



THE EUROPEAN NEGOTIATION

ESSEC

IRENE

INSTITUTE FOR RESEARCH
AND EDUCATION
ON NEGOTIATION
IN EUROPE

THE ESSEC IRÉNÉ'S PROJECT AT THE EUROPEAN COMMISSION

In 2004, at the request of the European Commission and after in-depth interviews, Alain Pekar Lempereur, a Professor at ESSEC, produced a **report** on the international negotiation training needs of European officials.

Following this report, with a ESSEC IRÉNÉ dedicated team and the help of Pierre Debaty and Philippe Martin, Alain Pekar Lempereur drew up a **tailor-made training cycle** for the European Commission. This training cycle is given by DG ADMIN. A certificate is delivered at the end to the participants who have completed the different assignments and have attended all the sessions.

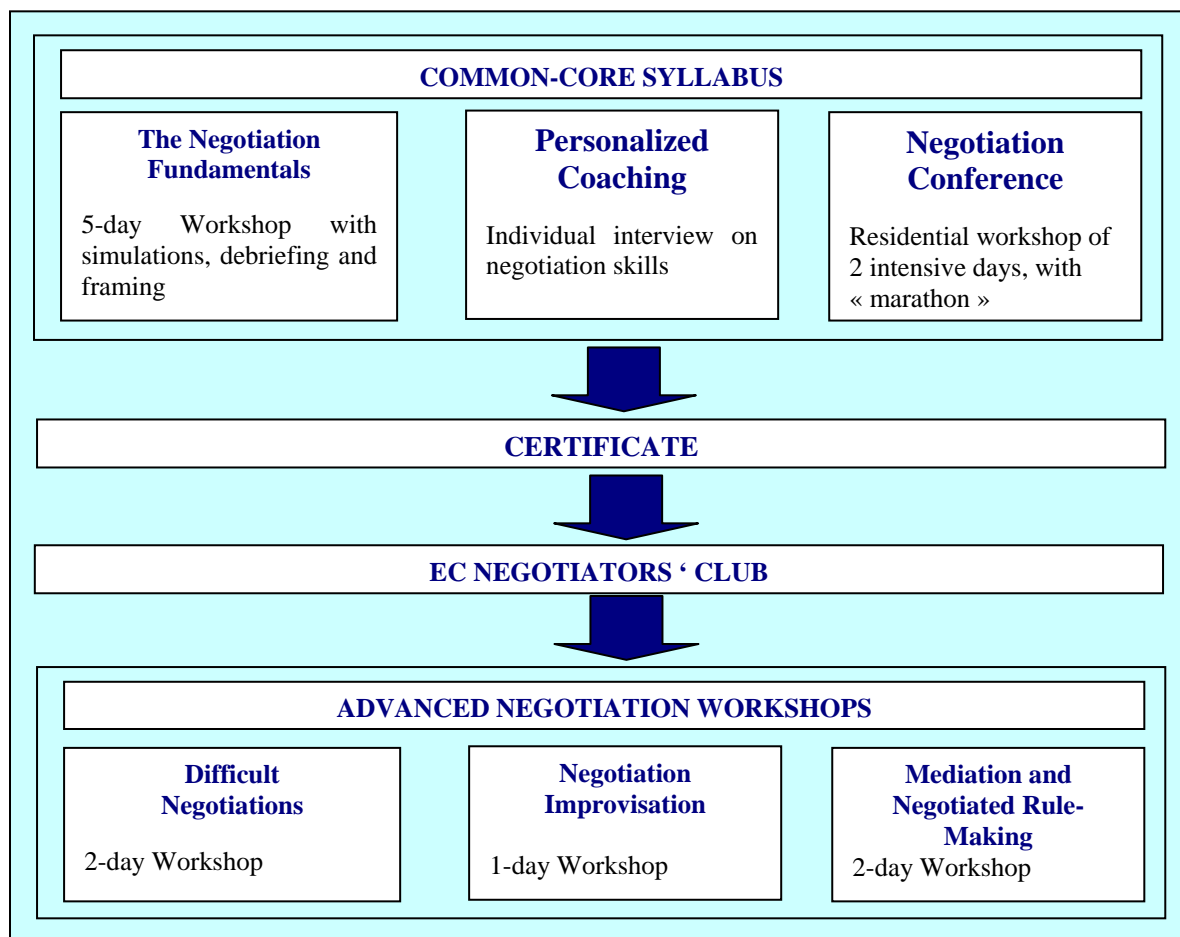
The objective of this new programme, which was launched at the first half of 2005, equips participants with negotiation fundamentals and prepares the European officials to address complex negotiations. This new programme also builds up a **network of European negotiators**.

Original cases were adapted or created with a focus on preparation issues, mandate issues, development partnerships, information exchange, "inter-DG" communication or difficult conversations.

At the end of 2007, after three years of operation, **500 high-ranking officials** have attended ESSEC IRÉNÉ's trainings.



European Commission -Berlaymont



THE NEGOTIATION COMMON-CORE SYLLABUS AT THE EUROPEAN COMMISSION

Negotiation Fundamentals Executive and Standard Seminars (English & French)

This seminar aims at improving EU officials' analytical and interpersonal skills in negotiation. Beyond theories, in practice, how to prepare, implement, and debrief a negotiation strategy? How to assess and improve working relationships within a division or unit, across divisions or units, and with the other side in general? How to proceed in order to formalize an agreement or to solve a conflict? How to communicate effectively, both in active speaking and listening, asking relevant questions, and presenting persuasive arguments to different audiences? How to identify and overcome the various tensions? How to create value with others, while claiming value for oneself? At the negotiation table, how to be creative in developing solutions, while anchoring them in justification criteria? How to assess these solutions at the table, while evaluating solutions away from the table? How to deal with emotions, ours and the others', while focusing on problem-solving? How to overcome the different obstacles to successful negotiations (strategic, tactical, cognitive, cultural, organizational, etc.)? How to address complex negotiations, in multilevel or multilateral settings?

In other words, participants become more aware of how they personally behave in negotiation contexts, and whether or not they should behave the same way, or differently. Thus, they learn to be more effective negotiators.

Participants work on practical simulations that they are asked to prepare, to role-play with their colleagues, in pairs or in teams, and finally to debrief with the instructors.

Through these different steps and other exercises, participants analyze their own behavior as negotiators, and progressively develop a more efficient personal method. Active preparation and participation are the keys to the success of this seminar.



EC Executive Seminar

Negotiation Coaching

During the negotiation seminar simulations, the trainers collect verbatim notes about each of the participants. The *Personal Action Plan* (P.A.P) exercise aims at providing participants with a personalized feedback regarding their negotiation skills and style after the five-day intensive seminar. The overall purpose is to allow the volunteers to have a fruitful conversation about:

- their major negotiation strengths and assets in order to keep reinforcing them; and
- their negotiation challenges to set up improvement objectives for the future.

After the seminar, the trainers meet and compile their data about each participant; the assistant facilitator summarizes the data and uses them as raw materials afterwards for the interview with the participants who wish a personalized feedback.

During the interview stage, the assistant facilitator primarily uses questions, but also shares collected data with the participants. The main objective is for the participants to draw their own conclusions. Data and questions reinforce self-analysis and encourage possible interpretations and specific conclusions by participants themselves.



Négociatrix Seminar at Ittre

Multilateral Negotiation Conference (Negociatrix © FAO & ESSEC IRENE) - 2 Day-Retreat

This advanced negotiation seminar aims at improving EU officials' analytical and interpersonal skills in multilateral negotiation settings.

Beyond theories, in practice, how to prepare, implement, and debrief a negotiation strategy for a negotiation conference, dealing with many issues and many parties? How to work on your mandate, before and during the talks? How to build and maintain coalitions? How to identify and overcome the various deadlocks? How to make a good use of plenary meetings, of sub-committees, and caucuses? How to be a mediator or facilitator to reconcile conflicting positions? How to avoid a minimalist agreement? How to draft it and leave nobody behind? How to communicate to the press the final outcome?

THE EC NEGOTIATORS' CLUB

The EC Negotiators' Club aims to provide EC officials who attended the negotiation common-core syllabus with further opportunities to meet up again and to build a working **network**.

This Club is also an opportunity to convene around events, **conferences or meetings**, in order to improve one's knowledge and know-how, and share one's experiences with their colleagues, sometimes around prestigious guests, like Professor Robert Mnookin from the Harvard Law School.

The EC Negotiators' Club invites at these meetings:

- either famous **scholars** on very specific and pragmatic negotiation issues;
- or **practitioners** in the negotiation fields of utmost importance for the European Commission. Topics range from specific negotiation contexts (Africa, China) to conflicting or sensitive issues.

Philippe Martin, from the European Commission, who took up the organization of this Club, summed up the key values of this project as follows: « Peace, Prosperity and Partnership ».



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THE ADVANCED NEGOTIATION WORKSHOPS AT THE EUROPEAN COMMISSION

Common Negotiation Challenges

Negotiation involves three basic domains: the substance (i.e., the issues under consideration, the interests of the parties), the process (e.g., where, when, and for how long will the parties negotiate? Who will be at the table? What kind of decision-making procedure will be used?), and the relationship (how well do the parties deal with their differences?).

Corresponding to these domains are three common types of difficulty in negotiation: tactical, structural, and interpersonal. This two-day seminar will give participants tools for diagnosing and dealing with some of the types of tactical, structural, and interpersonal challenges that commonly arise in negotiation.

Participants work on understanding how they tend to react in a conflict situation and diagnosing how others react, and learning ways of managing differences in these modes of response to conflict. They also work on identifying and understanding various difficult, manipulative tactics that are often used in negotiations, and learn responses that can turn face-to-face confrontations into side-by-side problem-solving situations. Finally, the seminar offers some diagnostic tools and advice for managing some seemingly intractable structural difficulties in negotiation.



Negotiation Improvisation

Improvisation is useful, not only to actors on the stage. In fact, every negotiation is a challenging improvisation which, to be successful, requires continuously performing in the moment with creativity, flexibility, and authenticity. Spontaneous communication is a necessity in a rapidly changing world, so the skills of improvisation are the same skills most needed for success in negotiations as well as other situations in everyday work and private life.

This one-day seminar will utilize techniques used to develop the skills of improvisational acting (e.g., effective listening, ability to respond to the unexpected) to help participants gain skill in dealing with changing or unanticipated situations, to enhance their public speaking and communication abilities, and to develop the confidence to overcome the internal and external limitations that often prevent us—in professional or personal situations—from being fully effective communicators.

ESSEC IRÉNÉ 'S OTHER ACTIVITIES ABOUT EUROPEAN NEGOTIATION

Conferences

- *Talleyrand, prince des négociateurs*, 2-4 February 2004
 - Conference organized by Alain Lempereur, at the Institut de France, the Ministry of Foreign Affairs and the Senate
- *Aux Sources de la négociation européenne*, 18 June 2003
 - Conference organized by Alain Lempereur with the Ministry of Foreign Affairs, in the presence of Hubert Védrine and André Lamassoure among others
- *Négociation dans le concert européen : le rôle des think tanks*, 2003
 - Conference organized by Andreas Goergen and Aurélien Colson,
- *Parité et codécision*, 2000
 - Conference organized by Pascale Thumerelle, with the Swedish Institute and with the Prime Minister's support

Cases

- *Aeromeca*
- *Benglapal*
- *Cartillas*
- *Harmocom*
- *Negotiatrix (with FAO)*
- *Reunion Island for Development*

Publications and reports

- François de Callières, *De la Manière de négocier avec les souverains*, Droz, 2002
- Alain Pekar Lempereur, « Bilan du dialogue national pour l'Europe : essai sur l'identité européenne des Français », *L'Année européenne*, 1998, 254-260
- Viviane de Beaufort & Alain Pekar Lempereur, « Negotiating Mergers and Acquisitions in the European Union », in Ghauri & Usunier (dir.), *International Business Negotiations*, 2003, 291-324
- Alain Pekar Lempereur, « Rapport sur la formation à la négociation », *Commission européenne*, 2005
- Alain Pekar Lempereur & Aurélien Colson, *Aux sources de la négociation européenne*, to be published.



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