

EGGER, PHILIPS + PARTNERS
Negotiation Process Consultants



NEGOTIATION SKILLS TRAINING
FOR CORPORATE LEGAL COUNSELS

Milan, February 7 - 8, 2006

+ evening session on mediation +

Egger, Philips + Partners:
the only group in Europe officially
affiliated with the Harvard Negotiation Project
(since 1985)

Negotiation competence

Negotiation competence in an international business context is one of the most important skills that you need to have today.

Within your company, you provide services to internal "customers", e.g. business managers. The value that they attach to your services and, consequently, their willingness to make use of it, is directly influenced by the quality of your negotiation skills. Moreover, as a legal counsel, one of your most important responsibilities is certainly to make sure:

- * that the contractual terms underlying relationships with employees, customers, suppliers, partners, etc. lead to a mutually beneficial and conflict-free cooperation;
- * or, when conflicts nevertheless occur, that disputes are resolved in a satisfactory way, as cost-effectively and rapidly as possible.

The design of a partnership or the settlement of a dispute means reconciling the different interests of the parties concerned - i.e., negotiating! From a legal perspective, negotiating is a critical process under two different sets of circumstances.

On the one hand, any contract reflects almost by definition the results of a negotiation. Therefore, the quality of a contract is directly related to the quality of the preceding negotiation process. On the other hand, disputes can of course be settled through litigation. However, taking into consideration that litigation is time-consuming, costly and damaging on the relationship between the parties concerned, negotiation-based „Alternative Dispute Resolution“ mechanisms - mediation in particular - are most often a much more attractive proposition.

Under both sets of circumstances, negotiation competence is a key success factor.

Controlling negotiation processes

The course will help you to increase your degree of control over negotiation processes.

More specifically, you will:

- * experience negotiation as an increasingly important and proven partnership improvement and conflict management strategy;
- * reexamine your views on negotiation and reflect on alternative forms of resolving disputes (e.g. mediation and facilitation);
- * come to grips intensively with the method of «Open Negotiation based on the Harvard Concept», recognize the advantages of an effective win-win approach and gain experience in its practical implementation;
- * reexamine your own negotiating style and enhance your ability to achieve optimal negotiation results in terms of outcome *and* working relationship;
- * acquire know-how and tools which have proved their worth in practice;
- * explore new ways of resolving difficult negotiation challenges which you face in reality.

Methodology and content

Methodology

Lively alternation of formal presentations and teaching on the one hand, practical exercises and role-plays on the other hand. Role-plays are based

upon structured case studies; some of them are videotaped for later analysis by the course leader and the participants.

Content

Examples of the questions that will be addressed are as follows:

- * How open can / should I be without becoming vulnerable?
- * How to combine a cooperative approach with a firm determination to defend one's own interests?
- * How to find out what the other party really wants?
- * How to build a trustful relationship and how to find out whether the other party is trustworthy?
- * What can I do when the other party is in a stronger position?
- * How to motivate the other party to look for creative solutions together with us?
- * How to deal with difficult people using dirty tricks?
- * How can I build a working relationship with people I perceive as being stubborn or unwilling to negotiate?
- * How to prepare a negotiation efficiently? How to handle preparation when it is done within a team?
- * How to overcome internal conflicts of interest and design optimal solutions for the company as a whole?
- * Negotiating as a delegation: how to structure a delegation? how to assign roles in the delegation? when and how to ask for a time-out?
- * How to assess the attractiveness of a negotiation outcome?
- * When is it worthwhile to negotiate? When is it better to walk away?
- * What about ethical issues? What about winner-loser situations?

Program

Day 1 / morning

- Goals and expectations
- General considerations
- First case study

Day 1 / afternoon

- Open Negotiation based on the Harvard Concept
- Second case study

Day one / evening

- "Conflict Management – Advantages and Disadvantages of Mediation vs. Litigation and Arbitration" (session held in Italian by Francesco Benigni)

Day two / morning

- Second case study / Video analysis
- Preparation and delegation management
- Practical issues

Day two / afternoon

- Third case study
- Q & A session
- Final discussion

Organizational matters

Organization and course leadership

The course is being held under the responsibility of Egger, Philips + Partners (EP+P) in cooperation with the Associazione Italiana Giuristi D'Impresa (AIGI) – the Italian member of ECLA, i.e. the European Company Lawyers Association.

EP+P is a leading negotiation process consulting firm. Since it was founded in 1985, EP+P has been officially affiliated with the Harvard Negotiation Project at the Harvard Law School. Both independently and in continuous interchange

with Harvard, EP+P has further developed the original concept of *principled negotiation* and expanded it into *Open Negotiation according to the Harvard Concept*.

The course will be led by Jérôme Racine. After studying law, Mr. Racine became a member of the legal department at the Swiss Federal Office of Civil Aviation. He later joined F. Hoffmann-La Roche, taking up different managerial positions in the pharmaceutical and diagnostic business fields, both in Switzerland and abroad. In 1997, he created a private practice focused on negotiation process consulting and works closely as an Associate Consultant with EP&P.

Francesco Benigni, who suggested the organization of this course, joined the Milan bar and then became a corporate in-house lawyer working for multinational groups during more than twenty years. He then joined as a consultant in Italy the international law firm Freshfields Bruckhaus Deringer. He is a founding and honorary member of AIGI and a commercial mediator. In 2004 he co-edited a book (for the Collana AIGI-Giuffrè) on commercial ADR.

Participants / Language

The course will be held in English with a group of eight to fifteen corporate legal counsels.

Schedule

First day (incl. evening session):

- Begin: 9:00 AM
- End: 9.30 PM

Second day:

- Begin: 8:30 AM
- End: 5:00 PM

Location

The course will be held in Milan at the Hotel dei Cavalieri (Piazza Missori 1; www.hoteldeicavalieri.com).

Participation fee

The cost of the course is:

- EURO 1'600.- for members of AIGI;
- EURO 1'800.- for other legal counsels.

It does not include the accommodation and travel expenses of the participants; and an amount of EURO 150.- is being charged separately for the meals, i.e.: two lunches and one dinner.

Registration

The registration form has to be filled in and returned to Egger, Philips + Partner until **November 25, 2005, at the latest**.

Cancellation

In case of cancellation, the following amounts will be charged:

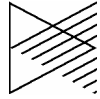
- if it occurs after December 1st, 2005: 25% of the participation fee
- if it occurs within two weeks prior to the course: 50% of the participation fee

unless a colleague takes the place of the originally registered participant.

For additional information, please contact:

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EGGER, PHILIPS + PARTNERS
Negotiation Process Consultants



Negotiation Skills Training for Corporate Legal Counsels Registration Form

Milan (Italy), February 7 – 8, 2006

Name:

First name:

Company:

Title:

Department:

Address:

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Phone: E-mail:

Date: Signature:

Do you need a hotel room? Yes No

If yes: For two nights (06-08/02/2006)
 For one night only (07-08/02/2006)

For further information, please contact:

Jérôme Racine (Associate Consultant; Egger, Philips & Partner Ltd.)

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Please complete and fax or mail this form until November 25, 2005, at the latest to:

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