welcome to Corporate Training Materials, a completely new training experience!

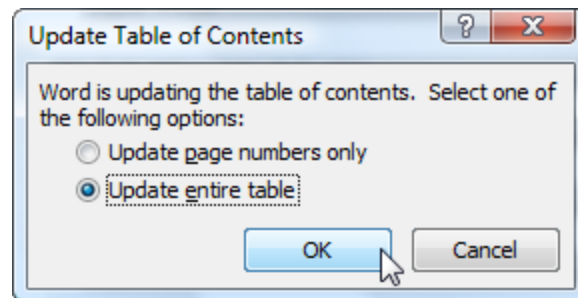
Our courseware packages offer you top-quality training materials that are customizable, user-friendly, educational, and fun. We provide your materials, materials for the student, PowerPoint slides, and a take-home reference sheet for the student. You simply need to prepare and train!

Best of all, our courseware packages are created in Microsoft Office and can be opened using any version of Word and PowerPoint. (Most other word processing and presentation programs support these formats, too.) This means that you can customize the content, add your logo, change the color scheme, and easily print and e-mail training materials.

## How Do I Customize My Course?

Customizing your course is easy. To edit text, just click and type as you would with any document. This is particularly convenient if you want to add customized statistics for your region, special examples for your participants' industry, or additional information. You can, of course, also use all of your word processor's other features, including text formatting and editing tools (such as cutting and pasting).

To remove modules, simply select the text and press Delete on your keyboard. Then, navigate to the Table of Contents, right-click, and click Update Field. You may see a dialog box; if so, click "Update entire table" and press OK.

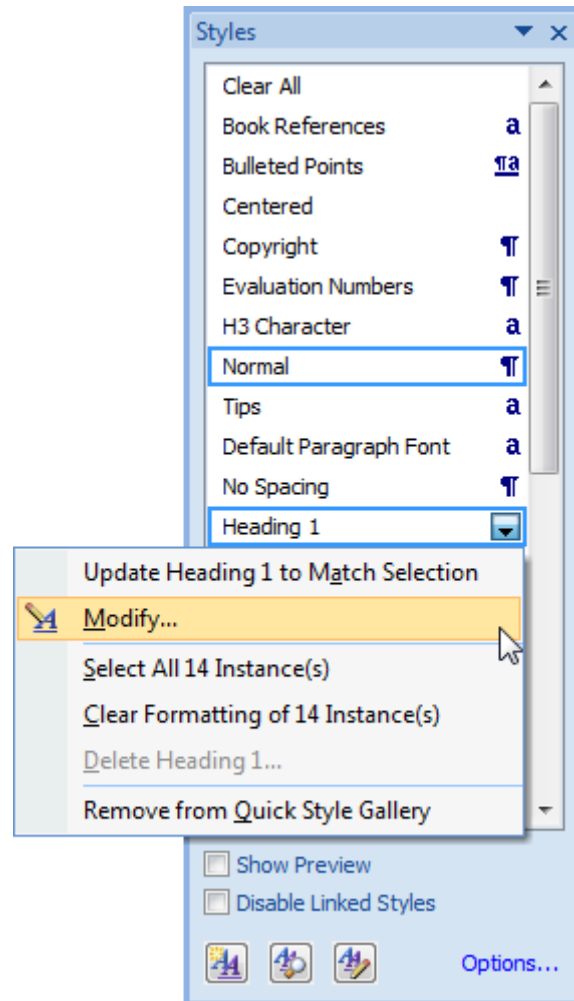


(You will also want to perform this step if you add modules or move them around.)

If you want to change the way text looks, you can format any piece of text any way you want. However, to make it easy, we have used styles so that you can update all the text at once.

If you are using Word 97 to 2003, start by clicking the Format menu followed by Styles and Formatting. In Word 2007 and 2010 under the Home tab, right-click on your chosen style and click Modify. That will then produce the Modify Style options window where you can set your preferred style options.

For example, if we wanted to change our Heading 1 style, used for Module Titles, this is what we would do:



Now, we can change our formatting and it will apply to all the headings in the document.

For more information on making Word work for you, please refer to [Word 2007 or 2010 Essentials](#) by Corporate Training Materials.

## Materials Required

All of our courses use flip chart paper and markers extensively. (If you prefer, you can use a whiteboard or chalkboard instead.)

We recommend that each participant have a copy of the Training Manual, and that you review each module before training to ensure you have any special materials required. Worksheets and handouts are included within a separate activities folder and can be reproduced and used where indicated. If you would like to save paper, these worksheets are easily transferrable to a flip chart paper format, instead of having individual worksheets.

We recommend these additional materials for all workshops:

- Laptop with projector, for PowerPoint slides
- Quick Reference Sheets for students to take home
- Timer or watch (separate from your laptop)
- Masking tape
- Blank paper

## Maximizing Your Training Power

We have just one more thing for you before you get started. Our company is built for trainers, by trainers, so we thought we would share some of our tips with you, to help you create an engaging, unforgettable experience for your participants.

- **Make it customized.** By tailoring each course to your participants, you will find that your results will increase a thousand-fold.
  - Use examples, case studies, and stories that are relevant to the group.
  - Identify whether your participants are strangers or whether they work together. Tailor your approach appropriately.
  - Different people learn in different ways, so use different types of activities to balance it all out. (For example, some people learn by reading, while others learn by talking about it, while still others need a hands-on approach. For more information, we suggest [Experiential Learning](#) by David Kolb.)
- **Make it fun and interactive.** Most people do not enjoy sitting and listening to someone else talk for hours at a time. Make use of the tips in this book and your own experience to keep your participants engaged. Mix up the activities to include individual work, small group work, large group discussions, and mini-lectures.
- **Make it relevant.** Participants are much more receptive to learning if they understand why they are learning it and how they can apply it in their daily lives. Most importantly, they want to know how it will benefit them and make their lives easier. Take every opportunity to tie what you are teaching back to real life.
- **Keep an open mind.** Many trainers find that they learn something each time they teach a workshop. If you go into a training session with that attitude, you will find that there can be an amazing two-way flow of information between the trainer and trainees. Enjoy it, learn from it, and make the most of it in your workshops.

And now, time for the training!

## **Icebreakers**

Each course is provided with a wide range of interactive Icebreakers. The trainer can utilize an Icebreaker to help facilitate the beginning of the course, as it helps “break the ice” with the participants. If the participants are new to each other, an icebreaker is a great way to introduce everyone to each other. If the participants all know each other it can still help loosen up the room and begin the training session on positive note. Below you will see one of the icebreakers that can be utilized from the Icebreakers folder.

## **Icebreaker: Friends Indeed**

### **Purpose**

Have the participants moving around and help to make introductions to each other.

### **Materials Required**

- Name card for each person
- Markers

### **Preparation**

Have participants fill out their name card. Then, ask participants to stand in a circle, shoulder to shoulder. They should place their name card at their feet. Then they can take a step back. You as the facilitator should take the place in the center of the circle.

### **Activity**

Explain that there is one less place than people in the group, as you are in the middle and will be participating. You will call out a statement that applies to you, and anyone to whom that statement applies must find another place in the circle.

Examples:

- Friends who have cats at home
- Friends who are wearing blue
- Friends who don't like ice cream

The odd person out must stand in the center and make a statement.

The rules:

- You cannot move immediately to your left or right, or back to your place.
- Let's be adults: no kicking, punching, body-checking, etc.

Play a few rounds until everyone has had a chance to move around.

## **Training Manual Sample**

On the following pages is a sample module from our Training Manual. Each of our courses contains twelve modules with three to five lessons per module. It is in the same format and contains the same material as the Instructor Guide, which is then shown after the Training Manual sample, but does not contain the Lesson Plans box which assists the trainer during facilitation.

The Training Manual can be easily updated, edited, or customized to add your business name and company logo or that of your clients. It provides each participant with a copy of the material where they can follow along with the instructor.



*Everything comes to him who  
hustles while he waits.*

*Thomas Edison*

### **Sample Module: Laying the Groundwork**



In the previous module, we looked at the importance of establishing your bargaining position. In this module we consider other aspects of preparation: setting the time and place, establishing common ground, and creating a negotiating framework. Even at this early stage it is important to have certain principles in place. If you allow them to be compromised, then you will already have put yourself in a position where you can be considered as prey for hostile negotiators. Getting the groundwork in place may seem like a formality, but it is the first stage of negotiations, and therefore as much a part of the arrangements as any other.

## Setting the Time and Place



Setting the time and place can give you an advantage in a negotiation. People feel most comfortable conducting a negotiation on their home turf. Most people have a particular time of day when they feel most alert and clear-headed.

Environmental factors can interfere with negotiations, for example:

- A noisy setting
- Frequent interruptions
- Crowded conditions
- Lack of privacy

If you are conducting a negotiation at your own site, you have control over most of these things. If you are negotiating at the other party's site, ask the other party to remedy these conditions as much as possible before negotiations begin.

In sport, every game takes place at a venue, and in most cases one of the parties involved will be the "home team". In the vast majority of cases, where the parties are evenly matched in terms of talent and preparation, the team that wins will be the home team. They are playing in familiar surroundings, where things such as climate and ambient noise are to their advantage. The away team spends the early part of the game acclimatizing to their unfamiliar surroundings.

In political negotiations leading on from a war (or trying to prevent one), there is a tendency to hold the discussions in a neutral venue, where both parties are equally unfamiliar with the surroundings, meaning that neither has the advantage and allowing the negotiations to be even-handed. In business, it is rare to have the opportunity to hold negotiations in a neutral venue, and frequently there will be a "home side".

The time of negotiations is also important. Human beings are always in some part at the mercy of their "biorhythms" which cause the body and the mind to function differently at different times of day. Some people, as you will know, tend to be "morning people" while others are more comfortable the longer the day goes on. If you want to build in an advantage in negotiations, it is worth making sure either that the negotiations are held at your home venue, at your most comfortable time of day, or both.

Sometimes there will be debate about the setting for a negotiation – and often, this is where the first negotiations and concessions will take place.

## Establishing Common Ground



Sometimes the parties in a negotiation begin by discussing the issue on which they are farthest apart. It might seem like they are working hard, but they are not working effectively.

It is often more effective to begin by discussing what the parties agree on and then move to an issue on which they are close to agreement. Then they can take on progressively tougher issues until they reach the issue on which they are farthest apart. This gradual approach sets a positive tone for the negotiation. It also helps the two parties get into a pattern of thinking about issues in terms of shared interests.

Momentum is an important thing in negotiations. If the meeting is continually stalled by disputes over the smallest of issues, the outcome is likely to be less desirable for both parties as the goodwill which is necessary to drive negotiations forward will be extremely thin on the ground. For this reason, having an agenda which is stacked in favor of positive items at the beginning is a way that will work best for both sides. Concessions will have to happen in the end, but if both sides are in a positive frame of mind it creates a positive dynamic in which to negotiate.

## Creating a Negotiation Framework

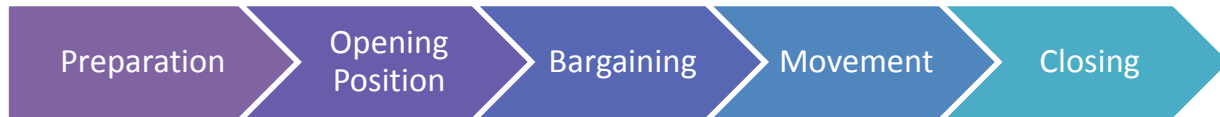


Both sides in a negotiation bring their own frame of reference based on their experience, values, and goals. For a negotiation to proceed, the two sides have to agree to a common framework. They need to agree on what issues are being addressed. Sometimes the way these issues are stated will influence the course of the negotiation. Each side would like to frame the issues in a way that furthers its goals. From this it is possible to see how involved negotiations can get. Sometimes people will use a phrase to describe preliminary negotiations: “talks about talks” – and this is a fairly interesting phrase, as it sheds light on just how much is up for debate in the average negotiation.

Before starting negotiations, it is essential to agree on which issues are up for negotiation and which are non-negotiable. Those issues which are non-negotiable are taken off the negotiating table and the parties endeavor to move forward with what they can negotiate on. It can also be decided what form of words will be used in the program for negotiations – making clear to both sides what matters are off limits, and why.

Without establishing a framework, negotiations can be extremely disorganized and lack direction. It helps to remember that trying to get a negotiated settlement between two parties who have their differences calls for a great deal of patience and acceptance on both sides that there will be some “medicine” to take – you don’t want to take it, but it is necessary – and therefore it is important to make the pill as sweet as possible. Setting a positive framework for negotiations is all about sweetening the pill.

## The Negotiation Process



### Preparation:

- Identify your key commitments

### Opening Position:

- Outline Your Opening Position
- Decide whether this will be High Ball or Low Ball
- Ensure that this position is realistic in light of the facts available to both sides
- Allow for movement within whatever opening position you adopt
- Confirm all agreements reached and positions offered

### Bargaining

- Question for Information
- Challenge other side for justifications of their position
- Examine and Test their commitment
- Present Your Key Commitments
- Explore Key Commitments
- Summarize Arguments and Seek Acceptance
- Look for Signals of Possible Movement
- Identify and Highlight Common Ground

## **Movement**

- Be Prepared to Concede
- Begin with those of Low Priority and seek High Priority Items
- Never Concede on More than possible by your Brief
- Use your Concessions Wisely
- Don't just give these away expect and receive something in return
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- All Movement Should be realistic and contained within your brief
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- Be prepared for larger movements at first as it can build trust within the negotiation
- Continue with smaller movements

## **Closing**

- Emphasize the benefits to both parties
- Carefully introduce the consequences of not reaching agreement to both parties and losing what has been agreed so far
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- Ensure that all agreements are understood and accepted before finalization
- This should be well documented and signed at the close of the negotiations
- These should be then forwarded to both parties post negotiations

## **Instructor Guide Sample**

On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box. Each Instructor Guide and Training Manual mirrors each other in terms of the content. They differ in that the Instructor Guide is customized towards the trainer, and Training Manual is customized for the participant.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor train that particular lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.

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### **Sample Module: Laying the Groundwork**



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## Setting the Time and Place

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	To understand how setting affects the negotiation process.
<b>Topic Summary</b>	Setting the time and place can give you an advantage in a negotiation. People feel most comfortable conducting a negotiation on their home turf. Most people have a particular time of day when they feel most alert and clear-headed.
<b>Materials Required</b>	Flip chart paper
<b>Planning Checklist</b>	Write a list of hours on a flip chart, from 8 am to 5 pm.
<b>Recommended Activity</b>	Divide participants into groups of four to six. Ask each group to come up with an environmental factor that might affect the success of a negotiation. How they could manage this factor to achieve the best results?  Have the group's report on what they discussed.
<b>Delivery Tips</b>	If there is time, conduct a survey about what time of day participants feel most alert and clear-headed. Use the list of hours you have written on a flip chart. For each hour, ask people to raise their hands if they consider it their best time of day. Count hands and write the results next to each hour on the chart.



Setting the time and place can give you an advantage in a negotiation. People feel most comfortable conducting a negotiation on their home turf. Most people have a particular time of day when they feel most alert and clear-headed.

Environmental factors can interfere with negotiations, for example:

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If you are conducting a negotiation at your own site, you have control over most of these things. If you are negotiating at the other party's site, ask the other party to remedy these conditions as much as possible before negotiations begin.

In sport, every game takes place at a venue, and in most cases one of the parties involved will be the "home team". In the vast majority of cases, where the parties are evenly matched in terms of talent and preparation, the team that wins will be the home team. They are playing in familiar surroundings, where things such as climate and ambient noise are to their advantage. The away team spends the early part of the game acclimatizing to their unfamiliar surroundings.

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The time of negotiations is also important. Human beings are always in some part at the mercy of their "biorhythms" which cause the body and the mind to function differently at different times of day. Some people, as you will know, tend to be "morning people" while others are more comfortable the longer the day goes on. If you want to build in an advantage in negotiations, it is worth making sure either that the negotiations are held at your home venue, at your most comfortable time of day, or both. Sometimes there will be debate about the setting for a negotiation – and often, this is where the first negotiations and concessions will take place.

## Establishing Common Ground

<b>Estimated Time</b>	10 minutes
<b>Topic Objectives</b>	To understand the importance of establishing common ground before negotiations begin.
<b>Topic Summary</b>	Establishing common ground is a positive way to define the subject of a negotiation. Once the two parties establish what they agree on, they will have a clearer idea of where they disagree. The two parties can also use their shared interests to guide the negotiation.
<b>Materials Required</b>	Flip chart paper
<b>Planning Checklist</b>	Write these two questions on a flip chart: <ul style="list-style-type: none"><li>• What shared interests might the two parties have?</li><li>• How can their shared interests guide the negotiation?</li></ul>
<b>Recommended Activity</b>	<p>Ask participants to brainstorm reasons why it can be a good idea to begin a negotiation by establishing common ground.</p> <p>Point out that sometimes the parties in a negotiation can use shared interests to guide the bargaining process.</p> <p>For each of the scenarios below, ask participants:</p> <ul style="list-style-type: none"><li>• What shared interests might the two parties have?</li><li>• How can their shared interests guide the negotiation?</li></ul> <p>Scenario 1: Representatives of management and a labor union are negotiating a new contract.</p> <p>Scenario 2: A representative of the fishing industry is negotiating with environmental authorities about new fishing regulations.</p>
<b>Delivery Tips</b>	If there is time, ask participants to think of a controversial public issue (such as gun control) about which there might be some common ground. Would recognizing common ground help move debate on this issue forward?



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## Creating a Negotiation Framework

<b>Estimated Time</b>	10 minutes
<b>Topic Objective</b>	To understand the importance of establishing a framework for negotiation at the beginning of the process.
<b>Topic Summary</b>	We all see the world from our unique perspective, our own frame of reference. To succeed, the parties in a negotiation need to adopt a common framework. They need to agree on what issues are being addressed. Establishing a framework involves some negotiation. Both sides want to frame the issues in a way that will give them an advantage.
<b>Materials Required</b>	None
<b>Recommended Activity</b>	<p>Divide participants into groups of four to six. Assign each group one of these topics:</p> <ul style="list-style-type: none"><li>• A negotiation between legislators about new gun control regulations.</li><li>• A negotiation between legislators about extending the life of patents on drugs.</li><li>• A negotiation between school board members about requiring students to wear uniforms.</li><li>• A negotiation between a husband and wife about buying a new high-definition TV.</li></ul> <p>Ask each group to think about how each side might want to frame the negotiation. Have each group report on its discussion.</p>
<b>Delivery Tips</b>	After each group has reported ask if anyone can think of a way of framing the issue that both parties might agree to.

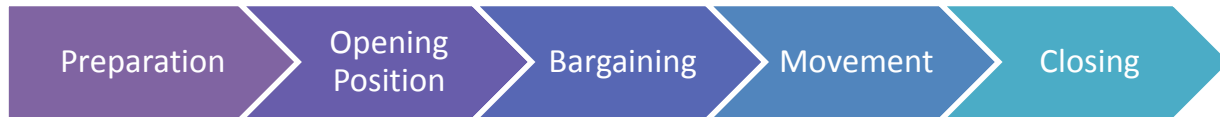


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## **Quick Reference Sheets**

Below is an example of our Quick reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date.

They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

# Negotiation Skills

## Skills for Successful Negotiating

These are some of the skills needed for successful negotiating. If participants do not mention any of these, add them to the list yourself.



- Effective speaking
- Effective listening
- A sense of humor
- A positive attitude
- Respect
- Self-confidence
- Emotional intelligence
- Persistence
- Patience
- Creativity

## Personal Preparation

One way to relieve some of the tension you may be feeling before a negotiation is to remind yourself that there is nothing to be afraid of. As long as you understand your position, there is no danger that you will “lose” the negotiation. During and before negotiation you should always be:

- Polite - It never reduces your argument
- Firm - Removes Perceptions of Weakness
- Calm - Facilitates Persuasion and Compromise
- Do not take things personally

Knowing your position before entering negotiations means that you are sure of your “red lines”. Things that you are not prepared to consider that would make your position worse than it is now. Many people get pushed into a deal which is unsatisfactory to them because they have failed to prepare for the negotiation in this way. If you go into negotiations with vague ideas, that vagueness will become a weakness in your negotiating position.

## Establishing Your WATNA and BATNA

In most negotiations, the parties are influenced by their assumptions about what they think are the alternatives to a negotiated agreement. Often the parties have an unrealistic idea of what these alternatives are, and they are unwilling to make concessions because they think they can do just as well without negotiating. If you do not have a clear idea of your **WATNA (Worst Alternative to a Negotiated Agreement)** and **BATNA (Best Alternative to a Negotiated Agreement)**, you will negotiate poorly based on false notions about what you can expect without an agreement.



## **Certificate of Completion**

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.

CERTIFICATE OF COMPLETION

**[Name]**

*Has mastered the course*

*Negotiation Skills*

Awarded this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

Presenter Name and Title

\_\_\_\_\_

## **PowerPoint Sample**

Below you will find the PowerPoint sample. The slides are based on and created from the Training Manual. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.

## Sample Module: Laying the Groundwork

In this module we consider other aspects of preparation: setting the time and place, establishing common ground, and creating a negotiating framework.

*Everything comes to him who hustles while he waits.*

*Thomas Edison*



## Setting the Time and Place

- Can be an advantage
- Environmental factors
- Limit distractions
- Neutral venue

## **Establishing Common Ground**

Effective to find first

Build on it

Builds  
momentum

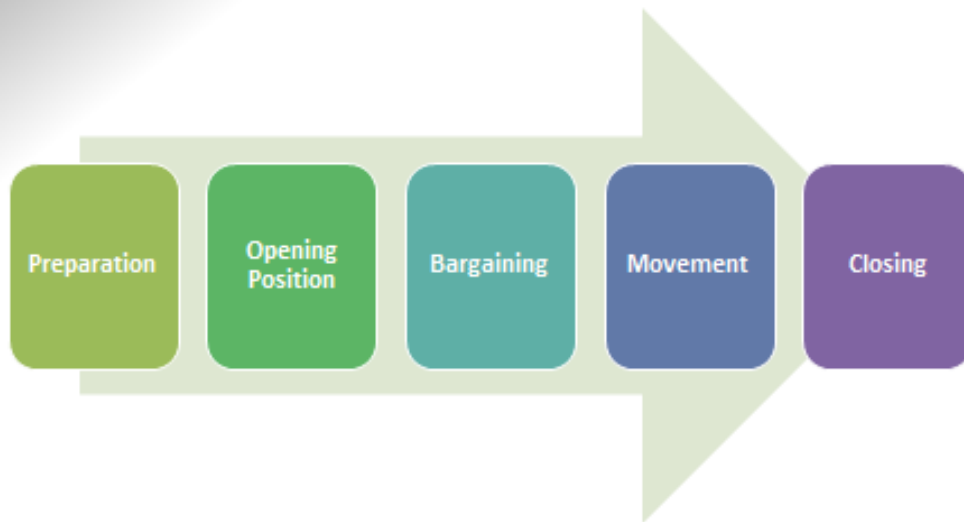
## **Creating a Negotiation Framework**

Agree on what is being negotiated

What is non-negotiable?

Based on values and goals

# The Negotiation Process





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