



“Negotiation is not rocket science. It is however fantastically endowed with the potential to “do good” when prepared, managed, conducted in a humanistic, respectful and skilful manner tailored to each negotiation encounter. Just having “winning” arguments is insufficient: much more is at play, needs to be discovered and constituencies are watchful and apprehensive. So who wants to negotiate? ”

ROBERT J. WEIBEL

PS COVID remote constraints mean that negotiators need to become even more aware, agile, and skillfully innovative to strike deals that work. Full stop.



CENAD Negotiation Trainings

Experience the Real Deal and Learn for Life

CENAD is a leading consultancy specialized in the field of international and EU, diplomatic and humanitarian negotiation processes.

Our passion and life-long mission is to provide experiential trainings meant to equip and empower public sector national and institutional public servants, diplomats, civil society and any private sector business professionals and decision makers with the essential competence, skills and techniques to effectively influence bilateral and multi-party negotiated results and experience greater “real world” success.

Coaching and mentoring are an essential part of CENAD’s DNA. We constantly provide our clients / participants with personal support, guidance, and counsel throughout our consultancies, as well as afterwards.

Learning experiences are highly engaging, real and life-changing: participants grow beyond their comfort zones, deepen their knowledge and skills, developing keener mindsets through customized interactive simulation role-plays, case studies and practical exercises, all followed by in-depth analysis and personalised expert feedback (always with video playback).

CENAD’s associates are hugely accomplished training professionals committed to promoting good governance through quality-driven human resource development and negotiation capacity building; they provide qualitative, practical and implementable solutions with focused guidance for those wanting to become better negotiators.

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Duration: Courses are of flexible duration, usually 1-5 full-time days.

Venues: In-country, In-service, On-line and/or in Brussels.

International Negotiation & Diplomacy

International negotiations and diplomacy go hand in hand when pure power cannot impose a one-sided preferred outcome.

What You Get

- Coherent negotiation strategies and tactics for consensus-based international environments and their related skills
- Develop political awareness and operationalise your negotiation strategic planning and tactical choices
- Fine-tune real-time meeting analysis
- Unlock your influence and become a player, not a taker
- Manage time & power dynamics before-during-between meetings
- Lobbying-advocate-manage coalitions with emotional and intercultural intelligence
- Reach workable solutions using added-value flexibility
- ...and much more...

What You Learn Overall

- * Improve your diplomatic performance self-confidence
- * Learn to integrate bilateral-multilateral with formal-informal meeting skills
- * Manage partnerships, chair meetings and deal with delicate situations and individuals



Duration: 1-5 days

Humanitarian Negotiation

Humanitarian negotiators are agile and innovative in facing negotiation and conflict-management challenges in structured and/or ad hoc environments with multilevel counterparts, rarely benefiting from great leverage and enough time.

What You Get

- Skills for defining and implementing a strategic approach to *their* meetings and negotiation environments; developing tactical answers to real-world humanitarian situations
- Specific meeting, negotiation and conflict resolution techniques as well as upscaling personal skills by putting them into actual practice and receiving immediate expert feed-back and “counsel-advice” with post-training mentoring and dedicated contact
- Tools for life-long negotiation learning to enrich your personal negotiation toolbox from each future encounter
- The ability to further improve your negotiation efficiency by acquiring acknowledged tools to fully empower future challenging assignments and developmental relationships
- Tools for difficult and stressful decision-making situations

What You Learn Overall

- * Better identify strategies and tactics available to the parties
- * Balance bilateral/multilateral, formal/informal meetings
- * Promote constructive participation of negotiation stakeholders/delegates in making progress and getting access/commitments
- * Improve process management of multi-issue agendas with complex relations requiring strong interpersonal soft-skills and capabilities to overcome *mutual anxiety and fear*
- * Prepare, coordinate and operate efficiently in multi-cultural and multi-level settings:



Duration: 2-4 days

Policy Dialogue

SDG success requires policy elaboration, dialogue and implementation: improving the lives of beneficiaries depends greatly on quality policy dialogue between stakeholders.

What You Get

- Skills for negotiating amongst host country line ministries, civil society organisations, donors and international organisations
- Skills for structured, culturally intelligent and substantive dialogue in supporting partnerships having reciprocal financial and implementation accountability
- Proficiency in policy design and implementation as knowledge-based process requiring long-term integrated negotiation

What You Learn Overall

- * How policy is made and the relevant entry points for impact on national policies and international debate
- * Appreciate the key questions to be addressed at the different phases of a project or programme and how to use the operations to structure and support substantively policy dialogue
- * Match an organisation's cycle and national policy cycle
- * Define internally the principles to conduct a strategic and informed policy dialogue
- * Plan and document a policy dialogue process for an organisation, including the use of its resources
- * Acquire holistic negotiation skills for formal and informal settings
- * Develop bilateral, multi-stakeholder meeting/negotiation skills which are policy dialogue-relevant and compatible
- * Develop practical know-how to organise and manage meetings
- * Create added-value outcomes and decision-making processes through dialogue



Duration: 2-4 days

Business Diplomacy

Business negotiators can learn from diplomatic negotiation practice when managing change in rapidly disrupted environments when motivating qualified but disoriented staff to become more innovative and pro-active when pure authority is insufficient.

What You Get

- Appreciate the fundamental importance of the negotiation “structural components” so vital to diplomacy to smoothen complex business situations
- Understanding of how dynamic negotiation processes, tailored to inter-departmental intercultural considerations and contexts, produce better results
- Promote constructive business relations in order to reach implementable “deals”; transform resistance into self-serving win-win cooperation
- Improve negotiation analysis abilities and influence effectively in a diplomatic manner to further increase *your* overall negotiation efficiency
- Define and implement a strategic approach to *your* negotiation challenges and develop appropriate tactical answers to real-world negotiation and conflict (management) situations
- Learn how to use specific meeting, negotiation, mediation and conflict resolution techniques as well as interpersonal skills to overcome complex deadlocks
- Learn effective “face-saving” techniques, diplomatic expressions as well as “autopiloted response” techniques

What You Learn Overall

- * Improve the fundamental diplomatic negotiation skills: real-time meeting analysis, taking the floor, lobbying-advocacy, emotional and cultural intelligence, managing ambiguity, operational agility, added-value problem-solving and consensus-building, twinning strategic planning and tactics, influencing and persuasion, and much more...



Duration: 1-2 days

EU Negotiations

The EU's unique negotiation machinery balances collective interests, national priorities and the objective of reaching agreements which must ultimately be lived with. Good negotiators make this happen.

What You Get

- Develop coherent negotiation strategies, tactics and skills for diverse EU environments
- Enhance leverage to prepare, coordinate, liaise and operate efficiently and effectively in EU
- inter/intra-institutional settings
- Get your message across and find support
- Improve EU process management in handling complex files
- Integrate bilateral-multilateral with formal-informal meeting skills
- Chair and be chaired: options, strategies, actions
- Master challenges and dealing with delicate situations and individuals

What You Learn Overall

- * Improve the operational negotiation skills related to preparation, internal coordination, operating in EU working parties and committees, lobbying-advocacy, emotional and political acumen, intelligent flexibility, finding fruitful compromise and consensus, twinning strategic planning and tactics, and more.
- * Proven meeting tools for EU decision-making processes, taking the floor, managing chairs, “giants”, influencing and making a difference) in order to enhance one’s self-confidence and to become agile at adjusting to meeting room realities
- * How to become more of a “player” in various EU negotiation settings and environments



Duration: 1-3 days

**Course offered as an open registration programme of 2-days in Brussels: remote version is entitled “International & EU Negotiations”*

EU Council Presidencies

Member states' rotating 6-month Council Presidencies are windows of opportunity and key to moving EU legislative files forward in conjunction with EU institutional partners: working party chairs do a huge amount of the work.

What You Get

- Develop EU Council-specific chairing strategies, tactics and related skills
- Enhance your influence to prepare, coordinate, liaise and operate as a chairperson in Council settings
- Understand and utilise inter-institutional partnerships with SGC, COM and EP to move files forward
- Balance QMV and consensus techniques
- Improve your informal bilateral and Trilogue negotiation skills
- Harness to power of the chair efficiently and effectively
- Increase your self-awareness – how you are perceived and trusted
- Master Council presidency challenges and resolving delicate situations and individuals

What You Learn Overall

- * Improve the operational EU Council chairing skills related to preparation, internal coordination, operating in EU working parties and committees, lobbying-advocacy, emotional and political acumen, intelligent flexibility, finding fruitful compromise and consensus, twinning strategic planning and tactics, and much more...
- * Proven meeting tools for EU decision-making processes, managing the meeting, managing differently empowered member states to your advantage, speak wisely and helpfully, enhance your chairing self-confidence, make changing meeting room realities work for you
- * Council Presidencies *are* “big players”: utilise this window of opportunity to enhance your professional and member state reputations



Duration: 1-3 days

Demystifying EU Processes & Cultures

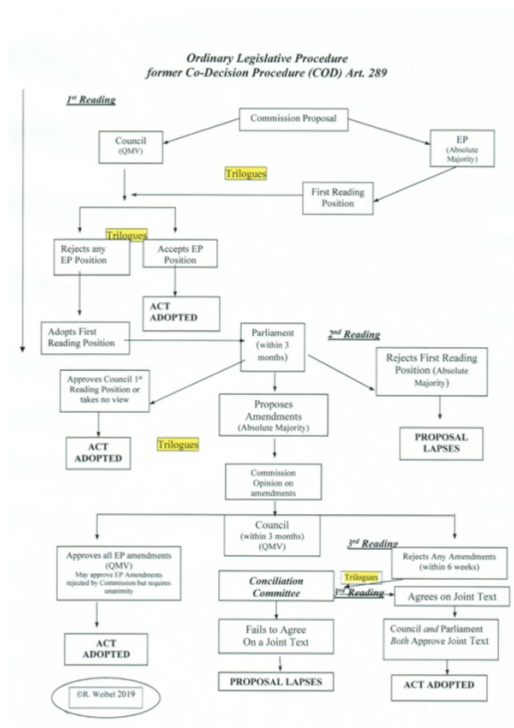
Europe has a logic which is pragmatic and works. There are many dynamic parts and pieces, but they all have a purpose, they are interdependent, culturally diverse and they make perfect negotiation sense.

What You Get

- Demystify EU Negotiation processes and institutional cultures
- Understand various interdependent EU negotiation cultures and their roles, powers and constraints
- Clarify Presidency, Member State, Commission, European Parliament, Council operational responsibilities and working party and committee realities
- Identify EU strategic concepts and formulate specific action plans
- Understand what EU negotiators go through by stepping into their shoes

What You Learn Overall

- * By objectively understanding EU decision-making and negotiation procedures, networks and dynamics in an insightful and pragmatic manner, it is possible to map out points of access so as to visualise and try influencing simultaneous interdependent EU negotiations processes.



Duration: 1-day

*Course offered as an open programme, 1 day online or in Brussels

Mediation & Conflict Management

Mediation and conflict management require 3 -party practitioners possessing very strong negotiation skills as they operate in adversarial environments.

What You Get

- Conflict assessment and negotiation feasibility analysis
- Coherent strategies and tactics to jump-start negotiations in conflict situations
- Understand your role: develop acute risk awareness and learn to learn before articulating possible ways forward
- Use face-to-face meetings to challenge assumptions and discover true interests
- Confidence building measures needed to become trusted and respected
- Manage time & power dynamics before-during-between meetings
- Move red-lines and mitigate fears of failure with emotional and intercultural intelligence
- Reach incremental solutions having strong interest-based ownership qualities

What You Learn Overall

- * Protect yourself and the process as well as the disputants
- * Hear, see and feel microscopic signals and work with them carefully, respectfully and productively
- * Learn to integrate bilateral-multilateral with formal-informal meetings to a mediate action plan
- * Leadership skilfulness in highly volatile situations and individuals



Duration: 1-3 days

Communication & Public Speaking

The ability to communicate and dialogue effectively is a core requirement of professional manager-negotiator-leaders.

What You Get

- Smoothly communicate in formal and informal environments
- Read efficiently and communicate effectively
- Improve public speaking skills
- Train to take the floor effectively in all kinds of situations and negotiations
- Communicate more efficiently in daily work environments (orally, formally and informally)
- Choose appropriate structure and media
- Become a better speaker (and a better listener!)
- Recognize, compare and select various styles, behaviours and techniques
- Unlock untapped personal resources (mental and physical) at all stages
- Defeat meeting fatigue (and fear)
- Adapt to multicultural and multilingual environments

What You Learn Overall

- * Take stock of current talents, behaviours and skills to improve your desired impact
- * Create a “Meeting Toolbox” and easy-to-use techniques which improve oral and written performance self-confidence, remove communication barriers and reduce stress
- * Nurture the right meeting and presentation mind-sets
- * Unlock intellectual and physical resources to make a difference
- * Better understand and be better understood to better convince and influence
- * Face unexpected situations and questions with ease
- * Experience group synergies and the combining of individual inputs



Duration: 1-3 days

**Course offered as an open programme: 2 days online or in Brussels*

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Meeting Skills and Joint Decision-Making

Worldwide on average, staff attend 62 meetings every month: developing the ability to perform efficiently and effectively in internal and external meeting environments, making a difference and making these meetings work for you and the organization is self-explanatory.

What You Get

- Identify a typology of meetings, their stages of development and learn to plan and structure meeting processes (other than from a substantive point of view) and adopt the appropriate meeting style and strategies
- Basic meeting tools and techniques in order to enhance self-confidence and dovetail preparation to meetings objectives
- Comfortably assume various meeting roles within various meeting/negotiation settings and environments while managing the paramount dichotomy of substance and individuals
- Taking stock of actual personal behaviours and meeting skills, improve them where necessary and focus on key communication and negotiation skills which hold the promise of effective outcomes and process management

What You Learn Overall

- * Acquire a “Meetings Toolbox” and easy-to-use techniques in order to foster self-confidence and improve meeting “return on investment”
- * Develop new individualized communication and meeting strategies adapted to different contexts, from bilateral and multilateral setting to virtual meetings
- * Promote one’s own skilful participation before, during and after meetings



Duration: 1-2 days

Report Writing

Meetings, face-to-face or technologically facilitated, consume enormous time and human resources. Capturing what one has learned and presenting this to higher authority or for institutional memory in an accurate, focused, reliable and timely manner is a fundamental professional skill.

What You Get

- Taking notes effectively from written, oral or audio-visual sources in political / diplomatic settings
- How to select, analyse, itemize, process and prioritize information
- Developing an individual report information storage matrix (RISM)
- Do's and Don'ts of report writing
- Gaining an appropriate situational awareness (topics and issues, institutional and political backgrounds, roles of persons involved, assessing the need for action)
- Converting information into a concise, encompassing and unbiased basis for decisions to be taken by others (superiors, politicians)

What You Learn Overall

- * Writing well-structured, concise and logical texts in line with the respective institutional requirements
- * Get insight into the appropriate use of political and diplomatic language
- * Learn to avoid pitfalls when using high-context and low-context language terminology



Duration: 1-3 days