

## Some key services:

### Training for Bargaining

When we train, we train jointly. Partisan advantage is not compatible with mutual gains in bargaining. All those who are going to be involved in the pending negotiations are engaged in the same preparation process, gaining common insights and skills, and a bit of interpersonal rapport as well. And if the trainer later becomes the facilitator, that relationship is given the opportunity to get established as well.

CoSolve offers training programs (one to three days in duration) that cover various bargaining models. Our *Blended Bargaining* training program, for instance, takes participants through the core features and strengths and weaknesses of –

- conventional workplace bargaining, with its adversarial bias;
- interest-based (mutual gains) bargaining, and
- shades in between (different bargaining styles may work for different stages or subjects of bargaining).

The training draws (with permission) on materials from Harvard Law School's *Program on Negotiation*, and specifically the applied program *Negotiating Labor Agreements*, developed in conjunction with MIT's Institute for Work and Employment Relations, as well as the extensive teaching and practical experience of CoSolve's specialists in local and international contexts. A typical program, interspersed with role plays and exercises, might look like this:

- The legal and labour market context
- Gearing for bargaining and its follow-throughs:
  - Stage 1 *Prepare* – steps to be taken by parties in caucus preliminary to commencing negotiation)
  - Stage 2 *Plan* – parties negotiate over the process of negotiations and agree a protocol
  - Stage 3 *Open, test and explore* – The commencement of negotiations where interest are identified, options generated and positions tested
  - Stage 4 *Focus and agree* – the stage that parties begin to narrow their options towards finally reaching agreement on an outcome
  - Stage 5 *Implement and sustain* – the post-negotiation steps parties take to implement their agreement and obtain the expected benefits
- Next steps in the parties' bargaining plan

