



21st November, 2025

Negotiation Skills

3rd Series

Training Workshop REPORT



Organized by the:
Executive Development Institute
of the
NATIONAL SCHOOL OF PUBLIC POLICY
Government of Pakistan-Lahore



TEAM EDI

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Rector's Message



As Pakistan's premier institution for advanced professional development, the National School of Public Policy (NSPP) prepares senior civil servants, executives and sectoral leaders for the demands of strategic governance. A core component of this mission is equipping leaders with sophisticated negotiation skills, the essential discipline for transforming conflict into collaboration and securing durable public value. Through its key units, the Executive Development Institute (EDI) and the Pakistan Administrative Staff College (PASC), the NSPP fosters a rigorous learning environment that sharpens analytical thinking and strategic dialogue. The EDI further enriches this ecosystem by convening policy dialogues, specialized workshops and webinars that bring together eminent thinkers and practitioners to deliberate on pressing national issues. This integrated model of targeted training and high-level discourse ensures that NSPP graduates possess not only strategic vision but also the practical negotiation competence necessary to design, advocate for, and implement more effective public policy for Pakistan.

It is with great pleasure that I endorse this report from the Executive Development Institute's pivotal workshop on Negotiation Skills. In the complex landscape of public administration, the ability to engage in strategic dialogue is not merely advantageous but also is a fundamental competency for effective leadership and governance.

This workshop wisely reframes negotiation from a transactional art into a principled discipline, blending emotional intelligence, ethical rigor and strategic preparation. The insights from our distinguished experts provide our officers with the essential frameworks to transform potential conflict into collaborative opportunity, build lasting trust and secure sustainable outcomes in the public interest.

I commend the participants for their engagement and urge all public servants to integrate these critical principles into their practice. By mastering these skills, we collectively strengthen institutional integrity and enhance our capacity to serve the nation with excellence.

Dr. Jamil Afaqi
Rector, NSPP

Overview by Dean EDI

This report serves as a comprehensive synthesis of the "Negotiation Skills" training workshop, a key professional development initiative organized by the Executive Development Institute (EDI) of the National School of Public Policy (NSPP) on 21st November 2025.

Designed for senior public sector professionals, the workshop

conceptualized negotiation from a simple bargaining tool into an essential strategic discipline for modern governance.



Through the expert contributions of Prof. Dr. Sa'ad Bashir Malik, Mr. Shoaib Mir and Prof. Dr. Jawad Syed, the program delivered a multi-faceted exploration of the field. It meticulously addressed the psychological underpinnings of negotiation, emphasizing emotional intelligence (EQ) and the critical interpretation of non-verbal cues. The sessions provided robust strategic frameworks, including BATNA development and principled negotiation techniques, tailored for high-stakes public sector contexts such as conflict management and stakeholder engagement. A strong recurring theme was the ethical imperative to achieve durable, win-win outcomes that preserve institutional integrity and public trust.

This document consolidates these expert lectures into a structured analytical guide. It moves beyond mere summary to translate theoretical insights into actionable policy recommendations and practical frameworks, aiming to systematically build negotiation competency within public institutions for more effective and sustainable outcomes.

Dr. Naveed Elahi
Dean, EDI

Executive Summary

This report distills the key insights from a high-level negotiation skills workshop, presenting negotiation not as an intuitive art but as a critical professional discipline essential for public sector effectiveness. The integrated analysis from three expert sessions establishes a comprehensive framework for transforming conflict into opportunity through strategic, principled practice.

The foundation of effective negotiation lies in emotional intelligence (EQ) and sophisticated communication, with over 90% of meaning conveyed through non-verbal cues. Practitioners must master active listening and strategic questioning to build rapport and uncover underlying interests. The workshop emphasized moving away from adversarial, "win-lose" mindsets toward collaborative, integrative bargaining that seeks to "enlarge the pie" and create mutual value. Critical to this shift is rigorous preparation, specifically the development of a strong Best Alternative to a Negotiated Agreement (BATNA), which provides leverage and clarity during discussions.

For the public sector, negotiation is a vital tool for conflict management, preventing local disputes from escalating into broader crises. Success requires meticulous preparation, controlling the venue, managing communications and engaging with clear intent and ethics. Practitioners must blend firmness with flexibility, employing principled strategies to secure durable, win-win outcomes that preserve institutional integrity and public trust.

The report culminates in a series of targeted policy recommendations. These include mandating structured pre-negotiation briefings and BATNA analysis, integrating active listening and emotional regulation training into standard protocols and establishing clear ethical codes to counter unfair tactics. Furthermore, implementing continuous learning through case studies and simulation exercises is essential to embed and sustain these competencies. Ultimately, adopting this structured, principled approach is indispensable for forging durable agreements, preserving relationships and sustaining institutional effectiveness in an interdependent world.

ACRONYMS

BATNA	Best Alternative to a Negotiated Agreement
EDI	Executive Development Institute
EQ	Emotional Intelligence
IQ	Intelligence Quotient
NSPP	National School of Public Policy
RACI	Responsible, Accountable, Consulted, Informed
SICA	Separate, Interests, Criteria, Alternatives
WATNA	Worst Alternative to a Negotiated Agreement
ZOPA	Zone of Potential Agreement

Understanding Negotiations: Types (Distributive & Integrative) and Elements (BATNA, WATNA & Goals)

Prof. Dr. Sa'ad Bashir Malik

Prof. Dr. Sa'ad Malik, graduated as doctor of medicine in 1977 from King Edward Medical College, completed his psychiatry training in the UK, earning the DPM (1983) and MRC Psychiatry. He became a Professor in 1996, training thousands. He holds FRCPsych (1999) and FCPS (2003) degrees.

He is the Founder & President of MIND Organization, providing free psychiatric clinics in remote areas. An active member of government mental health committees with numerous publications, he focuses on Religion & Psychiatry and Positive Mental Health. He advocates that "there is no health without mental health," conducting workshops nationwide.



Prof. Dr. Sa'ad Bashir Malik delivered a masterful lecture on negotiation, blending core principles with a distinctive style that emphasized emotional intelligence and non-verbal communication as keys to collaboration. He further offered a structured analysis of typical negotiation pitfalls, alongside actionable policy recommendations to improve organizational effectiveness.

Introduction and Analytical Framework

This formal report distills the key themes presented by Prof. Dr. Sa'ad B. Malik regarding the art and science of negotiation. Moving beyond presentation notes, this document constructs a coherent analytical framework, examining the foundational elements, styles and strategic imperatives that underpin successful negotiation. The objective is to translate theoretical concepts into a systematic guide for policy and practice.

Foundational Elements of Successful Negotiation

Contrary to the common emphasis on analytical intelligence (IQ), which contributes approximately 20% to negotiation success, the primary determinant is emotional intelligence (EQ), accounting for the remaining 80%. The critical conduit for applying EQ is effective communication, which serves as the basic ingredient for all negotiation dynamics.

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Communication is categorized into two primary types: Verbal and Non-Verbal. Verbal communication is further subdivided into Oral and Written forms. However, research into communication essentials reveals a disproportionate impact from non-verbal channels: body language constitutes 55% of communicative meaning, tone of voice accounts for 38%, while the actual verbal content contributes only 7%. Consequently, 93% of communication is non-verbal. This underscores the necessity of building rapport, mastering the use of strategic questions and practicing active listening—a principle aptly summarized by Diogenes: “We have two ears and one tongue so that we would listen more and talk less.”

Negotiation Styles and Strategic Outcomes

Negotiators typically adopt one or a blend of several styles: Competitive (assertive, win-lose), Collaborative (problem-solving, win-win), Accommodative (yielding, lose-win), Avoidant (withdrawing) and Compromising (middle-ground). These styles inform five potential strategic outcomes:

- ✓ Win-Win: Mutually beneficial, collaborative result.
- ✓ Win-Lose: Competitive outcome where one party's gain is the other's loss.
- ✓ Lose-Win: Accommodative outcome favoring the other party.
- ✓ Lose-Lose: Detrimental to all parties involved.
- ✓ Stalemate: No agreement is reached.

The preferred and most sustainable outcome is a Win-Win resolution, achieved through collaborative styles.

Strategic Preparation: BATNA and WATNA

A critical component of negotiation preparedness is the development of a BATNA (Best Alternative to a Negotiated Agreement). This represents the most advantageous course of action available if negotiations fail. Conversely, understanding the WATNA (Worst Alternative to a Negotiated Agreement) defines the lowest acceptable threshold. A strong BATNA provides significant leverage and clarity during negotiations.

Key Principles for Effective Practice

Successful negotiators adhere to several core principles: separating the person from the issue to depersonalize conflict; genuinely considering the other party's perspective to identify integrative solutions; avoiding emotional attachment to positions; being willing to propose a change of venue to alter dynamics; and establishing clear, objective criteria for evaluating potential solutions.

Recommendations for Building Negotiation Competency

Effective negotiation is a disciplined skill set rooted in emotional intelligence, strategic communication, and rigorous preparation.

Effective negotiation is a disciplined skill set rooted in emotional intelligence, strategic communication and rigorous preparation. By moving beyond instinctive, often competitive approaches and adopting the

structured frameworks outlined herein—particularly the cultivation of collaboration, active listening and BATNA analysis—organizations can significantly improve their outcomes. Adopting the accompanying policy recommendations will provide a systematic foundation for developing organizational competency in this critical domain.

Key Issues	Policy Recommendations
Neglecting Nonverbal Cues Overemphasis on words at the expense of tone and body language.	Mandate training in empathetic listening and establish regular safe-space forums to build trust.
Win-Lose Mindset Defaulting to competitive, value-destroying approaches.	Implement and quarterly-review clear RACI charts for all teams to clarify roles and foster collaboration.
Unprepared Negotiations Entering talks without a defined BATNA, weakening leverage.	Establish a 'Digital-First' protocol with core platforms and mandatory weekly check-ins to ensure preparedness.
Poor Listening & Questioning Failure to actively listen or use strategic questions.	Create a 'Team Learning Fund' for skill development, tied to recognition, to incentivize core competency growth.
Neglecting Nonverbal Cues Overemphasis on words at the expense of tone and body language.	Mandate training in empathetic listening and establish regular safe-space forums to build trust.

Strategic Conflict Management and Negotiation in the Public Sector: Integrating Theory & Practice for Enhance Institutional Effectiveness

Mr. Shoaib Mir

Mr. Shoaib Mir is a senior public-sector professional with extensive experience in federal and provincial governance, administration and public enterprises. A retired Pakistan Administrative Service officer (BS-22), he has served in key leadership roles including Federal Secretary to the Government of Pakistan, Chief Secretary Balochistan, Chairman State Life Insurance Corporation and Chairman National Investment Trust Limited. He also completed a statutory term as Member of the Federal Public Service Commission in February 2022. Known for strategic leadership, sound judgment and effective stakeholder engagement, he brings deep expertise in public administration, financial oversight and institutional governance.



Mr. Shoaib Mir's session analyzed negotiation's core principles and strategic frameworks for conflict management, using historical and methodological insights. It offered public sector managers practical guidance, stressing preparation, strategic communication and mutually beneficial outcomes to prevent escalation and build institutional trust.

Negotiation as a Critical Mechanism

Negotiation is a structured dialogue to reach a mutually acceptable agreement. As a vital public sector conflict-resolution tool, it prevents disputes from escalating into social, economic, or political crises. Effectiveness depends on clear intent, ethics, and advanced communication to secure sustainable outcomes for all stakeholders.

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Historical Context and Principles

Negotiation has been central to governance throughout history, from Kautilya's *Arthashastra* to the Simla Agreement. These examples highlight enduring principles: preparation, strategic dialogue, and balancing firmness with flexibility. They also warn that deception erodes trust and long-term stability.

The Negotiation Process

The process evolves through phases: initial offer, counteroffer, concession, compromise, and formal agreement. Each stage requires tactical communication and good-faith engagement. Finalizing and documenting the agreement reinforces commitment and provides a basis for implementation.

Potential Outcomes

Outcomes include loss/loss (all parties disadvantaged), win/lose (creates resentment), draw (neutral), and win/win (optimal, with all parties satisfied). Achieving win/win results requires a shared commitment to constructive dialogue from the outset.

Essential Skills and Approaches

Effective negotiators combine politeness with firmness, emotional poise, and active listening. Approaches range from hard (coercive) and soft (accommodative) to principled negotiation (interest-based). Brinkmanship, while a tactical option, carries significant risk.

Strategic and Tactical Considerations

The setting and conduct of talks influence results. Key tactics include controlling the venue, managing spatial arrangements, using voice modulation, scheduling breaks, and discreetly coordinating with superiors. Measured emotional responses and consistent reference to agreed terms help maintain control and focus.

Key Tools and Techniques

Critical tools include:

Brinkmanship: Threatening breakdown to gain concessions.

BATNA: The pre-defined best alternative if talks fail.

Deadlines: Imposing time limits to force decisions.

Mirroring: Repeating phrases to build rapport.

Nibbling: Seeking small extra concessions after agreement.

Guidance for Public Sector Managers

Managers facing high-stakes talks (e.g., strikes, protests) must prepare thoroughly: secure support staff and safety, choose a controlled venue, avoid premature media exposure, and exclude agitators. Faithful implementation of agreements builds trust for future engagements, with seniors informed only after formal finalization.

Practical Application: Case Exercise

A committee in Balochistan must negotiate with protestors threatening to block the N25 highway over unpaid agricultural debts. The strategy must prevent loss of life, property damage, and public inconvenience by employing principled negotiation, prioritizing dialogue, and keeping leadership informed. Adding skilled members can improve the committee's effectiveness.

Embedding Negotiation Competence: A Strategic Imperative

Effective negotiation is a strategic discipline essential for public conflict management.

Effective negotiation is a strategic discipline essential for public conflict management. Through principled approaches, thorough preparation, and a focus on sustainable win-win outcomes, institutions can mitigate disputes, ensure stability, and reinforce public trust. Embedding these competencies requires ongoing training and reflective practice.

Key Issues	Policy Recommendations
Power Imbalances	Train negotiators in BATNA analysis and leverage assessment to promote equitable dialogue.
Communication Breakdowns	Integrate active listening and mirroring techniques into standard conflict resolution protocols.
Emotional Escalation	Provide emotional regulation training focused on maintaining poise and calculated responsiveness.
Inadequate Preparation	Mandate structured pre-negotiation briefings covering strategy, roles, fallback options, and communication chains.
Agreement Non-Implementation	Establish post-negotiation monitoring frameworks to ensure execution and sustain trust.

Effective Communication and Ethical Strategies in Negotiation: Managing Perceptions, Overcoming Barriers & Avoiding Unfair Tactics

Prof. Dr. Jawad Syed

Dr. Jawad Syed, Ph.D., FCPHR, is a Professor of Leadership and Organizational Behavior at LUMS, with previous faculty roles at UK universities. A visiting professor in Japan, his expertise spans diversity management, HR, leadership and ethics. He holds a Ph.D. from Macquarie University and has completed executive education at Harvard. An accomplished scholar, he has authored eight books and over 100 articles. Prof. Syed is Co-Chair of EURAM's Gender, Race and Diversity group and President of the South Asian Academy of Management. He received Pakistan's Sitara-e-Imtiaz award and actively consults with organizations on strategy, leadership and inclusion.



Prof. Dr. Jawad Syed led a 3-hour workshop that distilled the key principles of effective negotiation, framing it as a strategic dialogue to transform disputes into mutual advantage. He advocated for a principled, interest-based approach, grounded in ethical conduct and rigorous preparation, to achieve sustainable outcomes in organizational and public sector contexts.

The Nature and Scope of Negotiation

Negotiation, derived from the Latin *'negotiatius'* (to carry on business), is a foundational form of persuasive communication. It is a dialogue intended to resolve disputes, produce agreements, bargain for advantage, or craft outcomes that satisfy diverse interests. This process spans everyday interpersonal discussions to complex diplomatic and trade talks. A negotiation situation is formally characterized by the presence of two or more parties with interdependent goals, a commitment to peaceful resolution, and the absence of a predetermined procedure for decision-making. Fundamentally, it is a discussion where neither party possesses—or wishes to use—absolute power to impose its will, necessitating a collaborative search for agreement.

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Foundational Principles and Strategic Frameworks

Effective negotiation is built upon a combination of situational knowledge, strategic acumen, and interpersonal skills. The seminal Harvard principles, known as SICA, provide a robust ethical and practical framework: Separate the people from the problem; Focus on Interests, not positions; Insist on using objective Criteria; and develop multiple Alternatives for mutual gain. These principles guide negotiators toward collaborative problem-solving rather than positional bargaining.

Two critical conceptual tools underpin effective preparation. The Best Alternative to a Negotiated Agreement (BATNA) represents the most advantageous course of action a party can pursue if negotiations fail. Knowing one's BATNA is essential as it determines the reservation point—the worst acceptable outcome—and provides negotiating power. The Zone of Potential Agreement (ZOPA) is the overlapping range between parties' settlement points where a mutually acceptable deal is possible. Identifying the ZOPA is key to moving from confrontation to agreement.

Negotiation Strategies: Distributive versus Integrative Approaches

Negotiation strategies can be mapped along two dimensions: assertiveness (concern for self) and cooperativeness (concern for others). This yields five primary styles: Competing (win-lose), Collaborating (win-win), Accommodating (lose-win), Avoiding (lose-lose), and Compromising. Underlying these styles are two broad paradigms: distributive bargaining and integrative bargaining.

Distributive bargaining operates on a fixed-pie assumption, where one party’s gain is the other’s loss. It is characterized by competitive tactics, withheld information, and a focus on positions. In contrast, integrative bargaining seeks to create value and enlarge the pie by identifying shared and complementary interests. It employs open communication, creative problem-solving, and a commitment to mutual gain, aligning closely with the Harvard principled approach.

The Critical Role of Communication

Communication is the essential medium of negotiation, involving both verbal and non-verbal elements. Verbal exchange conveys the substance of discussion, while non-verbal cues—eye contact, posture, tone—powerfully reinforce or contradict what is said. Active listening, demonstrated through feedback and engaged presence, builds trust and clarifies interests. Ultimately, alignment between spoken words and non-verbal signals is critical; inconsistency breeds confusion, erodes trust, and jeopardizes the entire process.

Ethical Conduct and Countering Unfair Tactics

Effective negotiation requires an ethical foundation to ensure sustainable outcomes and protect institutional reputation.

Effective negotiation requires an ethical foundation to ensure sustainable outcomes and protect institutional reputation. When confronted with deception, pressure, or power imbalances, practitioners should neutralize these tactics by establishing clear ground rules, employing strategic pauses, and appealing to shared principles. Unethical behavior must be addressed professionally. Throughout the process, meticulous documentation maintains accountability, and negotiators should be prepared to walk away—relying on a strong BATNA—if core ethics are compromised.

Application and Skill Development

The mastery of negotiation frameworks is achieved through applied practice. Analyzing cases, such as a historical example involving *Ertugrul*, helps dissect BATNAs and strategies, while ethical dilemmas—like choosing between a low-cost but opaque supplier and a principled but costlier one—test their real-world integration. Ultimately, moving beyond theory to deliberate role-playing and reflective debriefing is essential for embedding these skills.

Strategic Discipline of Negotiation: Forging Value, Integrity and Durable Agreements

Negotiation is a vital professional discipline integrating strategy, interpersonal acumen, and ethics. Adopting a principled, interest-based framework enables organizations to turn conflict into opportunity. Consistently applying such methods—through ongoing training and ethical practice—is crucial for securing lasting agreements, maintaining relationships, and upholding institutional integrity in a connected world.

Key Issues	Policy Recommendations
Unprepared Negotiation	Mandate formal pre-negotiation analysis of BATNA, interests, and objectives.
Positional Bargaining Focus	Train and promote principled, interest-based negotiation frameworks.
Poor Communication	Train negotiators in active listening and non-verbal cue management.
Unethical Tactics	Establish a clear ethical code and protocols to counter unfair practices.
Skill Decay	Implement continuous learning via case studies and simulation exercises.

PHOTO GALLERY-1

Dean/Director EDI address the inaugural session of Negotiation Skills Workshop



Workshop moments: Speakers addressing participants



PHOTO GALLERY-2



Group-Photograph

Souvenirs given to guest speakers and certificates awarded to participants



NATIONAL SCHOOL OF PUBLIC POLICY EXECUTIVE DEVELOPMENT INSTITUTE Training Workshop on "Negotiation Skills" Friday 21st November 2025

