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RALF RANGNICK | EVERYONE MUST TAKE RESPONSIBILITY  
ART WORK | THE ART OF NEGOTIATION  
I DO IT MY WAY | TO BE COURAGEOUS IN THE FACE OF ADVERSITY  
COOL ZURICH | A GOOD DECISION

# 2017

## NEGOTIATE.

THE MAGAZINE FOR GLOBAL DECISION MAKERS



**DAVID PETRAEUS**

Former CIA Director and Commander  
in Chief of the U.S. Army, keynote  
speaker at our N-Conference

# HOW TO LEAD A TEAM



PHOTOGRAPHS: Luca Zanier, David Hume Kennerley (Cover)

## CHALLENGE: GLOBAL NEGOTIATIONS

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How to lead a negotiation team through the global and digital jungle – our motto for the autumn of 2017.



## OFFICE ART

The work of the American artist Taryn Simon is a daily reminder that negotiating is also a form of art.

PHOTOGRAPH: Luca Zanier

EDITORIAL



## THE BIG SMALL STUFF

A negotiation is a form of communication to solve conflicts, Wikipedia states. This is correct, to be sure, but it is also so much more. It is an art that only few people truly master. Art is also a skill, and much skill is required to prepare a negotiation – down to the question whether, and if so, what kind of flower arrangement to order.

The U.S. artist Taryn Simon analyzed the most important negotiations between 1968 and 2014, focusing on the flower arrangements placed on the negotiation tables. She had those arrangements remade and photographed them with great care. They are testimonies of history, they tell of success and defeat. On 31 August, 1980, the Gdańsk Accord was signed – the first time that the communist regime recognized an opposition force. This was the beginning of the end of the Cold War. This photograph adorns our Zurich office and reminds us every day of the so-called “small stuff” in a negotiation.

Negotiations are not decided by grand genial ideas or dramatic mistakes. In the end, it is the apparent small stuff that decides about success or failure. To sharpen your view, to rethink negotiations – this is the motivation behind this magazine. For 20 years, we have been working on negotiations and come to realize time and again how big and fascinating this form of communication for conflict resolution is.

We hope that, with our magazine, we can make you feel this fascination.

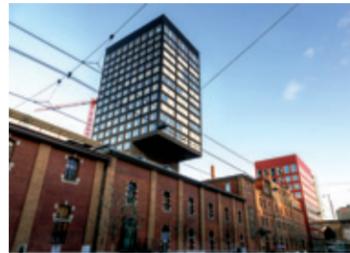
Matthias Schraner  
CEO

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PHOTOGRAPHS: David Hume Kennerley, Gisela Schenker, A.Rentz, Luca Zanier (2), Felix Amsel



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Züri-West, the coolest  
neighborhood in Zurich for shopping,  
eating, and going out



PHOTOGRAPH: David Hume Kennerley

# MY POINT OF VIEW

GENERAL **DAVID PETRAEUS** WILL BE THE KEYNOTE SPEAKER AT OUR 2017 **N-CONFERENCE**. HIS EXPERIENCE IN SELECTING AND CONTROLLING TEAMS IS UNIQUE. HE WAS COMMANDER OF THE U.S. TROOPS IN IRAQ AND IN AFGHANISTAN, WHICH LED HIM TO DEVELOP A NEW DEFENSE CONCEPT. AS THE DIRECTOR OF THE CIA, HE WAS RESPONSIBLE FOR CRITICAL DECISIONS IN SENSITIVE CASES.

1

I THINK NO COMMANDER EVER IS GOING TO COME OUT AND SAY, 'I'M CONFIDENT THAT WE CAN DO THIS.'

2

The Middle East is not part of the world that plays by Las Vegas rules: What happens in the Middle East is not going to stay in the Middle East.

BRIEF AND CONCISE: GENERAL DAVID PETRAEUS LOVES CLEAR STATEMENTS. WHAT HE HAS TO SAY IS NOT ALWAYS PLEASANT BUT HITS THE NAIL ON THE HEAD AND IS USEFUL NOT ONLY IN TIMES OF CRISIS.

3

WE NEED TO LEARN FROM OUR EXPERIENCES AND TAKE RESPONSIBILITY FOR OUR ACTIONS AND DRIVE ON.

4

The art of coalition command – whether it is here in Afghanistan, whether it was in Iraq or in Bosnia or in Haiti – is to take the resources you are provided with, understand what the strengths and weaknesses are and to employ them to the best overall effect.

5

BEING IN COMBAT IS NOT UNENDING HIGH-FIVE MOMENTS.

6

The idea is to go to bed every night with fewer enemies than you had in the morning.

Schranner Negotiatio...

Bereichsfilter

Buzz-Karte

Stimmungen

Letzte 24 Stun...

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BEITRÄGE

### GLOBAL NEGOTIATION MAP

Conflicts are easy to solve, as long as they are recognized and analyzed early and the escalation spiral can be stopped. We developed a global "Negotiation Map" that analyzes our search terms every second with 5,000 posts from social media channels, such as LinkedIn or Twitter, and from search engines. The more advanced the escalation, the larger the dots.

Microsoft Social Engagement

bing

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# Globalization and digitalization – the CEO's new role

A CEO MUST NOT WAIT UNTIL THE SITUATION ESCALATES BEFORE HE STEPS IN AND "SAVES" THE NEGOTIATION. THEIR RESPONSIBILITY STARTS MUCH EARLIER.

MATTHIAS SCHRANNER

An old-school CEO had everything under control. He would send his people into the negotiation and tell them, "Just call me if you run into any problems." Towards the end of the process, he would be briefed on the status and would appear at the very final negotiation. The parties would only be separated by minimal differences, the CEO would give his "presidential discount" of a few percentage points, and the agreement was made. Within the old Germany Inc., the CEO had a great network, everybody knew everybody, and when there was a problem, they would call each other.

The globalization and digitalization CEO has lost this control. His or her negotiation teams travel the world, and he hasn't even met many of them in person. The reporting to the CEO is sluggish, rather superficial; he gets little useful information and certainly does not hear about problems because his teams fear that he could actually step in. Experience has taught that things get expensive when the CEO appears on the scene. This is why the CEO constantly receives positive signals that

"everything is fine, everything is under control."

The negotiation matter is extremely complex, experts take months to prepare a deal, top lawyers hone the critical language for weeks. What should the CEO be briefed about? Not only does the CEO receive too little information, even worse, important insights are kept from him.

We asked our clients' CEOs about the big changes they expect in the negotiation area. There are 3 fundamental innovations:

- ▷ Decisions are made in matrix organizations – which means that it is not clear who and what position really makes the decision.
- ▷ The negotiation matter is so complex, for example IP law in a Chinese joint venture, that nobody understands the whole picture anymore.
- ▷ The rapid fluctuation in top leadership and the work in global corporations make it impossible to build long-lasting relationships.

Our institute developed solutions:

## THE NEGOTIATION TEAM MUST BE DE-COUPLED FROM THE MATRIX ORGANIZATION

A negotiation is a conflict that, given the mutual dependency of the parties, requires a solution. The more people are involved in preparing a solution, the more difficult it becomes to find it. The more managers are involved in this process, the more interests need to be respected and the smaller the potential overlap with the opposing party becomes. We recommend that you set up your negotiation process with the help of the Negotiation Scorecard®, which was developed using experiences from crisis action committees at FBI and police.

Three roles need to be cast. The CEO is the "Decision Maker" who defines the goals and hands the team an LTN – the License to Negotiate. Comparable to a CFO or COO, the "Commander" monitors the process. The "Negotiator" is the classic negotiator, the person sitting at the negotiation table who knows all the necessary strategies and tactics.

The difference with the old order is that the CEO defines the goals with a small team and determines the strategy ahead of the negotiation and then lets the team negotiate within the license. There is no escalation up to the CEO and no "apparition" in the final moments. The conflict is negotiated within the team, all the way to the end until an agreement or a non-agreement emerges.

## THE NEGOTIATION GOAL MUST BE SO CLEAR THAT IT CAN BE READ ON AN IPHONE WITHOUT SCROLLING

Some CEOs say that it is impossible to determine precise goals in advance of a negotiation. There are too many imponderables, too much information could show up during the course of the negotiation and put the goal in a completely new light. These are excuses. A goal must be clearly defined for the team to be able to

negotiate. Language like "we want an agreement among partners" stands for wishes, not goals. A goal could be, for example, that the operative gain must be 3%. The contract term, risk assessments, and waivers of liabilities are set pre-negotiation. Prices, payment terms, and volume can then be worked out by the team, during the negotiation and without any further consultation. All these factors are precisely defined and elaborated in the License to Negotiate (LTN) before the negotiation begins. The CEO sends the negotiation goal to the negotiation team in concise language that leaves no room for interpretation. It will be so brief that it can be read on an iPhone without scrolling. In doing so, even complex issues are greatly simplified and become negotiable.

## RELATIONSHIP BUILDING ON SOCIAL MEDIA

No CEO can maintain good relationship management with all their important global partners. No sooner are first contacts made than a new CEO comes along, and everything starts anew. This is why in preparation for a negotiation you should pick out the stakeholders on the other side that will be important along the way. You establish your contact with these individuals through LinkedIn or Twitter, you schedule some preliminary meetings via Skype, and you call them every now and then just to keep in touch. If the negotiation ends up at a dead end, you can meet with them in person and talk about points you have in common, not about the conflict.

CEO and CEO meet for dinner, personal presence is important, especially in countries where political influencing is common. The CEOs confirm their willingness to come to an agreement and agree that they will not take the reins of the negotiation. If the negotiation leads to a conclusion, they meet again afterwards, but they stay away at the time of conclusion. They also meet in the case of a non-agreement. They tell the opposing party how much they respect them, commend them, and highlight the aspects they have in common. Maybe, some time, there will be a new round of negotiation, the door remains open.

# A FOOTBALL TEAM IS LIKE AN ORCHESTRA

AS COACH AND ATHLETIC DIRECTOR RALF RANGNICK PUSHED THE RB LEIPZIG TEAM TO ONE OF THE TOP RANKS IN THE GERMAN BUNDESLIGA. AT OUR 2017 N-CONFERENCE, HE WILL TALK ABOUT HIS EXPERIENCE IN SELECTING TEAM MEMBERS AND ON HOW TO MOTIVATE A TEAM.

**Mr. Rangnick, many years ago I read an interview with you where you described a key experience. While observing a game, you got the impression that one team had an additional player in the field.**

(Laughs.) I was not just observing a game, but as the coach of Viktoria Backnang, I was even involved in the encounter against Dynamo Kiev. Just a few minutes into the game I counted the players of both teams, and each of them had eleven actors on the field. But Kiev was playing such a strong pressing and using the width of the field so well that I thought they must have at least one extra man on the field.

**You proved many times that you are better at recognizing talent in young players. How do you notice that a player meets the requirements for the top league?**

You need much experience and imagination, but also insight into human nature. We do not sign a young player without meeting him and talking to him in person. In addition to talent, mentality is the crucial criterion. This is why, for me, it is mainly the personality that counts; it helps me evaluate whether someone is going to make it to the very top or not

**Is there some sort of master plan that you use in developing your players?**

We try to support the players in all their areas of development, we want to equip their toolbox as well as possible, so to speak, so that they have the right answer and response for any type of situation.

**And how do the lead players emerge in this kind of development?**

Lead players emerge relatively quickly, with their character, their disposition, their attitude, and their personality.

**Does a successful team need one team leader, or should there be “11 friends”, as the song goes?**

Ideally, there is not just one leader, but several with whom I as the coach communicate regularly and closely. And to some extent a football team is like an orchestra – everybody must take responsibility. With just one player playing out of tune or missing his cue, the whole orchestra starts to sound bad.

**Where do you yourself take the motivation to get your players to give their best performance?**

This is where I like to quote Apple founder Steve Jobs. “Stay hungry, stay foolish.” This describes pretty much my daily motivation, my motor. At its core, motivation for me is inspiration; make the common goal the personal goal of every individual; inspire and emotionalize players and staff every day. The biggest motivator is the desire and the feeling of wanting to become better and being able to do so. We humans trust and follow people that make us better.



Just one season to bring RB Leipzig to a top position in the 1st Bundesliga – an accomplishment that requires a talented and experienced coach

“We humans trust and follow people that make us better.”

**DAY 1: THURSDAY, 05 OCTOBER 2017**

	8:30 am	Registration and Welcome Coffee
	9:00 am – 10:00 am	<b>MATTHIAS SCHRANNER (DE)</b> The 7 principles of global team management Selecting and briefing your team Maneuvering through a deadlock in a negotiation
	10:00 am – 10:30 am	<b>DR. TURAN SAHIN</b> MANAGING GLOBAL TEAMS (DE)
	10:30 am – 11:00 am	Networking & Meeting Point
	11:00 am – 12:00 pm	<b>PROF. REINHARD HALLER (DE)</b> Dreading a conflict Personality disorders within the team Personality disorders of the team leader
	12:00 pm – 12:30 pm	<b>PANEL DISCUSSION (DE)</b>
	12:30 pm – 1:45 pm	Lunch
	1:45 pm – 2:30 pm	<b>PROF. DR. JENS WEIDNER (DE)</b> Enjoying a conflict Wake the killer instinct in your team Success formula of effective teams
	2:30 pm – 3:00 pm	<b>WORKSHOPS (DE)</b> Workshop 1   Matthias Schraner, Workshop 2   Dr. Turan Sahin, Workshop 3   Prof. Reinhard Haller, Workshop 4   Prof. Dr. Jens Weidner
	3:00 pm – 3:30 pm	Networking & Meeting Point
	3:30 pm – 4:15 pm	<b>RALF RANGNICK (DE)</b> Recognising talent Forming a team Motivating when things are not running right
	4:15 pm – 5:00 pm	<b>PANEL DISCUSSION</b> SELECTING AND MANAGING TEAMS (DE)
	7:00 pm	Conference dinner at the Kronenhalle

**DAY 2: FRIDAY, 06 OCTOBER 2017**

	8:30 am	Registration and Welcome Coffee
	9:00 am – 10:00 am	<b>GUEST SPEAKER (to be announced)</b>
	10:00 am – 10:30 am	<b>PANEL DISCUSSION (EN)</b>
	10:30 am – 11:00 am	Networking & Meeting Point
	11:00 am – 12:00 pm	<b>KILIAN KLEINSCHMIDT</b> IF THE POWER IS ON THE OTHER SIDE (EN)
	12:00 pm – 12:30 pm	<b>PANEL DISCUSSION (EN)</b> with Kilian Kleinschmidt and Matthias Schraner
	12:30 pm – 1:45 pm	Lunch
	1:45 pm – 3:00 pm	<b>DAVID PETRAEUS</b> HOW TO LEAD A TEAM (EN)
	3:00 pm	Outlook 2018, followed by a “get together” in the Onyx Bar

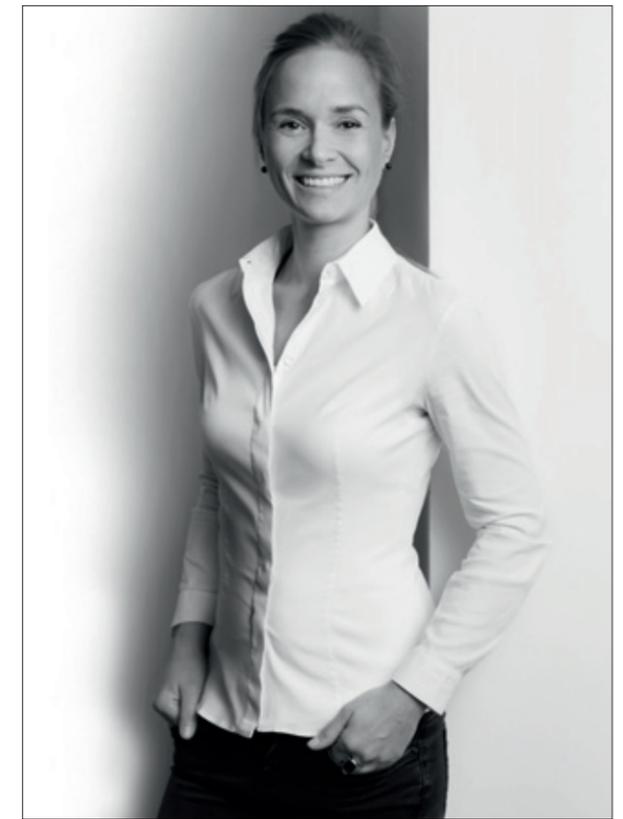


EVERY YEAR IN BEAUTIFUL ZURICH:  
OUR N-CONFERENCE IS HELD IN THE STYLISHLY DESIGNED PARK HYATT LUXURY HOTEL.  
ACCORDING TO INSIDERS, ITS ONYX BAR IS “THE PLACE TO BE”. AFTER THE FIRST INTENSE WORKDAY,  
WE WILL REWARD OURSELVES WITH DINNER IN THE STORIED KRONENHALLE.

→ For additional information, please visit [schranner.com/de/seminars/n-conference](http://schranner.com/de/seminars/n-conference)

# I DO IT MY WAY

THIS WORKSHOP IS FOR WOMEN WHO MUST MASTER DIFFICULT NEGOTIATIONS  
IN THEIR BUSINESS. THIS IS NOT AGAINST MEN AND ALSO NOT TO FULFILL QUOTAS.  
THIS IS ABOUT THE RIGHT NEGOTIATION STRATEGY THAT HELPS YOU PREVAIL.



PHOTOGRAPHS: Niko Schmid-Burgh, Gisela Schenker (2)

Four strong women going their own way. Helga Hengge – the first German woman to successfully climb Mount Everest, Annett Fleischer – actress and Playboy cover girl, Andrea Karg – Founder of ALLUDE and thorough-bred entrepreneur, Anne-Marie Flammersfeld – winner of all four desert runs (clockwise)



### LADIES' TALK

There is no comparable workshop with so many like-minded women that must overcome the same challenges.



MUNICH  
13/10/2017

THE CHARLES HOTEL



VIENNA  
20/10/2017

PARK HYATT VIENNA



ZURICH  
27/10/2017

PARK HYATT ZURICH

### “Go on, show some courage!”

is certainly something you have heard before, this well-meaning advice to address a conflict, to broach it and to solve it. If it just were so easy! There are also reasons against addressing a conflict openly, such as the fear of having to live with the negative consequences post-conflict.

“Go on, show some courage,” friends say. One needs courage, the ability and the willingness to solve a conflict. With this workshop, “I DO IT MY WAY”, we focus on courage. On how to be courageous in the face of adversity.

Just like in previous years, we always have a main motto, some kind of headline for the workshop. The headlines change, the methodology remains the same. There will be presentations, discussions, provocative theses, and much networking. And a unique atmosphere.

→ For more information, please visit [schranner.com/de/seminars/i-do-it-my-way](http://schranner.com/de/seminars/i-do-it-my-way)



Helga Hengge (left) and Annett Fleischer need not encourage one another. Both delivered proof that they are not afraid of challenges.

# LET US TALK ABOUT COURAGE...

TWO EXTRAORDINARY WOMEN TALK ABOUT THEIR LIVES, WHERE THEY MADE SOME VERY COURAGEOUS DECISIONS.

**Ms. Fleischer, you are always present in the media. Is it courageous to face the public this way?**

At the beginning of my acting career, I was unaware of the price of publicity, of having to serve the public as well. To be sure, there is much praise and also negative criticism. That comes from the outside, it is the subjective opinion of the audience and hasn't got much to do with me, the individual Annett. I draw a line around it. It requires courage and a "thick skin" to stand in the limelight. You can become a target like a dartboard, or people stare at you as if you were running around naked.

**Courage is linked with skill, the trust in one's own skills. Which skill makes you better than other actors?**

I do not compare myself with other actors, I cannot say that I'm better. I am good at certain roles, they feel natural to me. I am I, an independent individual. And at the end of the day, the producer/spectator and human must decide whether they want the "Annett Fleischer" package in its actual form or not. Otherwise, I would have to reinvent myself all the time.

**Courage is a combination of skill and willpower. In courageous people, this willpower is particularly strong. Where does your absolute willpower come from?**

FLEISCHER: For a long time, I felt that I wanted to be a part of everything, that I wanted to do it. It was very good that I just ran with it, this is why I can now look at my life from a somewhat elevated perspective. I am now better able to select. Clarity brings willpower, and skill implements the willpower, I would summarize.

**Mrs. Hengge, where does your strong willpower come from?**

I had a similar experience. I started very early as a fashion editor with VOGUE and also took on everything – every assignment, every trip. Whenever someone asked, who can take that?, I stepped up. No matter whether I could meet the challenge or still needed to grow. My dream at the time was to work in New York City, and I knew that I had to be among the best, otherwise I would not stand a chance. And that was true when I came to New York. I always felt that I needed to be right there, have all my irons in the fire and not miss a single chance. And if I hadn't discovered the mountains as a balance, I probably would have drowned in the fashion business.

“Curiosity is my big driver, I am not afraid to fail.”

– ANNETT FLEISCHER –

I think that I found my escape in the mountains from this pressure to always be among the front runners, that's where I freed myself from the treadmill. I'm sure I took my strong willpower along.

**This sounds rather driven for the two of you, rather not like your own free decision?**

FLEISCHER: Yes. Even in school, I always wanted to be the best. At my school, there was a "Wall of the Best", and when I saw that wall for the first time, I knew that I wanted to be part of it. My parents were very relaxed, but I absolutely wanted it.

**It is also said that humiliation during childhood unleashes big motivation. Do you think this was the case for you as well?**

FLEISCHER: I never looked at it this way, but when I think about it, yes, there is something to it. I stepped laterally into the acting business and a very experienced caster once told me, you don't come from a family of artists, you did not go to acting school, you also moderate, well, that looks very undecided and does not promise you much success in the industry. Don't expect too much. True, I am often reminded of these sentences.

HENGGE: I don't know whether my motivation came from humiliation. But there were moments, on the mountain, where other expedition team members looked at me with pity – especially at the beginning. This was certainly motivation for me. I sometimes thought, don't underestimate me, at some point I will pass you all. This is a big motivation. →

**Mrs. Hengge, you climbed Mt. Everest with the best team.**

Yes, with the team that was best for me. I certainly would not have had the courage otherwise. I had met the expedition leader and his Sherpa team on a smaller 8000-meter peak. We were neighbors at base camp, and I spent much time with them. They were better organized than our team, approached the mountain with a lot of respect and climbed very carefully. This gave me courage and was a critical influence on my decision to try it. To be sure, I knew that it would be a long shot to actually reach the summit. And I also thought about a potential failure. I believe it is important to think carefully whether and how you can deal with failure before you set out.

**Do you believe that it is possible to learn this absolute will? One often hears advice, like “Go on, show some courage! Just do it!”**

**FLEISCHER:** Curiosity is my big driver, I am not afraid to fail. Trying is the necessary step, without fear of failure. Even if I fail, I will get over it. I am 100% behind what I do. I lose nothing if I expose myself to ridicule. The learning experience alone was worth it.

**Where is the border to recklessness?**

**FLEISCHER:** This is where my mind comes in, pulls the brakes, and I start thinking. I am not careless, I do not lack care. I think things through, am thorough in my thinking, deliberate. I do like to have many things under control, yes.

**Does that mean that you thought carefully about your Playboy shooting?**

Yes, the professional approach on the part of the photographer and her entire team gave me the security to do it.

**You wouldn't have done it with a different magazine?**

No, only with this magazine and this photographer. There was a sense of safety and protection.

**Right now, the world basically celebrates failure. Only those who truly fail can become truly successful?**

**FLEISCHER:** Failure is an external judgment, because I experience failure differently from other people. Even if other people consider the Playboy shooting a failure – for me, it was super.

**HENGGE:** For me, curiosity and anticipation for the mountain were much bigger than the fear of failing and having to go home disappointed. I was a fashion editor and therefore had nothing to lose. I had no sponsors, no PR. It was a purely personal investment, albeit a very large one that demanded much sacrifice during the preparation phase. But I absolutely wanted to be there, on this mountain, to give my best and to see how high I could climb. And, honestly, if there hadn't been the potential of failure, it wouldn't have been a challenge, an adventure. It would have been an ordinary task. But there are people who must be 100% certain before they go out. Since this certainty does not exist, many mountaineers lack the courage to tackle a big challenge. I personally think this is sad, because stepping out of our personal map is always a big gain, not just reaching the summit.

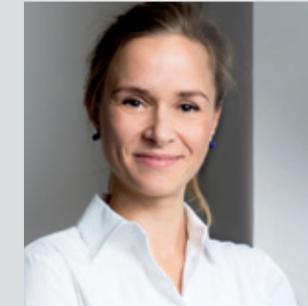
“I think that men often play the role of the protector.”

– HELGA HENGGE –



**HELGA HENGGE**

is keynote speaker, author, and extreme mountaineer. She was the first German woman to successfully summit Mount Everest and was the first German woman to have conquered the Seven Summits. She has been on our faculty for many years and speaks about topics such as “Courage”, “Motivation”, and “Team”.



**ANNETT FLEISCHER**

is an actress and television moderator. She became a household name mainly as the police officer in the TV series “Hubert und Staller”. In June 2016, a photo spread with cover was printed in the Playboy magazine.

**How would you define courage?**

**HENGGE:** Courage means that you are willing and able to take risks. It has to do with trust, with trust in oneself, and that grows if you keep taking some risks and have the courage to make mistakes. And as for “being able”, there is usually a workshop or two.

**Ms. Fleischer, what were the reactions to the Playboy photoshoot?**

That was super interesting. Once Playboy had asked me, I went into my little bedchamber and started thinking. Whom must I bring on board, what are the potential consequences...? The decision was made rather quickly; I was going to do it, for myself. Playboy asks women to do the cover, not girls. I wanted to be noticed as a woman, no longer the 20-year-old girl. I thought that I had nothing to lose and much to gain. The reactions in the business were interesting. I asked many men, and almost all of them said, “Don't do it, that will be the end of your career.” Weird, isn't it? Then I asked the artistic director, a woman in her late 50s. She said, “Fleischer, go and do it! Take the opportunity, just for yourself.” All men advised against it, all women that I asked, advised me to do it. Why is that so?

**HENGGE:** I believe that men often take the role of the protector.

**FLEISCHER:** When the Playboy issue came out, the men were totally respectful, “Wow, that you did that.”

I am respected differently, because I was courageous and made a statement. I am no longer a girl!

**In conclusion of this interview I am going to read you a list of words and would like to hear your spontaneous response.**

**Gentleness:** empathy, to feel with the other, without aggression, to open your heart, loving

**Haughtiness:** dangerous, arrogant, over-estimating one-self

**Gloom:** sad, tragic, kills the joy of living

**Audacity:** long-lasting courage, like something from the times of medieval knights

**Fickleness:** that is the time before the courage, an important time, weighing pros and cons

**Cockiness:** a great danger, can also be very euphoric. It is childish, and as adults we try to avoid cockiness

**Grace:** balanced, a kind of beauty, it has something mature, all questions answered

**Willful:** violent, destructive. But also good, if taken apart: full of will. This is important, too.

**Are you willful?**

**FLEISCHER:** Yes, if you mean the opposite of fear. Full of will.

**HENGGE:** Yes, this is nice, full of will.

**Thank you very much.**

# I DO IT MY WAY

She was 23 years old when she fulfilled her biggest dream – to climb an 8000-meter mountain – and stood on top of Broad Peak. Since then, she never quit thinking about the highest mountains on earth. In the years that followed she put all the money she made as a nurse into various expeditions.

Today, **Gerlinde Kaltenbrunner** has climbed all fourteen peaks that are higher than 8000 meters. Once she climbed K2, at 8611 meters the second-highest mountain on earth, she was the first woman to reach the summit of all 8000-meter peaks without any additional oxygen.

PHOTOGRAPH: Ralf Dujmowits



# CONFIDENCE COURAGE

## “PEOPLE WITHOUT FEAR HAVE A PSYCHOLOGICAL DISORDER.”

**Professor Haller, a negotiation is always conflict resolution as well. Why are we sometimes so fearful when we have to approach a conflict?**

Fear has many causes, there are no simple explanations. A fearful upbringing often wields great influence. We do not like to address fear, it is socially taboo. We are not allowed to have fear, especially in management it is frowned upon. Still, fear is important, it serves as a watch dog. It gives the warning signal that admonishes me to be careful. But when the watch dog turns into a rapacious wolf, fear becomes overpowering.

**But there are people who seem to be fearless.**

People without fear have a psychological disorder.

**Does that mean that courageous people feel less fear?**

Fear is basically the prerequisite for courage, they interact. Courage is the conscious, targeted overcoming of fear. It has much to do with myself, my trust in myself as an individual, my self-confidence.

**So, by acting consciously I overcome fear?**

Yes, I have self-confidence when I can capture my counterpart, when I can assess the individual. Approaching a negotiation with deliberation and a good preparation gives me security.

**What would you suggest for a good preparation?**

A healthy dose of equanimity is important, a distance to stay above matters. Then I am confident and bring my internal attitude and my external attitude into alignment. I come across as self-confident and can deal with failures as well. Only those who have this equanimity can overcome failure.

**Are women more or less fearful than men?**

Based on their predisposition, their psycho-physical constitution, and their socialization women are more sensitive and fearful than men. However, women address fear differently. They deal more intensely with everything that makes them fearful and aim for longer-term solutions. They deal with fear in a more constructive and, if you will, more “therapeutic” way. Men, on the other hand, want to overcome the fear threshold and dissolve fear-generating situations quickly. They aim for immediate, thorough and therefore more radical coping.



**REINHARD HALLER**

Prof. Reinhard Haller is a forensic psychiatrist, bestselling author, and profiler. His expert opinions on the spectacular court cases “Jack Unterweger”, an alleged serial killer, and the terrorist Franz Fuchs in Austria made him a household name. His analyses of psychical disorders and spectacular crimes are in much demand in the international media. A psychiatrist and neurologist, he knows how to transfer these insights into the professional life. In his talk he will show that fear and courage can be used professionally in the course of a negotiation. The Austrian citizen has published more than 250 scientific articles and several books on psychical illnesses, addiction, and criminal psychiatry.

“Courage is the conscious, targeted overcoming of fear. It has much to do with myself, my trust in myself as an individual, my self-confidence.”

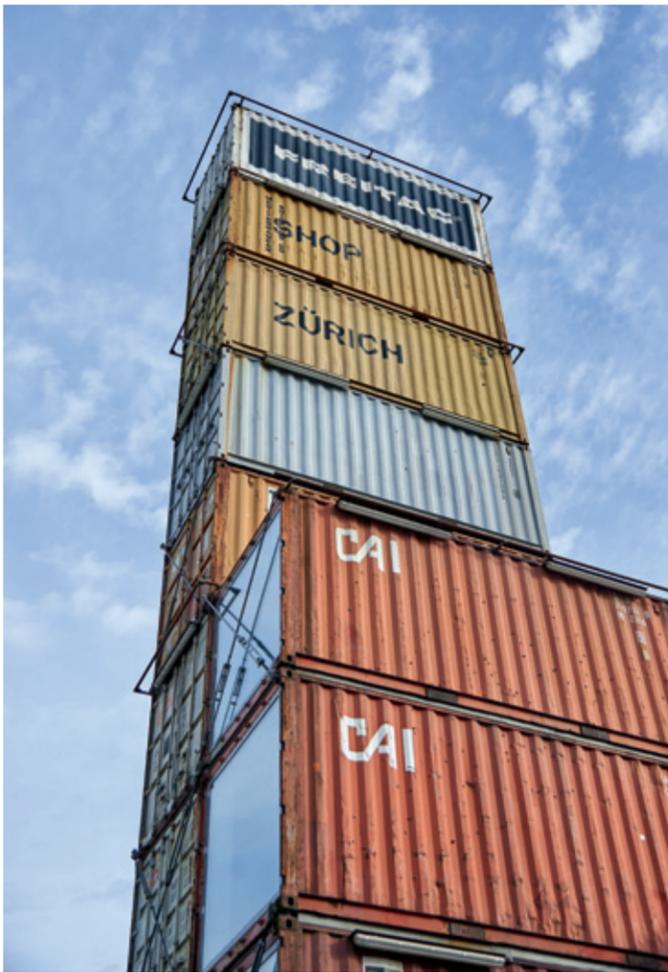
– REINHARD HALLER IS SPEAKER FOR THE “I DO IT MY WAY” WORKSHOPS –

# COOL Z UR I CH

OUR INSTITUTE IS SITUATED IN LIMMATSTRASSE, IN THE HEART OF ZÜRI-WEST. THE FORMER INDUSTRIAL QUARTER NEAR ESCHER-WYSS-PLATZ AND HARDTURM IS "UP AND COMING", FAR AWAY FROM THE FAMOUS BAHNHOFSTRASSE AND THE NIEDERDORF.

PHOTOGRAPHS: LUCA ZANIER





## THE FOOD

### Markthalle

The "market hall" is our favorite restaurant for a quick, simple, and tasty lunch. Organic produce is prepared in a healthy fashion without much ado while the trains thunder above, and on sunny days, guests sit on the terrace. [im-viadukt.ch/de/markthalle/](http://im-viadukt.ch/de/markthalle/)

### Pizza Rosso

No sign shows the way to the entrance of this cavernous, Italian eatery. Nonetheless, or maybe just because, it is always crowded. Bestseller: The Pizza. The New York Times found it to be the best in town. [restaurant-rosso.ch](http://restaurant-rosso.ch)

### Ly's Asia

Add tasty Asian cuisine to a gigantic factory building – and you have a recipe that works. This is where we take our business partners and order Goong Yang (grilled jumbo prawns in lemon-grass sauce) and sticky rice with fresh mango. Delicious! [lys-asia.ch](http://lys-asia.ch)

## THE ARTS

### Toni-Areal

Where at one time the Toni creamery had its dairy production going, now there are a university campus and the design museum (Museum für Gestaltung) that hosts changing exhibitions on subjects such as posters, applied art, design, and graphics. [museum-gestaltung.ch](http://museum-gestaltung.ch)

### Schauspielhaus im Schiffbau

The former wharf is now protected as a historic landmark and home to many note-worthy theater productions. In the same building, you will find the LaSalle Restaurant, the NietturmBar as well as the Moods Jazzclub. [schauspielhaus.ch](http://schauspielhaus.ch)

### Maag Halle

The complex of former factory buildings is now a multi-purpose location for parties, concerts, and events. Lady Gaga, Billy Idol, and Alanis Morissette performed here. [maaghalle.ch](http://maaghalle.ch)

Not too long ago, no Zurich resident would have ventured into this neighborhood voluntarily. Today, architects, people from the advertising and the film businesses as well as graphic artists populate Kreis 5, an appealing covered market has been built into the arches of the Letten-Viaduct, with fashion boutiques and design shops, bars and restaurants behind. Where the sub-culture used to party in illegal venues, cool dot-com-exec's now enjoy their organically sourced lunch, which they can eat with a clear conscience in the Markthalle Restaurant, for the menu states: "We always buy very happy pigs and process everything from snout to tail." TV cop Stefan Gubser eats ravioli and reads the local newspaper, risotto from Swiss Loto rice and raw-milk cheese from the area around Zurich are served at the neighboring table, delivered from the grand cheese maker Tritt Käse, who also has a market stand in the hall. It's a mere stone's throw from the viaduct to the Löwenbräu area – the "Mini Chelsea" occupying a former brewery is considered to be the epicenter of the Zürich art scene. The brick building was erected in 1897 and is now a protected landmark; Kunsthalle Zurich art museum, Migros Museum for contemporary art, and a few private galleries reside here, including the internationally known art gurus' gallery Hauser & Wirth, which show who and what is important in contemporary art.



**Z**ürich-West has long stopped being the playground for alternative people. Locals with money and good taste book a table in the Clouds Restaurant, at the top floor of the Prime Tower, which at 126 meters is the highest building in Switzerland. The better the view, the worse the food? Not here! The burrata with green asparagus and the branzino fillet with herbed polenta are exquisite and cost a fortune. But diners enjoy an unusual view of the city, with train tracks, trains, a freight train depot, and other towers, such as the Mobimo Tower, which houses luxury condos worth several million Swiss Francs, or the Freitag Tower, constructed with 17 freight containers piled on top of one another. From the flat roof, one can see the former industrial area, inside the tower, four floors are dedicated to the sale of the cult bags made from truck tarps by the Zurich label Freitag. Other great shopping destinations are the Cabinet and Waltraud concept stores that sell jewelry, fashion, toys, accessories and small furniture from selected well-known and sometimes lesser-known brands. And for those who come from out of town, there is the new and hip 25hours hotel in Langstrasse, the city's former red-light district.



## SHOPPING

### sphères café

Bar, book store and stage. This is the place for a cozy breakfast and a reading or round-table discussion. And, of course, for buying books because sphères also publishes its own books.  
[spheres.cc](http://spheres.cc)

### Frau Gerolds Garten

The Gerold area opened in 2012 and is an idyllic urban garden that includes shops and art studios. A compact container construction offers young labels and designers space and opportunities for development.  
[fraugerold.ch](http://fraugerold.ch)

### FREITAG

Practically everyone knows the colorful bags made out of recycled truck tarps. The success story of the hip Zurich label with shops in London, New York, Tokyo...started here.  
[freitag.ch](http://freitag.ch)



## ANDERS FOGH RASMUSSEN

Was the negotiator for Denmark on the Maastricht Treaty, and as Denmark's Prime Minister, he subsequently negotiated the EU Treaties, and as the NATO Secretary General, crises in Afghanistan, Kosovo, Somalia, and Libya. With his development of new strategic concepts for a European structure he encountered strong opposition. In his approach to Russia, in particular, he demonstrated consistency and strategic negotiation skills. Anders Fogh Rasmussen works on uniting democratic nations and implementing free-trade zones. He is certainly one of the most experienced negotiation professionals at the highest level.



# WORLDCLASS NEGOTIATOR

## ANDERS F. RASMUSSEN

WE MET ANDERS F. RASMUSSEN IN HIS OFFICE IN COPENHAGEN AND TALKED ABOUT HIS UNDERSTANDING OF NEGOTIATIONS. HIS PHILOSOPHY IS EXACTLY LIKE OUR PHILOSOPHY: A DEADLOCK IS NECESSARY TO REACH A LONGTERM ORIENTED AGREEMENT.

**Mr. Rasmussen, thank you for the opportunity to discuss your experience with and your insights into negotiations. During the negotiations between the EU and Poland you were in a deadlock situation and achieved an agreement in the very last minute. What did you do in the very last minute, did you come up with a new proposal?**

Yes, we did. Poland's Prime Minister Miller didn't want any solution beforehand because he wanted maximum exposure here in Copenhagen. We knew that, so we presented numerous proposals during those negotiations to make it more complicated. I told him that I have to go back to the European Council to get a new mandate. I had also EU politicians who wanted to be in the sunshine themselves, including the German chancellor Schroeder, which of course made my task even more difficult. All those actors who want a piece of the cake themselves want to feel like a winner. This is why you need to wait for the last minute to come up with a solution.

**Would you say that the last minute is the most important minute?**

That was the case for the Polish Prime Minister Miller, at that time, of course he needed to go back and wait for a referendum and for that he also needed maximum exposure in Copenhagen to show his people that he fought to the last minute.

**Did you help him write his victory speech?**

No, he could do that himself, and he did absolutely.

**And you allowed him to be a winner?**

Yes, I did because I knew that was extremely important for him. At the same time, other groups, you know, it was about Eastern Europe at the time, so they

discovered that we gave them concessions, so they also wanted concessions. We knew that, so we had a small box with extra money for those special wishes, to finance them as well. So we knew that every time we gave him something we had to give the same to other Eastern European countries, they didn't know that we had this extra box of money and the same goes for my colleagues in the European countries. They didn't know about it, they knew about an overall framework, but we had some small boxes here and there. Schroeder was really a big problem because he went to the public to sell the victory.

**How many team members did you involve in this small-box scheme?**

Only a few, I had one civil servant in particular; he served as Denmark's Permanent Representative at the EU at that time, he was the one who had the complete overview. So of course I connected him very closely to the negotiation, but in the very critical phases I had to do the negotiation on my own. For instance, I had to study details of the agricultural policy because the Polish delegation wanted concessions and in the final phase it was a one-on-one meeting between Mr. Miller and me.

**That's very interesting, because from our perspective you cannot control more than three people in a deadlock, so you need a very small team.**

Yes, exactly!

→

“Schroeder was really a big problem because he went to the public to sell the victory.”

**The individual you mentioned is what we call a Commander. You need a Decision Maker, in this case you, and a Commander who is responsible for the strategy, collecting all the information; it should be one individual, not a team. So it is very similar to our approach. What about you, you allow these gentlemen like Mr. Schroeder, like Mr. Miller to be in the spotlight, was it difficult for you that they appeared as the winners?**

No, because my basic experience is, the more you can give to your adversaries or your opponents, the better.

**Would you say it is a necessary skill for a successful negotiation, that you allow the others to present themselves as the winners?**

Absolutely yes, though sometimes it's a bit difficult because of course you yourself must demonstrate that you also got something out of it. But seeing the perspective of the things present at that time, the fact that we got an agreement, was enough. So, I had no need to be depicted as a winner, there was no need from my part, so that's why I willingly accepted that all of them took their part of the complete picture.

**I read some articles about your behavior in a negotiation, that you took over the negotiation and some of the negotiation team members were a little bit upset. When is the right time to take over the negotiation as a decision maker?**

That is actually a very good question, of course you can let subordinates discuss and in a way also negotiate for a very long time, but my experience is that if you don't know all the details, then you cannot achieve a satisfactory result. So, I would say as soon as possible, that's not the same as engaging personally in

“I knew from my nations experience, that if you want to achieve a result you should create a crisis first.”

negotiations, but to keep yourself informed also about difficult details, I think that is essential, that is my experience at least. When you have to step in, you have to take all the negotiations from the point they have reached at that time, so you can't go back and start the whole negotiation again from scratch. So that would be my take on it when I think through all the negotiations I did, I had always kept myself informed, so that I could step in at the right time. Sometimes early, sometimes later, but I knew all the stuff, so that I could engage whenever needed. I don't think there's any shortcut here, I think you have to do the work, keep yourself well informed.

**Ok, because most managers are doing the opposite.**

Yes, I know, and that's why I would like to stress that point, as that is really from my experience. For instance, the internal restructuring we carried out at NATO, you have to know all the details about the locations of all the headquarters and one of the essential elements in negotiations was, if you take away one headquarter from one country, then you had to compensate that country one way or the other and you have to know that. You have to know all the details about it, for instance we moved away some headquarters from Turkey and in exchange they got a land headquarter.

**Is it just to rename it, or is it more?**

It's more than that, and of course it sounds as if we don't do reforms if you give something in exchange, but actually we did. So, I think, that it was a very complicated negotiation, but actually the more dramatic negotiation was about our engagement in Libya, two of the ambassadors left the room because they felt insulted by my remarks.

**One from Germany? (Laughter from both)**

Yes, and one from France. Because at a certain state our deliberations had stopped, because Germany and France for very different reasons were against NATO engagement. So I took the risk, and I had well-prepared remarks at the meeting, and suddenly the German ambassador left the room and after him the French ambassador. Then you can't continue because once there is no one sitting in the chair you have to stop; we can only work in NATO whenever there is a full room and so their action was actually quite efficient.



**Was it on purpose?**

Yes, of course, it was on purpose on both sides. I wanted to provoke.

**Is it driven by rational prepared topics or is it also emotional?**

Yes, it was both of course, I knew that it was also calculated, I knew from my nations experience, that if you want to achieve a result you should create a crisis first. This is our philosophy, too. The crisis is important, so that everybody realizes, that if we continue down that road then there will be no agreement.

**That is exactly our philosophy, and as a former hostage negotiator, I love crisis, and based on my experience you have to go through a crisis, otherwise you will never get a real solution.**

Yes, exactly.

**And you're using the press to create the crisis, to make it visible?**

No, not in that case, you could, of course, I mean in a Danish Budget negotiation you would always use the press but here in NATO we didn't. I still remember that the media sensed that there was a crisis, they called

my spokesperson and they asked her, "Is it true that the German and French ambassadors left the room?" and she said, "Yes but it's normal, people walk in and out," so she didn't deny, but she didn't confirm either. So we didn't really engage the media, but of course what happens in NATO is that everybody reports home to their capitals. And in the capitals the crisis was even bigger because they're not here, they're not in the room.

**And when is the right time to offer the first proposal in a crisis?**

It shouldn't be too early.

**Do you have some advice on how to get a feeling for this?**

We had a meeting in which I offered some excuses, they offered some excuses, so everybody realized that we had to move on; and in the next meeting I came up with a new proposal and we worked on the basis of that. So actually in six or seven days maximum, we managed to come to the decision to take over military actions action in Libya. If you go back to the nineties, we spent six months to make a similar decision to engage in the same. →

**Do you work in the background during a crisis?**

Yes, but in my position I mostly let my collaborators work on that, they were very busy after this political crisis. So they talked with each other across the usual borders, of course. In the Libya negotiation I had a meeting with the two ambassadors and we decided the next steps.

**In the same room? Both?**

No, no, no, one person face to face. Only the German ambassador and myself and then the French ambassador and myself. So we assured each other, "Ah, yes ok, so it was not that serious." So we would have to move on, and of course all that was prepared by our collaborators.

**Personal question, during a crisis, can you sleep at night?**

Yes, I have never had problems.

**So, a crisis is not a negative scenario?**

No, no because I know that you will need a crisis.

**On creating a crisis, I think that former U.S. President Barack Obama is not a master at creating a crisis. In Syria, he drew a red line without taking action. You called it a disaster, was it necessary from your standpoint to come up with a red line?**

Yes, I think so, I think it was necessary to come up with a red line. The problem was that he didn't take action when it was crossed the first time.

**Wouldn't it be better to come up with an action and then draw a red line?**

Yes, you're right, but on the other hand it was a statement issued beforehand, he said, "If the regime crosses that red line, we will take action." I think that was at that time a warning, but once the line was crossed, and I think it was crossed at least two or three times before he threatened to do something, an American President in particular will have to take action.

**I think Barack Obama lost a lot of credibility.**

He did, and since then I think he's been a lame duck in international politics.



*“Merkel is in a way detail-oriented, she's very prudent, she's very careful in her approach.”*

**Let's talk about Russian politics, what is so difficult about Mr. Putin?**

I met Mr. Putin both bilaterally and multilaterally, I would put it this way, I think, my main experience with Mr. Putin is that the only thing he respects is a very firm position, expressed in a very clear way, and the only thing he respects is action. That you follow your decisions up with clear action. That's his own approach, he likes this strong man image, you always see him with a black judo belt, shirtless, hunting, dangerous bears in Siberia, etc. so he very much likes

the strong man image, and actually the only person he respects is a strong man. So my conclusion in short is that in dealing with Mr. Putin you should demonstrate clear determination, strength. Other approaches he would consider weaknesses. That's my main take-away from my engagement with Mr. Putin.

**So, you met a lot of these presidents and all these people. Who was, from your perspective, the best negotiator worldwide?**

One with whom I have worked with closely is Chancellor Merkel. I respect her very much because she is in a way detail-oriented, she's very prudent, she's very careful in her approach and she doesn't make decisions too early. She examines it, she asks people, she evaluates the progression of the arguments. She has very much the efficiency and the approach to politics, I would say, but once she has been convinced of a certain direction, then she sticks to it and that's a quality I respect very much.

**To summarize it, what are from your perspective the three most important skills one needs as a professional, successful negotiator?**

I've already mentioned one, and that is detailed knowledge about your topic, your subject, I mean there's no shortcut, you have to do your homework so to speak, because otherwise if you don't know the details then you're not able to elaborate on possible ways forward, so I think that will remain one of the basic skills.

**Just to clarify, if you have to do your homework that doesn't mean you have to be visible in the negotiation room?**

No, you don't, I agree with you on that. The answer is, negotiations can easily proceed without your actual engagement. If you know the details, and you can actually instruct people to go in this or that direction, but by keeping yourself up to speed through the whole process, you will also be able to step in whenever it is needed. So that's one thing; secondly, patience. I think that's indispensable, you need a lot of patience, because even when you engage, there may be a long distance before you can actually conclude negotiations; and if you're too impatient, then

negotiations can be cut or stopped too early, so patience also involves the possibility to say "ok, we can't walk in that direction so let's try this or this and that." So, detailed knowledge about things, patience and what I just said also leads to a third quality, and that is creativity because if you're not creative then you cannot imagine new ways of approaching the issues, you need the ability to think outside of the box. For instance, I will often use the technique to shelter myself from the daily stuff, walking in the forest or running or bicycling and then think through "couldn't we go in that direction or in that direction?" So, I think that kind of creativity is necessary because if you are the kind of person who just focuses on the proposals presented to you and you do not have the ability to abstract from that, then I don't think you'll end up becoming the best negotiator. Of course, I could mention other things, but I think these three things are essential.

**Are you sometimes emotionally attached?**

Of course, as a politician you often are, but of course you have to hide it a bit, so you have to pretend to be a cool person who is not emotionally attached. The poker face may be necessary.

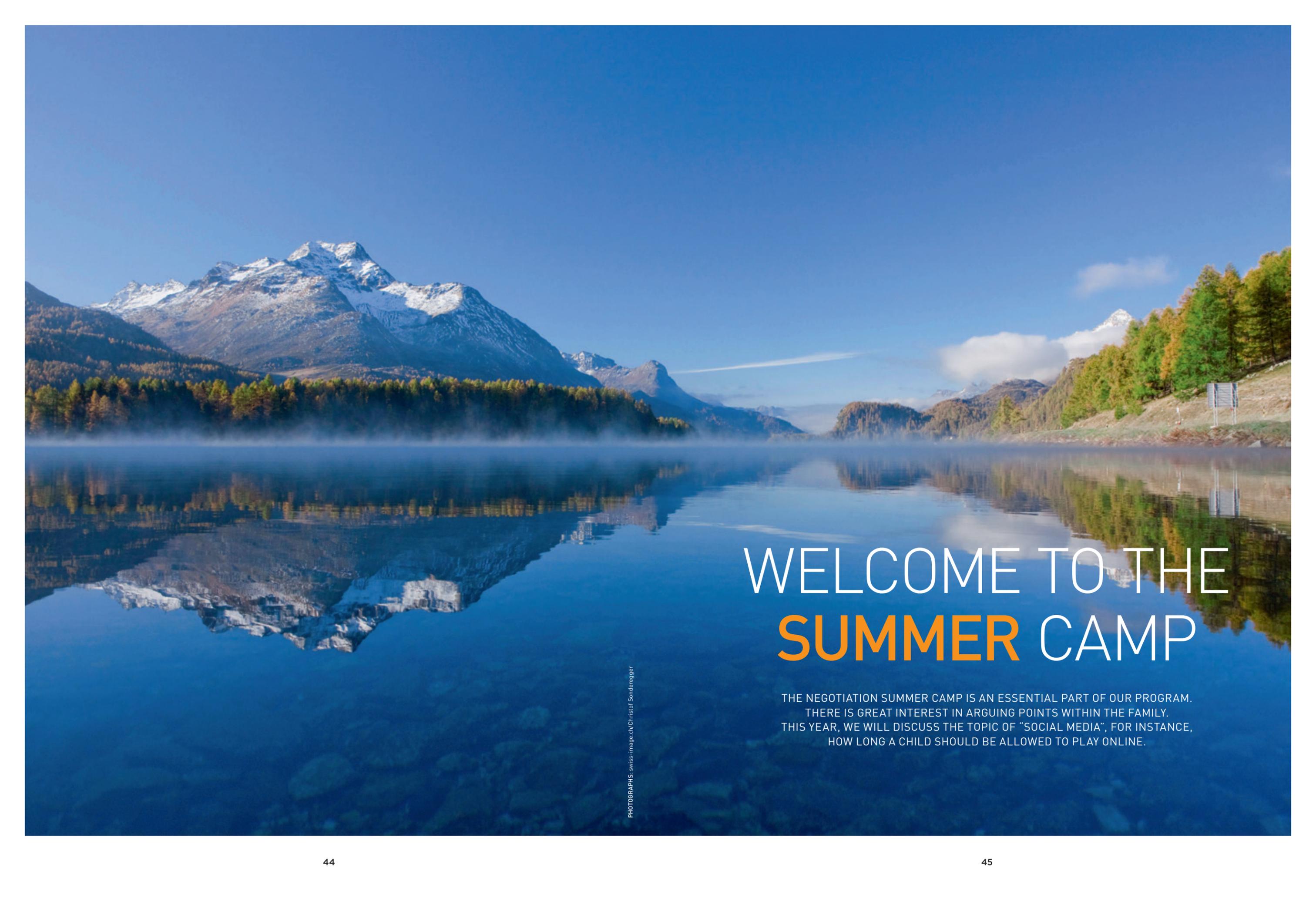
**Do you have any techniques to control yourself?**

My wife would insist that I'm not too good at it, but maybe she knows me too much because she always says that she is able to recognize when I'm not just focusing on the issue but also emotionally attached to it. But I do believe that during 40 years of experience in politics more or less that I am able to hide at least for most people when I'm too emotionally attached to things, but by nature I'm not patient, I can be mostly attached to things because as a politician of course you're burning for certain approaches or issues, but I think as a negotiator you have to keep your poker face and not betray anything that could be used or misused by your opponent.

**That's why it's always easier for us to negotiate in business and harder to negotiate at home.**

Yes, you're right.

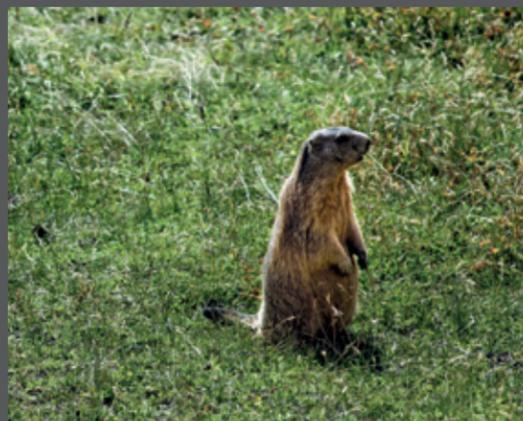
**Thank you very much.**



# WELCOME TO THE **SUMMER** CAMP

THE NEGOTIATION SUMMER CAMP IS AN ESSENTIAL PART OF OUR PROGRAM.  
THERE IS GREAT INTEREST IN ARGUING POINTS WITHIN THE FAMILY.  
THIS YEAR, WE WILL DISCUSS THE TOPIC OF "SOCIAL MEDIA", FOR INSTANCE,  
HOW LONG A CHILD SHOULD BE ALLOWED TO PLAY ONLINE.

PHOTOGRAPHS: swiss-image.ch/Christof Sonderegger



## INDOORS-OUTDOORS

In the morning, we will attend different workshops, depending on our personal interests. In the afternoon, we all gather for outdoor activities. In the evening, we will have great food and discussions lasting well into the night.

During this Summer Camp, we will look at your negotiations from different perspectives. Negotiation experts, family psychologists, and children will have their say. With our program of parallel workshops everyone can choose the topic they find most interesting. We will spend three days in St. Moritz, Switzerland, arguably one of the most beautiful places in the Alps. The vast Engadin region enchants with its special light and offers a fun program around the workshops. For dinner, if not sooner, we will all congregate once more for captivating presentations and interesting discussions.

We will keep working with our three well-established modules:

- 1. Business negotiations** We will analyze negotiations in sales, purchasing, M&A as well as with colleagues and peers and derive successful strategies and tactics. One core topic will be the digital negotiation. When and how should you use Skype, WhatsApp, or LinkedIn? How do you get information and how do you avoid the unchecked drain of information?
- 2. Family negotiations** Family negotiations have their own dynamics. Emotions influence every course of discussion, both positively and negatively. In Philipp Ramming we recruited a leading family psychologist. His often provocative statements form the foundation for long and intense discussions. In this workshop, too, we will talk about digital media. How should children use their iPhone, iPad, Laptop...? What opportunities and risks await our children?
- 3. Children's negotiations** One highlight for the kids is the workshop "Negotiating with grown-ups". Children develop the most important discussion tactics that will help them prevail. Children and youths assess opportunities and risks of iPhone, Facebook, or snapchat differently than adults. We expect heated discussions.



## SOCIAL MEDIA KIDS

Kids & Teens offer negotiation tips for children and youth on all social media channels.

## SUMMER CAMP | FAMILY NEGOTIATIONS 2-4 AUGUST 2017 | ST. MORITZ

→ For additional information, please visit [schranner.com/de/seminars/negotiation-summer-camp](http://schranner.com/de/seminars/negotiation-summer-camp)

# RAISING CHILDREN IS NO WELLNESS SPA

PHILIPP RAMMING IS A LEADING SWISS CHILD AND YOUTH PSYCHOLOGIST, HE KNOWS WHY PARENTS OF CHILDREN IN PUBERTY OFTEN DESPAIR: IT IS THE LOVE FOR THE CHILDREN THAT MAKES RAISING THEM SO DIFFICULT. PHILIPP RAMMING LEADS A NUMBER OF WORKSHOPS DURING OUR 2007 SUMMER CAMP.

TEXT: CLAUDIA LANDOLT

## Philipp Ramming, you are an education expert. What do your children say about how they were raised?

My younger son recently said, "Papa, you are lucky that I came out so well in spite of how you raised me." Well, we are both psychologists, this is not easy for a child.

## Puberty is considered to be the most difficult phase in raising a child. For whom is it more difficult – for teenagers or for parents?

That depends on whom you ask. Youths want to go out into the world to learn something. The parents want them to learn something so that they can go out into the world. Youths think they can do everything and completely overestimate themselves. Parents only see chaos. Teenagers, the deep despair that they are not understood. And parents feel the deep despair that they have failed raising their child. But dealing with a child in puberty is like sailing in rough seas. Beating back only causes the boat to capsize. To be sure, it

requires more time to tack and take a zigzag course, but you can keep the boat going in the general direction.

## So it's no use to remain tough? Still you are considered to be a tough talker.

Tough does not mean stubborn. There is no strength or consistency without flexibility and vice-versa. Parents must shine the right light onto family rules when the youngsters do whatever they want. Show them where the red line is! But it isn't worth it to insist on perfection or petty observance of rules, agreements, and order. You must negotiate. And you must know that child-rearing is failure in installments. But you should fail with dignity, competence, and elegance.

## Do parents talk too much?

Well, let me say it this way: The biggest problem for today's parents is their solitude. Each family is its own

island, there are no multi-generation families anymore, nor are there norms that tell us what to do and what not to do. The world has become so diverse that we sometimes lose our orientation when it comes to raising our children. Nonetheless, the need for safety, orientation, and support is ever-present. But because that's what's missing, many parents tend not to jeopardize the relationship they have with their children. The consequence is that they tend to negotiate rather than demand.

## Would reliance be an alternative, to believe that everything will work out in the end?

I would very much think that parents then don't do their job properly. If they refuse to negotiate or draw lines they do not stand up for themselves, it means that they cannot withstand the frustration of not being loved for a short while. In child-rearing, when you need to insist on rules, you will be pretty unpopular for a while. Under certain circumstances, you briefly lose the relationship with your child. This is no fun at all, but a parent must be able to deal with it and withstand it. Child-rearing is our job, after all. And children have a stronger tendency to forgive a hard line than no line at all.

## Your child is on the phone all the time, what would be a clear line?

Take the phone away, period. Just like in the old days, when parents took the battery out of the flashlight. Make clear where you draw the line because a child needs to sleep. I tell parents who complain that their child is on the Internet too often and too much: take it away! Then they say, but the child will get angry. The parents do not want to deal with their child's reaction. But the child's ire contains the opportunity for him to learn how to manage his frustration, to expand on his ability of self-control.

## In your workshop, you talk about "non-functioning" children. What does that mean?

It is dangerous when parents believe that their children should just follow their instructions, and then everything would be running smoothly. For instance, in families where both parents have demanding jobs, domestic life is usually very well organized. Everything needs run like clockwork. Everyone must play their part for the whole to function. Such a structure



"It is dangerous when parents believe that their children should just follow their instructions, and then everything would be running smoothly."

requires functioning children. Adaptation, however, does not create any added value besides damage control. Self-esteem can only grow through challenges that the children overcome on their own. Strong children feel that, create their own learning loops, take detours, visit friends, and ignite something exciting. They don't function then, but they learn for life.

## Is it even possible to do things right?

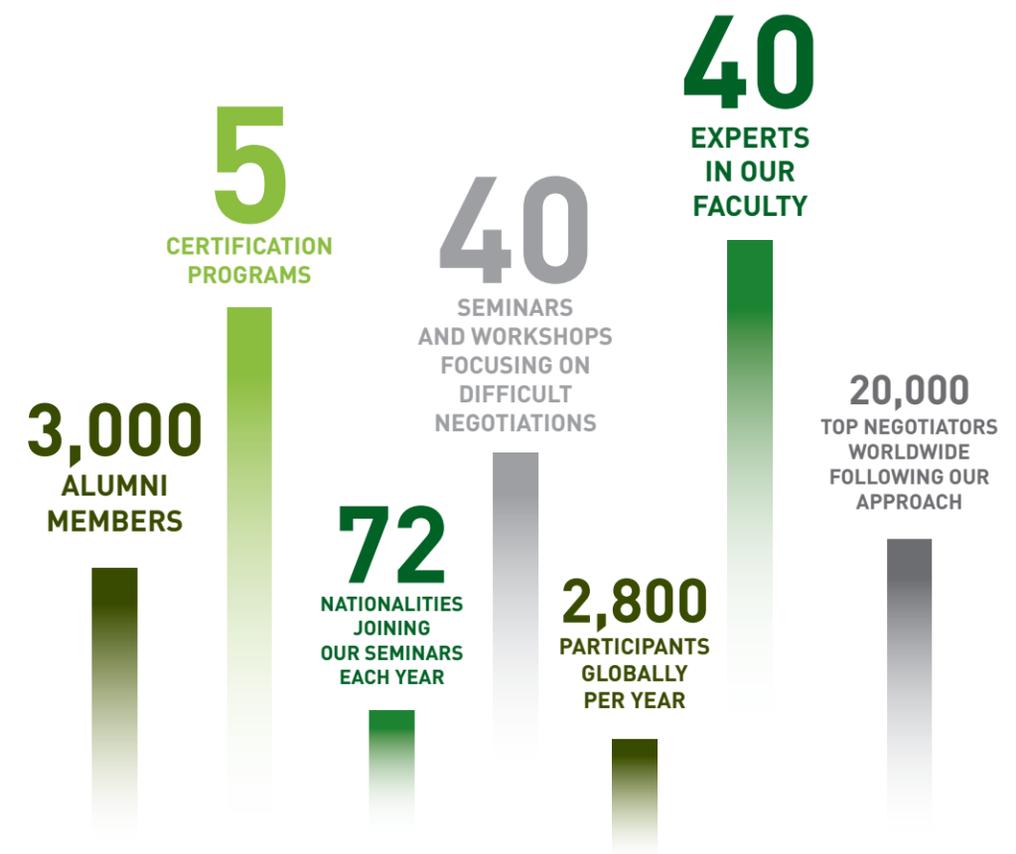
No. As parents of a child in puberty, you will never be completely right. You don't understand, you are mean and unfair and, most of all, so behind on everything. Trust your last ten, fifteen years of child rearing! And keep going. Even if it does not look like it, your sons and daughters will come back to it when it matters.

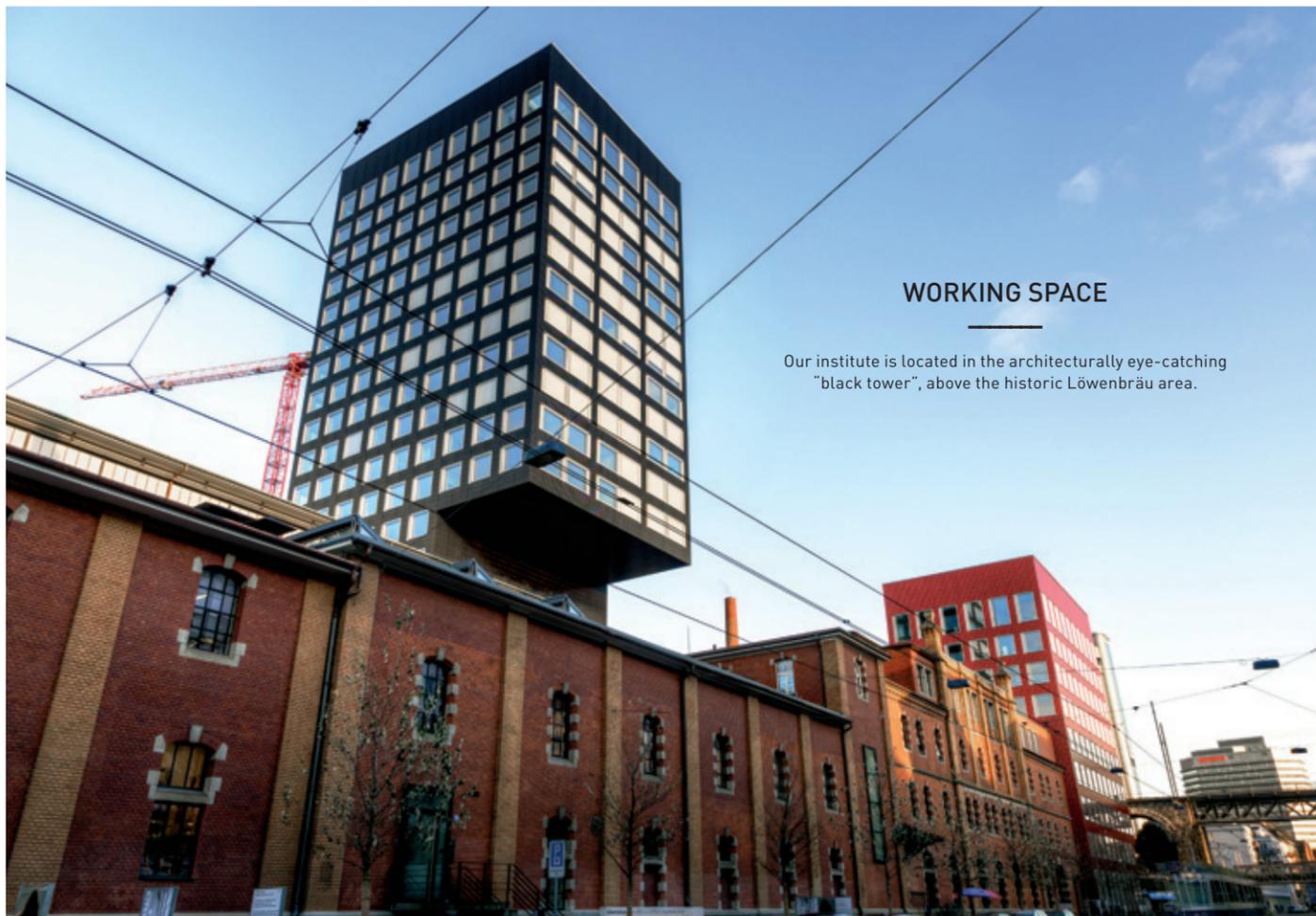


Source:  
Erziehungsmagazin  
Fritz + Fränzi  
September, 2016

# HEADQUARTERS

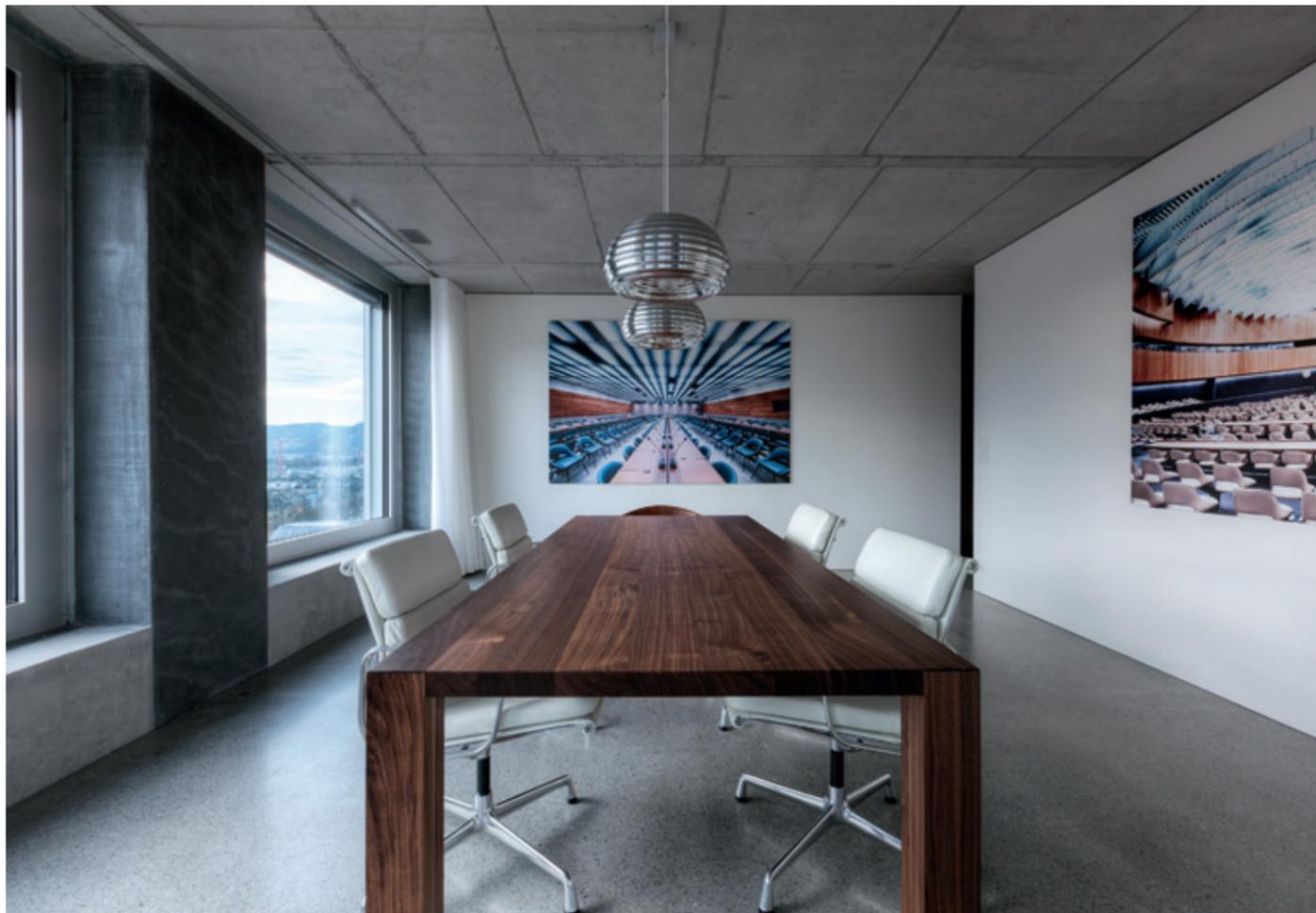
IT DID NOT TAKE LONG TO DECIDE HOW WE WOULD DESIGN OUR MEETING ROOMS: WE WANTED TO SHOW THE TOPIC OF "NEGOTIATION" IN OUR HEADQUARTERS AS WELL. THIS IS WHY WE HAVE PICTURES OF THE UNITED NATIONS CONFERENCE ROOMS ON OUR WALLS, THE WHITE CHAIRS COME FROM THE CHANCELLOR'S BUNGALOW IN BONN, WHERE THE GERMAN REUNIFICATION WAS NEGOTIATED.





### WORKING SPACE

Our institute is located in the architecturally eye-catching "black tower", above the historic Löwenbräu area.



### OUR TEAM IN ZURICH



#### JENS VÖGELER

HEAD OF SEMINARS

is responsible for all seminars. He stays on top of things, especially when clients are in urgent need of support.

“To get results even at the highest level is fascinating for me and makes this responsibility unique.”



#### SAMUEL GIOIA

PROGRAM MANAGER CERTIFIED NEGOTIATOR  
manages our new "Certified Negotiator" program. He analyzes what our clients need and develops new seminars and workshops.

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promotes our international footprint. He manages all global clients and is responsible for our offices in New York City and Hong Kong.

“I am fascinated by the power of negotiations to resolve global humanitarian problems.”

Old and new. A black, modern concrete tower was erected on top of a historic brick building. Is that allowed? We think it's great.

We enjoy working in the "BLACK TOWER".  
Our creative heads develop lots of creative ideas here.

# “German automotive manufacturers now have to negotiate with President Trump”

PUNITIVE DUTIES, IMPORT TAXES, PULLING OUT OF FREE TRADE: U.S. PRESIDENT DONALD TRUMP SNUBBED AMERICA'S TRADE PARTNERS WITH HIS POLICY AND HAS NOT STOPPED AT THE GERMAN AUTOMOTIVE INDUSTRY. HOW SHOULD GERMANY REACT TO AMERICA'S PLANS? EY AUTOMOTIVE LEADER, **JÖRG HÖNEMANN**, AND NEGOTIATING EXPERT, **MATTHIAS SCHRANNER**, DISCUSS THE NECESSARY STRATEGY TO BE ADOPTED WHEN DEALING WITH TRUMP AND SAYING THE RIGHT THING AT THE RIGHT TIME.

INTERVIEW BY ACHIM RUST

**Mr. Schraner, President Trump is attacking automotive companies investing in Mexico and is demanding that more jobs are created in America. Is his stance a sign of strength or weakness?**

SCHRANNER: It is indeed a sign that he wants conflict. You can see Trump has a clear strategy; one which most firms also have, in particular purchasing organizations. They deliberately look for conflict because they believe they can use it to their own advantage and manage it more effectively.

**But does Trump have to resort to such measures when the U.S. automotive industry is doing well?**

HÖNEMANN: The U.S. market has experienced annual growth over the last seven years, reaching a historically high level. We can also look at 2016 as a successful year globally as most regions grew and achieved a total of more than four percent growth in sales. It is not Trump's top priority to help the American automotive industry but to realize his electoral promise of creating more jobs in the U.S. Of course, the automotive industry is both a significant employer and a giant importer for the U.S.

**Create more jobs domestically and reduce foreign imports: Is his plan intended to kill two birds with one stone?**

SCHRANNER: Absolutely. He is honoring his electoral promise – “America first!” He is focusing on large U.S. corporations and is bringing fresh momentum to the discussion. And he is enjoying it...

HÖNEMANN: Yes, he doesn't discriminate against foreign companies but instead uses Twitter to directly attack the Big 3 in America. This is therefore not a protectionist measure for the U.S. automotive industry.

**BMW and Daimler have both created many jobs and increased production in the U.S. Is Trump messing with the wrong companies?**

SCHRANNER: During an interview with a German newspaper, he discussed his threat to raise BMW's additional custom duties by 35% if they invest in Mexico. I personally haven't heard him speak generally about the German automotive industry or German firms in any of his speeches. I don't believe that he has anything against German companies per se but that he has one priority: he wants companies to invest in America.

**What is of interest to German automotive manufacturers in the U.S.?**

HÖNEMANN: They want to secure a very important location. Firstly, a location for sales: North America is

still the world's second largest automotive market today behind China. Secondly, besides production, the U.S. is also an important location for research and development for German manufacturers and suppliers, if we consider Silicon Valley. There is a wealth of relevant knowledge there which we want to use to drive forward the automotive industry's transformation.

**Why is Mexico even a thorn in Trump's side?**

HÖNEMANN: Mexico is right on his doorstep. He can see the extent to which production facilities are being built there and from where the vehicles are then being imported into North America. He asks why jobs are being created there rather than in the U.S. but forgets that low wage costs in Mexico lead to low vehicle prices in the U.S. so that low-income households can also afford to buy their own car. It is mainly small and mid-sized cars that are imported from Mexico; if each car then has a custom duty of USD 2,500, vehicles are inevitably going to be more expensive for the U.S. market. This particularly affects ordinary households.

**Do we have exact figures for the impact of punitive duties or import taxes on the sector?**

HÖNEMANN: We have to distinguish between possible punitive duties for imports from Mexico and a general import tax which would apply to all goods imported to the U.S. UBS has calculated what this would mean for importing cars to the U.S.: Sales on the U.S. market would decline by approximately 3 million vehicles at the expense of trade and jobs. If these negotiations don't find a rational solution, it will result in a loss for all parties and decline in prosperity.

**Do German automotive manufacturers need the U.S. or is it the other way around?**

SCHRANNER: Both – that is without question. Apart from possible punitive duties, it is a case of what incentives Trump can offer to get German manufacturers to invest even more in the U.S. instead of, for example, in Argentina or Brazil. Therefore, BMW and Daimler have to consider what will make them invest more in the U.S. They should make these demands now.

**How do you rate Germany's reaction up until now? The companies themselves are lying low, the German Association of the Automotive Industry [VDA] is saying they are taking Trump's statements seriously.**

SCHRANNER: I think that the companies have to react now because they will end up on the defensive otherwise. They have to state what they want. BMW, for example, is well-placed in the U.S.: the company from Munich

operates its largest manufacturing plant there. HÖNEMANN: BMW and Daimler are both strong, there are certain models they only produce in the U.S. Having invested billions into production and development, they have chosen the U.S. as their base and are actively relying on a long-term partnership. German automotive OEMs and suppliers have created 110,000 jobs in the U.S. and are an important catalyst for innovation there.

**Does Trump see it like that?**

SCHRANNER: We don't even know his exact position. Trump has caused uproar and made demands. It is even more important for us to step into the ring and fight back. German automotive manufacturers have to negotiate with President Trump now.

HÖNEMANN: It is important to emphasize the mutual goal whilst doing so. VDA President Wissmann has already stated that. The goal is not only to successfully shape the transformation of the automotive industry but also to do so together.

**Why is America an important transformation partner for German automotive manufacturers?**

HÖNEMANN: The transformation in the automotive industry stems from a change in demand patterns, different regulatory framework conditions, such as those on environmental protection, and new technology. The details of these vary between countries but what we are essentially talking about is connected cars, autonomous driving, shared mobility and electric vehicles. The U.S. is well placed in this race, such as in e-mobility with Tesla and in shared mobility with Uber. This is where the important synergies and potentials needed for collaboration with America's brightest minds lie.



“Trump needs the strong German OEMs as investors to create the jobs he promised.”

– JÖRG HÖNEMANN –

**Trump accuses Germany of exporting too much to America. Is that true with regards to the automotive manufacturers?**

HÖNEMANN: The VDA has already pointed out that the import-export balance is actually almost even. Around 815,000 vehicles are imported into the U.S. annually whilst BMW, Daimler and VW produce just under 810,000 in the U.S. today. Therefore, they have increased production fourfold since 2009; 41% of which is bought in the U.S. and 59% of which is exported out of the U.S. According to the VDA, more than half of the cars are therefore being exported all over the world from the USA, which Trump cannot possibly object to.

**So this is not a bad starting position for negotiations?**

SCHRANNER: No, the opposite. The biggest mistake that German automotive manufacturers could make now would be to let themselves be backed into a corner. Instead, they need to come forward, assert their own power and enter the conflict with confidence.

**Can they negotiate with someone who publically snubs his partners then?**

SCHRANNER: On the one hand, it's about how you position yourself before starting to negotiate but, on the other hand, it's also about your position whilst negotiating. Even before the negotiations, Trump has already dropped anchor, as we say, setting his agenda and forcing his opponent to be on the defensive. However, we are nowhere near the negotiation table yet. We would be drawing the wrong conclusion if we were to say that he actually wants to damage the German industry just because he's already going to town on it.

**On which points will the German companies take a firm stance as they enter into negotiations?**

HÖNEMANN: We have to ensure that at least the free movement of goods and people remain unchanged. Furthermore, we have to make clear that Trump has to contribute his part as well in order to ensure the automotive industry remains viable in the U.S. If he wants us to invest in his country and to create more jobs than what I, as an automotive company, need first and foremost are qualified employees there. New jobs are mostly being created in new fields such as robotics, lightweight construction, e-motors, battery technology and IT. The U.S. has to drive this transformation forward in order to remain one of the leading automotive nations. They need partners like us for this but they will also have to provide the appropriate frameworks.



“I am quite sure we will find a solution. Failure is not an option.”

– MATTHIAS SCHRANNER –

**What exactly does that mean?**

HÖNEMANN: For example, Trump could ensure a U.S.-wide regulation in order to facilitate the test operation and market introduction of autonomous driving. Until now, a company has had to deal with 50 state laws or regulations which slows things down immensely. Further examples include establishing an infrastructure of electrical charging points and promoting electronic vehicles in order to encourage the breakthrough of e-mobility in the U.S.

**That sounds as though the negotiations could ultimately benefit both sides.**

SCHRANNER: The goal of such negotiations is to find solutions which are not immediately apparent. It is exciting because you discover so many areas which need tackling and which you can delve further into together. This conflict can be ultimately positive for both sides if they engage intensively with one another.

**Up to now, Trump has been focusing on “win-lose”: What does he have to win to score well in the negotiations?**

SCHRANNER: He would be successful if he actually creates new jobs in America. An economic boom is measurable. If he manages to boost the economy with one of his incentives then he has won.  
HÖNEMANN: We can't say yet whether Trump is actually negotiating on a “win-lose” basis. He is currently making tough demands and has dropped anchors. However, this doesn't necessarily mean that he wouldn't cater to our demands later in order to achieve his overall goal of creating new jobs. You certainly never negotiate against someone but with someone in order to achieve a common goal. I assume that Trump, as a businessman, is interested in talking to top executives of large German automotive companies in order to find out their views.

**Who should actually negotiate with him then? Who is flying to Washington or New York?**

SCHRANNER: Anybody who wants something or who wants something from him, has to go. Therefore the German automotive firms have to go. Only then can we learn what Trump really thinks and what is important to him. And only then can he realize what is important to us. If he introduces punitive duties, we won't be able to defend ourselves. But we can make the consequences for us clear and how these would impact our investment decisions accordingly.  
HÖNEMANN: One approach would be to say that we understand that he wants to create jobs in the USA, which we also find important, but now we would like to discuss with him what we need to do to reach our goal together. This could possibly even give us the opportunity to implement measures which would not have been possible otherwise, such as investment funding or new regulatory frameworks. Because of his electoral promises, Trump is under pressure to succeed and so perhaps now is the time to push through such demands.

**So the German politicians shouldn't negotiate on behalf of the companies but rather the companies should negotiate for themselves?**

SCHRANNER: I believe so. I don't think it's realistic for politicians to act as a protective power for the companies. You have to go and fight for your interests yourself.  
HÖNEMANN: The companies we're talking about here are already in talks anyway. The German automotive manufacturers have excellent relationships with the governors of the respective states and these already know the significance of German manufacturers and suppliers as employers and taxpayers in their respective state. Therefore, it is possible for the companies to represent their position and highlight possible consequences.

**Should a delegation of the automotive industry travel to the U.S. or should the respective CEO go?**

SCHRANNER: Both – you can negotiate both alone and in a group. Everyone could hold their own meetings and coordinate with the association. However, nothing will transpire from waiting for the government to do something or from discussing it with the EU first and then waiting for the EU to come up with a proposal.

**Could you not alternatively wait and see what Trump really does?**

SCHRANNER: That would be the worst approach because you would be leaving it to Trump to take complete charge of the negotiations.  
HÖNEMANN: He can then continue to set the agenda and determine public opinion. The longer it takes for someone to push back, the more difficult it will be to back down from these demands – even for Trump himself. He has to ensure that he can show success, realize his promises and keep face. To this extent, he is also conversely dependent on strong investors like the German automotive industry.

**And if there is no progress – is no agreement better than a bad one?**

SCHRANNER: I don't think it will come to that. We will have to work together with America no matter whom we have to deal with. There will never be sanctions like those against Putin. I am quite sure we will find a solution. Failure is not an option.



**JÖRG HÖNEMANN**

is a partner at EY and manages the automotive sector in Germany, Austria and Switzerland. He has many years of experience consulting international automotive manufacturers and suppliers, and supporting them in the transformation journey towards “connected, shared, electric and autonomous mobility”.



# behind the scenes

OUR CLIENTS WANT TO LEARN "AT ANY TIME". IN COLLABORATION WITH THE ZEIT AKADEMIE WE WERE ABLE TO DESIGN AN **ONLINE SEMINAR**, WHICH WE NOW OFFER OUR CLIENTS. RECORDING THE MOST IMPORTANT SEMINAR ELEMENTS WAS A NEW EXPERIENCE – AND A LOT OF FUN.

**M**y first thought was, no, I'm not going to do that. In August, during summer break, in a dark studio for three days and endless recordings with the same sentences over and over again. No, that's not for me. Although, I thought, that's exactly what our clients have long been asking for. To learn strategies and tactics, where they want it and when they want it. So, I decided to watch the completed online seminars from the ZEIT Akademie and was positively surprised. There were no boring monologues or old-fashioned presentations. Now the negotiations with my wife and children began. Internal negotiations are always harder than the external ones, of course. Granting many concessions, I was able to get the "go ahead", and I accepted. The studio recordings were a breeze, the ZEIT Akademie team was very professional and very well prepared, thanks to their other online seminars. The outdoor recordings in sunny Hamburg were the most fun, and my family got to watch. But I will not tell you what my children had to say about my acting skills.

→ More information at [zeitakademie.de/seminare/business](http://zeitakademie.de/seminare/business)

PHOTOGRAPHS: Felix Amsel (2), courtesy ZEIT Akademie



## ZEIT AKADEMIE

Verhandeln mit Erfolg (Successful Negotiations) – the new ZEIT Akademie online seminar allows people to learn strategies, tactics and more from the comfort of their home.



### FLOWER POWER

This arrangement of gladiolas is a work by the American artist Taryn Simon. Her source of inspiration was the photograph of the signing of the Gdańsk Accord in 1980. It is in the Zurich office of the Schraner Negotiation Institute and serves as more than just a splash of color.

# NEGOTIATION ART WORK

DR. JUDITH PLODECK ON COLLECTING ART  
AND THE MOST INTERESTING EXHIBITS WORLDWIDE  
COMING UP IN ART THIS AUTUMN.

PHOTOGRAPH: Luca Zanier



### ART EXPERT

Dr. Judith Plodeck of the Berlin-based Sprüth Magers gallery works with us on "Negotiation Art Work". She is an expert on contemporary art and advises art enthusiasts on how to build a collection.

#### Dr. Plodeck, what was your first thought when you heard of the "Negotiation Art Work" project?

A wonderful, deep, lively collection idea, lead with enthusiasm and a heart. An ambitious project with great growth potential and a great transformative effect.

#### What are, in your experience, the characteristics of a good art collection?

A good art collection always has a philanthropic background from where the works come into the collection. There is usually an individual behind it who is not only concerned about the artist's well-being, but who is also interested in society's participation. Richard von Weizsäcker once said about culture that it is the spiritual ground securing our own ability to survive. Artistic positions then find their voice from there and their way into society, allowing the art to take its effect. The works in a good art collection all have a successful connection between artistic message and the matching, chosen medium.

#### What tips would you give people interested in art who can envision their own small collection?

I would advise everyone who is interested in art to go and see many art shows and to look, for instance, also at the Old Masters or at works from classical modernism, which creates more and more connections with contemporary art. The more you see the more exciting are the changes in your own perception. Some works that at the beginning may have felt unwieldy and inaccessible end up opening completely new horizons and perspectives. It is best to follow or trust one's own eyes and aesthetics and gut feelings. It is also helpful to study the exhibition career of the artist or to observe and/or buy young artists, so that you can collect into the depth of an oeuvre. And it always helps to seek the advice of a gallery. The many international art fairs also give a good overview on what is going on in the market. Sometimes it is a good idea to stay faithful to one's own view and not to follow every fashion or trend.

#### What works of art should be represented in "Negotiation Art Work"?

There should be works of art that meet the above-mentioned criteria and that explore the topics of negotiation, anxiety, failure, hope, etc.

#### Which exhibitions, openings, events...would you recommend for this fall?

Overall, art will be exciting this fall:

Until mid-July we still have the historically important Documenta show. This year, it takes place in **Athens** and **Kassel** and is curated by the much talked-about Adam Szymczyk.

**Documenta 14**  
8 April - 16 July  
[www.documenta.de](http://www.documenta.de)

In the Frankfurt Städel museum, there is a great show on photography and the Bechers' students, who were very important for the development of photographic art history; their students today are among the best-known international photographers. The Bechers left their mark on photography in the 1990s, they caused artistic photography to be perceived in a new light and changed its importance.

**Städel Museum, Frankfurt**  
**"Fotografien werden Bilder. Die Becher-Klasse"**  
27 April - 13 August  
[www.staedelmuseum.de](http://www.staedelmuseum.de)

One of my favorite artists: **Bill Viola** has a show in the **Hamburg Deichtorhallen: 2 June - 10 September 2017**, works of the American media artist Bill Viola, who is one of the most important contemporary artists worldwide. Bill Viola's monumental installations turn the 3,000 square meters of the contemporary art space in the Deichtorhallen into a cathedral of the 21st century.  
[deichtorhallen.de](http://deichtorhallen.de)

The Berlin art week and abc, art berlin contemporary, start off the Berlin art season in September. This is also when the National Gallery Prize is awarded.

**Berlin Art Week with the National Gallery Prize and ABC**  
12 - 17 September  
[artberlincontemporary.com](http://artberlincontemporary.com)  
[berlinartweek.de](http://berlinartweek.de)

And there is still time to see the show **"moving is in every direction"** in the **Hamburger Bahnhof - Museum für Gegenwart, Berlin, 17 March - 17 September 2017**. This is about installation art from the 1960s until today.

In **Los Angeles** a show opens about the meeting of Latin American and Latino Art in dialog with Los Angeles, organized by the Getty Pacific Standard Time. **"LA/LA: A celebration beyond borders", starting 15 September**  
[pacificstandardtime.org](http://pacificstandardtime.org)

**Istanbul**  
**Istanbul Biennial**  
16 September - 12 November  
[bienal.iksv.org](http://bienal.iksv.org)

ATHENS  
KASSEL  
FRANKFURT  
HAMBURG  
BERLIN  
LOS ANGELES  
ISTANBUL



"POWER", Work By African American Women From The Nineteenth Century To Now, Curated by Todd Levin, Sprüth Magers, Los Angeles, March 29 – June 10, 2017



LUCY DODD, Installation view, Lake in the Sky, Sprüth Magers, Berlin, 29 April – 17 June 2017



THEA DJORDJADZE, Installation view, „listening the pressure that surrounds you“, Sprüth Magers, Berlin, April 30 – June 25, 2016

## SPRÜTH MAGERS

The art gallery of Sprüth Magers was founded in 1998 by Monika Sprüth and Philomene Magers and is now present in Berlin, London, and Los Angeles.

## NEW YORK LONDON PARIS TURIN COLOGNE MIAMI BERLIN

In October, the **MoMA** in **New York** will show:  
**"Items: Is Fashion Modern?"**  
**1 October 2017 – 28 January 2018**  
[www.moma.org](http://www.moma.org)

Always worth a trip in October is also the **Frieze Art Fair** in **London**.  
Lovely, in **Regent's Park**.  
**5 – 8 October**  
[www.frieze.com](http://www.frieze.com)

Almost immediately after, one could go to see the **Fiac** in **Paris**, hosted in the beautiful Grand Palais and one of the few art fairs that show the artworks in natural light.  
**19 – 22 October**  
[www.fiac.com](http://www.fiac.com)

While at the art fair, there is also a chance to catch the **Camille Henrot** exhibition in the **Palais de Tokyo** in **Paris**. And, of course, there are all the other wonderful museums, such as the Rodin Museum, or the Musée D'Orsay, that Paris has to offer.  
**18 October 2017 – 7 January 2018**  
[www.palaisdetokyo.com](http://www.palaisdetokyo.com)

PHOTOGRAPHS: Robert Wedemeyer, Timo Ohler (2)

PHOTOGRAPH: © Rosemarie Trockel / Thea Djordjadze / VG Bild-Kunst, Bonn 2017

The **Artissima fair** takes place every **November** in **Turin**.  
[www.artissima.it](http://www.artissima.it)

And from there, take a quick trip to **Cologne**, to the **Museum Ludwig** and to **James Rosenquist: "Painting as Immersion oder das Eintauchen ins Bild"**  
**18 November 2017 – 11 March 2018**  
[www.museumludwig.de](http://www.museumludwig.de)

A little bit of sunshine, beach, and art await you just before Christmas in **Miami** at the **Art Basel/Miami Beach**.  
**7 – 10 December**  
[artbasel.com/miami-beach](http://artbasel.com/miami-beach)

Second semester shows at **Sprüth Magers Berlin**  
**7 July – 2 September**  
**Thomas Ruff – New Works**  
Thomas Ruff is also a Becher student  
**Analia Saban**  
Young gallery artists and student of John Baldessari.  
**Thea Djordjadze** and **Rosemarie Trockel**  
A combined exhibit in the Berlin gallery. Thea is one of Rosemarie Trockel's students. In the autumn of 2017, we will also celebrate the reopening of our London gallery at its old address, in Grafton Street. We don't have an exact date yet.



ROSEMARIE TROCKEL / THEA DJORDJADZE  
A Ship So Big, A Bridge Cringes, 2007

# save the dates



**SUMMER CAMP** | FAMILY NEGOTIATIONS  
2 – 4 AUGUST 2017 | ST. MORITZ



**N-CONFERENCE** | OUR INSTITUTE'S HIGHLIGHT  
5 AND 6 OCTOBER 2017 | ZURICH



**I DO IT MY WAY** | SUCCESSFUL NEGOTIATIONS  
13 OCTOBER 2017 | MUNICH  
20 OCTOBER 2017 | VIENNA  
27 OCTOBER 2017 | ZURICH

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