



## INTRODUCTION

The promotion of collective bargaining at all levels is key to productive, equitable and stable employment relations. While an enabling regulatory framework and other measures to promote collective bargaining are essential, the effectiveness of collective bargaining is often hampered by the poor negotiating skills of the bargaining parties. They may adopt a negotiation style that does not allow them to reach satisfactory outcomes. More often than not, the negotiation skills of the parties are confrontational and undermine trust which is the foundation of sound labour relations.

The Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) and Right to Organise and Collective Bargaining Convention, 1949 (No. 98) lay the basis for democratic and stable labour relations. The importance of promoting collective bargaining is enshrined in the Collective Bargaining Convention, 1981 (No. 154) and its accompanying Recommendation (No. 163). The skills, knowledge and capacity of those representing employers and workers' organizations are critical in preventing labour disputes and achieving outcomes and agreements that meet the interests of all parties. Effective negotiation skills are not merely 'common sense'. They are acquired through a combination of training and experience.

The ITCILO courses on negotiation skills provide those involved in negotiations a first-hand knowledge and practice of negotiation skills and techniques. The course aims to develop participants' capacities to improve their negotiation skills and therefore to reach satisfactory outcomes for their organizations.

## OBJECTIVES

The ITCILO courses on negotiation aim to develop participants' knowledge and understanding of consensus-building approaches to conflict management and dispute resolution. Emphasis is placed on how to move from a traditional style of adversarial negotiating to a negotiation style that allows mutual gains and strengthened relationships among parties.

## PARTICIPANTS' PROFILE

- Employers and Workers' representatives
- Industrial relations experts and practitioners

## CONTENT

- Identifying typical mistakes made by negotiators
- The conflict dynamic
- How conflict develops into a dispute
- Different approaches to dispute resolution
- Outcomes in negotiation
- Different approaches to negotiation

- What positional negotiation looks like
- A problem solving model
- The anatomy of needs based negotiation
- Stages and needs-based negotiation
- The negotiators' dilemma
- Costs and benefits of different styles of negotiating
- How to maximize joint value and achieve optimum outcomes
- The significance of alternatives to a negotiated agreement
- Reality testing
- How to open up a zone of possible agreement
- The mandating dynamic
- Preparation for negotiation
- Behaviours of effective negotiators
- Working with interests and needs
- Reframing
- Extracting needs
- Finding mutual gains outcomes
- The use of questions
- Generating options and brainstorming
- Managing your own emotion and responding effectively to the emotions of others
- Helping people save face
- Negotiating with difficult people

## LANGUAGE

The workshop will be conducted in English and participants are therefore expected to have a good command of the English language.

## APPLICATIONS

**The ILO promotes equality of opportunities and strongly encourages women's applications.**

The cost of participation is 2,445 Euros (EUR 1,775 tuition and EUR 670 subsistence) and should be paid in advance by the participant or his/her sponsoring organization. Participants will be provided with full board accommodation with private facilities at the ITCILO Campus, routine medical care and medical insurance, use of computer and internet facilities.

For information regarding payment, cancellation and refunds, please consult:

<https://www.itcilo.org/applications-payments-cancellation>

In order to apply for the course please click on the following link:

<https://oarf2.itcilo.org/STF/A9017147/en> and fill in the application form that appears.

You will be required to attach a sponsorship letter from the Institution that will cover your course fees and travel. Please note that the deadline to apply is **8 September 2024**.

# CAMPUS LIFE

## A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

## ENVIRONMENT AND SURROUNDINGS

### Grab a campus bicycle and explore the Turin Centre.

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

## HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, travel agency, laundromat, post office, gym, medical services and a reception desk open 24/7.

## COMMUNITY ENGAGEMENT AND DIVERSITY

**Participants can enjoy social events organized by the Turin Centre** as well as by their course facilitators.

Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

## WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

# INFO

## FOR FURTHER INFORMATION PLEASE CONTACT

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**COURSE CODE: A9017147**