



VIENNA SCHOOL  
OF NEGOTIATION



## 16TH EXECUTIVE NEGOTIATOR PROGRAM

- ▶ Practical and powerful program to sharpen your negotiating skills among experienced negotiators.
- ▶ International Vienna School teaching team shares best practice and latest academic findings including a psychological profiling to increase your agility.



# 16th Executive Negotiator Program

## PROGRAM DATES

January 16-19, 2023

## LOCATION

Vienna, Austria

## FEE // EUR 2,790

(excl. VAT) per person includes:

- ▶ 4-day training - full personal attendance throughout the training, split up in 7 online morning sessions & Crisis Day
- ▶ Harvard cases and binder materials
- ▶ All lunches, non-alcoholic drinks and snack breaks
- ▶ Training conducted in English
- ▶ Limited number of participants

## SPECIAL RATES

Discounts available for additional persons of the same organization, participants of Public Sector or Non-Profit Organisations as well as SME and private individuals.

## RESERVATIONS

Registration per Fax  
+43 1 953 2652 – 99 or  
cs@viennaschool.at

## FOR QUESTIONS

Mrs. Sonja Rauschütz  
+43 1 953 2652 - 11  
cs@viennaschool.at

**From Interest-based Deal making, Conflict Negotiations and Difficult Tactics to Dealing with Complexity and Managing the People Side.**

Benefit from a practical and powerful training to sharpen your negotiation skills with clients, suppliers and other third parties

Based on methodologies and principles developed at Harvard's Program On Negotiation (PON) and best practice of the Vienna School of Negotiation.

## THIS UNIQUE PROGRAM ENABLES YOU TO LEARN:

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- ▶ What defines success in negotiations and what to learn from failures
- ▶ How to prepare yourself and your team to achieve excellent results
- ▶ How to assess the other party's interests and overcome positional bargaining
- ▶ How to strike international deals based on objective, legitimate criteria
- ▶ How to deal with difficult negotiators and lead through crisis situations
- ▶ How to avoid common pitfalls and effectively handle "dirty tricks"
- ▶ How to negotiate with different personality types and manage distress behaviour and energy vampires
- ▶ How to gain the competitive advantage and apply effectively your new-found skills



## LIFE IS NEGOTIATION

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Imagine being an accomplished negotiator and achieving the goal that everyone involved in the negotiations walks away satisfied. We train and help develop the skills you need to become that negotiator. Complementing your talent and experiment with professional hands-on methods. Take four days to reflect, strategise and engage in expanding your repertoire when dealing with difficult tactics. Build your skills and discuss the latest academic findings with other experienced negotiators.

## WHAT MAKES THIS TRAINING SO UNIQUE?

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Quite simply, no other course offers such an intense distillation of the best negotiation tools available such as the Harvard's Principled Negotiation, the Process Communication Model® or the Compassion Cycle by Next Element. The program realises the best practice in professional negotiations regarding substance, process and people, in international deals and crisis management into 4 days.

To achieve this successfully we require a learning partnership - so you will need to arrive on the course with the mindset of "Ready-Steady-Go" to get the very most out of it.

Gain practice applying these instruments to Harvard case simulations and real life situations. The practical exercises featured within the course are designed to give you hands-on experience and help you implement these new methods into your professional lives.

Your attendance is particularly effective along with another colleague in order to take back all the learnings and experiences gained from this program. We readily tailor this program for powerful in-company training aligned to the unique needs and structure of your organisation in various languages.

## WHO COULD BENEFIT?

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The intensive 4-day Executive Negotiator Program is designed to expand the repertoire of business executives, managers, lawyers, sales and retail managers, key accountants, project managers, political decision-makers and practitioners. Those interested in learning who would like to improve their ability in conducting effective negotiations and consistently achieving successful outcomes.

If you are looking to gain a critical edge – the journey starts here!

## TESTIMONIALS

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*"The teaching team has provided a highly practice orientated and professionally performed training that was tailored to my particular needs and interests. The outcome of the course has become an essential part to my professional life."*

Mag. Marcos Boskamp-  
Alexandre, Siemens

*„Moty Cristal and Sonja Rauschütz are true experts. The content was mediated excellently. Theory, tools and practice were in excellent balance. I can't remember being that excited about any other training that I have ever participated.“*

Klemens B., Proposal and  
Commercial Manager Large  
Hydro, Andritz Hydro GmbH

*„The theoretical knowledge was emphasised with very interesting practical exercises.“*

Joachim Döres, International  
Commercial Project Manager,  
Andritz Hydro GmbH

*"Sonja Rauschütz is not only teaching negotiating in a professional way following the "Harvard Konzept" but also manages to handle difficult, conflict-prone situations by putting the Harvard-Instruments optimally into practice."*

Mag. Waltraud Weissengruber,  
Head of Personnel, Salzburger  
Landeskliniken  
Betriebsgesellschaft



## 16TH EXECUTIVE NEGOTIATOR PROGRAM

### DAY 1

JANUARY 16, 2023: 10.00 - 18.00

#### INTEREST - BASED DEAL MAKING

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with Sonja Rauschütz

#### NEGOTIATING STYLES AND SUCCESS

- ▶ Are you getting what you really want?
- ▶ Explore different negotiation styles

#### 4 PRINCIPLES OF INTEREST-BASED NEGOTIATIONS

- ▶ Separate people from the problem
- ▶ Focus on interests, be flexible with positions
- ▶ Use objective, legitimate criteria
- ▶ Separate brainstorming options from decision making

#### PROFESSIONAL PREPARATION

Gain first practice applying latest tools to Harvard case contract simulations, preparing, strategising in small groups and negotiating one on one.

- ▶ Understand the other side's interests and the art of active listening
- ▶ Power of alternatives and innovative options
- ▶ Prepare yourself and your team based on the 7 ELEMENTS
- ▶ Debrief your negotiation success and lessons learned
- ▶ Design and impact the actual decision-making process.

### DAY 2

JANUARY 17, 2023: 9.00 - 17.00

#### DIAGNOSE CONFLICT & DIFFICULT TACTICS

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with Sonja Rauschütz & Harald Klien

#### DIAGNOSTIC IN A CONFLICT NEGOTIATION

Like a “negotiation doctor”, understanding what is actually going on is the first step before strategising, clarifying your purpose or taking action. Reflect the three sides of negotiations applying the CIRCLE CHART.

- ▶ Take a good look at substance – people – process
- ▶ Diagnose multiple causes and focus your resources
- ▶ Engage in powerful strategies and prioritise your actions

#### MASTER DIFFICULT SITUATIONS

Focus on techniques that enable you to deal effectively with difficult tactics and challenging people.

- ▶ What to do with difficult negotiators?
- ▶ Sharpen your awareness to common tactics and (sub)conscious assumptions
- ▶ Clarify your purpose! Don't react!

#### BEST PRACTICE ACROSS CULTURES

Increase your cross-cultural competency

- ▶ Raise your awareness to potentials of strategic alliances building.
- ▶ Discuss ideas on how to deal with cultural differences and how to build a basis for common understanding from a practitioner's viewpoint.



## 15TH EXECUTIVE NEGOTIATOR PROGRAM

### DAY 3

JANUARY 18, 2023: 8.30 - 16.30

#### MANAGING THE PEOPLE SIDE

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with Sonja Rauschütz

#### LEADING OUT OF DRAMA (LOD)

Introducing the DRAMA TRIANGLE by Dr. Stephen Karpman and the COMPASSION CYCLE by Next Element.

- ▶ Taming energy vampires with compassion and its three core skills: open, resourceful and persistent.
- ▶ Strengthen your RESILIENCE by practicing Compassionate Conflict and managing drama risks and behaviour.
- ▶ Get your first Drama Resilience Assessment including a self-study workbook based on an online Assessment.

#### PROCESS COMMUNICATION MODEL (PCM)

Introduction to Dr. Taibi Kahler's PROCESS COMMUNICATION MODEL, a true capacity in effective communication. Still a secret weapon in negotiations.

- ▶ Sharpen your understanding of different personality types and their character traits.
- ▶ Understand communication preferences as well as the role of psychological needs concerning distress behaviour.
- ▶ Increase self-management and your AGILITY when negotiating by using tailored interventions.
- ▶ Receive your own PCM Personality Profile Architecture based on an online Assessment.

Special offer: This day can be booked separately. Invite someone to join in.

### DAY 4

JANUARY 19, 2023: 9.00 - 17.00

#### MANAGING COMPLEXITY & CRISIS

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with Moty Cristal

#### CONTROLLING THE PROCESS

Understanding the power of process is critical to a professional negotiator. Control the process, control the outcome.

- ▶ Any acute situation – be it a business or political conflict – makes it necessary to build strategic communication channels in the shortest possible time, so that the process of negotiation can be kept “alive”.
- ▶ Test and experience innovative techniques using case simulations, learning from your practice and feedback

#### MULTIPARTY NEGOTIATIONS

- ▶ Design a multiparty negotiation process, conduct and debrief (Harvard case simulation)

#### EXPAND YOUR REPERTOIRE FOR CRISIS MANAGEMENT

- ▶ Combine strategic and occasional cooperation
- ▶ Engage your opponent constructively
- ▶ Gain deeper understanding of the dynamics of crisis and design your strategies under pressure
- ▶ Share best practice advice with an expert negotiator and build on your existing skills set

Special offer: This day can be booked separately and might be online. Invite someone to join in.



## YOUR INTERNATIONAL TEACHING TEAM

### SONJA RAUSCHÜTZ, MPA (HARVARD UNIVERSITY)

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Founder and Managing Partner of Vienna School of Negotiation and Negotiation GmbH.

Negotiation Facilitator and advisor working with business and public sector clients since over 25 years in Western, Central and Eastern

Europe, the USA and the Middle East.

Experienced management trainer and Executive Coach, certified PCM (Process Communication Model) and LOD (Leading out of Drama) trainer and coach, trained System Constellation Consultant, Tri-Energetics - Counsellor/Coach/Trainer; international mediator for resolving conflicts within strategic alliances.

From 1999 to 2002, she was faculty at Harvard Law School and Associate to Prof. Roger Fisher (Author of "Getting to Yes"). Teaching Engagements included PON (Program On Negotiation) and the Senior Executive Fellow Program at Harvard Kennedy School of Government.

As boundary spanner, Sonja Rauschütz integrates her Central European upbringing with her academic and international training. She has taught e.g. at Program of Instructions of Lawyers (PIL), the Business University of Vienna, the Azerbaijan Diplomatic Academy, and belongs to the faculty of the Diplomatic Academy in Vienna. Founder of Israeli Palestinian Negotiating Partners (IPNP) and the Young Negotiator Initiative (YNI).

Voted Business Circle Management Trainer of the Year and Startup Bootcamp Epic Mentor; Keynote Speaker

### MOTY CRISTAL, MPA (BAR-ILAN UNIVERSITY, HARVARD UNIVERSITY)

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Executive Manager and Founder of Nest Consulting Ltd.

Negotiation Strategy Consultant and Senior Trainer for business deals, political processes and crisis management. He is the former Deputy

of the Israeli Prime Minister's Negotiation Team and Lt. Colonel (R.) with extensive operational experience in crisis negotiation.

Long-term partner of Vienna School of Negotiation. In cooperation with Prof. Roger Fisher, Landrum Bolling and Sonja Rauschütz he is the Co-Founder of Israeli Palestinian Negotiating Partners (IPNP).

Moty Cristal teaches Negotiation and Crisis Management at Tel Aviv University, at the International Policy Institute for Counter-Terrorism at the Interdisciplinary Centre at Herzliya and Singapore University. Ph.D. Program, London School of Economics; Vienna School of Negotiation Keynote Speaker & Negotiation Facilitator

### DR. HARALD KLIEN (WIRTSCHAFTSUNIVERSITÄT WIEN)

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Founder and Managing Partner of CD Invest GmbH/Global M&A with 8 offices in CEE

He has over 30 years of experience in M&A transactions and concluded over 300 domestic and cross-boarder deals in all industry sectors, among them

Construction and Steel Industry, Real Estate, Public Transportation and Tourism.

Founder and President of ACG Austria, a NGO for company growth.

Dr. Klien is also the co-initiator of the Vienna School of Negotiation in 2007 and lectures at selected international universities; Vienna School of Negotiation Keynote Speaker



## VIENNA SCHOOL OF NEGOTIATION

### WHO WE ARE

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In global markets, complex political situations and changing organisations negotiation skills, the ability to create value through cooperation and the capacity to deal with differences or conflict constructively are high in demand.

The Vienna School of Negotiation is striving for sustainable results in negotiations by offering

- ▶ Negotiation Management Consulting,
- ▶ Custom tailored skills training programs,
- ▶ Coaching in conflict and crisis situations,
- ▶ Negotiation facilitation as well as
- ▶ Research and publications.

### YOUR SUCCESS IS OUR MISSION

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- ▶ To skill-fully lead difficult conversations
- ▶ To prepare effectively and develop as well as implement clear strategies and tactics
- ▶ To cope effectively with conflict and crises
- ▶ To negotiate for better results – while building better relationships
- ▶ To design and control the process in order to succeed in organisational as well as personal negotiations,
- ▶ To join the global circle of expert negotiators using SaaS to professionalize your negotiation practice - cooperation and effective decision making where it matters most.

### WHERE WE COME FROM

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The Vienna School of Negotiation (2007), formerly Vienna Partners (2001), was founded by Sonja Rauschütz and Dr. Harald Klien to offer professional skills training programs and to host academic exchange on negotiations, cooperation and conflict management in Europe.

The idea originated in the late nineties of the last century at Harvard Law School, where Sonja Rauschütz was a faculty and the right hand of Prof. Roger Fisher, the author of “Getting to Yes”.

The Vienna School of Negotiation is a meeting point for professional negotiators interested in expanding their individual negotiation practice and that of their teams in dialogue with distinguished international practitioners and negotiation experts.

Participants of our programs enhance their learning by practicing the experienced methodologies on our state-of-the-art SaaS platform, called *Negovation*.

Our clients are executives, entrepreneurs, business managers, political decision makers and other professional negotiators (such as sales and purchasing representatives, lawyers, personnel-, key account- and project managers, consultants, mediators).

Our most in demand programs are the following:

- ▶ Interest-based Negotiations – 3 - day intensive program building on the Harvard Principles
- ▶ Empowering Negotiator Communication – 2 day program building on the Process Communication Model (PCM)
- ▶ The Negotiation Facilitator - 16 - day program for negotiation practitioners to become real pros.



THE VIENNA SCHOOL OF NEGOTIATION HAS BEEN PROVIDING PROFESSIONAL SERVICES TO LEADING INTERNATIONAL COMPANIES AND INSTITUTIONS

## SOME OF OUR CLIENTS

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**A1 Telekom** > AIT Austrian Institute of Technology > **Andritz Hydro** > Astellas Pharma > Außenministerium Österreich > Azerbaijan Diplomatic Academy > **Ball Packaging** > Bertelsmann Stiftung > Bundeskanzleramt Österreich > BM für Gesundheit > **Bundesrechenzentrum** > Coca Cola > Constantia Packaging AG > Danube Food Group > Deloitte Serbia > **Diakonieverband Gütersloh** > Donau Universität Krems > **Dorda RAe** > Easylux GmbH > Erste Bank > **European Energy Community** > **Flughafen München** > Fonds Soziales Wien > Fraport AG > Frequentis > Fujitsu Siemens > Gregor Mendel Institute of Molecular Plant Biology GmbH > Heraeus > **Hofer AG** > DAI Human Dynamics Group > IBM > ICC Austria > **Immofinanz AG** > Johnson & Johnson GmbH > **Kapsch Group** > Kovar & Partner Consulting GmbH > Leder und Schuh AG > LKH Vöcklabruck > Magna Steyr > **Merck, Sharp & Dohme Group** > MLP Finanzdienstleistungen > Mobilkom > OÖ Gesundheits- und Spitals AG > OSCE > ÖBB Group > Österreichische Lotterien > **Österreichische Post AG** > Peek & Cloppenburg KG > **Prinzhorn Holding** > **Raiffeisen Group** > REWE Group > Ring International Holding > Robert Schuman Institute > Rotaract > **SALK** Salzburger Landeskliniken > Schindler Aufzüge und Fahrtreppen GmbH > **Siemens Industrial Solutions** > Skandia Leben > Sparkasse Mittelsachsen > Sparkassenverband Baden Württemberg > Stadt Wien > Umdasch AG > UniCredit Bank Austria AG > **UNIDO** > Universität Wien > Vienna Airport > **Voestalpine Group** > Volksbank AG > Waagner-Biro AG > Wien Energie/ Strom GmbH > Wiener Krankenanstaltenverbund > **Weltbank** > Wirtschaftsuniversität Wien > **Zentrum Mikroelektronik Dresden ...**





## REGISTRATION: 16TH EXECUTIVE NEGOTIATOR PROGRAM

From Interest-based Deal Making, Conflict and Difficult Tactics to Managing Crisis and the People Side

The 4 day training is conducted in English, with a limited number of participants and costs Euro 2.790,- (excl. VAT) per person including **binder materials, snacks**, your **PCM Personality Architecture** as well as your personal **Drama Resilience Assessment and Conflict & You Workbook**. Full personal attendance throughout the training is requested.

Additional discount is available for additional persons of the same organisation, participants of Non-Profit organisations, SME or private individuals. Please contact us.

### I want to register for the 16<sup>th</sup> Executive Negotiator Program (prices excl. VAT)

▶ **FOR THE EXECUTIVE NEGOTIATOR PROGRAM, JANUARY 16 - 19, 2023**

- Price for **Private Sector** Organisations **Euro 2.790,-**  
 Price for **Public Sector** Organisations **Euro 2.290,-**

▶ **FOR MANAGING COMPLEXITY & CRISIS WITH MOTY CRISTAL, JANUARY 19, 2023**

- Price for **Private Sector** Organisations **Euro 990,-**  
 Price for **Public Sector** Organisations **Euro 890,-**

▶ **FOR MANAGING THE PEOPLE SIDE WITH SONJA RAUSCHÜTZ, JANUARY 18, 2023**

- Price for **Private Sector** Organisations **Euro 990,-**  
 Price for **Public Sector** Organisations **Euro 890,-**

▶ **A PERSONAL DEBRIEFING IS AVAILABLE FOR PARTICIPANTS**

- 60 - 75 min Debriefing sessions with Vienna School of Negotiation experts are available upon request. Sessions are available in English, Rumanian, Dutch and German via Skype or in person. **Euro 280 - 350,-**

First & Last Name, Title:

Profession, Position:

Email:

Telephone, Fax:

Organization, Company:

VAT Number:

Address:

Date, Location:

Organisational Signature:

Registration per Fax +43 1 953 2652 – 99 or Email: [cs@viennaschool.at](mailto:cs@viennaschool.at)

For more information, please contact Sonja Rauschütz via +43 1 953 2652 - 11

#### TERMS

On receipt of your registration and full payment your place reservation will be confirmed in writing. In case of written cancellation up to 8 weeks before the program, participants are liable for 30% of the participation fee; we reimburse the remaining part immediately. A replacing participant is welcome without any additional costs.

Vienna School of Negotiation

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