

The Negotiation Institute Presents GERARD I. NIERENBERG'S Definitive Seminar on Winning Negotiations—the First, the Best, the Longest-Running, and the Most Comprehensive Seminar in the Field of Negotiating:

THE ART OF NEGOTIATING®

Sharpen your negotiating skills and strategies
to ensure successful agreements.

This seminar is designed for anyone who negotiates
for a living... and EVERYBODY does!

Benefits for You

- You will make better deals, whether major contracts or the many minor agreements you make every day.
- Your new negotiating skills will allow you to handle any situation.
- You will secure your position and ensure your advancement.
- Your improved negotiating ability will last you a whole lifetime.

Benefits for Your Organization

- You will more skillfully and effectively represent your organization with clients, customers, suppliers and co-workers.
- Your improved skills will add to your effectiveness and be further utilized by your organization.



GERARD I. NIERENBERG, Course Originator and author of the best-selling negotiating books that have become the principal references for heads of state, presidents of major corporations and high government officials throughout the world.

Winning Negotiators Are Trained, Not Born...

...And You Can't Learn Gerard I. Nierenberg's Proven Methods of Winning Negotiations Anywhere Else

Your success in all aspects of business and life itself is directly related to the outcome of your negotiations.

The outcome of any of your negotiations is an agreement. And the agreements you negotiate can be strong or weak; short-lived or lasting; cooperative or hostile; favorable or unfavorable. In short, the agreements you negotiate will dictate:

- Whether or not you close an important sale
- The terms of your purchase or sale
- The price you pay for goods and services
- Whether or not you get a signature on a contract
- Whether or not you gain a cooperative ally through your agreement or someone who fights your every move

When you get down to the bottom line, your ability to make and maintain any relationship depends on how well you can negotiate an agreement.

These are just some of the ways The Art of Negotiating® seminar can improve your negotiating skills.

Every Success You Achieve Depends upon a Winning Negotiation and a Lasting Agreement

We used to think that only diplomats, lawyers, or labor and management representatives had to be skillful negotiators. Now we know that negotiating is a critical, everyday skill that's absolutely essential *anytime* it's necessary to create a lasting agreement—whether with another person, another business or another nation. It's not "routine"; it needs to be taught

You Can Achieve Only What You Can Negotiate

Whether you are involved in buying, purchasing, selling, contracts, financial or real estate transactions, collective bargaining, acquisitions, customer disputes, legal disagreements, or international business, you can increase your ability to create lasting, more permanent agreements by improving your negotiating skills.

The Art of Negotiating® Seminar offers you the same negotiating methods, techniques and principles that many heads of state, top corporate executives and professionals in all fields are using to gain successful agreements—consistently.

**That's why over 1,250,000 people have already attended this seminar.
To join these successful professional negotiators, register today.**

Nierenberg's Methods, Strategies and Gambits Work for Anyone - and with Anyone.

If you have an important or difficult negotiation approaching, The Art of Negotiating® will prepare you to achieve maximum results. This two-day learning experience will have a lasting effect on your future success. You will gain first-hand information on how to refine your negotiating skills using Nierenberg's methods.

- You'll learn techniques that neutralize surprises or "ambushes" from the other side.
- You'll discover the key to attaining consistent and lasting results through your negotiations—with proven strategies you can adapt and use immediately.
- You'll learn how to read your opponent like a book—analyzing your opponent's nonverbal behavior and unveiling hidden meanings in conversations.
- You'll discover the secret to why some negotiators succeed time and time again—the ability to select or secure the proper negotiating "climate" to increase the odds of success.
- You'll see how the pros prepare for a negotiation—and how to rehearse your own strategy so that both you and your opponent come out winners.
- You'll be provided with finely honed offensive and defensive strategies such as:
 - crossroads (intersect, entwine, entangle)
 - bracketing (make and hit the mark)
 - reversal (go forward or backward)
 - and a host of other effective techniques.
- You and the other seminar participants will demonstrate and see for yourselves new alternatives that will reduce the risk that your negotiations will deadlock.
- You'll learn what it takes to reinforce and sustain a negotiating success once you've achieved it.

You Will Negotiate Successfully in All Situations

How Good Can You Be?

Many executives rationalize unsuccessful negotiations with excuses like, "I'm just not a wheeler dealer," "I can't think well on my feet," or "I guess I'm just too nice."
If that's how you think, think again.

Don't sell yourself short!

Successful negotiating is a skill. Like all skills, it can be learned and improved through teaching, training and practice. **And the Nierenberg method of negotiating has been learned and is now practiced by more executives in more companies, professional organizations and government agencies than any other.**

Why?

Because it works!

Everything Is Negotiable All the Time

The Art of Negotiating® is a complete and original negotiating method, designed to build on the already competent professional's natural ability to understand human behavior and get things done.

Skillful Negotiating: Your Competitive Edge

How are you dealing with today's sluggish economy, tight money and razor-sharp competition (from both the people who want your company's business and the people who want your job)?

Today the stakes are higher. Your margin for error is slimmer. And a sharp, confident negotiation style is critical in all aspects of business. After all, what you gain or lose through negotiating can mean the difference between ultimate success and failure, profit and loss.

Even If You've Had Negotiating Success in the Past, Here Are Four Compelling Reasons Why You Will Still Benefit From Attending This Seminar!

- 1) You will learn the advanced state of the Art of Negotiating®, which you can use immediately, allowing you to conclude your negotiations faster and with more lasting results.
- 2) You may have already established a good win/loss track record. But even experienced negotiators have created winning negotiations that nonetheless quickly deteriorate, leading to one re-negotiation after another. At this seminar, you'll pick up many important pointers through the Nierenberg approach on how to create **long-lasting**, more **permanent** relationships.
- 3) Professionals in all fields from business to athletics need to keep their professional reputation intact through two key approaches:
 - They periodically review and refresh their knowledge of the "vital few" fundamentals that make or break success; and
 - They always remain on the lookout for a new idea, angle or perspective that may not have occurred to them.This seminar will allow you to accomplish both of these goals in the field of negotiating—which can and often does make or break success.
- 4) When you apply the lessons learned through the Art of Negotiating® Seminar, all people with whom you negotiate will immediately recognize you as competent and effective.

How Does Your Opponent Size You Up? How Do You Size Up Your Opponent?

Knowledgeable negotiators know exactly what their words, facial expressions and body language are “saying” to their opponents. In fact, they use this insight into their own behavior to great lasting advantage.

Do You Unknowingly Send “Signals” Your Opponent Can Read? Do You Fail to Read Signals That Are Being Sent to You?

Insights into non-verbal behavior will add to your negotiating strength. In this seminar, you'll learn to interpret what the other side is saying—not just in their words, but in their gestures, stances and actions as well. At the same time, you will become more aware of what your body language is revealing to your opponent.

What Does Your Opponent See in Your Gestures?

Through an analysis of gestures, gesture clusters and attitudes that are all part of your negotiating posture, you'll be better able to see yourself as your opponent sees you.

Meta-Talk—Uncovering the Hidden Meanings in Your Conversation (and That of Your Opponent).

Just as your gestures tell more about you than you might realize, hidden meanings in many of the phrases you use may also disclose more than you intend. In the Art of Negotiating® Seminar, an analysis will be made of this previously uncovered area. The hidden verbal masks that many negotiators—including you—use are torn away to reveal a more basic nature and understanding.

Evaluate Your Negotiating Character, Skill, Style and Personality.

You'll have the opportunity to evaluate your character, skill, style and personality during negotiations using four sets of questionnaires that have just recently been developed and are available only to individuals who participate in this seminar. In the process, you will have the opportunity to analyze the effectiveness of the Nierenberg approach itself.

The In-House Seminar

The in-house seminar is a session tailored specifically to your company's unique negotiating needs. We use your problems as our working material in carefully preparing team negotiations in which attendees will participate. The aim of skillful negotiation in any organization is to increase profit for the company as well as workers' satisfaction in being part of a profitable team. With this aim in mind, participants, using Art of Negotiating® formulations, will identify real points of disagreement and negotiate to a mutually satisfying conclusion, one in which everyone can benefit. Any points of dissatisfaction that remain should be negotiated further until arriving at a final settlement that can be accepted by all members. Everybody Wins®! This careful focus on building cooperative relationships not only leads to more effective and enduring agreements, but adds to a better functioning organization.

This Intensive Learning Experience Will Give You the Practical Strategies and Tactics Needed to Increase Your Negotiating Strength!

Negotiation Institute, Inc.

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Dear Colleague:

You probably have favorite negotiating techniques—ones that you have used or others have used in negotiations with you. Some like to bully and intimidate. Some stick strictly to “the facts.” Those gifted with “personality” and charisma may rely on these assets to carry them through negotiations. Others try to win their opponents over with friendliness and good will.

After all, when something works you stick with it, right?

Wrong?

Many people, untrained in the negotiating process, are forced to rely continually on self-taught methods that have merely **appeared** to work in the past—methods that were acquired, like a cold, from social contact.

The negotiating process is something in which people can be trained. And this training can make all your relationships—whether in your personal or professional life—work more completely for you.

Negotiation is a body of methods and skills, drawn from an understanding of the full range of human cooperative and competitive behavior. Once you recognize the wide range of alternatives available, you can control each technique to gain strength from the direction and momentum of the others.

My methods of negotiation training do not involve anything difficult to understand. Many of my ideas are based on principles drawn from a variety of individual fields such as management, purchasing, diplomacy, law and others. Many are derived from my own study, observation and experience in the course of a lifetime of negotiating successes and failures. The feedback of more than one million seminar attendees over the past forty years has verified the soundness of my conclusions—and my methods. You may be surprised to find that many of the things you will learn in my seminar you already know—but my seminar will provide the more complete understanding required to put them into full practice.

This seminar **will** enable you to put these powerful concepts to work for you. It will increase your effectiveness in all situations and your value in all relationships.

I urge you to reserve your place at **The Art of Negotiating®** Seminar today.

Best regards



Gerard I. Nierenberg, President

THE ART OF NEGOTIATING®

EVERYBODY WINS®

Agenda

1st Day

Welcome and Introduction

- *Conceptual Framework
- *Levels of applicability
- *Exercise in Behavioral Patterns
- *Points of Agreement
- *Negotiation Attitudes
- *Philosophies: Win/Lose vs. Everybody Wins®
- *The Factor of Time in Negotiation

Negotiation Exercise (Case Study #1)

- *Participants into negotiation groups and teams
- *Explanation of negotiation problem and "secret information"
- *Analysis of negotiation with reports by participants (conclusions and evaluations)

Preparation and the Negotiation Process

- *Check Lists and Map for Preparation
- *Subject Matter of Negotiation
- *Objectives
- *Assumptions and Facts
- *Issues and Agendas
- *Positions
- *Needs and "Need Theory of Negotiation"

2nd Day

Negotiation Exercise (Case Study #2)

- *Participants into negotiation groups and teams
- *Explanation of negotiation problem and "secret information"
- *Explanation of Climates
- *Using Assigned Climates in negotiation exercise
- *Using Assigned Strategies and Tactics in negotiation exercise
- *Analysis of negotiation with reports by participants (conclusions and evaluations), discussion of strategies and tactics (with examples), climates (defensive vs. supportive), and use in actual negotiation based on research at Negotiation Institute, Inc. Contrasting negotiation results (Case study #1 with Case study #2).

Listening in Negotiation

- *Analysis of different types of listening
- *The Art of Listening
- *How to become a "Nondirective" Listener

Questions and Negotiation

- *How Questions Function
- *Five Functions of Questions
- *Using Effective Questions in Negotiation
- *Using Questions to Control the Negotiation
- *Question Map and Matrix

Non-Verbal Communication

- *Relevance in Negotiation
- *Reading Specific Gestures, Feelings, and Mannerisms

"Meta-Talk"- Hidden Meanings in Conversations

- *Specific meanings behind speaker's words

Negotiation Questionnaire

- *Self-evaluation of individual negotiator

Conclusions of Negotiation program and Improvement of Skills

- *Reasons why many negotiations fail
- *Why you will be a better negotiator after this program

These Methods, Strategies and Gambits Were Developed by the Internationally Respected Pioneer and Expert in the Field of Negotiation—Gerard I. Nierenberg.

Client Testimonials

“We would like to share with you the fact that the feedback from the audience, which was composed of 425 communication experts, was, for the first time in the history of our organization, unanimous. They felt that both the message and the manner of presentation were superb. This is a highly professional group of expertly trained professionals who do speaking for a living, so this kind of praise is truly unusual—We salute you!”

“My compliments again for an insightful presentation on negotiating skills. I learned a tremendous amount from your presentation as well as from your personal experiences. I have shared our conversations (regarding the philosophy of negotiating) with many of my colleagues. You have touched the lives of many people in addition to myself.”

“The presenter put into clear terms how to keep a negotiation going your way and what things to watch for. As each new concept was introduced, the presenter had good examples and real-life experiences to go along with it that our employees could relate to.... The workshop was a home run. It was very informative and detailed. I look forward to working with your organization again in the future.”

“Your style and dynamic presentation taught our employees valuable tools in negotiation to use professionally and in their everyday lives. Your amusing asides and academic philosophies made the day an exciting challenge, and I have heard nothing but great feedback from our people about the seminar.”

“I want to express my real and deep appreciation for your very stimulating, provocative and informative presentation.... There were many comments of an extremely favorable nature. You obviously have much to offer the professions that live by advising others; and you set a notable example.”

Fortune 500 Companies

Our client list includes Fortune 500 (or Fortune 100) companies; state, national, and international governing bodies; leading non-profit organizations, and professional associations.

Among our many satisfied clients are:

- Exxon
- Rand Corporation
- Sony
- Dow Chemicals
- Sears, Roebuck & Company
- Pfizer, Inc.
- Ford Motors Company
- Chrysler Corporation
- Dupont
- Burger King
- American Medical Association
- Nabisco, Inc.
- IBM, Inc.
- Citigroup
- Wachovia
- PSE&G
- Ashland Coal
- Rodale Press
- Columbia University
- The International Court of Justice
- Insurance Company of North America
- A lot more...

The History and Philosophy of Negotiating Training

In the early 1960s, Gerard I. Nierenberg—a successful New York attorney who shunned the usual labels (e.g. criminal lawyer, negligence lawyer, real estate lawyer) and instead thought of himself as a problem solver—identified negotiating skills as one of the keys to his success. Yet he found it curious that, in a society where lawyers were expected to be negotiators, these lawyers had absolutely no training in that process. Indeed, at that time, not a single book or course addressed the subject of negotiating.

In 1966, Nierenberg founded the Negotiation Institute, Inc.—an educational nonprofit institute dedicated to advancing the art of negotiation. By 1968, he had published his first book on the subject, *The Art of Negotiating*. With this pioneering effort, he developed a process through which negotiation could be effectively taught and practiced.

The immediate success of his book created a demand for both public and customized, in-house workshops on *The Art of Negotiating*®, which Nierenberg began leading in 1968. Within nine months, he had offered his public seminars in 60 different cities. As these presentations grew in both size and popularity, Nierenberg began recruiting the nation's top negotiators to train in his unique negotiating methods. Within a short time, Nierenberg and his associates were sought to deliver in-house seminars to industries of all sizes as well as governmental organizations and agencies worldwide.

As interest in and attention to Nierenberg's negotiating methods grew, he and the Negotiation Institute offered encouragement and mentoring to law schools, universities and colleges who wanted to present his material. United in their strong belief in the effectiveness of the negotiating process in avoiding or solving disputes, the Institute's members made a commitment to spread their pioneering knowledge of negotiating techniques rather than try to withhold or limit them.

Nierenberg—hailed by *Forbes* as “The Father of Negotiating Training” and consistently sought out by organizations and such newspapers as *The Wall Street Journal* for his expert opinions on negotiating—revolutionized the way people negotiate through his Everybody Wins® philosophy, in which all negotiating parties aim for mutuality of satisfaction. This concept, revolutionary in its inception, has become the mainstream of current thinking about negotiation, primarily through Nierenberg's influence. His 22 books—many of them bestsellers that are still in print—have been translated into 30 languages. In addition to the books—six of which have been recently republished by Barnes & Noble Booksellers—Nierenberg has produced audio, video and software products that are available throughout the world. A pioneer in the use of teleconferencing, Nierenberg has conducted such programs for groups such as the American Bar Association—for which he once trained almost 700 lawyers in 39 separate locations at one time.

The longest operating negotiation skills seminar and training organization in the world, The Negotiation Institute continues to offer professional negotiation consulting and in-house training programs for companies, educational institutions, governmental bodies, and associations of every kind. More than one million people have attended these sessions, in which all participants learn to think like negotiators. Nierenberg and the 18 expert presenters of the Negotiation Institute have finely honed their customized presentations to apply them to clients' specific problems—using these problems as their working material—and develop solutions in the course of their workshops and seminars. In addition to leading select seminars such as one meeting in which more CEOs of major companies assembled than ever before, Nierenberg has offered his negotiating and consulting services in both the private and public sectors for four decades.

Gerard Nierenberg's, law firm represented such nations as Bangladesh, Cameroon, and Kenya and The Declaration of Independence for Bangladesh was signed in their office. In addition to his functions, Mr. Nierenberg is president of Human Rights Advocate an NGO member of the United Nations. Gerard Nierenberg continues to innovate and create new directions for the implementation of negotiation training. His ultimate goal: to make everyone a better negotiator.