

REPORT

on the **Summer school on European negotiations at the Diplomatic Academy of Vienna**
for the students of the European Studies Institute (ESI) at the Moscow State Institute of
International Relations (University)
July 12-19, 2009

In accordance with the studying programme of the European studies institute (ESI) the second summer school on European negotiations took place at the Diplomatic Academy of Vienna from 12 to 19 July 2009. Those ESI students who have the highest academic rating but have limited knowledge of English were selected for participation in this summer school. There were 15 students who went to Vienna, namely:

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|------------------------|--------------------------|
| 1. Sergey Efremov | 10. Dmitry Rymarev |
| 2. Anastasia Ilinskaya | 11. Alexander Troshin |
| 3. Yuriy Kashurin | 12. Albert Tumakov |
| 4. Igor Kichiy | 13. Kristina Zabolotnaya |
| 5. Evgeniya Naumova | 14. Anastasia Zaytseva |
| 6. Elena Nechaeva | 15. Maria Zhevlakovich |
| 7. Inna Novichkova | |
| 8. Svetlana Putilova | |
| 9. Irina Romanova | |

There were six students representing “EU Law” specialization, four students – “EU Economics” specialization and five students – “EU Politics” specialization. Anna Tsubulina and Maria Tuchina from the ESI were responsible for preparation and organization of the summer school from the Russian side. The simultaneous translation was provided by two highly experienced interpreters from Russia: Tatiana Lyashenko and Inna Bashina.

The programme of the school was interesting and intensive (see Annex 1). Recommendations and wishes of the professors and students of the previous school were considered when working out the programme. The lectures were delivered by leading European specialists who teach negotiations techniques for the EU civil servants and businessmen (see Annex 2). The students got the idea of the Harvard concept of interest-based negotiations, received different practical tasks and acquired skills of holding negotiations in different situations and under different circumstances during the classes by Sonja Rauschuetz – executive director of the Vienna School of Negotiation. During the interactive workshop by Alexander Muehlen – former Ambassador of Germany to Uganda and United Arab Emirates – the students had an opportunity to experience the real atmosphere of negotiations on foreign policy documents, to estimate strong and weak points of various negotiation tactics and receive the feedback and advice of the specialist. Participation in simulation games allowed the students to obtain skills of target-oriented preparation for negotiations, facilitation of a negotiation process and effective reasoning.

The time was also devoted to a discussion of perspectives of EU-Russia relations. The students shared their views on the current situation and asked questions to Franz Cede, former Ambassador of Austria to Russia and NATO, Gregor Woschnag, a former Director General of EU affairs at the Austrian MFA and former Permanent Representative of Austria to the EU and also to the representatives of the Russian Embassy to Austria.

A guided tour to the UN Organizations in Vienna and an excursion to the Vienna International Centre were also arranged for the participants. They attended a lecture on the tasks and

challenges of the UN in recent times hold by one of the UN officers. The students could also observe a meeting of the International Atomic Energy Agency.

Despite a rather tight schedule there was also time left for sightseeing and discovering the cultural and historic heritage of Vienna. The city walk with a tour guide was organized for the participants, excursion to the Habsbourg's summer residence – palace Shoенbrunn and informal dinner with professors in a traditional Austrian restaurant.

Upon the participation in the work of the summer school the ESI students were awarded certificates.

The detailed evaluation took place after the school. According to the feedback we've received all the students highlight that participation in such a school has practical significance for their professional needs and contribute to the improvement of the EU-Russia dialogue. The ESI is planning to develop future cooperation with the Diplomatic Academy of Vienna.



SUMMER SCHOOL ON EUROPEAN NEGOTIATIONS

for the
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Diplomatic Academy of Vienna
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STUDY PROGRAMME

Sunday, July 12:

Day of Arrival

14:00-16:30 **Sightseeing: City Walk Vienna**
Elena LEVINA (Tour guide)

Monday, July 13:

09:00-09:30 **Welcome**
Hans WINKLER (Ambassador, Director of the Diplomatic Academy of Vienna)

Presentation of the Programme
Gerhard REIWEGGER (Deputy Director, Diplomatic Academy of Vienna)

09:30-10:15 **Introduction to EU-Russia Relations**
Franz CEDE (Former Ambassador of Austria to Russia and to Belgium & NATO)

10:30-13:00 **Interest-based Negotiations. Building on the Harvard Concept**
Introducing the Harvard Principles and an Overview of Negotiation Styles
Sonja RAUSCHÜTZ, (Executive Director, Vienna School of Negotiation)

13:00-14:00 LUNCH

14:00-16:30 **Interest-based Negotiations. Building on the Harvard Concept**
Case Simulations and Hierarchy of Difficult Tactics
Sonja RAUSCHÜTZ

19:00-21:00 **Welcome Reception at the Diplomatic Academy**

Tuesday, July 14:

09:30-13:00 **Interest-based Negotiations. Building on the Harvard Concept. Part 2**
Negotiation Skills in Theory and Practice
Sonja RAUSCHÜTZ

13:00-14:00 LUNCH

14:00-17:30 **Interest-based Negotiations. Building on the Harvard Concept**
Using Emotions in Negotiations and Systematic Approach to Influence
Sonja RAUSCHÜTZ

Wednesday, July 15:

- 09:00-12:30 **Negotiation Techniques in the European Union**
How to reach compromises in EU settings
Gregor WOSCHNAGG (Ambassador, former Director General of EU affairs at the Austrian MFA and former Permanent Representative of Austria to the European Union)
- 12:30-13:15 LUNCH
- 14:00-15:30 **The UN Organizations in Vienna. Excursion to the Vienna International Center**
Guided Tour and presentation

Thursday, July 16:

- 09:00-13:00 **Techniques and Tactics of International Negotiations (interactive workshop) Part 1**
Alexander MÜHLEN (Former Ambassador of Germany to Uganda and United Arab Emirates)
- 13:00-14:00 LUNCH
- 14:00-17:00 **Techniques and Tactics of International Negotiations cont.**
Alexander MÜHLEN

Friday, July 17:

- 09:00-13:00 **Techniques and Tactics of International Negotiations (interactive workshop) Part 2**
Alexander MÜHLEN
- 13:00-14:00 LUNCH
- 14:00-16:00 **Techniques and Tactics of International Negotiations cont.**
Alexander MÜHLEN
- 16:00-17:00 **Evaluation**
Gerhard REIWEGER (Deputy Director of the Diplomatic Academy of Vienna)
Petra KAKUSKA (Project Coordinator, DA)
- 17:00-17:45 **Award of Certificates**
Gerhard REIWEGER (Deputy Director of the Diplomatic Academy of Vienna)
- 19:00-22:00 **Farewell “Heuriger”**

Saturday, July 18:

Free Time

Sunday, July 19:

- Morning *Check-out Clima-City Hotel*
- 14:00- Sightseeing: guided tour Schönbrunn Palace
17:30 *Alexander STOLLHOF (Historian)*
- Evening Departure

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COURSE DESCRIPTIONS & CVs OF TRAINERS

INTRODUCTION TO EU-RUSSIA RELATIONS

Ambassador Dr. Franz CEDE

Starting from his experience as Austrian Ambassador to the Russian Federation (1999-2003) Dr. Cede will initially make some personal observations on EU-Russia relations. Following this introduction Ambassador Cede will address EU-Russia relations in the area of security policy putting them in the broader context of RF-US and RF-NATO relations. He will discuss the EU-Partnership agreement and also comment on the concept of the so-called Eastern partnership of the EU, a scheme that was recently developed under the Czech EU-presidency.

Ambassador Cede obtained his PhD in Law from Innsbruck University in 1968. He joined the Austrian Foreign Service in 1972 and was posted to Zaire, Russia, Belgium and NATO. From 1993-1999 he was Legal Advisor of the Austrian Foreign Minister. Dr. Cede currently serves as a Senior Advisor on Russia and Eastern Europe at the Austria Institute on Europe and Security Policy (AIES). He is a frequent guest lecturer at academic institutions in Austria and abroad. In numerous publications Ambassador Cede focuses on international security issues, international law and organisations as well as on European affairs.

INTEREST-BASED NEGOTIATIONS. BUILDING ON THE HARVARD CONCEPT

Sonja RAUSCHÜTZ

The goals of the course are to

- provide an operational framework and analytical tools for preparing, conducting and debriefing negotiations
- develop and further negotiation skills based on theory and practice, with a special emphasis on purposeful communication and managing emotions in critical moments
- learn from experience and encourage professional best practice exchanges.

After some short introductory presentations, there will be case simulations as well as group discussion to link theory with professional practice. Special attention will be given to cultural diversity, gender related issues while balancing differences with common interests and emotional needs.

Sonja Rauschütz is the Managing Director of Vienna Partners and the Founder of the Vienna School of Negotiation. For twenty years, she has worked with a wide range of national and international, private sector and public sector clients. Mrs. Rauschütz has been teaching, among others, in the Program of Instruction for Lawyers (PIL) at Harvard Law School, and at the Diplomatic Academy in Vienna. Her research focuses on Emotional Self-Management and Mindful Leadership of business executives and political negotiators in challenging international negotiations and long-lasting conflicts.

NEGOTIATION TECHNIQUES IN THE EUROPEAN UNION

Ambassador Dr. Gregor WOSCHNAGG

The course will start with an explanation of the complex negotiating system in the EU, which is the consequence of the need to establish checks and balances between the institutions that constitute the power system of the EU. These are the European Parliament and the European Commission on the one side and the Council representing the 27 EU Member states on the other. Special attention will be given to the procedures by which the European Commission can present proposals in the first pillar. In the second part of the presentation, the focus will be put on the techniques of how to achieve compromises in the Council between the 27 Member states on issues they have different views and political attitudes about. There will also be a discussion of the problems resulting from the rotating presidency in the Council.

After studies in Vienna, Grenoble and Trinity College Cambridge, Ambassador Woschnagg obtained his PhD in Law from the University of Vienna. He joined the Austrian Foreign Service in 1966 and was posted to Cairo, Egypt, Nairobi, Kenya, and the Austrian mission to the United Nations in New York. Amb. Woschnagg is a former Director-General of European Integration Affairs at the Austrian MFA and for many years held the position of Permanent Representative of Austria to the European Union. He is currently Adviser to the Board of the Federation of Austrian Industries. Ambassador Woschnagg has published on economic matters and on questions of foreign affairs.

TECHNIQUES AND TACTICS OF INTERNATIONAL NEGOTIATIONS

Ambassador Dr. Alexander MÜHLEN

This two-day seminar and interactive workshop which is based on the Harvard Method, will start with a presentation and discussion of the following four issues:

- the difference between small talk, debate and negotiation
- the preparation of negotiations
- the five modes of negotiating and arguing styles
- the individual and inter-cultural impact of elements like substance, atmosphere, and long-term relationships.

The aim is to find a zero-plus sum win-win result, based on individual interests.

This introduction will be followed by role games simulating international negotiations, all of which are based on real cases, and will be played by all participants.

After obtaining his PhD in Law in 1967, Ambassador Dr. Alexander MÜHLEN joined the German Foreign Service in 1971. He was posted, among other places, to Sweden, Uganda and the United Arab Emirates. Dr. Mühlen also worked as the Assistant Head of the Training Department at the Foreign Office in Bonn from 1980-1983 and as an Adviser on Foreign Affairs in the Federal Parliament Bonn from 1991-1996. For over 25 years Ambassador Mühlen has given lectures and seminars on International Negotiations. Several publications on this subject are available in English and German.