

## EU Negotiation Techniques - European Negotiations I

Maastricht (NL), 7-9 March 2012  
26-28 September 2012



European Institute of Public Administration  
Institut européen d'administration publique



### Introduction

#### Target Group

The seminar will be directly relevant for all regional, national and EU officials who take part in the negotiations inherent to the decision-shaping and decision-taking processes of the European Union. In particular, case handlers and coordinators based in national capitals, regions or agencies, representatives in Council Preparatory bodies, attaché(e)s and counsellors from Permanent Representations, as well as officials from EU institutions and agencies.

#### Description

This three-day seminar aims to help participants to identify, use and improve techniques to adequately manage the multilateral processes of negotiation at any stage of the European Union governance system. Efficient participation in these processes requires sufficiently mastering of the essential methodological, strategic, 'protocolaire', rhetorical and behavioural parameters imposed on representatives. The programme essentially transfers the technical knowledge as well as the politically correct tools to exert the right and efficient influence as a delegate holding a mandate.

#### Learning Methodology

The method used is interactive and practical, combining theoretical aspects, empirical knowledge and a learning-by-doing approach by using two simulations of gatherings between national representatives in preparatory bodies – in the Council in this instance. The two simulation exercises (role plays) aim at placing the participants in classical multilateral situations of

European decision-making processes. The role plays, together with the targeted debriefing sessions, will render the training an experimental laboratory, allowing participants to audit – and improve – their knowledge and practice of negotiation. Video recording and analysis will be used in order to highlight learning points and elaborate handy dos and don'ts in a targeted, practical and realistic manner. Participants will receive a special negotiation handbook, as well as all relevant technical and procedural official EU documents, in order to be appropriately prepared for the negotiations ahead of them.

#### Objectives

Each participant should leave the training with a set of techniques and negotiation skills to efficiently:

- craft a negotiation strategy;
- prepare for a plenary meeting;
- plan an intervention;
- apply the techniques to intervene efficiently, be constructive and command attention;
- use the rules of procedures;
- develop bargaining tools and alternative solutions to strike deals in stalemates; prepare problem-solving approaches;
- send the appropriate signals and concession-making patterns;
- identify and respond to the main tactics used in multilateral negotiations;
- socialise and share information: who are the targets and key players to watch?
- report to one's capital/authorities in order to plan ahead?

# Programme

## DAY ONE

The first day sketches out the level playing fields and the ground rules of EU negotiations before placing participants in a genuine negotiation situation allowing them to practice their knowledge and skills.

09.00 **Introduction and sharing of the expectations of the participants**

09.45 **Workshop: Building a list of dos and don'ts**  
This session will allow participants to share their negotiating experience and views on 'things to do and things to avoid doing' in European negotiations. The objective of this session is to identify and better delimitate the challenges for the 'European negotiator'.

10.30 Coffee break

10.45 **The procedural level playing field of European negotiations**

The objective of this session is to set the scene for the first simulation of European negotiations by briefly providing the panoramic and multidisciplinary knowledge of EU decision-making, which is indispensable for the negotiator going to 'Brussels'. Attention will be paid to the essential procedural and institutional parameters of the decision-making process relevant to representatives. The session will present a 'check list' of the institutional and procedural elements to identify in a dossier that is subject to negotiation 'in Brussels'.

12.30 **Preparation simulation exercise I**

13.00 Lunch

14.30 **Simulation I: Dealing with a Commission Proposal (video recorded)**

The objective of this exercise is to put the participants in a situation typical of European negotiations. On the basis of a Commission Proposal, issues to be addressed relate to definitions and objectives, as well as to the speed and scope of the approximation of national legislations. This negotiation takes place in a Council working party.

19.30 Dinner at a local restaurant

## DAY TWO

The second day is dedicated specifically to the analysis of the simulation exercise and the video recording. It focuses on the dynamics of the procedures, the processes and the persons involved in and outside the room; before, during and after the plenary meeting. The aim of the debriefing sessions is to identify pointers and produce learning points allowing participants to efficiently cope with a variety of real-life negotiation situations.

09.00 **Debriefing of Simulation I (part 1)**

Group discussion and Q&A session in which participants will be able to link the simulation and reality by expressing their views, interrogations and questions. Procedural interrogations in particular should be exhausted by this session.

10.15 Coffee break

10.30 **Debriefing of Simulation I: video analysis**

The video analysis should open eyes to facets of negotiations processes that normally remain unnoticed; it also allows to better laser beam the techniques, tool and skills at stake in order to translate them into concrete negotiation tools.

13.00 Lunch

14.30 **Debriefing of Simulation I: EU negotiation techniques for real life**

The objective of this session is to address the dos and don'ts in multilateral European processes of negotiation. There will be a focus on ways to impact a meeting and influence negotiations through appropriate techniques of multilateral communication and negotiation. Attention will also be given to approaches and techniques to be considered in order to break a deadlock and reach a compromise.

16.15 Coffee break

16.30 **Debriefing of Simulation I: EU negotiation techniques for real life (continued)**

17.30 **End of day two**

# Programme

## DAY THREE

The last day moves away from the previously tested traditional legislative and technical compromise-building processes, into negotiation situations where bargaining processes involve sensitive national positions and interests.

### 09.00 **Simulation II: Managing bargaining processes**

The objective of the second simulation is to stage and learn from a negotiation on multilateral burden sharing and collective commitments between EU Member States. The aim of this session is to simulate a facet of EU negotiations which has always existed, but which has also amplified with the successive enlargements.

Coffee break (as part of the simulation exercise)

### 11.30 **Debriefing of Simulation II**

The objective of this session is to discuss how to best approach negotiations when subject to pressure, political and domestic agenda constraints, specific stakes and economic interests. The session will present bargaining theory and the rules applicable to tactics useful to ensuring individual and mutual payoffs by combining assertiveness and diplomacy. It will further elaborate on available methods to report the information on the negotiation processes back to one's capital/authority in order to secure a sufficient margin of manoeuvre and area of influence in negotiations.

13.00 Lunch

### 14.15 **Debriefing of Simulation II (continued)**

### 15.30 **Final considerations for future negotiations**

The objective of this session is to sum up the tools and techniques available for European negotiators to influence, with awareness and skills, the EU decision-making and decision-taking processes. These recommendations will be complemented by a video recording of an actual Council negotiation session presented as a closure to the seminar.

16.00 **End of the seminar**

## EIPA SEMINAR TEAM

### *Alain Guggenbühl*

Senior Lecturer in European Governance and Negotiations, Programme on European Negotiations, EIPA, Brussels (BE)

### *Frank Lavadoux*

Senior Lecturer, Expert in Negotiation and Communication Techniques, EIPA, Maastricht (NL)

### *Noëlle Debie*

Programme Organiser, EIPA, Maastricht (NL)

# General Information

## Programme

The programme will commence on the first day at 09.00 and will finish on the third day at 16.00.

## Course Venue

The course will take place in the Blue Conference Room (0.18) of the European Institute of Public Administration, O.L. Vrouweplein 22, NL-6211 HE Maastricht, tel.: +31 43 32 96 222, fax: +31 43 32 96 296.

## Working language

The course will be conducted in English with simultaneous interpretation in French (please note that interpretation will be subject to a minimum number of participants requiring translation). Please indicate your language of preference on the registration form.

## Fee

The participation fee is € 1325 and includes documentation, 3 lunches, 1 dinner and refreshments. Accommodation and travel costs are at the expense of the participants or their administration.

EIPA offers its members a reduction of 10% of the registration fee. This reduction is available to all civil servants working for one of EIPA's member countries (i.e. AT, BE, BG, CY, CZ, DK, EE, FI, FR, DE, GR, HU, IE, IT, LT, LU, MT, NL, PL, PT, ES, SE, UK) and civil servants working for an EU institution, body or agency. Officials of the EU institutions, bodies or agencies should enquire about applicable arrangements. If you are eligible for a discount, please tick the box in the registration form. Please note that reductions cannot be accumulated. For more information, please visit EIPA's website: <http://seminars.eipa.eu> (FAQ - special discounts).

## Hotel reservations

The European Institute of Public Administration will be pleased to make hotel reservations for you at a hotel in Maastricht. We have made a block booking at Hotel Beaumont\*\*\*\* ([www.beaumont.nl](http://www.beaumont.nl)), at the rate of € 101 p.p.n. (incl. breakfast and tourist tax). Should you wish to make use of this possibility, please indicate the dates of arrival and departure on the registration form. Payment is to be made directly and personally to the hotel on checking out. Please note that if you register after the closing date, hotel reservations cannot be guaranteed.

## Meals

Meals will be served at the Institute's restaurant and dinner in the evening will be at a restaurant in town. Should you require a special menu (e.g. vegetarian, diabetic), please inform the Programme Organiser so that this can be arranged.

## Registration

Kindly complete the registration form and return it before the closing date to Ms Noëlle Debie, Programme Organiser, European Institute of Public Administration, P.O. Box 1229, NL-6201 BE Maastricht. Tel.: +31 43 32 96 226; fax: +31 43 32 96 296; e-mail: [n.debie@eipa.eu](mailto:n.debie@eipa.eu).

You can also submit the online registration form which you can find on EIPA's website <http://seminars.eipa.eu>

Your name and address will be part of EIPA's database for our mailing purpose only. If you do not want to be included in our mailing database, please tick the box in the registration form.

## Confirmation

Confirmation of registration will be forwarded to participants on receipt of the completed registration form.

## Payment

Prior payment is a condition for participation. Please indicate the method of payment on the registration form. For cancellations received within 15 days before the activity begins, we will have to charge an administration fee of € 150 unless a replacement participant is found.

## Cancellation policy

EIPA reserves the right to cancel the seminar up to 2 weeks before the starting date. EIPA accepts no responsibility for any costs incurred (travel, hotel, etc.). For EIPA's cancellation policy, please visit our website <http://seminars.eipa.eu> (FAQ - Cancellation policy).



# Registration Form

## EU Negotiation Techniques - European Negotiations I

Surname: ..... Title: ..... M/F  
First name: .....  
Current position: .....  
Organisation: .....  
Department: .....  
Work address: .....  
Postal code & town: ..... Country: .....  
Tel. no: ..... Fax no: .....  
E-mail address: .....

Language preference      **English** language skills:     active     passive     none  
 english     french      **French** language skills:     active     passive     none

Maastricht, 7-9 March 2012      Closing date: 21 February 2012      Project number 1210901  
 Maastricht, 26-28 September 2012      Closing date: 11 September 2012      Project number 1210902

### Payment

The participation fee includes participation in the seminar, documentation, 3 lunches, 1 dinner and beverages      **€1325**  
 **Discount of 10%** (Please check first the conditions at [www.eipa.eu](http://www.eipa.eu) (FAQ – special discounts))

### Method of payment

Bank transfer

The participants or their administration will receive an invoice for the payment of the registration fee.

Invoice address (if different from the abovementioned address):

.....

E-mail: .....

### Credit card

American Express Card     Eurocard/Mastercard     Visa Card

Card no.: ..... Expiry date: ..... / .....

Name Card holder: ..... (in case this differs from above)

Address Card holder: ..... (in case this differs from above)

Postal code: ..... Country: ..... (in case this differs from above)

Card Validation Code: ..... (the last three digits on the BACK of your card)

(Exempt from VAT by virtue of Article 11, para. 1 (o), subpara. 2 of the Dutch Law on VAT of 1968)

### Hotel Reservation

Please reserve hotel accommodation for me at Hotel Beaumont

Date of arrival: ..... Date of departure: ..... No. of nights: .....

No hotel reservation required

### Meals

Vegetarian:     yes     no     Fish allowed:     yes     no    Other dietary requirements: .....

**As the number of seats is limited, please return the completed registration form before the closing date to:**

Ms Noëlle Debie, European Institute of Public Administration, P.O. Box 1229, NL-6201 BE Maastricht,  
tel.: +31 43 32 96 226; fax: +31 43 32 96 296; e-mail: [n.debie@eipa.eu](mailto:n.debie@eipa.eu)



Your name and address will be part of EIPA's database for our mailing purpose only.  
Please tick  if you do not want to be included in our mailing database.