

DETAILED TRAINING INFORMATION

A 2-day experiential training program based on progressive executive negotiation scenarios.

Purpose

Negotiation is not the end goal: it serves as a training ground for transforming a leader's mindset. The focus is on clarity, accountability, ethical influence, cooperation, and the ability to make decisions under pressure.

Target Audience

Executives, entrepreneurs, and managers of managers who are involved in sensitive, multi-stakeholder, or cross-cultural negotiations.

Prerequisites

There are no technical prerequisites. Ideally, each participant should come with a real-life negotiation—whether past, present, or future—to help apply what they learn to their practice.

Leadership Style

Cooperation

Ethical Influence

Interculture

Sustainable Agreements

Participant takeaways

Participants will take away with a preparation strategy, a better understanding of the key players and their interests, emotional regulation skills, and a more resilient approach to managing tensions without damaging the relationship.

Overarching Theme: 4 Progressive Negotiation Scenarios for a Leader

1

Intern - Key Employee

Clarify without damaging the relationship

2

External - Strategic Supplier

Assess the actual balance of power

3

Systemic - Site Closure

Negotiate with an entire system

4

Intercultural - Business Acquisition

Build Trust and Evidence

Co-trainers

Frédéric Marmouzet : former chief operating officer, trainer, and executive coach.

Isabelle Duquesne : mediator, specialist in intercultural dialogue and international transformation.

Training Approach

Brief presentation, hands-on experience, group debriefing, collective intelligence, putting knowledge into action, and personal commitment: learning through experience before formalizing concepts.

Guiding Principle

Theory gradually enriches the experience: practical examples bring needs to light, and then the insights provided equip the participants with the necessary tools.

Learning Objectives, Skills, and Deliverables

Enhanced Learning Objectives

By the end of the training, participants will be able to:

- Identify the visible and invisible challenges in executive-level negotiations.
- Map out the stakeholders, interests, alternatives, areas of potential agreement, and breaking points.
- Manage their approach under pressure: emotions, ego, power dynamics, and pace.
- Navigate difficult negotiations by balancing results, relationships, and ethical consistency.
- Use active listening, questioning, rephrasing, Nonviolent Communication (NVC)/ Objective-Subjective-Behavioral-Determinant (OSBD), and acknowledgments to defuse tensions and aggression.
- Develop value-creating options and secure a lasting agreement.

Target Soft Skills

Active listening, assertiveness, emotional awareness, empathy (not to be confused with sympathy), the ability to step back, cooperation, the ability to manage tension, and the ability to remain consistent.

Targeted Technical Skills

Strategic planning, MESORE/BATNA, ZOPA, assessing the balance of power, objective criteria, stakeholder map, top-down/bottom-up questioning, formalizing the agreement.

Key Educational Contributions

Brief input followed by experimentation: an approach that involves neither avoidance, force, nor manipulation; preparation; active listening; emotional intelligence; NVC/OSBD; the “golden bridge”; grounding; defending values; and the intercultural dimension.

Proposed Deliverables for Participants

Support	Content
Preparation Checklist	facts, interests, visible/invisible actors, alternatives, risks, criteria for agreement, dividing line
Observer Checklist	verbal / paraverbal / nonverbal, listening, emotions, posture, openness, ability to draw conclusions
Tools	MESORE/BATNA, ZOPA, OSBD, acknowledgment, golden bridge, active listening, questioning
Offset Supports	Printable or digital summary sheets for post-training review: preparation, Nonviolent Communication (NVC), body language, ZOPA/MESORE, and action plan
Individual Action Plan	Transfer commitments in a real negotiation + “time for self-reflection”

Anchoring Methods

Pre-training questionnaire, real-life scenarios provided by participants, roles as negotiators/advisors/observers, cross-debriefings, personal engagement, and the sharing of best practices.

Training Material Enhancement

Emotional/non-emotional; empathy vs. sympathy; 4 dimensions of emotional intelligence; NVC/OSBD; acknowledgment; golden bridge; BATNA/MESORE; ZOPA.

Agenda - 2 days

Time	Sequence	Description
DAY 1 - Posture, Preparation, Relation		
Before	Questionnaire	Expectations, real-life situations, group maturity profile
09:00-09:30	Welcome / introduction	Welcome, Environment, Rules, Goals, Safety, "Time for Yourself"
09:30-10:30	Mindset & Filters	Beliefs, definitions, expectations, and value-creating dialogue
10:45-12:15	Case 1 - internal	Key Contributor: Firmness, Fairness, Ego, Relationships - 1h30
12:15-13:00	Complex posture	No evasion, no forcing the issue, no manipulation; objective interests and criteria
14:00-14:30	Conflict Mapping	Thomas-Kilmann: positioning, and personal adjustments
14:30-16:00	Case 2 - Supplier	Power Dynamics, Interests, Culture, Value Creation - 1h30
16:00-16:50	Listening & Openness	Questions, rephrasing, "what if," co-construction
16:50-17:00	Closing of Day 1	Key Takeaways and Commitment to Put into Practice
DAY 2 - System, Emotion, Interculture		
09:00-09:30	Reactivation of Day 1	Energizer, 4/2/1, shared markers
09:30-11:00	Case 3 – System Negotiation	Site Closures: Stakeholders, Alliances, Tensions, ZOPA - 1h30
11:00-11:55	Relationships / Emotions	Empathy vs. Sympathy, Emotional Intelligence, Channeling
11:55-12:35	CNV / OSBD	Acknowledgment of receipt, personal attack, high vulnerability
12:35-13:00	Golden bridge	Interest, image, pressure, ownership of the solution
14:00-14:20	Interculture	Reactivation and Openness to Different Interpretations
14:20-15:50	Case 4 – Buyout Negotiations	Trust, Evidence, Grounding, Price/Value, Lasting Agreement – 1h30
15:50-16:25	Final Debrief	Capitalization: stance, relationship, preparation, conclusion
16:25-17:00	Evaluation / plan	Skills, Individual Action Plan, Company Transfer

Educational Note

Insights come after the experience to gradually deepen the game: theory sheds light on the experience; it does not replace it.

Modalities, evaluation & supports

An experiential, transferable, observable approach that is consistent with a training quality framework.

Modalities

- Recommended group size: 8 to 12 participants.
- Alternating between short presentations, games, role-playing exercises, and collective intelligence.
- Roles: negotiator, advisor, observer.
- Debriefs focused on facts, behavior, relationships, emotions, and the quality of the conclusion.

Evaluations

Before: self-assessment questionnaire.
During: observation of simulations and peer/instructor feedback.
End: self-evaluation, knowledge questionnaire, action plan.
After: opportunity to provide feedback on practical application.

Input from the training materials

- Interpersonal: Negotiation is a step on a journey with the other person.
- Emotional, not impulsive: acknowledge, channel, decide.
- Empathy/sympathy: interests and risks.
- Emotional intelligence: self-awareness, self-regulation, social awareness, relationship management.
- OSBD/NVC, acknowledgment, golden bridge, BATNA/MESORE, ZOPA.

Supports & materials

Modular room, flip charts, Post-it notes, role cards, preparation worksheet, observation checklist, participant handout, offset handouts, evaluation questionnaire, sign-in sheet, personal commitment form.

Accessibilities & adaptation

Guidelines, materials, and procedures may be adapted to meet the needs expressed by participants—particularly those with disabilities—in consultation with the appropriate coordinator.

Roles of the co-trainers

Frédéric brings operational experience in leadership, turnaround, and negotiation, drawing on real-life cases. Isabelle brings a perspective rooted in mediation, intercultural understanding, systems theory, and interpersonal dynamics. Together, they combine business realism with human dynamics.

Proposed Success Metrics

Level	Observable indicator
Participant	Prepare for a real negotiation, distinguish between the issue and ego, articulate interests, alternatives, and a bottom line
Group	Produce useful debriefings, identify best practices, and expand the options and approval criteria
Enterprise	To negotiate better-prepared, more robust, and more sustainable agreements in sensitive situations

Positioning

A transformational leadership training program: negotiation serves as a training ground for learning how to make decisions, influence others, and cooperate in complex human situations.