

2 weeks
2-4 hours per week

Negotiation and Conflict Resolution (NCR)

The Negotiation and Conflict Resolution (NCR) program is a rigorous 2-week online course designed specifically for professionals, managers, and leaders in Kenya and East Africa who want to master the art and science of negotiation. Drawing on decades of experience in the Decalogue Management Methodology™ and the foundational works of Deming, Goldratt, and the systemic management tradition—combined with proven frameworks like BATNA from the Harvard Negotiation Project—this program equips you with the preparation, mindset, and strategies to achieve mutually beneficial agreements while sustaining healthy working relationships.



"Strategy is not a document—it is a hypothesis about how to create value in a complex environment. The tools of the Decalogue Methodology™ allow you to test that hypothesis logically before you commit resources, to anticipate obstacles before they arise, and to build alignment before you act. This program gives you those tools."

Domenico Lepore

Co-author, Deming and Goldratt: The Theory of Constraints and the System of Profound Knowledge

Topics Covered

- 1 **Leadership Identity**
Explore how your personal journey informs your leadership style. Understand the mental models that have shaped you and learn to distinguish between the strategies that served you and those that now constrain you.
- 2 **Power and Influence**
Identify and harness your unique sources of power—from expertise and relationships to history and networks. Learn to build influence that is authentic to you and effective in your context.
- 3 **Managing Difficult Conversations**
Equip yourself with strategies to turn difficult conversations into opportunities for strategic advancement and positive outcomes. Understand resistance as data, not personal rejection.
- 4 **Negotiations**
Develop the confidence and skills to navigate negotiations systemically. Move beyond adversarial bargaining to joint problem-solving that creates value for all parties.
- 5 **Team and Trust**
Discover how to foster high-functioning team dynamics and build foundations of trust and collaboration. Learn to build networks of commitment, not just hierarchies of compliance.
- 6 **Leadership Presence and Strategic Narratives**
Cultivate a compelling leadership presence that enables you to inspire and connect with others. Craft your strategic narrative—the story of where you've been, where you're going, and why others should join you.
- 7 **Resilience**
Strengthen your resilience by understanding it systemically. Move beyond "self-care" as individual burden to creating conditions—for yourself and your team—that enable sustainable high performance.
- 8 **Mindful Leadership**
Learn principles of mindful leadership to thrive in your role. Understand the connection between inner clarity and outer effectiveness, and develop practices that keep you engaged, focused, and present.

Who Should Attend

This program is built for leaders who carry responsibility for shaping and executing strategy in their organizations.

1. **Professionals** Individuals who want to master the fundamentals of negotiation and build a strong foundation for exercising leadership

and influence

2. **People Managers** Those who need confidence in discussing difficult topics and navigating emotional tension by transforming conflict into mutually beneficial outcomes

3. **Leaders** Leaders looking to enhance personal collaboration, assertiveness, persuasion, empathy, and their ability to work across and within different cultures

4. **Entrepreneurs** Business owners negotiating with suppliers, customers, investors, and partners

The GSE Advantage: Why This Program is Different

Focused on seeing the business leadership as an interconnected system of processes.

Traditional Change Management	The GSE Approach
Focuses on tactics and techniques	Reveals negotiation as a systemic phenomenon —understanding the underlying structure of every conflict and agreement
Treats BATNA as a static fallback position	Uses BATNA as a dynamic constraint-identification tool —revealing what truly limits your power in any negotiation
Views conflict as a problem to resolve	Sees conflict as vital data —revealing the underlying mental models and constraints blocking mutual gain
Separates negotiation from organizational context	Grounds negotiation in the larger system —understanding how every agreement affects and is affected by interconnected stakeholders
Case studies from Western multinationals.	Rich, relevant cases drawn from Kenyan and East African women leaders across sectors.
Teaches communication as persuasion	Builds communication as deep listening —understanding the other party's core conflict to create genuine value

Your Learning Journey: 2 Weeks of Integrated Discovery

You will progress through two interconnected modules, each building on the last. Every week combines conceptual frameworks from the Decalogue tradition and BATNA Negotiation Project with practical application to your real-world negotiation challenges.

Week 1: The Structure of Negotiation—Seeing the System

Core Question: *What is actually happening in any negotiation, and how do we move beyond tactics to true understanding?*

This week establishes the foundational lens: every negotiation and conflict has a common underlying structure that, once understood, allows you to go beyond traditional 'tactics' and have more constructive conversations. You'll learn to see negotiation as a systemic phenomenon and identify where real leverage lies.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	Negotiation as a System: Beyond Tactics to Structure	Nairobi Supplier Negotiation Case: A procurement manager at a Kenyan manufacturing company must negotiate a critical contract with a long-standing supplier who is demanding a 25% price increase. Previous negotiations have been adversarial, with each side hiding information and "winning" at the other's expense.	<ol style="list-style-type: none"> 1. Every negotiation has an underlying structure—positions, interests, BATNA, and constraints. 2. Traditional tactics focus on positions; systemic thinking reveals the deeper structure. 3. Deming taught that understanding the system—not just the transaction—is the key to improvement.
2	BATNA: Your Best Alternative as a Constraint-Revealing Tool	Job Offer Example: A talented Kenyan marketing professional has received an offer from a multinational company in Nairobi but is also in final discussions with a local social enterprise she deeply cares about. She doesn't know how to negotiate with either party effectively.	<ol style="list-style-type: none"> 1. BATNA (Best Alternative to a Negotiated Agreement) is not just a fallback—it reveals the constraint on your power. 2. Goldratt's Theory of Constraints teaches: identify the constraint, then decide how to exploit it. 3. Your BATNA is the ultimate source of your negotiating power—and your perceived BATNA is what the other party responds to.
3	The Conflict Cloud: Diagnosing What's	Family Business Conflict: Two brothers who run a successful wholesale business in Mombasa are deadlocked over whether to	<ol style="list-style-type: none"> 1. Surface-level positions ("I want to expand" vs. "I don't want to expand") mask deeper needs and fears. 2. The Conflict Cloud process reveals the underlying mental models

Really Blocking Agreement	expand into retail. The older brother wants to expand; the younger fears the risk. Their conflict is damaging both the business and their relationship.	creating the deadlock. 3. A clearly defined conflict points directly to the solution—an "injection" that meets both parties' core needs.
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	Week 1 Deliverables	Key Activities
1	Diagnose a Real Negotiation: Using the Conflict Cloud and BATNA framework, analyze a current or upcoming negotiation you are facing. Submit:	<ol style="list-style-type: none"> 1. A clear statement of the situation and the parties involved 2. The positions each party is taking 3. The underlying interests and needs you can identify 4. Your BATNA and your estimate of the other party's BATNA 5. The core conflict you believe is blocking agreement
2	Required Reading & Resources	<ol style="list-style-type: none"> 1. "Understanding systems and identifying constraints" (Deming and Goldratt: The Theory of Constraints and the System of Profound Knowledge — Oded Cohen & Domenico Lepore) 2. "Getting to Yes" Introduction to principled negotiation and BATNA 3. Decalogue Methodology™ Guide to the Conflict Cloud 4. "The Human Constraint" — Sections on mental models in conflict 4. Case Study: "The Nairobi Supplier Negotiation"

Week 2: From Diagnosis to Agreement—Creating Value, Resolving Conflict

Core Question: *How do we move from understanding the structure to creating mutually beneficial outcomes?*

Building on your systemic diagnosis, this week focuses on the practical skills of negotiation: preparing effectively, communicating with deep listening, dealing with difficult behavior, and crafting agreements that create value for all parties.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	Strategic Preparation: Beyond Positions to Interests	County Government Case: A Kenyan social enterprise is negotiating a partnership with a county government to deliver health services. The government officials seem focused on price; the enterprise is focused on impact. Previous negotiations have stalled.	<ol style="list-style-type: none"> 1. Preparation is not about scripting your arguments—it's about understanding the full system. 2. Fisher and Ury taught: separate the people from the problem; focus on interests, not positions. 3. The "unrefusable offer" framework from Decalogue helps you design proposals that resolve the other party's core conflict.
2	Deep Listening and Emotional Intelligence	Team Conflict Example: A new team leader at a Nairobi fintech company has two senior team members who are in constant conflict. One is direct and task-focused; the other is relationship-focused and feels unheard. The leader must resolve this without taking sides.	<ol style="list-style-type: none"> 1. What people say is rarely the full story—deep listening reveals the underlying needs and fears. 2. Montgomery's work on "The Human Constraint" teaches that our mental models create the boundaries of what we can hear. 3. Emotional intelligence in negotiation is the ability to recognize, understand, and respond to the emotions in the room—including your own.
3	Dealing with Difficult Behavior	Investor Negotiation: A Kenyan startup founder is negotiating with a potential investor who is using aggressive tactics—making unreasonable demands, creating time pressure, and trying to undermine the founder's confidence.	<ol style="list-style-type: none"> 1. Difficult behavior is often a tactic—but it may also reveal the other party's constraints and fears. 2. The "negative branch" tool helps you anticipate difficult moves and prepare responses that don't escalate conflict. 3. Principled negotiation offers a way to respond to tactics without becoming tactical yourself: focus on interests, invent options for mutual gain, insist on objective criteria.
4	Creating Value and Crafting Agreement	Multi-Party Negotiation Simulation: A complex negotiation involving a Kenyan manufacturer, its union, a key customer, and a government regulator. Each party has different interests, and no agreement is possible without all parties finding value.	<ol style="list-style-type: none"> 1. The most successful negotiations create value, not just claim it. 2. The Prerequisite Tree helps you identify every obstacle standing between current deadlock and a workable agreement. 3. The Transition Tree sequences the specific actions required to move from conflict to agreement. 4. Quality, Involvement, Flow—the final agreement must be high quality (meeting real needs), have genuine involvement (buy-in from all parties), and create flow (smooth implementation).

	Week 2 Deliverables	Key Activities
1	Complete Negotiation Action Plan:	1. Conflict Cloud analysis (diagnosis of the core conflict)

	Submit a comprehensive plan for a real negotiation you will conduct, including:	<ol style="list-style-type: none"> BATNA analysis (your BATNA and estimate of theirs) Interest identification (what each party truly needs) Unrefusable Offer (a proposal that resolves the other party's core conflict) Prerequisite Tree (obstacles to agreement and how to overcome them) Transition Tree (key actions and sequence) Key metrics for success Communication and engagement strategy
2	Required Reading & Resources	<ol style="list-style-type: none"> "Getting to Yes" (complete) — Principled negotiation framework "Getting Past No" — Dealing with difficult negotiators "Creating agreements that last" (Quality, Involvement, Flow: The Systemic Organization — Angela Montgomery & Domenico Lepore) "Building collaborative relationships" (From Silos to Network: A New Kind of Science for Management — Angela Montgomery) "Operational solutions for complex negotiations" (Moving the Chains — Domenico Lepore) Decalogue Methodology™ Guide to the Unrefusable Offer, Prerequisite Tree, and Transition Tree Case Study: "The Multi-Party Negotiation Simulation"



"The program gave me a set of tools and frameworks to help reframe how to approach strategic thinking to ensure myself and my team are focusing on the right things. The Conflict Cloud alone has transformed how I diagnose strategic challenges."

Julie Wesonga
Senior Marketing Manager, Nairobi

Tangible Outputs

By the end of this program, you will have:

- A **complete Negotiation Action Plan** ready for a real negotiation you are conducting
- A **portfolio of tools and frameworks** (Conflict Cloud, BATNA analysis, Unrefusable Offer, Prerequisite Tree, Transition Tree)
- A **personal negotiation style profile** and understanding of your development areas
- A **network of peers** facing similar negotiation challenges across East Africa
- Certificate of Completion** from the Graduate School of Entrepreneurs

Learning Methods

This program is designed for women leaders with demanding schedules. Each week combines:

	Method	Description
1	Interactive Video Lectures	Short, focused videos introducing key concepts with real-world examples from East Africa
2	Case Study Analysis	Rich cases drawn from Kenyan and regional organizations, analyzed through Decalogue and Harvard Negotiation frameworks
3	Self-Assessment Diagnostics	Tools to understand your negotiation style, conflict approach, and emotional intelligence
4	Weekly Mentor Huddles	Live small-group sessions with experienced practitioners to workshop your specific challenges
5	Peer Learning Circles	Engage with a diverse cohort of professionals facing similar negotiation challenges across industries
6	Simulation Exercise	A strategic resource allocation simulation that crystallizes key challenges and offers insights into decision-making and group dynamics.
7	Practical Application	Each week's deliverable builds toward your final Negotiation Action Plan

What You'll Take Away

Core Capabilities

	Capability	You Will Be Able To...
1	Systemic Negotiation Diagnosis	See the underlying structure of any negotiation—positions, interests, BATNAs, and constraints
2	BATNA Mastery	Use BATNA not just as a fallback but as a dynamic tool to understand and improve your negotiating power
3	Conflict Cloud Analysis	Diagnose the core conflict blocking agreement and identify the "injection" that resolves it
4	Deep Listening	Craft proposals that resolve the other party's core conflict, creating genuine desire to agree
5	Unrefusable Offer Design	Become a trusted strategic advisor within your organization.
6	Difficult Behavior Navigation	Respond to tactics without becoming tactical—staying principled while protecting your interests
7	Value Creation	Move beyond zero-sum thinking to invent options for mutual gain
8	Implementation Planning	Use Prerequisite and Transition Trees to anticipate obstacles and sequence actions for successful implementation

Learning Requirements & Assessment

To earn the Certificate in Negotiation and Conflict Resolution (NCR) , you must:

1. Complete all module work by stated deadlines.
2. Actively participate in course discussions, reflections, and mentor huddles.
3. Complete all self-assessments and reflections.
4. Submit a passing **Negotiation Action Plan** that demonstrates application of Decalogue tools and Harvard Negotiation frameworks.

The Negotiation and Conflict Resolution (NCR) Key Facilitators

Our faculty brings together decades of experience in systemic management, the Decalogue Methodology™, and strategy development across five continents. They are not just academics—they are practitioners who have worked with leaders and organizations around the world to build strategic capability.



Domenico Lepore

Co-creator of the Decalogue Management Methodology™

Domenico Lepore is a physicist, management thinker, and co-creator of the Decalogue Management Methodology™. For over 30 years, he has worked with organizations across Europe, North America, and Africa to embed systemic thinking into daily practice. His books, including *Moving the Chains* and *Sechel*, have transformed how leaders understand complexity and constraint. A former student and collaborator of Dr. W. Edwards Deming, Domenico brings unparalleled depth to the question of what it means to develop and execute strategy in complex systems.

[Domenico Lepore](https://ca.linkedin.com/in/domenicolepore) (<https://ca.linkedin.com/in/domenicolepore>)



Angela Montgomery

Co-creator of the Decalogue Management Methodology™

Angela Montgomery is a cognitive scientist, organizational consultant, and author who has spent three decades helping leaders build organizations that function as networks rather than hierarchies. Her work integrates insights from cognitive science, complexity theory, and the Theory of Constraints into practical tools for daily leadership. Angela's books are studied by leaders around the world who seek to build organizations that are both humane and high-performing. Her focus on the "human constraint"—the mental models that limit what we can see and do—is central to this program's approach to strategic thinking.

[Angela Montgomery](https://ca.linkedin.com/in/angelamontgomeryphd) (<https://ca.linkedin.com/in/angelamontgomeryphd>)



Giovanni Siepe
Senior Decalogue Management Methodology™ Practitioner

Dr. Giovanni Siepe is a management consultant and practitioner of the Decalogue Management Methodology™ with extensive experience across Europe and Africa. He specializes in helping CEOs and leadership teams apply systemic thinking to strategy execution, organizational design, and performance improvement. Giovanni brings a pragmatic, results-oriented approach to strategic development, grounded in decades of hands-on consulting experience with organizations ranging from manufacturing firms to financial institutions to public sector agencies.

[Giovanni Siepe](https://ca.linkedin.com/in/dr-giovanni-siepe-86263416) (https://ca.linkedin.com/in/dr-giovanni-siepe-86263416)

The GSE Experience

Beyond the Classroom

Your journey with GSE does not end after four weeks. When you join the Developing Strategic Thinking and Action program, you become part of something larger—a community of leaders committed to building organizations that work better for everyone.

What you can expect:

- 1 **Deep personal engagement:** Small cohort sizes ensure that every participant receives individualized attention and feedback.
- 2 **Practical tools you use immediately:** Every concept is paired with a tool you can apply to your real strategic challenges, starting Day 1.
- 3 **Peer learning that lasts:** The connections you build with fellow senior leaders facing similar challenges become a lasting network of support.
- 4 **Faculty accessibility:** Our faculty are not distant experts—they are practitioners who engage directly with your questions and challenges.

A Supportive Environment

Strategic thinking requires space to reflect, experiment, and test ideas.

The Negotiation and Conflict Resolution (NCR) program is designed to provide that space: small groups, skilled facilitators, and a cohort of peers who will challenge and support you.



A Global Network: The Decalogue Network

When you complete the Developing Strategic Thinking and Action program, you gain access to the Decalogue Network—a global community of leaders, practitioners, and organizations committed to systemic management.

The network includes:

1. **Practitioners across five continents** who apply Decalogue tools in diverse contexts
2. **Ongoing learning opportunities** including advanced programs, workshops, and peer gatherings
3. **Access to new research and tools** as they are developed
4. **A community of support** when you face your toughest strategic challenges

Leaders in the Decalogue Network include CEOs of multinational corporations, founders of high-growth startups, public sector leaders, and social entrepreneurs. What unites them is a shared commitment to building organizations that are both effective and humane.



Next Steps

When you complete the Women In Transformative Leadership Program, you gain access to the Decalogue Network—a global community of leaders, practitioners, and organizations committed to systemic management.

For Individuals

If you are ready to transform your leadership and join a community of women leaders committed to making a difference, we invite you to apply.

- Prepare your application including a brief personal statement about your leadership journey and what you hope to achieve
- Submit your application by the deadline
- Join an information session (optional) to meet faculty, hear from alumnae, and ask questions
- Complete your enrollment and begin your pre-program preparation, including access to pre-reading and self-assessment tools



For Organisations

If you are interested in developing your female leaders or creating a custom program for your organization, please contact our Corporate Partnerships team.

- Volume booking discounts available
- Custom programs tailored to your specific context
- In-house options for leadership teams
- Measurable impact on your leadership pipeline

CONTACT US



"I came with a strategic challenge that had been bothering me for months. I left with a complete action plan, a logical framework I could defend to my board, and the confidence to execute. This program didn't just teach me about strategy—it gave me my strategy."

David Owino
DSTA Alumnus 2025

Programmes for Organisations

Develop Your Organization's Strategic Capability

Organizations that invest in strategic thinking at all levels outperform those that concentrate strategy in the C-suite. The Developing Strategic Thinking and Action program is an effective way to build strategic capability across your leadership team.

Our bespoke solutions include:

1. **Volume booking discounts** for organizations registering multiple leaders
2. **Customized cohorts** for your organization's leadership team, creating shared language and strategic alignment
3. **In-house options** for intact teams
4. **Measurable impact**—participants leave with actionable strategic plans they implement immediately

When multiple leaders from the same organization participate, they share a common framework and can collectively transform how strategy is developed and executed throughout the organization.

For more information about developing your organization's strategic capability through GSE, please contact our Corporate Partnerships team.



Bespoke Business Solutions: Custom Programs for Your Organization's Unique Strategic Context

Every organization faces unique strategic challenges. We integrate a range of components into a bespoke and powerful learning experience to deliver your desired outcomes.

Our bespoke solutions include:

1. **Customized curriculum** addressing your organization's

We have collaborated on executive education solutions for organizations across Africa, including:

specific strategic challenges

2. **Industry-specific case studies** drawn from your sector
3. **In-person or blended delivery** options
4. **Leadership team alignment** sessions
5. **Ongoing coaching and support** for participants as they execute strategic initiatives

- Financial services institutions
- Manufacturing and agribusiness companies
- Technology and fintech firms
- Professional services organizations
- Public sector agencies
- Non-governmental organizations
- Family businesses preparing for next-generation leadership

Learn in a way that suits your organization. Whether you prefer short or intensive programs, interactive workshops or online modules, we provide a variety of options to suit your needs and can adapt any of our programs accordingly.

For more information about bespoke solutions for your organization, please contact: africa@crystalperk.com