



INSTITUT DE HAUTES
ÉTUDES INTERNATIONALES
ET DU DÉVELOPPEMENT
GRADUATE INSTITUTE
OF INTERNATIONAL AND
DEVELOPMENT STUDIES

Interdisciplinary Programmes

Academic year 2019-2020

Negotiation Techniques for Cooperation and Development Practitioners

MINT076-1 - Autumn - 3 ECTS

Course Description

4 and 5 October 2019 Friday 12:15h-18.15h - Saturday 9h-18h.

This 2 full-day challenge-driven learning-by-doing workshop immerses students into various negotiation environments relevant to cooperation and development issues. The workshop real-world experiential and applied: highly practical, hands-on and participatory, blending interactive presentations, realistic negotiation simulation role-plays followed by expert personalised feedback and analytical debriefings with video playback. On a frequently alternating basis, students assume active roles in various settings: bilateral, multistakeholder, corridor informals/advocacy, chairperson, head of delegation, delegation member, etc. Upon completion students will be equipped with greater skilfulness and possess the tools for a continuing negotiation learning and development strategy. Take-home deliverables will enhance efficiency and effectiveness in future professional meetings/negotiations.

> PROFESSOR

Robert Weibel
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Syllabus

Course Requirements

Punctual, full-time attendance is an absolute requirement for this workshop; in order to maximize face-to-face time students are required to read so-called “basic simulation documents” in advance and to invest themselves interactively and productively throughout.

There is a strong focus on success factors relevant to international bilateral, multi-stakeholder, multiparty, multilateral, formal and informal negotiation processes. Particular attention is paid to chairing and negotiation conflict resolution/mediation techniques.

Course Evaluation

Grading and obtaining the 3 ECTS for this course will be on a pass-fail basis. Criteria will be the abovementioned punctual attendance as well as the degree of active participation throughout the 2 days.

Course Material

Students are encouraged to read the "Negotiation Reader" as background material. Simulation documents will be made available on a timely basis. The reader can be downloaded here:

<file:///Users/willi/Downloads/CENAD%20Negotiation%20Reader%20202011.pdf>

Overview of the Course

The avowed aim of this workshop is to identify and practice the skills fundamental to efficient and effective negotiation. After this seminar, students will consider themselves better equipped to plan for, "read" and conduct future "real-world" meetings with skill and self-confidence so as to strive towards producing implementable and proverbial "win-win/integrative" outcomes (easier said than done) which have substantive, process and relational value.

Specifically, students will better:

- Understand "negotiation" in its various configurations
- Improve negotiation-relevant analytical, delivery and interpersonal skills
- Plan strategically through an applied preparation methodology
- Manage process and substantive issues under pressure
- Explore and implement fundamental negotiation tactics and techniques
- Identify institutional frameworks as cultures
- Team-build and coordinate delegations
- Develop quality negotiation-relevant communication skills
- Manage individuals versus stereotypes, with emotional and cultural intelligence
- Dovetail formal lobbying with structured plenary sessions
- Handle political realities of HQ/constituency/host country relations

Video recording of the negotiation simulation role-plays with subsequent analysis and personalized feedback will be central to this training activity.

In summary, this workshop will bring students to:

- **Identify** and practice various strategies and tactics available to all concerned;
- **Appreciate** and utilise the dynamics of bilateral/multistakeholder and formal/informal meetings;
- **Develop** personal tools and skills appropriate to the different professional negotiation contexts;
- **Improve** overall ability to find workable negotiated solutions.

Course Schedule

Day 1:

12.15 **Welcome and introduction to the seminar**
Practo-theoretical presentation

Understanding “negotiation”, its dynamics, components and constraints:

- Power parameters
- Evaluating “good” outcomes (political versus quantifiable)
- Overcoming negotiation dilemmas

Negotiation simulation 1: *Managing conflict and history* (video recorded)

14.00

Debriefing 1

- Preparation methodology
- Negotiation venues, actors and power
- Signals as communication
- Positions versus interests

15.00

Debriefing 2

- Confidence-building measures (in practice)
- Real and hidden agendas
- Play-by-play video playback

15.45

Negotiation simulation 2: *Complex bilateral with strong political and development overtones* (video recorded)

Creating value in an apparently fixed-sum situation, overcoming the numerous constraints facing negotiators addressing a cooperation-development/government-implementing agency issue

17.00

Debriefing 1: Discussion and analysis

- Reading the terrain in real time skills
- Side-stepping pitfalls and traps
- Negotiation as a learning exercise

18.15

Close of the day

Day 2:

09.00

Debriefing 2: Personalised video playback

- Seeing is believing....
- Working conditions for tactics and strategies
- Risk management

10.30

Negotiation simulation 3: *Dealing with multiparty complexity within an institutional framework* (video recorded)

- Transforming meetings into real negotiations
- Defining delegation roles and internal coordination
- Coalitions (and conspiracies)
- Chairing: a “higher” form of negotiation
- Structuring informality: lobbying
- Consensus-building in action

12.30

Working lunch (brown bag)

Simulation (cont.)

- Formal-informals, chairing tasks and challenges
- Closing a deal?

- 14.30 **Debriefing 1:** Discussion and analysis
- Problem-solving, facilitation and mediation options
 - Effective communication versus presentations in negotiation
 - Decision-making power, deadlines and “what ifs”
 - Managing HQ-field relations
 - Institutional partnerships – factoring in outside influencers
 - Process management in action (or not)
 - Coalition-maintenance (& demolition)
 - Power parameters: brute, pragmatic and asymmetrical
 - Influence and making a difference versus being right
- 16.00 **Debriefing 2:** Video analysis and personalised feedback
- 17.40 **Final conclusions and Q&A**
- 18.00 ***Evaluation and end of seminar***

Robert Weibel Biographical Note

Executive Director Founder of the Centre for European Negotiation and Decision-Making (CENAD), Brussels, he has focused exclusively on customised executive consultancies & training since 1986 with over 2200 missions for over 100 governments and international organisations involving delegates from over 90% of the world's countries. Topics have specifically addressed negotiation (international, institutional, political and business), mediation/conflict resolution, chairing/presidency techniques, diplomacy and crisis management. Academically he is Special Advisor at the Geneva Institute of International and Development Studies (IHEID) and works closely with a number of other entities such as the Diplomatische Akademie, Wien; he was a Visiting Associate Professor at the European Institute of Public Administration (EIPA) from 1994 until 1998.

Internationally there has been close cooperation both at HQ and field levels with major International Organisations: UNHCR, ITC, WHO, WFP, UNCTAD, INC/UNFCCC, INC/D, WMO, UNAIDS, OCHA, UNAMI, ILO, UNSSC, UNSSD, the International Organization for Migration (IOM), North Atlantic Treaty Organisation (NATO), Bank for International Settlements (BIS), the Council of Europe (Strasbourg), OSCE, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the International Committee of the Red Cross (ICRC), Médecins sans frontières (MSF), GAVI Vaccine Alliance and the Centre of Competence on Humanitarian Negotiation (CCHN). He has engaged intensively in diplomatic training and coaching activities worldwide since 1987, notably for Switzerland, EU and EFTA Member States. Civil society organisations furthermore complement this overview. Finally, he had led negotiation training consultancies for major international pharmaceutical, food, engineering, banking and crop science industrial companies.

At a European level Robert has worked closely with 41 EU Council Presidencies and trained over 60 ministers as well as several thousand of chairpersons, heads of delegations and coordinators, most recently for the Czech Republic, Sweden, Poland, Ireland, Lithuania, Greece, Latvia, Luxembourg, Netherlands, Slovakia, Malta, Bulgaria, Austria, Romania, Finland, Croatia and Portugal. Line ministries – including MFA and/or development agencies of 24 Member States call upon his services regularly as do the 3 European Institutions, several EU Agencies, the External Action Service as well as the European Central Bank, EU National Central Banks and European Supervisory Authorities. He has conducted the European Diplomatic Programme (EDP) negotiation module every year since 2001.