



Brookings Executive Education

A Partnership of The Brookings Institution and
Washington University in St. Louis

Innovating in Government



In government, creating value through innovation is the name of the game. Research indicates that leaders who innovate deliver better results with fewer resources. Brookings Executive Education's [Leading Innovation and Creating Value](#) course teaches tools and techniques for fostering innovation, evaluating innovative solutions, building momentum around new ideas and circumventing potential opposition.

Innovation also is the subject of Brookings Executive Education's next "Think, Learn, Lead" paper, authored by Markus Baer, associate professor of organizational behavior at Washington University in Louis' Olin Business School. A synopsis of — and link to — the piece will appear in the May newsletter.

The upcoming Leading Innovation and Creating Value course will be held May 7-8, 2019, at the Brookings Institution in Washington, D.C.

Art and Science of Negotiation



How does Michelle Duguid define successful negotiation?

"When the person across the table from you is happy with what he or she gave you — and you're happy with what you gave in return. Often, a negotiation is an interaction to reach a mutually beneficial solution, or a win-win situation for both parties," she said.

Duguid, associate professor of management and organizations at Cornell University's Samuel Curtis Johnson Graduate School of Management, teaches Brookings Executive Education's [The Art and Science of Negotiation](#) course. During the two-day class, she explores the psychology behind negotiation, outlines practices for more-effective engagement and shows participants how to get more of what they want — like additional resources or work flexibility.

Duguid also emphasizes the importance of practice and preparation, which involves active listening, empathy and asking probing questions.

Her content includes important myth busting.

"One common misperception is that negotiation is always a competition. A second misperception is that negotiation is only for big-ticket items or big life events. And a third misperception is that gender and personality affect someone's negotiating skill.

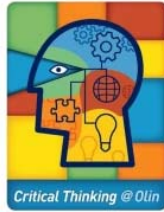
"In fact, people negotiate all the time — with their boss, colleagues, partner and children. Most negotiations are multi-issue, long-term engagements. Reciprocity, not dominance, is the goal."

Brian Merrick, deputy director of the U.S. Department of State's Cloud Program Management Office, credited class takeaways with his ability to "negotiate favorable terms for the transfer of his office's Wi-Fi mission." In a paper submitted to Duguid, he wrote that taking the time to

fully understand what he wanted to achieve and the objectives of the person he was negotiating with enabled him “to set the conditions for success.”

Brookings Executive Education’s upcoming The Art and Science of Negotiation course will be held May 14-15, 2019, at the Brookings Institution in Washington, D.C. For more information or to register, contact registrar@brookings.edu.

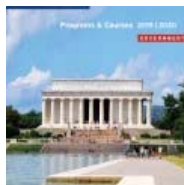
Problem Solving Through Critical Thinking



[Critical thinking](#) is the subject of Brookings Executive Education’s latest “Think, Learn, Lead” paper, authored by Jackson Nickerson, professor of organization and strategy at Washington University in Louis’ Olin Business School.

The upcoming [Problem Solving Through Critical Thinking](#) course will be held April 23-24, 2019, at the Brookings Institution in Washington, D.C.

Catalogue Coming



Check your mailboxes in early May for the 2019-2020 BEE Course Catalogue. New this year will be several short Leadership Labs that will provide you with insights and tools on innovative management processes such as data analytics and foresight.

Please be sure BEE has your most current and complete mailing address. To update your information please contact Katie Hood at registrar@brookings.edu.

Construction Starts!



Associate Dean and Managing Director, Ian Dubin, pitches in to start construction of new, dedicated classroom space for Brookings Executive Education. In summer 2019, Washington University in St. Louis’ Olin Business School will open new facilities on the Brookings Institution campus. The facilities — located directly across the street from the main Brookings building at 1776 Massachusetts Ave. NW — currently house several Brookings departments and Brookings Executive Education.

This year, the eighth floor is being converted into dedicated classroom space for Brookings Executive Education courses.

We look forward to welcoming you to the new space!

Upcoming Courses

- [Maximizing Human Capital](#), April 10-11, 2019
- [Art and Science of Negotiation](#), May 14-15, 2019
- [The Americas](#), June 19-20, 2019
- [Inside Congress](#), July 15-16, 2019

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