

Trade Negotiations Training Methodology



INTEGRAL experts designs and tailors all programs and case studies particularly focused in the situation, needs and goals defined by the receiver of the training activities.

The prevailing purpose of these activities - seminars, workshops and courses - is the development of trade negotiating skills of officials from government, business community and academic fora, whose work is related directly or indirectly to international trade negotiation processes and their connected tasks. The activities introduce participants to the theory and practice of multilateral and bilateral trade negotiations. Beyond the assessment of the ongoing international negotiation processes, a special attention is given to the future trends and the development of a negotiating strategic thought as well as to the understanding of the fundamentals of negotiation.

All **INTEGRAL Training Courses** have a two module format. The first deals with theoretical and practical aspects of **multilateral international trade negotiations, with special emphasis on the hemispheric integration process**, combining lectures on modern trade negotiation techniques and practitioners' experiences with updates of the current multilateral and bilateral regional trade negotiation processes. An **initial short role-playing exercise** is included to familiarize participants with the methodology of this training technique. In the second part, **which sets this course apart from others**, all participants engage in a **role playing practical negotiation exercise** based on a real bi or multilateral negotiation case of international trade negotiations.

Trade negotiation simulation exercises are the core of INTEGRAL's training activities as they teach through practice by learning by doing, allowing to develop a global vision of the situation under treatment from different angles - economic, political, legal, and cultural as well as those related with civil society. Simulation exercises allow learning how to discern information with greater impact on relevant issues and to make decisions based on imperfect information, under time pressure and within a complex framework of interests, characteristics typical of real trade negotiations, **providing opportunity for participants to develop, in the topics of the international trade agenda, negotiation skills and the search for creative solutions to reach a consensus that is beneficial for all and that all parties can actively support.** All simulation exercises provide a dossier with the most important related facts, the relevant background - economic, political and diplomatic - about the situation and its actors that allow participants to properly prepare to play the assigned role and a guide of readings and indication of where more information on the topics can be found.



Distinctive characteristics of the performed activities are the use of audiovisual method of situations that can be applied to negotiation scenarios for a better understanding of negotiating tactics and techniques and role-playing, as a learning method. Case studies based on actual trade negotiation situations and lectures in the topic concerned from leading experts and practitioners, who explain with practical examples of the different current negotiation tactics and techniques, all this followed by trade negotiation simulation exercises over case studies on real trade conflicts, in which participants act as negotiators and employ the knowledge acquired by achieving a negotiated agreement under the surveillance of the team of trainers, are the core of INTEGRAL's training.

Central topics are addressed giving the participant the conceptual tools and the needed information for an adequate comprehension of the ongoing integration processes, with particular attention to multilateral trade negotiations. In this way, participants acquire the knowledge that allow them a better performance within the negotiation in relevant issues such as: gathering, processing and understanding of information, identifying and defining the negotiation goals, getting to know the counterparts - and by so, the negotiating possibilities according to their own goals -, the different phases within a trade negotiation, starting by knowing how to prepare a negotiation (the pre-negotiation phase and generation of the agendas), up to the development and conclusion of the negotiation rounds. The training explains the way in which negotiation strategies are defined and the negotiation tactics and techniques used to achieve the pursued goals. Training also deals with the manner in which the agreements should be written and analyzed in order to make sure the defined goals have been accomplished and the desired concessions made, as well as the considerations that need to be made to ensure that the final agreement has a chance of being duly implemented.

Lectures in these central topics, allow participants to take part in the simulation exercises with the needed familiarity, awareness and understanding of the process, gaining through the negotiating experience a systematic approach for the negotiating strategy, which is perceived, discovered and learned throughout the simulation. Trainers guiding participants along this negotiating experience focus on the trainees' interaction and trade issues comprehension and coach the negotiation oriented on the pedagogic goals. Daily activities close with a debriefing signaling the inflection negotiation points, the information to be considered and the variants of use of the negotiation tools explained during the lectures that can be used. Last but not least, trainees learn to communicate the negotiation state of situation and its outcome to their national referents and to the media.

The role playing exercises on simulated negotiations have educational purposes and aim to teach participants to understand processes and be able to handle themselves within the complexity of the multilateral trade international negotiations, by using concepts provided and tools explained, emphasizing specific analytical points and essential skills.

Participants are supplied with related and specific readings, a workbook that follows the training program and the Negotiation Case Study Dossier that includes the contextual situation, the basic information, the actors profiles, the negotiation issues, the clues of what is at stake and of the negotiation goals and the criteria to be used for identifying the sensible situations in the specific negotiation process.

The training purposes of these activities are:

- Learning how to negotiate in a more effective way
- Helping participants understand the meaning and implications of international trade negotiations
- Identifying key traits of a successful trade negotiator
- Experiencing some practical ways to improve one's own negotiating effectiveness (skills, types)
- Helping participants understand their own and others' negotiating styles with a view towards improving their effectiveness when negotiating
- Understanding the role and importance of strategy and tactics in the negotiating process
- Identifying strengths and weakness within each negotiating position and develop the ability to construct alliances and coalitions
- Becoming more aware of the importance of nonverbal communication
- Understand the importance of wording within the achieved agreements
- And, overall, build the trade capacity necessary to successfully take part in international trade negotiations.

By taking part in these training activities that comprehensively address trade topics giving all necessary information to face trade negotiations with the greatest amount of information available and in the representational negotiation simulations activities attendees have the opportunity to put in practice the learned negotiation tools and exercising their powers of communication and persuasion. They can also tryout the different negotiating tactics and strategies. The case studies and their analysis, allow participants to apply the lessons learned to ongoing, real-world multilateral trade negotiations, with rebound of negotiation rounds, where they experience situations that significantly increase their negotiations abilities.



The analytical tools given enable participants to better assess the trade policy economic and political impact and better understand contextual situations of both developed and developing countries and how these influence the eventual negotiation outcome. They attain a better knowledge of the key trade organizations and the way in which trade rules are built and enforced. The operational tools given, for information gathering, pre-negotiation phases and definition of agendas, prepare participants for better organization of their own negotiating strategies. The development of interpersonal skills enables them to successfully supersede the psychological, cultural and tactical obstacles that every multilateral trade negotiation processes present.

In brief, these training activities allow to understand and think within complex processes of multilateral trade negotiation (feasibility, power, interests, goals, cooperation building, etc.) as well as to acquire an intellectual understanding of this negotiation insights by which comprehension and assessment of the negotiation process will be possible. Moreover, the development of interpersonal skills improves the understanding of individual behaviors and how to react in the different eventual negotiation situations. The role-playing exercises provide factual experience in the negotiation process, including learning to evaluate the costs and benefits of alternative actions and how to manage the negotiating process.