



# The Professional Certificate in Intergovernmental Negotiation

featuring the SageBargaining™ method.

In this workshop, NPSIA-PT&D instructors use the SageBargaining method to lead participants through a proven, 4-day intensive training experience that teaches intergovernmental affairs practitioners, whether Federal, Municipal, Provincial, State or Territorial, how to manage and execute complex negotiations. The program begins with Step 1, a two-day workshop that teaches effective communication in bilateral intergovernmental negotiations in order to achieve joint decisions that serve the interests of participants' governments or institutions. There is a significant difference between a two-party negotiation and one involving multiple parties, and the latter is the focus of Step 2, a subsequent 2-day workshop on multilateral intergovernmental negotiation. This second workshop focuses on coalition building and stakeholder management as critical to achieving success in intergovernmental negotiations.

Throughout the 4-day experience, participants receive instruction in the SageBargaining method, which is then used in simulated intergovernmental negotiations as a guide, planner, and analyzer of negotiating positions, opposition tactics, and longer-term strategic interests. By continuously testing underlying assumptions and insisting on a well-defined, comprehensive and rigorous negotiating strategy, SageBargaining helps participants, working in teams, map out strategies, react intelligently to the actions of others, and assess tradeoffs at each stage in the negotiation process. At the team level, SageBargaining serves as a consensus builder and group planner. By forcing the team to work through the negotiation strategy in a systematic and comprehensive way, SageBargaining helps to build group support for negotiation objectives and helps to maintain consistency and cohesion throughout the process.

The opening two-day workshop begins with an assessment of personal orientations to the conflicting interests that are often present in negotiations, and an examination of the judgmental heuristics that frequently lead negotiators to take actions that are contrary to their interests. The SageBargaining method is then presented as a means to manage orientations and heuristics through systematic decision analysis. Using SageBargaining in simulated intergovernmental negotiations, participants estimate the presence and parameters of a zone of potential agreement in the negotiation, develop strategic and tactical plans for negotiating, recognize the strengths and weaknesses of principled and positional bargaining, manage the pattern and pacing of the concession-exchange negotiation process, argue effectively and listen accurately, and develop appropriate responses for dealing with non-cooperation. The subsequent two-day workshop builds on the learning in Step 1, showing participants how to use the SageBargaining method to manage the complexity inherent in multilateral intergovernmental negotiations. Once again operating in simulated intergovernmental negotiations, participants use SageBargaining to identify and advance positions, develop strategic and tactical plans for negotiating, adopt appropriate roles in complex multiparty interactions, and to form and manage coalitions.

The ability of participants to apply learning from the workshop will be assisted by the provision of access to an on-job aid, *SageBargaining* software, a decision support tool designed to assist individual professionals, negotiating teams and senior managers develop and implement effective negotiation strategies.

Upon completing this workshop participants are awarded the Professional Certificate in Intergovernmental Negotiation, and are recognized by the Office of Professional Training and Development at the Norman Paterson School of Intergovernmental Affairs for 24 hours of professional development training in negotiation management.

## SUMMARY OF SCHEDULE, STEPS 1 AND 2

Day One	Morning	Negotiation exercise Personal orientation to conflict Judgmental heuristics The SageBargaining™ method: priorities and positions
	Afternoon	Preparation for simulated intergovernmental negotiation, coached by instructors
Day Two	Morning	The SageBargaining™ method: strategies and tactics Simulated intergovernmental negotiation
	Afternoon	Simulated intergovernmental negotiation concludes Debrief on lessons learned
Day Three	Morning	Negotiation exercise Managing complexity, roles and coalitions
	Afternoon	Preparation for simulated intergovernmental negotiation, coached by instructors
Day Four	Morning	Simulated intergovernmental negotiation
	Afternoon	Simulated intergovernmental negotiation concludes Debrief on lessons learned

## OUR PROGRAM INSTRUCTORS

### BRIAN TOMLIN

Brian Tomlin is co-creator of the SageBargaining method. He is also Professor Emeritus in The Norman Paterson School of Intergovernmental Affairs at Carleton University. A former Director of the School, he has served as Chair of the Centre for Trade Policy and Law at Carleton and the University of Ottawa, and as Senior Academic Advisor at the Canadian Foreign Service Institute in the Department of Foreign Affairs and Intergovernmental Trade. He has written extensively on intergovernmental negotiation, public policy analysis, and Canada's intergovernmental policies.

### MICHAEL DOLAN

Michael Dolan is co-creator of the SageBargaining method. He is also Professor Emeritus of Political Science at Carleton University, and served as Director of the Institute of Political Economy at Carleton. He has written extensively on various aspects of intergovernmental relations in referred academic journals and books.

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