The Art of Negotiation

SESSION #3

By Preeta Bajaj, Assoc AIA, EDAC, LEED AP | HKS
Adriana Perez-Leyva, Assoc AIA, LEED GA | HKS
Eduardo J Calero, Assoc AIA | CUBE 3
December 11, 2020
I. Program Summary & Learning Objectives

The Art of Negotiation

PROGRAM SUMMARY:
The Art of Negotiation session introduces scholars to a tool set of knowledge and experience shared by professionals both within and outside the architectural industry. After all, negotiation is a critical skill applicable to any circumstance requiring compromise and teamwork. From understanding the psychology of negotiations to channeling one’s inner rock star, scholars will be better equipped to navigate discussions and settle on agreements in their professional as well as personal lives.

LEARNING OBJECTIVES:
Following this session, participants will learn how to:
1. Analyze negotiation concepts and skills, and psychological tools and traps.
2. Employ effective strategies to market oneself in a salary and benefits negotiation.
3. Utilize real life examples to recognize how to capitalize on problems and successfully convert them into opportunities.
4. Examine standard AIA Architectural Service Proposal form for small and large scale projects, and discuss preparations required for successful negotiation with a client.

PROGRAM ABSTRACT:
Presentation #1 will enlighten scholars on key concepts and skills in negotiations. This interactive session will focus on the psychological tools and traps in a negotiation. Presentation #2 dives specifically into negotiating for one’s architectural career. Whether seeking new work opportunities, salary increase, or a promotion, the ability to negotiate wisely is vital to securing a positive outcome.

With experience in enterprise improvement consulting, the speaker of presentation #3 will share strategies and skills that lead to effective negotiations. A few of these include assembling the right team to strengthen one’s stance and identifying critical arguments from the opposite party to anticipate responses. In presentation #4, a speaker who tackled the COVID-19 field hospital system will emphasize the importance of presenting your best professional self and cultivating the confidence to become an influential negotiator.

The speaker of the final presentation on The Art of Negotiation spends a large part of their time negotiating project contracts with clients. During this presentation, scholars will experience a step-by-step walk-through of the negotiation process, from sharing proposal examples to earning the client’s signature. Since knowledge can be drawn from variety of sources, the team organizing this session hopes scholars will walk away with a deeper understanding of The Art of Negotiation after listening to this diverse pool of speakers.
## The Art of Negotiation

**Date:** December 11, 2020  
**Location:** Virtual Presentation  
**Time:** 12:00 pm – 5:00 pm

### AGENDA

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00 - 12:05</td>
<td>Session Intro</td>
</tr>
</tbody>
</table>
| 12:05 – 1:00 | Presentation #1  
  Topic: The Big Picture: Negotiation Concepts, Psychological Skills and Tools  
  Speaker: George Siedel |
| 1:00 - 1:10 | Audience Q & A                                                           |
| 1:10 - 1:15 | Break                                                                   |
| 1:15 - 2:00 | Presentation #2  
  Topic: How Young Architects Succeed  
  Speaker: James P. Cramer |
| 2:00 - 2:10 | Audience Q & A                                                           |
| 2:10 - 2:15 | Break                                                                   |
| 2:15 - 3:00 | Presentation #3  
  Topic: Successful Negotiation - Strategies and Skills  
  Speaker: Ralf Schwarzendahl |
| 3:00 – 3:10 | Audience Q & A                                                           |
| 3:10 - 3:15 | Break                                                                   |
| 3:15 – 3:45 | Presentation #4  
  Topic: #Win - Capitalizing on Problems, Change, & Your Inner Rockstar  
  Speaker: Tina Vidal-Duart |
| 3:45 - 3:55 | Audience Q & A                                                           |
| 3:55 - 4:00 | Break                                                                   |
| 4:00 - 4:40 | Presentation #5  
  Topic: Negotiating an Architectural Services Proposal with a Client  
  Speaker: Steve Jacobson |
| 4:40 - 4:50 | Audience Q & A                                                           |
| 4:50 - 5:00 | Session Wrap up                                                          |
| 5:00       | Happy Hour                                                               |
III. Speakers & Presentations

Moderator:

**Heidi Marcelo-Calero Esq.**
Session Moderator
Marcelo Law Group, Partner

Heidi Marcelo-Calero is a Partner at Marcelo Law Group, P.A. in Miami, Florida. She specializes in business law, commercial lending, and both personal and commercial real estate transactions. She has over 15 years of experience assisting small to mid-size companies in negotiating lease space, commercial loans, operating agreements, franchise agreements, and other instruments necessary to achieve commercial success.

Heidi serves as counsel for commercial lending departments in local banks, private lenders, and has helped hundreds of local home buyers realize their dreams of home ownership while ensuring that their investments are always 100% guaranteed from Title or lien defects. She received her J.D. and L. LM in International Law from Duke University School of Law in 2004 and graduated cum laude from Florida International University with a Political Science and Honors College degree in 2001.

Presentation #1:
The Big Picture: Negotiation Concepts, Psychological Skills and Tools

**George J. Siedel**
Session speaker
Ross School of Business, University of Michigan

George J. Siedel is the Williamson Family Professor of Business Administration and the Thurnau Professor of Business Law at the University of Michigan. He teaches courses on negotiation, public policy, and business law at Michigan’s Ross School of Business. He has also taught seminars around the world to business leaders, entrepreneurs, attorneys, judges, physicians, and athletic directors. In conjunction with his courses and seminars, he developed several free negotiation planning tools, which are available at www.negotiationplanner.com.

Professor Siedel completed graduate studies at the University of Michigan and Cambridge University. He served as a visiting professor at Stanford University and Harvard University and as a Visiting Scholar at Berkeley. As a Fulbright Scholar, he held a Distinguished Chair in the Humanities and Social Sciences.

Professor Siedel has received several national research awards, including the Maurer Award, the Ralph Bunche Award, and the Hoeber Award. He has also received many teaching awards, including 2014 and 2018 Executive Program Professor of the Year Awards from a consortium of 36 leading universities committed to international education. In 2018, he received the Distinguished Career Achievement Award from the Academy of Legal Studies in Business.
III. Speakers & Presentations

**Presentation #2:**
How Young Architects Succeed

**James P. Cramer**  
Session Speaker  
Chairman Cramer Partners | Georgia Institute of Technology

James P. Cramer is the Chairman of Cramer Partners in Atlanta Georgia. He is on the faculty at Georgia Institute of Technology where he teaches The Business of Design. He is also Distinguished Professor at Savannah College of Art and Design and last year he was honored by Iowa State University with the Christian Peterson Design Award, the top honor given by the design college.

Cramer is the former CEO of The American Institute of Architects (AIA) where he was named Honorary AIA and Richard Upjohn Fellow. He is the founder and now Emeritus Chairman of The Design Futures Council and its journal DesignIntelligence where he received Senior Fellowship. He is a Leadership Fellow of the Western Behavioral Sciences Institute (La Jolla and UCLA). He is past Chairman of the National Design Council and an honorary member of the International Interior Design Association (IIDA). He has served on a number of boards including The National Building Museum, the Society of Architectural Historians, and he currently serves on the Board of Directors of five architectural firms and two not-for-profit organizations including The Construction Institute at Hartford University and the Edwin Lutyens Trust.

He has authored over 200 articles and five books including: Design Plus Enterprise, Seeking a New Reality in Architecture; How Firms Succeed, New Horizons for Professional Service Firms; The Next Architect, A New Twist on the Future of Design; Small Firm Success; How Small Firms Can Thrive in an Age of Acceleration, and Lessons From The Future.

**Presentation #3:**
Successful Negotiation - Strategies and Skills

**Ralf Schwarzendahl**  
Session Speaker  
AlixPartners, Director

Ralf Schwarzendahl is a Director with AlixPartners LLP, a global consulting firm headquartered in New York with offices in more than 20 cities. AlixPartners’ work includes enterprise improvement consulting, financial advisory services, information management services, and executing turnarounds of distressed and healthy companies.

Ralf has more than 25 years of industry and consulting experience in the US, Europe and Asia. He focuses on sales, pricing and selling effectiveness improvements. His expertise includes the areas of revenue growth, sales force effectiveness and customer relationship management. His clients include top Fortune 500 & 1000 companies in the high tech, manufacturing and medical industries. Prior to joining AlixPartners, Ralf was a Director at Deloitte Consulting, LLP.

Ralf holds degrees in Mechanical Engineering and Business Engineering and a master’s degree in Business Administration from the University of Alberta, Canada. He has been a guest lecturer at Wharton Business School (US), Solvay Business School (Belgium) and the Professional Pricing Authority. Ralf has authored several articles and presentations on the subjects of selling, pricing and channel management.
Presentation #4:

#Win - Capitalizing on Problems, Change, & Your Inner Rockstar

Tina Vidal-Duart
Session Speaker
CDR Maguire Inc, Executive Vice President

Ms. Vidal-Duart has 12+ years’ of experience in the healthcare industry, most recently as the Chief Executive Officer of the State of Florida COVID19 Infectious Disease Field Hospital System where she oversaw the management and deployment of the State’s field hospital system and its healthcare and administrative support personnel. Vidal-Duart assisted CDR’s COVID19 test site logistics team to deploy a call center, launch a patient portal, and develop a turnkey software solution from patient registration through result delivery.

She was the Chief Operating Officer and Vice President of Business Development with Pacer Health Corporation, a hospital conglomerate focused on acquiring and turning around financial distressed hospitals. She has experience in operating and managing an acute care hospital system, medical treatment centers, a skilled nursing facility, and psychiatric care facilities. She oversaw the management and turnaround of multiple healthcare facilities; ensured seamless transition and integration of acquisitions into overall system structure; developed and implemented processes for their financial turnaround and positive financial performance; negotiated all contracts to achieve overall cost savings; and provided oversight of hospital and doctor services.

Ms. Vidal-Duart currently serves as the Executive Vice President of CDR Maguire, Inc., providing administrative and operational oversight and leadership to the 80-year old engineering and emergency management consulting firm which serves multiple state and local governments. She has a Master’s in International Business, summa cum laude, and a Bachelor’s of International Business and Marketing, magna cum laude.

Presentation #5:

Negotiating an Architectural Services Proposal with a Client

Steve Jacobson, AIA, ACHA, Lean Six Sigma CE, LEED AP
Session Speaker
HKS Architects, Regional Director, Executive Vice President

As the Healthcare Practice Leader and Midwest Regional Director for HKS, Steve Jacobson contributes thirty years of experience dedicated exclusively to healthcare architecture. Across the U.S. and internationally, Steve’s contributions have resulted in the successful planning, design and construction of innovative healthcare spaces totaling more than $2 billion in construction value. From conceptual visioning through design development, Steve interfaces with planning, interior and exterior design efforts. A speaker at national healthcare conferences and seminars on smart healthcare design and medical planning, his recent speaking engagements include the Healthcare Design Conference, the Healthcare Facilities Symposium and the ASHE PDC Conference.
Sponsors

We want to thank all of our sponsors for generously helping us develop CKLDP for the future success of our emerging leaders of the South Florida and Detroit metropolitan area.

CKLD 2020 | BENEFACOR

AIA Detroit

AIA Miami

CKLD 2020 | PROGRAM SUPPORTER

Sika® Sikafloor®

BUILDING TRUST

CKLD 2020 | SESSION SPONSOR

Peter Basso Associates Inc

CKLD 2020 | SCHOLAR SUPPORTER

Tarkett