

# N

NEGOTIATION SWISS TOUR | THE MOST IMPORTANT PLACES  
BIBIANA STEINHAUS | SETTING THE LIMITS  
NEW YORK CITY | OUR NEW OFFICES DOWNTOWN  
N-CONFERENCE | THE HIGHLIGHTS

2018

## NEGOTIATE.

THE MAGAZINE FOR GLOBAL DECISION MAKERS



# M A S T E R P L A N

## MASTER PLAN

It takes a master plan to bring an idea to fruition in a complex project such as a difficult negotiation. Goal setting, strategy, the timely involvement of internal and external stakeholders—everything must be planned. Santiago Calatrava, architect of the World Trade Center Transportation Hub in New York, is a master of planning and will be a speaker at our N-Conference in Zurich.



## THE NEGOTIATING MASTER PLAN

Barbie on the front page of NEGOTIATE. Magazine? What does a Barbie doll have to do with a master plan? Everything. The creator of the Barbie doll, Ruth Handler, had a groundbreaking idea. She wanted to prepare her daughter for the life ahead of her and show her that she can access any profession. At the time, dolls portrayed women in a motherly role, and not as professionals. Ruth Handler dressed her dolls with the clothes of doctors, lawyers, architects...and motivated her daughter to study. At the same time, she turned the idea into a business with a master plan. Barbie thus initiated her international voyage through the decades, becoming an icon. The Barbie doll on the title page, photographed by American artist Beau Dunn (interview page 65), hangs in our New York City office. First comes the idea, then the master plan which builds upon it.

In this NEGOTIATE. Magazine, we shed light on negotiation topics from many different angles. We spoke, amongst others, with artists, architects, politicians, and a variety of negotiation experts. Our magazine has the same goal as every year: we want to inspire you to reflect on negotiations.

Barbie inspires us daily in our New York Office to negotiate with innovative and extraordinary ideas.

We hope you enjoy our new issue.

Matthias Schraner  
CEO



### ART IN THE OFFICE

More than a doll: Barbie, internationally known and not only by children. American artist Beau Dunn captured the blond beauty in a series of portraits that address artificial beauty and the obsession with which one strives for it, especially in her hometown of Los Angeles.

PHOTO: © Beau Dunn

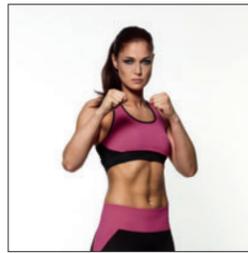
PHOTO: Gisela Schenker

CONTENTS



8

Negotiation Master Plan:  
the focus of the  
2018 N-Conference



16

Marie Lang:  
I am proud of  
my victories



24

Those who learn how to  
negotiate have an upper hand in  
business and in private life



30

Downtown New York, cool,  
upcoming, and full of exciting  
opportunities



38

Summer Camp:  
Learn how to prevail in  
the face of difficulties



52

Santiago Calatrava builds  
worldwide—uncompromisingly  
and monumentally



56

Winter Camp:  
Intensive training on  
the ultimate edge



58

Mikuláš Dzurinda on good  
negotiation techniques and  
the benefits of long walks

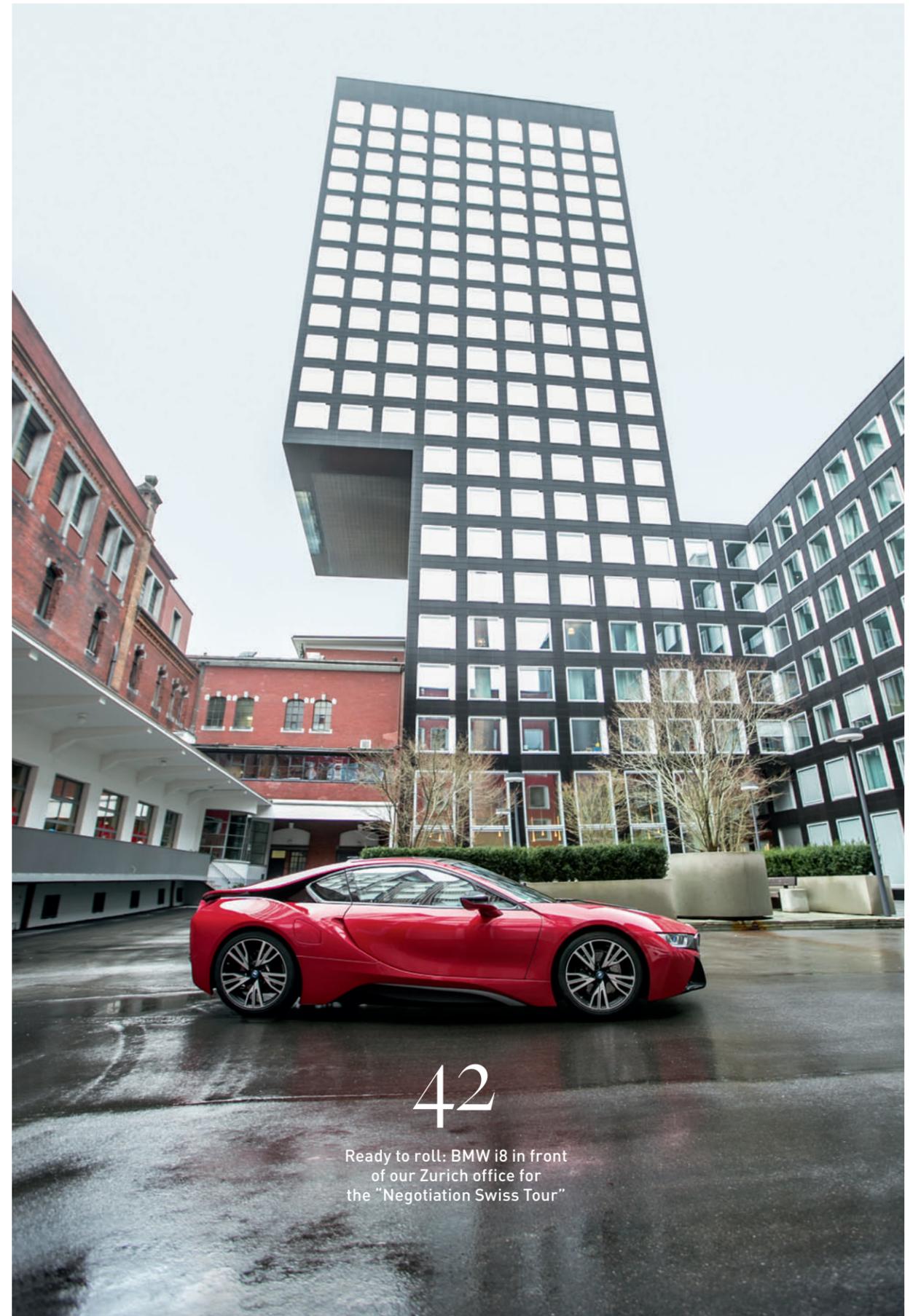


62

Art: Barbie, the ultimate  
symbol of glamour,  
beauty, and power

PHOTOS: Michael Wittling (1); David Všenjić (1); © Heinrich Helfenstein; PUTNIK / Alamy Stock Photo(1); © Beau Dumit(1)

PHOTO: Jan Heffleisch / Getty Images



42

Ready to roll: BMW i8 in front  
of our Zurich office for  
the "Negotiation Swiss Tour"

# MY POINT OF VIEW

MUST A **NEGOTIATION MASTER PLAN** BE STRICTLY FOLLOWED, OR SHOULD YOU REMAIN FLEXIBLE? THE SPEAKERS OF THE N-CONFERENCE GIVE THEIR FIRST INSIGHTS.



“The most touching thing that anyone can say to me is that I have done something beautiful for the community.”

- SANTIAGO CALATRAVA -



“Every master plan must also include alternatives— one must remain tactically responsive and flexible.”

- FRÄNZI KÜHNE -

“Put the fish on the table’ is the best starting point for negotiations.”

- GEORGE KOHLRIESER -





“If you are looking for a master plan in a startup, you might as well quit right away. Beaten paths are simply un-exciting. It is much more important to have the courage to leave them, to abandon plans and to try new things—all the time.” ”

- SUSANN HOFFMANN -



“My master plan consists of four elements. Never more, never less.”

- SCOTT TILLEMA -



“My master plan follows the call of duty. For me, serving my country is stronger than all other considerations.”

- TAWFIK JELASSI -



“My values are my master plan: I remain consistent, I won't be one way today and another way tomorrow.”

- BIBIANA STEINHAUS -



“Planning is important, implementation even more. Just do it.”

- FELIX HAAS -



# Master Plan

THE MOST IMPORTANT ELEMENTS OF A NEGOTIATION WITHIN A MASTER PLAN.  
AN INTERVIEW OF MATTHIAS SCHRANNER BY MARC BROST, DIE ZEIT



## MY OPPOSITION

"An important principle of police negotiation is that I am facing a human being and not an offender. By doing so I have better access and I use better wording. Looking at politics, for example, by observing President Trump, you can immediately see that he is a rumbling negotiator who strays from diplomacy. If you were to negotiate with President Trump, it would be important to negotiate with Trump, the man, rather than with Trump, the public figure."

## THE CONFLICT

"Whenever a negotiation goes well, I am being ripped off; it means that I did not bring out and test the conflict. If it's too easy, then I made a mistake: either I set my goals too low or I avoided the conflict."

## THE NEGOTIATOR

"A negotiator should not solely be interested in having a good relationship with the other side. In a difficult negotiation, I always have two interests. First, I want a good relationship with the other side; I want to be liked. Second, I want my goal, which could be to enforce a price increase in sales, for example. In difficult negotiations, I have to decide what to focus on and based on our experience, the relationship always wins in this balance. Specifically, it means that a key account manager is not allowed to conduct a price negotiation."

## THE OFFER

"In a negotiation, you should never enter with an offer because one can say NO to an offer. As soon as I get a NO from the other side, things get very difficult. One should thus enter with demands, the offer should only be laid on the table at the last minutes."

## TWO TYPES OF NEGOTIATORS

"I separate negotiators into two groups. First, there are the rational negotiators, who believe in causality; the connection between cause and effect. Second, there are the players, who make claims in a negotiation without a particular reason; without a cause. Players just want to see how the other side reacts: they love the game."

## THE SOLUTION

"A negotiation is not there to convince anyone. It is there to find a solution. It is therefore not about dogmatism, but about a common struggle for the best solution. I'm negotiating for something, not against someone."

## THE EDGE

"I reach my limits in every negotiation. There is always a situation where I think: what am I doing now. This situation is important because it forces me to reflect again on the solutions."

→ The interview can be found in full and in German here:  
[www.schranner.com/de/institute/matthias-schranner-ceo](http://www.schranner.com/de/institute/matthias-schranner-ceo)

THE **N-CONFERENCE** IS THE HIGHLIGHT OF OUR INSTITUTE. NEGOTIATION EXPERTS, ARCHITECTS, ARTISTS, AND ATHLETES WILL SHARE THEIR UNIQUE INSIGHTS AND PROVIDE YOU WITH ACTIONABLE TIPS.

Wednesday, October 10, 2018

## ACADEMY DAY

1:30 pm  
Registration and Welcome Coffee

2:00 pm - 6:00 pm  
**REFRESHER SEMINAR** (German)  
**THE 7 PRINCIPLES  
NEGOTIATION – SCIENCE AND PRACTICE**  
MATTHIAS SCHRANNER

7:00 pm - 10:00 pm  
**GALA**  
CERTIFICATION DINNER CEREMONY

Thursday, October 11, 2018

## N-CONFERENCE DAY 1

8:30 am  
Registration and Welcome Coffee

9:00 am - 9:15 am  
**MASTER PLAN FOR NEGOTIATIONS** (German)

9:15 am - 10:30 am  
**MASTER PLAN FOR LEADERSHIP** (English)  
PROF. GEORGE KOHLRIESER

10:30 am - 11:00 am  
Networking & Meeting Point

11:00 am - 12:00 pm  
**THE MASTER PLAN FOR NEGOTIATIONS**  
(German)  
MATTHIAS SCHRANNER

12:00 pm - 12:30 pm  
**PANEL DISCUSSION** (English)  
PROF. GEORGE KOHLRIESER  
MATTHIAS SCHRANNER

12:30 pm - 1:45 pm  
Lunch

1:45 pm - 2:15 pm  
**„THE 4 MOST IMPORTANT ELEMENTS“** (English)  
SCOTT TILLEMA

2:15 pm - 3:00 pm  
**BREAK-OUT SESSIONS**  
Session 1  
**NEGOTIATIONS WITH CEE AND RUS –  
INTERACTIVE WORKSHOP** (English)  
JEROEN KETTING

Session 2  
**NEGOTIATING VENTURE DEALS—  
EXCHANGE OF EXPERIENCE** (German)  
SUSANN HOFFMANN  
FRÄNZI KÜHNE  
FELIX HAAS

Session 3  
**MASTER PLAN EXPANSION:  
ONE ON ONE** (German)  
RAINER SCHALLER

3:00 pm - 3:30 pm  
Networking & Meeting Point

3:30 pm - 4:00 pm  
**PANEL DISCUSSION IN THE BALLROOM** (German)  
BIBIANA STEINHAUS

4:00 pm - 4:15 pm  
**PROJECT VIDEOS**  
DR. SANTIAGO CALATRAVA

4:15 pm - 5:00 pm  
**SPEECH** (German)  
DR. SANTIAGO CALATRAVA

**SUMMARY**  
7:00 pm  
Conference Dinner  
at the Kronenhalle

Friday, October 12, 2018

## N-CONFERENCE DAY 2

8:30 am  
Registration and Welcome Coffee

9:00 am - 9:30 am  
**THE SCOTLAND YARD MASTER PLAN** (English)  
KIRK KINNELL

9:30 am - 10:00 am  
**THE MOTIVES OF RUSSIAN NEGOTIATION  
PARTNERS** (English)  
JEROEN KETTING

10:00 am - 10:30 am  
**MASTER PLAN TO INDEPENDENCE** (English)  
MIKULÁŠ DZURINDA

10:30 am - 11:00 am  
Networking & Meeting Point

11:00 am - 11:45 am  
**WORKSHOPS** (English)

Session 1 KIRK KINNELL  
Session 2 MIKULÁŠ DZURINDA  
Session 3 PROF. DR. TAWFIK JELASSI

11:45 am - 12:30 pm  
**PANEL DISCUSSION** (English)  
KIRK KINNELL  
JEROEN KETTING  
MIKULÁŠ DZURINDA  
PROF. DR. TAWFIK JELASSI  
MATTHIAS SCHRANNER

12:30 pm - 1:45 pm  
Lunch

1:45 pm - 3:00 pm  
**KEY NOTE: THE COURAGE TO NEGOTIATE** (German)  
JOSCHKA FISCHER

3:00 pm  
**OUTLOOK 2019  
GET-TOGETHER**  
Onyx Bar





**MARIE LANG** is the reigning world champion in kickboxing and a successful entrepreneur. As a certified fashion designer, she founded her own brand of fashionable sporting goods. She supports the project "Box Your Way Through Munich", a facility for children living below the poverty line. The children and adolescents can reduce their aggression through the practice of boxing, and learn to avoid violence through prevention courses.

PHOTO: Michael Wiffling

# I DO IT MY WAY

THIS WORKSHOP IS FOR WOMEN WHO HAVE TO OVERCOME DIFFICULT NEGOTIATIONS IN **BUSINESS**. IT IS NOT AGAINST MEN, AND NOT ABOUT MEETING SOME QUOTA. IT IS ABOUT ACQUIRING THE RIGHT NEGOTIATING STRATEGY TO WIN.



Four strong women who have it their own way. Helga Hengge – the first German woman to reach the summit of Mount Everest, Annett Fleischer – actress and Playboy cover girl, Andrea Karg – founder of "ALLUDE" an intuitive entrepreneur, Anne-Marie Flammersfeld – winner of all four Racing the Planet desert races (clockwise from top left)

PHOTOS: Niko Schmid-Burgk (1); Gisela Schenker (1)

# Pain is temporary, Pride is forever

DURING THE PREPARATION, MISTAKES ARE ACCEPTABLE AND EVEN NECESSARY. DURING A COMPETITION, MISTAKES LEAD TO DEFEAT.

**MARIE LANG** IS THE FORMIDABLE KICKBOXING WORLD CHAMPION AND SHE KNOWS HOW TO OPTIMALLY PREPARE FOR ADVERSITY.

**Congratulations on once more defending your title, going unbeaten for 32 fights. How do you prepare mentally to defend your title?**

You know it's going to be painful. Of course, I know that during the whole preparation. The day before the fight, I ask myself, "why am I doing this?" When I step into the ring, those thoughts disappear completely. All I have left is this one and only goal to win the fight. The feeling of victory is indescribable, it makes you forget all the effort and pain.

**I have been running marathons for many years. I know that at kilometer 35, the pain begins. I keep walking, there is an almost meditative quality to it. In your sport too?**

(laughs) No, definitely not. I am only functional in extreme pain and I can only bear through it. In a competition, however, adrenaline assists me. It is an absolutely extraordinary experience, for which I can neither practice nor train.

**The spectators in a marathon often hold up signs that read "Pain is temporary, Pride is forever."**

Yes, I feel the same way. I am very proud of my victories and that I have made it through. I forget all the preparation and pain very quickly.

**Many athletes imagine the victory ceremony before the competition...**

Yes, of course. I set myself an achievable goal and constantly think about it. What is really important to me is to have the awareness of having given everything. I get so annoyed when I feel like I have not given my all. There is nothing worse for me than to think that I could have done more at the end of the fight. Even when I win, I get this feeling of dissatisfaction. When the fight is over, I cannot change it anymore. It pushes me tremendously in the fight; do it now.

**If you had to chose between winning without giving your all, or losing after giving everything you can, which would you pick?**

Losing while giving everything I can. With that, I can be proud of myself. There is no shame in losing; that can always happen. I need that satisfaction that comes from giving everything.

**Which opponents are hardest to fight?**

Those who surprise me and force me to think on my feet. I once had an opponent who laughed at me after I punched her hard. I first thought I needed a Plan B; I thought I had to change my tactics or something, until I realized she just wanted to unsettle me. I told myself to not be shaken by it and to stay on top of the fight.

**Where does this relentlessness, this "never giving up", come from?**

I think I've always had that attitude, even during school and college. I'm not consciously looking for risk, but I think you have to take calculated risks and keep seeking new challenges. I am not at all the aggressive type; I don't climb into the ring with fury. I keep the aggressiveness at bay. The aggressiveness is difficult to work with when I'm training. I know my training partners very well; I am good friends with them. When I strike them, I notice their pain and deliberately hit the same spot again.

**That sounds very aggressive.**

My training partner learns about her vulnerability through it and can better prepare for fights. It does not benefit her if I'm nice and she then loses the fight.

**Does this mean that if I endure pain from getting hit in training, I will learn more successfully?**

Yes.



**Does this also apply to your business negotiations?**

Absolutely. I look for partners who deliberately put pressure on me and find my weak spot when I am preparing for a negotiation. Once I understand my vulnerabilities, I can work on them. Danger detected, danger averted! I have learned that there are times when I can make mistakes. In kickboxing, that time is during the months of preparation. I cannot, however, afford a mistake during a fight for the world title. In a negotiation, it is exactly the same.

„I need that satisfaction that comes from giving everything.“



### IMPRESSIONS

These workshops do not offer a negotiation panacea. You should not copy anything or anyone. We want to inspire you to go your own way in your negotiations. We want you to say "I DO IT MY WAY".



**MUNICH**  
OCTOBER 19, 2018  
THE CHARLES HOTEL



**VIENNA**  
OCTOBER 25, 2018  
PARK HYATT VIENNA



**ZURICH**  
OCTOBER 26, 2018  
PARK HYATT ZURICH

## Test the Limits, Set the Limits

In our "I DO IT MY WAY" workshops, we focus on testing and setting the limits. We want to inspire you to push the boundaries of your negotiations; to continuously test what is possible and achievable. We want to show you what you should do when you reach a limit. How far can you go, which demands can you make, when should you withdraw a demand? Above all, how do you reject the demands of the other side and how do you show them your limits? There are lectures, workshops, discussions and a great opportunity to network.

→ More information at [schranner.com/en/seminars/i-do-it-my-way](https://schranner.com/en/seminars/i-do-it-my-way)



**Who limits the transformation to digitization?  
The company, such as Lufthansa, or the agency?**

As an agency, we are in a good starting position to negotiate and to set limits. In Germany, we are essentially the only ones who can understand and work on the subject of digitization with so much depth and breadth. We have been in this position since our foundation, at that time as an exotic—and today as a premium product. When it comes to transformation projects, it's ultimately the company's willingness to progress that sets the limits. We do not just sell a product; we require insights into their needs, as well as a holistic approach. Working with customers who do not share this information with us and who shy away from change creates a clear limit.

**How do you negotiate with a well-established company as a young agency? Is it like David going against Goliath or meet them at eye level?**

We see ourselves on the same playing field and circumvent the purely price-driven comparison logic of purchasing. At this stage, we have mostly convinced

specialized departments so that they are on our side in negotiations with procurement. It is important for us to keep our prices, to give discounts sparingly, and to accommodate customers on a performance level rather than on a monetary level.

**How do you reduce limits in a negotiation in order to have a greater scope?**

Ultimately, we can and want to work only in terms of content. We place our performance in a larger context. We show them the needs, the interactions with and the consequences of our work: what is the impact of our project, in which departments did we intervene, why does our project seem like management consultancy, even though we are listed as a digital agency? Of course, sometimes none of this matters to our counterpart, because concrete numbers is all they care about. In these cases, there are two possibilities: first we use the specialist department, our direct customer, as a bargaining chip. Then, if we realize there is no chance to obtain more, we end the negotiation.

# FRÄNZI KÜHNE

## Negotiating the Limits

Fränzi Kühne was elected Germany's youngest supervisory board member in a listed company. She is the co-founder of "Torben, Lucie und die gelbe Gefahr – TLGG", a leading agency for digital business, which serves clients such as Germany's Federal Ministry of Economics, Deutsche Bahn, BMW and Spotify. TLGG tests the limitations of companies transitioning to the digital age. Together with Lufthansa, TLGG developed a conceptual umbrella for communications on social media platforms worldwide. Symbolized by the hashtag #inspiredby, tonality, content quality, and proximity to the customer were redefined. #inspiredby stands for a fundamental change in perspective of the company: distancing them even more from the status of a sender from

a traveler's perspective; less technical sobriety, more inspiration. At the same time, Lufthansa was again becoming interesting to the 18 to 30 year-old millennials who had grown up using low-cost airlines. The kick-off campaign was organized accordingly. The result was a series of videos that accompanied various travelers on inspiring and impressive journeys: an up-and-coming photographer in the endless landscapes of Oregon, a Lufthansa employee in a flamenco studio in Madrid, electro legend Paul van Dyk as a symbol of the inspired traveler. They all showed Lufthansa as a carrier for the creative and adventurous type. High-quality content and accurate targeting have now enabled the company to reach more than 16 million people in their targeted audience.



PHOTO: Jennifer Endom

PHOTO: Max Threlfall

“We do not just sell a product; we require insights into their needs, as well as a holistic approach.”



everyone who does not come equipped with negotiation skills lost? “No,” says Matthias Schraner. Good negotiations are, above all, about strategies—and they can be learned. The career of the leader of this negotiation training is the best proof of this: Matthias Schraner, a former police officer and lawyer, is now a world-renowned negotiation trainer and consultant. He is one of the few in his industry trained for extreme situations. He had to learn how to recognize tactics and strategies, and how to keep a clear head when lives are at stake. After his formative years as a narcotics investigator and hostage negotiator, Schraner moved to the business world. “I learned everything I could on the street,” he says in retrospect.

Twelve years ago, he founded the Schraner Negotiation Institute in Zurich. His clients are mostly top politicians and CEOs, from over a dozen countries. Almost every week, Schraner’s opinions on Trump and Merkel are published in the press. For some time now, his Institute has been offering a specialized workshop “I do it my way”—for women only. “Learn to love conflict,” is the motto of the event. The goal is to show participants that they should rid themselves of their fear of confrontation. They are taught to do so by learning in detail how to prepare for an unpleasant conversation, and how to stick to their demands. The core of this seminar is, above all, one thing: courage.

The prelude is designed by Schraner, personally. For nearly

two hours he talks about conversational techniques, tactics, and dominance. “I want you to feel like solving a conflict,” he calls enthusiastically into the room. The participants look at him skeptically: they are all well-educated, active in mid- to high management, all are exceptionally polite and elegant. After a few introductory words, Schraner asks the participants to prepare for a role-play. “Imagine you are negotiating the Paris Climate Agreement with Donald Trump. How do you get in?” Silence. None of those present want to negotiate with Trump. “I have trouble with his persona,” one explains. The US President is unlikeable and treats women as lesser to men. How should you negotiate with someone like him? “Sympathy is not a factor,” counters Schraner dryly. “Just think of a hostage-taking.” Lesson number one: you cannot choose the person with whom you are negotiating. It is irrelevant who sits in front of you—the procedure always remains the same. At this point, he draws the flipchart towards himself, and writes down what controls both sex offenders and conversational blockers alike: justification. “It gets really difficult when someone thinks they are right.” As an example, he mentions a typical relationship dispute. “You all know that feeling when your partner is not going to give up their point of view, don’t you?” A sympathetic nod from the audience. “Do you sometimes believe that you are right and that others do not understand you?” asks Schraner. Many laugh and come to →

# HOW I LEARNED TO LOVE CONFLICT

LEARNING MEANS DEVELOPING, TRANSFORMING, AND SOMETIMES RENEWING ONESELF THROUGH NEWLY ACQUIRED KNOWLEDGE. ANYONE WHO MAKES USE OF PSYCHOLOGY AND GOOD CONVERSATIONAL TACTICS CAN SURPRISE THEMSELVES – AND WILL FIND THAT THEIR WEAKNESSES IN NEGOTIATIONS CAN BE CHANGED.

TEXT: JULIA HERRNBÖCK / PHOTOS: DAVID VIŠNJIĆ  
FIRST PUBLISHED BY FORBES MAGAZIN

**T**he upper floor of the Park Hyatt Hotel in the center of Vienna, 20 women sit in a wood-paneled seminar room. They all want to learn how to be better negotiators. Most of the participants eagerly write about what Professor Haller and the other speakers present on this October day. “Do not forget to give praise!”, he reminds the audience. Will the participants remember what they have learned next time they sit opposite to someone who seek their benefit only? Someone who manages to make them forget about this concept in a few sentences? Someone who smiles when they lose their thread? In other words, is

a realization: we are often the ones who stand in the way of a solution. Lesson number two: justifications are a sure indication of the failure of a negotiation. Even negotiation partners should not be pressured to explain themselves. "But" is therefore an absolutely taboo word in negotiations. "You cannot convince people; let go of always trying to be right", summarizes Schraner. Anyone in an emotional situation—and this is always the case in a negotiation—must resist the urge to contradict their negotiation partner. Schraner is convinced that this mindfulness can be learned. "Anyone can learn to negotiate effectively, up to a certain level." This rings true in high school, for example, where these talents are a prerequisite to success. "To be really great, you need empathy and a lot of sense." He himself would sometimes act against his own advice, when the situation demanded it. In the end, it is his intuition that maneuvers him through difficult conversations.

A few years ago, top executives would have been ridiculed for attributing decisions to their "gut feeling". Nowadays, intuition is gradually recognized as a creative decision-making process rather than as an esoteric gift. Psychologists now see intuition as the interaction of the ability to instinctively grasp the development of a situation, and the ability to respond to this analysis based on knowledge and experience. The learning process at the Schraner Negotiation Institute builds on this principle: those who have experienced the methodology develop competence and self confidence in negotiations. Over time,

this stimulates the courage needed to face a conflict that one's former self would have shied away from. Lesson number three: "We do not argue, we demand." Schraner explains to the participants what they can do better. "Do not talk for long. You do not need to give elaborate reasons." Two women also address the crowd on this day. The actress Annett Fleischer, and Gerlinde Kaltenbrunner, who was the first mountaineer to reach all eight-thousand meter peaks without additional oxygen. She explains to the participants the vision that they must always keep in mind. She had made seven attempts to climb the second-highest mountain in the world, the K2. "I am improved by my setbacks, not my victories," says Kaltenbrunner. According to Schraner, there is little difference between genders as to whom can negotiate better. Women are not more emotional than men, and men are not tougher than women. He does, however, divide people into two types of negotiators. First, the causal rationales, who think they can convince through argumentation. Second, the players who enjoy debating and who only get aggressive towards the end. The first category of negotiators walk into a negotiation with a more difficult hand, and most people belong to this category. Indeed – most participants cannot imagine going into a negotiation without a cause. "What if someone is inappropriate?", one wants to know. Again Schraner smiles. "What is your opponent's purpose in acting this way?", "to unsettle me," she replies now with a smile. "Correct! You alone decide who can get to you," he concludes. "Fight to the end!"

People want opponents, not victims." Insults often cause negotiations to fail, explains Prof. Haller. "But in every insult is a core of truth. I have to be aware of my weaknesses, so that I can protect myself from insults." That's how he talks about dealing with narcissistic personalities. "Even a trifle irritates the narcissist, which distinguishes him from the charismatic," the psychiatrist explains. It is difficult to escape the maelstrom of admiration and guilt that a narcissistic person exercises. For this type of negotiation partner, the aforementioned praises are particularly effective:

"Admiration is their drug – but it must come from the heart." To lull one's counterpart with false compliments is not sustainable tactics, warns Schraner. He himself does not think much of negotiations in NLP (Neuro-Linguistic Programming), a communication technique where people are influenced by specific words. "This is totally overrated, I care about clarity." But how does a layman manage to achieve clarity? Schraner explains it again, on the flip-chart, this time with the model of how the police act during a bank robbery. He draws a

rectangle for a building, and a grid for the streets. "The first thing they do is cut off the robber's escape routes." He draws a red circle around the rectangle. Applied to a negotiation, this means to be the first to specify the topics. "You tell them when to meet, how long to negotiate, and what is being negotiated. Do it in three clear points." Schraner calls this "setting the agenda". Those who define these three points automatically take control of a negotiation. Very important: do not let your negotiation partner distract you from the agenda. For example, your boss could offer you a promotion

during a salary negotiation. "Do not let yourself be distracted from your agenda, but stay friendly and charming," he advises. "Also, keep summarizing what has been discussed and where the agenda will lead the negotiation." He recommends to the participants to implement his strategies in their everyday lives, as soon as they walk out. He finishes by telling the audience to not be afraid of being aggressive: "Strip yourselves of your need to be liked. The goal must be that when you enter the negotiation room, everyone thinks, 'Not her again!'" ■





## BIBIANA STEINHAUS

# Setting Boundaries

**Ms. Steinhaus, you are a police officer and a referee.**

**One might get the impression that you like making people follow rules.**

No, I believe I have a strong sense of justice.

**Then what were you doing with the police?**

(laughs) I've been dealing with the values that carry me through life so intensively that I have developed a great deal of clarity. Justice is important to me, especially in regards to others.

**Would you say that being in the police is more of a commitment than a job?**

Yes, absolutely. There is a difference between being right and having a right, you quickly learn this in the

police. How you deal with this difference is a question of attitude. I have to be clear with myself as to what is important to me. In addition, I am perceived as a role model, I am highly recognizable and my behaviors are often observed.

**The participants of the workshop "I DO IT MY WAY" are mostly in leadership positions and have a high recognition value.**

That's rather positive. As a woman in a leadership position, you may be communicative and you may be emphatic, but you cannot be nice. That's the only thing you cannot allow yourself. You have to be consistent and straightforward. As a woman, you must sometimes be hard, which will only heighten your profile.

**What is the difference between being polite and being nice?**

To me, being polite means to be empathic and communicative. Being nice means letting things go, by which I must later measure myself in other situations, which is often misunderstood as friendliness.

**Does being nice also mean being able to obtain favors as well as being liked?**

As a leader, I had to say goodbye to being liked and even to being loved. That is not my task.

**Does this mean that one intervenes even with little things; that one cannot put up with anything?**

It means being able to draw boundaries.

**Which in turn draws quick criticism, which is silly.**

I know that too, but I use my own threshold, which I allows me to orient myself. I cannot deviate from this threshold, not today nor tomorrow.

**In turn, this requires constant decision-making. Decisions can be wrong too.**

As a referee on the pitch, I am always making decisions. Sometimes, I don't really know whether I made the right decision; you only know afterwards. I have learned that a wrong decision can sometimes be accepted. It is important to create the necessary conditions to make the best possible decision. In a leadership position, it's the same: I have to make a decision and don't always have enough information or enough time to make that decision. Wrong decisions

are sometimes acceptable, that's part of it. Not taking a decision, however, is not an option. Employees want guidelines. You too would be irritated facing someone who won't make a decision, but that's also a decision...

**How do you see the difference woman – man on the field?**

As a woman, I get both extremes in communications. On the one hand, the players are polite and are more careful in their choice of words than with my male colleagues. On the other hand, things quickly move to the opposite extreme when the mood shifts and things such as "a women belongs in the kitchen" start coming out.

**Is there a motto that gets you through life?**

"Take a size bigger—you're growing into it!" Be brave; just try things. In workshops with other referees, there is "the best mistake", where we talk about the biggest mistakes. It is very helpful to be able to laugh about your own mistakes; to be able to look kindly towards your own weaknesses.

**Marie Lang, world champion kickboxer, puts it similarly: mistakes are important, but they should be made in training so that they can be avoided in competition.**

Yes, exactly. I'd rather make mistakes in the smaller leagues, but definitely not in the national league.

**Thank you for the interview.**

*"As a referee on the pitch, I am always making decisions. Sometimes, I don't really know whether I made the right decision."*



# NEW YORK

# VERY

PHOTO: Filippo Bacchi

WE INAUGURATED OUR NEW YORK OFFICES ABOUT A YEAR AGO. THEY ARE NATURALLY LOCATED **DOWNTOWN**; VERY DOWNTOWN. THERE'S MUCH MORE DOWNTOWN THAN IN THE WELL-KNOWN NEIGHBORHOODS ANYWAY, WHERE MOSTLY TOURISTS AND HIPSTERS SPEND THEIR TIME.



“Before, during and after negotiations—  
a good espresso at the Sun in Bloom.”

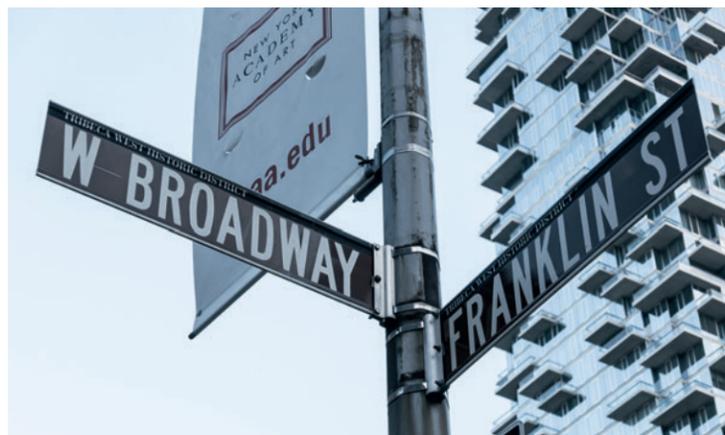


PHOTO: © Hutton + Crow (1)

**L**ower East Side? Meatpacking District? The Village? The hip areas of Manhattan are perhaps a better option for gallery owners, architectural firms, and fashion designers; for those who need an “Aha there” address on their website. That’s not our case: our office (1) is close to Fulton Street Subway Station, just a few blocks north of Wall Street in the Financial District. The area does not look fancy at first glance; it is cool, upcoming and very New York. A lot has happened here: in spring 2016, the World Trade Center Transportation Hub (2), designed by star architect Santiago Calatrava—keynote speaker at our N-Conference in Zurich—opened. This monument is almost 75,000-square-meters big. A bright white train station, serving eleven subway lines connects to the Battery Park City Ferry Terminal, as well as to the One World Trade Center. Right next to Ground Zero is probably the most beautiful and—with almost four billion dollars in construction costs—the most expensive train station in the world. Above the gigantic complex and the connected Westfield World Trade Center Mall, Manhattan’s largest shopping mall, an above-ground steel and glass building was erected: Oculus; the Eye. The bird-like structure connects to the 9/11 Memorial and through a narrow opening, every year on September 11 at 10:30, the sun shines into the interior of the building at this exact time when the second Twin Tower collapsed in 2001. →

## SHOPPING

### UN Building Gift Shop (3)

After a workshop at the UN headquarters, we decide to take another look at the gift store. One can find interesting books, accessories, toys and flags from every nation.  
[shop.un.org](http://shop.un.org)

### The Line (4)

A light-flooded loft. The kind of place of which you would dream. Everything is for sale – from the sofa to the clothes to the toothpaste in the bathroom. An inspired mixture of furniture, art, and fashion.  
[theline.com](http://theline.com)

### MoMA Design Store (5)

Many interior and decoration items of a classic design, complemented by a fantastic art bookstore including art books for children and well-designed trinkets.  
[moma.org](http://moma.org)





This is the great highlight of the district. Less spectacular places in the area are just as much fun. The gastro scene, for example, is lively and multicultural, as well as good and not too expensive. At the West New Malaysia restaurant ([westnewmalaysiarestantny.com](http://westnewmalaysiarestantny.com)) on Bowery (6), there is a delicious Nasi Lemak (coconut rice with chicken, anchovies, egg and peanuts), which makes for a great eight dollar lunch. Of course delivery is also an option, but the small restaurant with a sunny yellow wall and dark wooden tables is pleasant and Chef Kim is so nice that you'll want to experience it for yourself. On the way back, take a hike through Chinatown and continue via Bayard Street, Columbus Park and Worth Street to our favorite café, the Sun in Bloom ([suninbloom.com](http://suninbloom.com)) on Church Street (7). It's a fifteen minute walk, after which their excellent espressos and banana and chocolate muffins are most welcome. At the Sun in Bloom, everything is super-healthy: "organic, plant-based, vegan, gluten-free, raw living food cuisine, integrated macrobiotic foods, and philosophy". It's hard to believe, but it actually tastes great. Not far from our office stands one of the most beautiful buildings in the city: the 56-story residential tower "56 Leonard Street", designed by the Swiss architects Herzog & De Meuron. New Yorkers nicknamed it the "jenga building" because of its nested balconies. The 146 condominiums, measuring between 96 and 645 square meters, are anything but playful: they cost up to \$50 million. In the evening we head over to the "pirate boat", the most beautiful place for an after-work drink with a breathtaking view. ■

“Alexandre, the head of our New York offices, invites us for lunch...”



## EATING

### The Odeon (8)

Opened in 1980 – a lonely restaurant in TriBeCa at the time – The Odeon is now a cult eatery in the area. Real New York, also in terms of offerings (salads, burgers, cheesecake). [theodeonrestaurant.com](http://theodeonrestaurant.com)

### Café Select (9)

Swiss-style restaurant with Rivella ads on the walls, Bündnerfleisch, Rösti, and a really good Ticino risotto on the plate. [cafeselectnyc.com](http://cafeselectnyc.com)

### Paulaner (10)

This subsidiary of the Munich Brewery on Bowery is a popular meeting place for Bavarians and FC Bayern fans, and not only for Champions League games. [paulanernyc.com](http://paulanernyc.com)

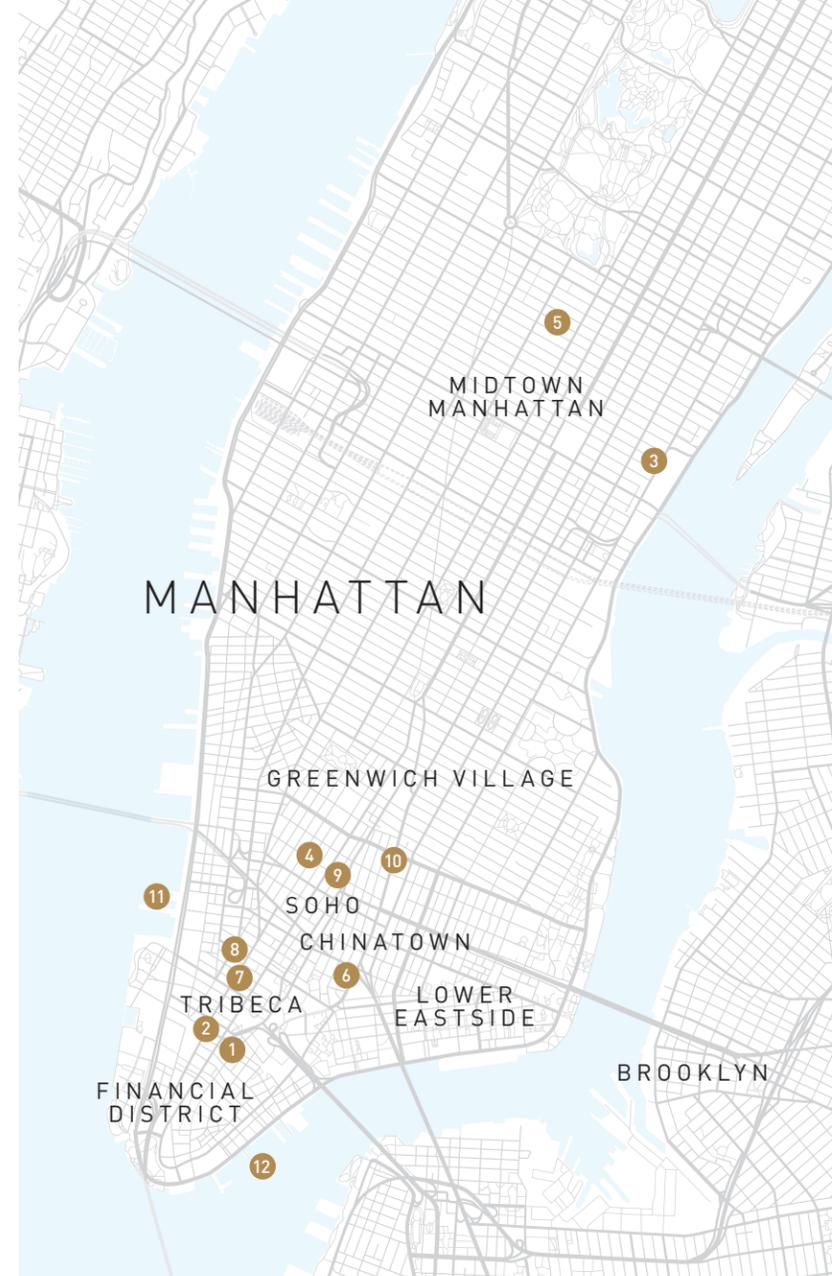
### Grand Banks (11)

Insider tip on a pirate boat of sorts, moored at Pier 25 in the Hudson River Park. There are oysters and fish items as well as excellent cocktails, but also champagne and beer. [grandbanks.nyc](http://grandbanks.nyc)

## LEISURE TIP

Over the weekend, drive to Rockaway Beach. The coast is endless and sandy and the area is populated with cool bars and restaurants. Since last summer, there is a direct ferry-line which connects Manhattan to the beach in only 45 minutes. Departure: Pier 11/Wall Street. (12)

ILLUSTRATION: iStock.com/Bardocz Peter





# Stop Talking Start Planting

THE KIDS AND TEENS RUNNING “PLANT-FOR-THE-PLANET” LEAD DIFFICULT NEGOTIATIONS WITH POLICY-MAKERS AND BUSINESSES. WE WERE AT THEIR WORLDWIDE MEETING IN MONTE CARLO TO TEACH THEM HOW TO BE SUCCESSFUL.

Felix Finkbeiner was nine years old when he gave a talk on climate change at school. At the end of his presentation, Felix suggested that if children in every country could plant one million trees, the world would be a better place. He was right. With his initiative, “Plant-For-The-Planet” became an international movement with the ambitious goal of planting trees to fight global warming. Today, the organization counts 67,000 youth ambassadors, who promote climate justice through their global network. The first tree was planted at Felix’s school in 2007. They have now planted 15 billion trees, with more being added every day. On their website, the organization displays a tree counter, which displays the current numbers of trees they’ve planted. “Plant-For-The-Planet” truly shows that one child’s dream can lead to great things.



## THE VISION: PLANT 1 TRILLION TREES

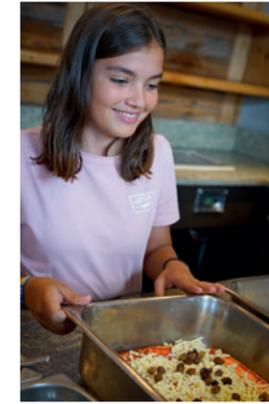
We have been supporting “Plant-for-the-Planet” for years through workshops and negotiation tips. Every participant in our seminars receives a voucher to plant a tree online, which is also planted in real life.



### PLEASE SUPPORT THIS CLIMATE-SAVING INITIATIVE BY:

- Gifting a tree: baumgeschenk.org
- Sponsoring the organization to allow children to participate in workshops, lessons, and other “Plant-For-The-Planet” activities
- Encourage your children and network to join this initiative
- Buy “The Good Chocolate” online or in stores

More information here: [plant-for-the-planet.org](http://plant-for-the-planet.org)



# SUMMER CAMP

NEGOTIATIONS FOR FAMILIES

DURING THE SUMMER CAMP, WE LEARN HOW TO STRENGTHEN ASSERTIVENESS AND TO NOT GIVE UP WHEN IT GETS DIFFICULT.



**ANNETT FLEISCHER**

studied Applied Communication Sciences and was responsible for the important budget of an advertising agency, developing her acting skills at the same time. She has been featured as a movie actress, a moderator, and a journalist. Since 2011 she has been working as Police Commissioner "Sonja Wirth" in the successful ARD series "Hubert & Staller".



"Our theme for the Summer Camp will be assertiveness. This suits me well, because I have often had to assert myself in my life and in my job. My work as an actress is mostly about communication, meaning I have to be presentable visually and audibly. There are of course times at which it is not easy for me because I am either tired, irritated, anxious, or I am nervous and experiencing stage fright. I have to control my attitude regardless. Over time, I have learned how to become more persuasive and assertive, which I would like to share with you. This is especially important in school or university."

PHOTOS: Janine Guldener (1)

During this Summer Camp, we will shed light on your negotiations from a variety of perspectives. Negotiation experts, family psychologists and children will be leading these lessons. Our fascinating workshops run in parallel, so everyone can choose what interests them the most. Over three consecutive days in St. Moritz, one of the most beautiful places in the Alps, you will get to enjoy a variety of activities offered by the Engadine Hotel around the workshops. Every night, under the historical and unique lights of the Hotel, we all get together for dinner, exciting lectures, and insightful discussions.

Once again we will work on three proven modules:

**1. Negotiating in Business**

We will analyze negotiations in sales, purchasing, M&A, and with colleagues to build successful strategies and tactics; focusing on assertiveness in negotiations. Through many practical exercise, you will develop your effectiveness and assertiveness, increasing your presence and your charisma.

**2. Negotiating in the Family**

Family negotiations have a dynamic of their own. Emotions influence

every conversation, whether they be positive or negative. With Philipp Ramming, you will learn from a foremost family psychologist. His lessons are provocative and will lay a basis for long and intense discussions. We will look into assertiveness and cooperation; when you should set clear boundaries as the parent, and when you should cooperate.

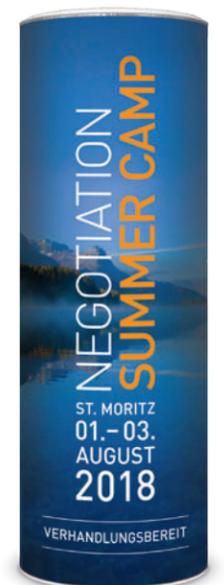
**3. Negotiations for Children**

A highlight for the children is the workshops with actress Annett Fleischer. She shows children and teenagers how to gain and use assertiveness. Throughout school and university, being convincing in presentations for example is especially important. In addition to the workshops, there will be many outdoor activities: we will climb a glacier and observe the effects of climate change, fly giant kites, and enjoy the beauty of the region. Engadine is considered as the most beautiful place in the alps by many travelers, and offers breathtaking views of a stunning vastness. You can find a video and many pictures from 2017 on our website. [schranner.com/de/seminars](http://schranner.com/de/seminars)



**POWERSTART**

In cooperation with mymuesli, we have created the perfect breakfast for a successful negotiation: VERHANDLUNGSBEREIT (NEGOTIATION READY)



**SUMMER CAMP  
NEGOTIATIONS FOR FAMILY  
AUGUST 1-3, 2018 | ST. MORITZ**

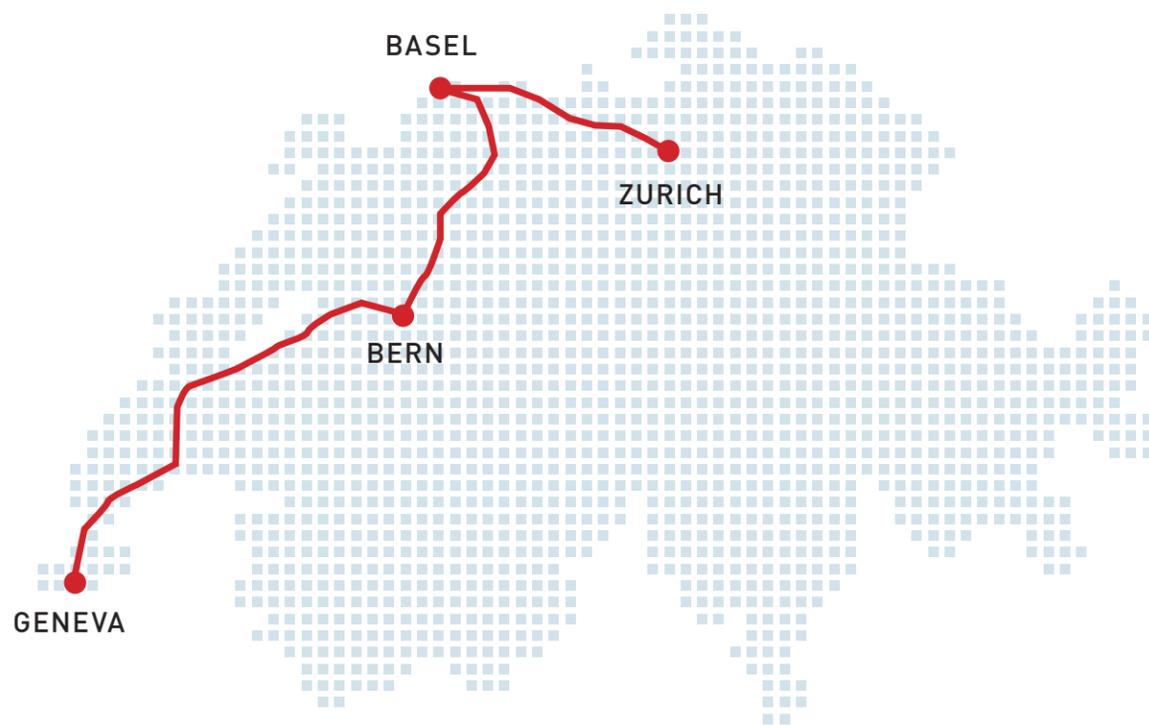
→ More information is available on [schranner.com/seminars/negotiation-summer-camp](http://schranner.com/seminars/negotiation-summer-camp)

PHOTO: Viktor Strasse

# NEGOTIATION SWISS TOUR

**THE IDEA:** VISIT NOTABLE NEGOTIATION LOCATIONS  
IN SWITZERLAND AND INTERVIEW THE EXPERTS.  
**THE IMPLEMENTATION:** WITH A BMW I8 FROM ZURICH  
TO GENEVA, BY WAY OF BASEL AND BERN.

PHOTO: Jan Heftleisch / Getty Images



Switzerland holds the scenes of many important past, present, and future negotiations. **Zurich**, a city with many innovative entrepreneurs, is an international banking and business hub. The City of **Basel** hosts the most important art fair in the world, the Art Basel. **Bern** is the decision-making center of Switzerland. **Geneva**, headquarters of the United Nations, is the meeting place for diplomats worldwide.

PHOTO: Jan Hettfleisch / Getty Images ILLUSTRATION: iStock.com/young84

WE START IN ZURICH, IN FRONT OF THE HEADQUARTERS OF OUR INSTITUTE. Zurich is beyond a doubt the trendsetter of the country: it is international, dynamic, and innovative. We met Patrick Hohmann, the founder of Werenbach watches, at the Park Hyatt Hotel, where most of our seminars, workshops, and the N-Conference take place.

**Mr. Hohmann, in this saturated market of Swiss watchmaking, you conquered a niche by creating a watch made with space rockets. How did you come up with this very unusual idea?**

The story behind the rockets is so emotional and unique to me. Astronauts speak of the so-called overview effect. "Looking at the Earth from space changes the way you think." This is what inspired me.

**Rocket parts are not easy to come by. How do you get these parts?**

It goes through different stages. I first drove to Kazakhstan to make an initial contacts. Then I started negotiating, calling at least 4 times a week and going there again and again. After 9 months, I had the first part in my hand. Negotiations with partners from Kazakhstan are very relationship-oriented, which takes time and patience.

**What was the biggest hurdle?**

Building trust. I was first perceived as a spy; nobody believed that I wanted to make watches out of rocket

parts. The price was not the biggest hurdle, but security, transportation and customs were very challenging.

**Will following negotiations be easier?**

Yes, we have a long-term agreement and have created a good basis of trust for the future. They launch about 10 rockets per year, which gives us enough material for our production. In addition, I have a great translator, who also has a lot of knowledge on this subject.

**Why Russian rockets instead of US rockets?**

Both US and Chinese missiles are also very interesting, which could be the next step in our business. To get the materials, I will definitely have to follow different paths. I am also sure that the process will be quite different.

**What can a negotiator learn from this watch?**

The view from above; being aware of this is transformational. I believe that one can reach a higher level in a difficult negotiation, just look at the watch and be inspired. ■



**PATRICK HOHMANN**

is one of the most innovative entrepreneurs in Zurich. His company "Werenbach" produces watches made from actual spacecraft. The materials for the clocks are salvaged after the rocket is launched from Kazakhstan and are elaborately prepared for watchmaking. The material of each watch has grazed the edge of space as part of the rocket. Patrick Hohmann negotiated with Russian partners for years to get this rare material.





FOR A FEW DAYS EACH YEAR, BASEL IS THE MOST EXCITING PLACE FOR NEGOTIATIONS IN SWITZERLAND. During the Art Basel, this city of 200,000 inhabitants turns into a cosmopolitan metropolis and a unique trading hub.

The Venice Biennale may offer a more splendid setting, but the mother of all art fairs takes place in the quiet city of Basel. Without much pomp, art has been displayed and negotiated here for almost 50 years. Last year, 291 leading galleries from 35 countries presented the work of over 4,000 artists. "2017 was our most successful Art Basel of all time!" Says Marc Payot, Partner and Vice President of Hauser & Wirth (Zurich, London, Somerset, Los Angeles, New York). On the first day alone, which is reserved for collectors, museum directors, and other VIPs, this Swiss gallery made sales of more than 25 million dollars. The painting "Scared Stiff", by American artist Philip Guston (1913-1980), sold for \$15 million. A second painting from the same artist went for \$2 million.

The Art Basel is not only a panopticon of prevailing artistic tastes, but also an indicator of the economic state of the market for contemporary art. Unlike other major art fairs, it does not present itself as a place of wild experiments or idiosyncratic parallel art practices. Curated temporary exhibitions barely conceal that the art is, above all, here for one thing: to be sold.

Obviously, business is doing well. According to the latest Global Art Market Report, issued by Art Basel and the major UBS bank, the global art market grew by 12 percent in the first quarter of 2018, generating a whopping \$63.7 billion. Art fairs play a central role in this development, which is especially true for Art Basel. "It's hard to imagine that Art Basel will be even more successful each year, but that's exactly how it is," says Thaddaeus Ropac, founder and director of the Galerie Thaddaeus Ropac in Salzburg, with subsidiaries in Paris and London. This may be related to the history of the fair and the consistency with which it implemented its strategy, which one could call a master plan.

Art Basel was founded in response to the Cologne Art Market (now Art Cologne), which was almost exclusively reserved for German galleries. Basel, on the other hand, wanted an open art fair in which everyone could participate. In 1967, a democratic counter-model of sorts was founded, which overtook the Cologne Art market as early as 1973—and has since been considered the largest art fair in the world. With its increasing success, Art Basel aspired to more than simply selling art. In the 1990s, the director at the time, Lorenzo Rudolf, built the fair as an event, doing so by introducing criteria to select galleries to guarantee quality. This concept was expanded upon by his successor, Sam Keller, with non-commercial crossover events and curated exhibitions. Keller also founded the subsidiary Art Basel Miami Beach, an art fair with fun factor, from which Basel has learned how to throw parties.

Since 2013, the Art Basel Hong Kong rounds off the appearance of the art fair. "Art Basel Hong Kong is increasingly becoming the center of exchange between East and West," says Director Adeline Ooi, "our collectors are rediscovering the diversity of their continent through art, they are buying internationally at fairs rather than at auctions as they used to". She is not the only one to think this: "Art Basel is the most important show for the gallery. We were able to accommodate the works of our artists amongst outstanding international collections," confirms Philomene Magers, co-owner of Sprüth Magers (Berlin, London, Los Angeles). The gallery is present at all three exhibition locations. Monika Sprüth concludes: "We are proud to be a part of it." ■

THE ART BASEL, OF WHICH UBS IS LEAD PARTNER, WILL BE HELD IN BASEL FROM JUNE 14 TO 17, 2018. IT WILL GATHER GALLERISTS, ARTISTS, COLLECTORS, CURATORS, MUSEUM DIRECTORS AND ART CRITICS FROM ALL OVER THE WORLD.

PHOTOS: © ART BASEL



**DIFFICULT POLITICAL NEGOTIATIONS TAKE PLACE IN BERN.** The negotiations between the EU and the US will be determined here in the coming months.



**BMW i PURE IMPULSE EXPERIENCE PROGRAM**

Owners of the BMW i8 and the BMW i Pure Impulse Card have access to exclusive events and a very privileged network. After Tokyo, Miami and Hong Kong, BMW offers an exclusive event in Zurich. We are very excited that our workshop "Negotiations on the Edge" has been selected, so that we can develop negotiation strategies with this exclusive circle.

**Dr. Meyer, is there such a thing as a "golden rule" of negotiations?**

Yes, you need a mission; you need to believe in what you are doing. If I believe in my mission, then my negotiating partner feels it, which creates a good condition for a successful negotiation.

**Which politicians gave you the impression that they were driven by a mission?**

Many Swiss politicians, even if they are naturally more reserved. For German politicians, Peer Steinbrück and Gerhard Schröder, who negotiated with a great deal of determination and decisiveness, were particularly impressive to me.

**You say "naturally more reserved", is this demeanor typically Swiss?**

We are a cautious nation, which of course can be explained by our history. We laid down our weapons and declared ourselves neutral. We somewhat have the genes of a hotelier. We want to please, we want to be polite, and we want to treat other people well. We negotiate so as to provide something that brings joy.

**From a negotiation point of view, this of course has the advantage of avoiding escalation. In negotiations with the EU or the US, would not it sometimes be better to let things escalate?**

One must not forget that Switzerland is a relatively small country, which does not have much to throw into the balance. We thus have to compensate in all directions, seeking to find a solution through small steps.

**We have the impression that in international conflicts, negotiations are often avoided, which amplifies the conflict.**

That is certainly the case, but these negotiations are becoming increasingly complex. Domestic policy, foreign policy, allies – there are so many interests that



**DR. MARTIN MEYER**

is a journalist, publicist, and author. He was editor of the featured pages of the Neue Zürcher Zeitung from 1974 to 2016, leading the section from 1992 to 2016. He is President of the Board of the Swiss Institute for International Studies. In 2011, he received an honorary doctorate from the University of St. Gallen for his journalistic and scientific achievements.

need to be taken into account. It requires people such as Henry Kissinger, who can negotiate conflicts.

**Do you currently see any politicians who could take on a role of leadership?**

That's exactly what I miss with in politicians. We accept a certain mediocrity from politicians who act without charisma.

**Is there less charisma, or less charismatic people in politics?**

Both. This is partly due to the constant public awareness; every single action is published, which of course gnaws at one's charisma. On the other hand, charisma needs surprise.

**Does charisma always have to do with surprise?**

Not always, but a charismatic negotiator will take responsibility, such as Helmut Kohl in the negotiation with Gorbachev for German unification.

**With Trump, one expects the worst. Then it gets even worse.**

And then the curve sets again and everyone calms down. This process of reassurance has already begun, but it can also go into the opposite direction at any time.

**How does media change the bargaining process? Did Donald Trump reach a new dimension with Twitter?**

There is no longer any secret diplomacy. Before, you could negotiate sensitive and explosive issues in closed spaces, where you could find a solution before the public was informed.

**You said at the beginning that it's important to be focused on your own mission. What else is important?**

The persistence and tenacity to stick to it, even when it gets difficult. You also have to be socially competent, and know to get together at the right time. ■

PHOTO: Jan Hettfleisch / Getty Images





**PROF. RAYMOND SANER**

is an internationally sought negotiation consultant. He advises governments in Europe and Asia, he is bestselling author, and founder of the CSEND in Geneva.

**GENEVA IS THE CITY OF THE UNITED NATIONS AND DIPLOMACY.**

Negotiation landmarks, such as the Geneva Convention, were agreed upon here.

I have a special story with Prof. Saner. When I was trained as a police negotiator in 1996, I read an interview with Prof. Raymond Saner. The title: “Alles reine Verhandlungssache [all is just a matter of negotiations]”.

In this interview, Raymond Saner took the lead of the conversation and walked the interviewer through important negotiation elements. In a role play, he negotiated with her a free trade agreement and achieved great results. The next day, I bought his book “Verhandlungstechnik [The Expert Negotiator]”. To date, it still is one of the best books on negotiations. His work inspired me to engage in negotiations outside of police, and into business and diplomacy.

PHOTO: Jan Hettfleisch / Getty Images

**Prof. Saner, as the “mastermind” of the negotiations, do you have a “master plan” for negotiations?**

Well, that depends entirely on the negotiation. If it’s an easy negotiation, then I start by trying to get an initial feel of the negotiation. If it is a very important and difficult negotiation, then I prepare myself very well ahead of time and ask myself if there are alternatives to this negotiation.

**If you come to the conclusion that a negotiation is necessary, what would be the second step?**

Is it a one-off, short-termed negotiation, or do I want or need a long-term agreement? A very important question to ask oneself is whether a potential outcome could create a precedent. Then I reflect on the role in which my negotiation partner is coming to the table. Are they a decision maker, or somebody who is there to get an initial feel and gather preliminary information but who cannot make or receive concessions themselves?

**In my experience, preparing in too much detail limits my ability to negotiate and restricts my creativity.**

Yes, I agree, but only when the preparation is done in isolation. It is always helpful to involve people with different perspectives in the preparation. German and Swiss negotiators in particular often prepare very intensively. Sometimes even overdoing it, because they not only analyze the matter of the negotiation, but also deliver a solution right away.

**Is it important to set an anchor and define the rules?**

These are well known tactics, which any professional negotiator knows how to handle: they will set a counter anchor and soften the limits again to define new ones. Sometimes, negotiation leaders on the other side use these tactics to show their own delegation how hard they can drive the negotiation. If both sides negotiate professionally, then you can move from tactics to strategy and from a distributive phase to an integrative one.

PHOTO: Jan Hettfleisch / Getty Images

**What to do if you get stuck because the other side does not cooperate?**

If the other side does not make a move in your direction, then the question becomes whether my opponent can make decisions, or if they are pretending to have power. It is important to find out in which network and hierarchical group your partner finds themselves, and how these other people could possibly help to unlock the negotiation. This should, however, not be a hindrance to the other person. It would be best to meet important people on the other side in an informal setting.

**What if I then realize that we cannot come to an agreement?**

I tactfully break off the negotiation. I summarize everything that was said on both sides and explain that based on what was discussed, there is no possible agreement. The next step is to move on to an alternative solution, where I can successfully negotiate with the parties involved. These alternatives should, however, be considered before the negotiations fail. ■





# SANTIAGO CALATRAVA

NEW YORK  
TRANSPORTATION HUB

PHOTO: © Alan Karchmer

PORTRAIT



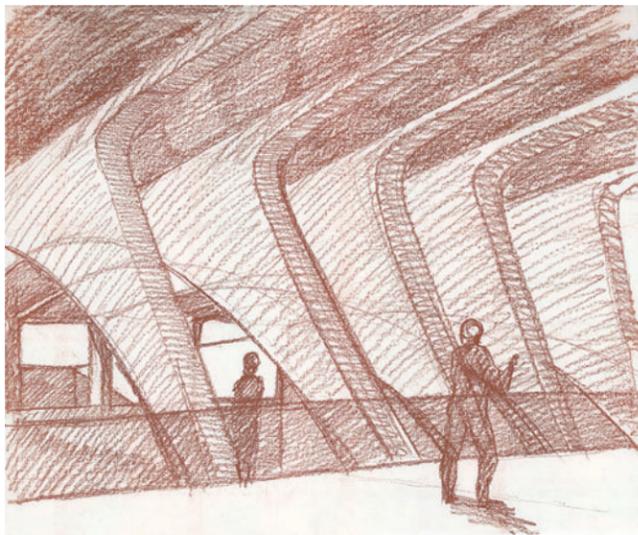
HE IS AN UNCOMPROMISING ARCHITECT AND ARTIST.  
HIS CREDO: BUILDINGS MUST BE STURDY, MEANINGFUL, AND BEAUTIFUL.  
HE ALSO LIKES THEM BIG: IN DUBAI, HE IS BUILDING  
THE WORLD'S HIGHEST TOWER AND IN LONDON, HE IS BUILDING  
AN ENTIRE NEIGHBORHOOD BY THE THAMES.

Santiago Calatrava has a clear plan. "My ambition is to add a new look to the architecture of our time," says Santiago Calatrava. His architectural firm is behind the design of the spectacular Creek Tower in Dubai. The Tower, which looks like an oversized lily sprout, will reach 928 meters high and will be completed in time for Expo 2020. "The design is inspired by Islamic traditions and recalls the same story that brought the Alhambra and the Mosque of Cordoba to the world," explains the Spanish-Swiss architect, known for his often shiny-white and organically-shaped buildings. Santiago Calatrava is one of the most well-known and renowned architects. His office deals with projects around the world, worth billions. In Manhattan, he put a massive, stylized bird over the new World Trade Center station, on which he worked for 14 years. In Valencia's futuristic cultural complex "Ciutat de les Arts i les Ciències," he built a gigantic beetle lifting its concrete armor from a pool of water. In Malmö,

his revolving Turning Torso skyscraper was built according to the model of one of his sculptures and looks like a cubist abstraction of a spine. Calatrava is not just an architect, but also a trained civil engineer as well as a talented artist. In his city villa in Zurich's Seefeld, he has set up a studio in which he draws and paints. His sculptures can be seen in his living rooms, where self-designed ceramic objects are set on self-designed tables. "Architecture feeds on all other arts," he believes. The architect, born in 1951 in Valencia, got stuck in Zurich when he won the competition for the construction of the Stadelhof railway station in the early 1980s, shortly after completing his studies at the ETH. He is now, so to speak, building upon his own work. Right next to the Stadelhof station tracks, on the historic "Haus zum Falken" site, he is now working on a spectacular office building, which is due to be completed by 2021. Already, locals have found names for its unusual shape, ranging from "ocean-going yacht" to "stranded whale". →

PHOTO: Erin Balano Photography

Calatrava is also responsible for the University of Zurich's Faculty of Law's library, although most people do not know it. The library was opened in 2004, after 15 years of preparing and construction, and is located in the formerly unused courtyard of a 1908 building on Rämistrasse. The architect has covered the open courtyard with a large oval glass dome. In the newly created room, he placed a six-story edifice in which natural daylight can reach the ground floor. Since the building rests solely on eight points, the structure of the old courtyard remains largely intact. The massive library seems to hover over the space, which is unhindered by any type of support. Libraries, bridges, railway stations, stadiums, cultural centers—Calatrava is known for designing public projects. You may also like his slightly larger projects that require a true master plan which goes beyond the design of a single building. Such is the case of his recent major contract, which involves planning an entire neighborhood on the banks of the Thames. The Meridian Plaza includes residential and office space, hotels and shops, a film studio, two and a half kilometers of waterfront promenades, and two parks. It should be ready to become a new landmark of the British metropolis in five years. "I view this project as a synthesis of everything I've done through my career," says Santiago Calatrava. Highly Anticipated! ■



**THE ART OF CONSTRUCTION** Santiago Calatrava often draws the first designs of his buildings in a stylized form. To date, he is the only architect whose work has been honored with exhibitions at the Museum of Modern Art and the Metropolitan Museum of Art in New York.



ATHENS  
OLYMPIC  
SPORTS COMPLEX



DUBAI  
CREEK  
TOWER



ZURICH  
FACULTY OF  
LAW LIBRARY

**SANTIAGO CALATRAVA'S NOTABLE CONSTRUCTIONS  
A SELECTION:**

- 1998: Gare do Oriente train station in Lisbon
- 2000: Bodegas Ysios winery in Laguardia, Spain
- 2001: Milwaukee Art Museum's Quadracci Pavilion in Wisconsin
- 2003: Auditorio de Tenerife congress and concert hall in Tenerife
- 2004: Olympic Sports Complex in Athens
- 2005: Turning Torso skyscraper in Malmö
- 2008: Quarto Ponte sul Canal Grande bridge, Venice
- 2009: Ciutat de les Arts i les Ciències cultural complex in Valencia
- 2012: Peace Bridge in Calgary
- 2013: AV Mediopadana, express train railway station in Reggio Emilia
- 2015: Museu do Amanhã in Rio de Janeiro
- 2016: World Trade Center station in Manhattan, New York

ILLUSTRATION: © Santiago Calatrava Archive; PHOTOS: © Alan Karchmer; © SANTIAGO CALATRAVA LLC; © Heinrich Heftenstein

# 4G

## BOB & MORE

### 140 km/h

This 2-day intensive training takes you right to the edge. In addition to new knowledge, you will learn about your own limits. Race down the Olympic bobsleigh track at 140 km/h, and feel your limits while experiencing four times your body weight. Only those who know themselves, and who can quickly recognize when they reach their own limits, can take action in a timely manner in a negotiation. We test your stress levels four weeks before the camp to provide you with a long-term analysis. Through questionnaires and further testing, we lay the groundwork for a medical test. Shortly before and immediately after the bobsleigh ride, we take samples of your saliva to determine your resistance to stress. With these pre- and post-analysis, we gather real and relevant data. Results are analyzed overnight, and on the morning of the second day, you can go over the findings during a personal conversation and ask any question you may have. We transfer these results into your negotiation behavior and develop an individual profile of your strengths and weaknesses.



"This was one of the most exciting events I did with Matthias Schraner and his team. I received very personal and valuable feedback."

- WALTER LUKNER -



WINTER CAMP | FEBRUARY 28 AND MARCH 1, 2019 | ST. MORITZ

→ You can find more information on [schranner.com/seminars/negotiation-winter-camp](https://www.schranner.com/seminars/negotiation-winter-camp)



Russia's President Vladimir Putin (left) with Mikuláš Dzurinda, former Prime Minister of Slovakia, in Bratislava

# Master Plan for Negotiations with EU and NATO

WALKING AND TALKING – STRATEGIES AND TACTICS FOR A LONG-TERM AGREEMENT.  
MIKULÁŠ DZURINDA IS KEY NOTE SPEAKER AT OUR N-CONFERENCE IN ZURICH.

PHOTO: SPUTNIK / Alamy Stock Photo

**Mr. Dzurinda, you have achieved outstanding negotiation successes. Looking back, you have formed a coalition out of four different parties to drive a powerful nationalist out of government. You then started to reform Slovakia, making your country the highest-growing economy in Europe. You negotiated your country's way into the OECD, the EU, the NATO, and the Euro Zone. Looking back at those successes, what was your most difficult negotiation?**

The negotiations with the Ex-Communists. I will forever remember my first visit to the headquarter of the Ex-Communist Party, or the Party of the Democratic Left, as they called themselves. There were seven high-ranking people at the table, with the boss at the center. The first deputy of the party welcomed me with the words: "Sir, congratulations on your appointment as the Prime Minister. EU is good, but forget NATO. Never, NATO!"

**How did you finally reach the agreement?**

I did a lot of walking. Many kilometers, in the morning, in the evenings, walking with the first, with the second, with the third, with the fourth deputy: arguing, arguing, arguing. I asked them questions: "What is your alternative?" I asked them to look at other countries—Poland, Czech Republic, Hungary—these countries were on their way to EU and NATO already. After several weeks of walking, the resistance against NATO and the opposition against this orientation began to crumble. When we were writing the manifesto together, the governmental manifesto, the Ex-Communist party had become aligned, also with this goal to join both

“I asked them questions: ‘What is your alternative?’”

EU and NATO. This was the most crucial issue.

**What were other crucial issues?**

There were other issues, for example reduction of taxation. We had to win support for economic reforms that ran against the traditional feeling of the left; the left likes progressive taxation. I believed that we could create a business-friendly environment only if Slovakia is attractive. I understood very well that becoming attractive in a short period of time meant to reduce taxation. It was also not easy to convince the old democratic Left to accept reductions, especially of direct taxes, income tax, for individuals and entities.

**Looking back at those successes, what have you learned about negotiations? How did you succeed in what you were doing?**

First and foremost, you must have and understand your main target or intention; the goal which you try to follow or to reach—this is essential. If there is something like a vision in your head and in your heart, if you understand as a person what you'd like to achieve, this is the best. Most important of them are perseverance and patience. If you have a goal, it doesn't matter whether this goal is very high or not so high—if you are patient and hard-working, then it is possible to succeed. And this has been my case from the beginning.

**What was the beginning?**

During the time of my predecessor, a member of the US Administration described Slovakia as the 'black hole of Europe'. For me, that was not acceptable. I was very young and with two small children; I could feel that I liked politics. This goes way back to my childhood: I was 7 or 8 years old when I persuaded my father to allow me to listen to Radio Free Europe and Voice of America; I was a small boy! Since I was a child I felt very strongly that politics are very close to me, I had some talent or disposition for it—just like somebody else may be a good musician, or a good football player. For me, it was a dream to belong to the West; shaping the country as a society of free people, as a society based on values. I understand very well what it means not to be free because during socialism, my parents were persecuted—they were then teachers not allowed to teach: my father had been the principal of a school and was forced to do physical labor, repairing roads. The sense of freedom got anchored very strongly in my heart. I'm a Christian Democrat, I'm a Christian, I'm a Catholic, and this was my goal: to shape the country as a country that would be emancipated at the level of the best. At the level of Germany, France, at the level of our neighbor Austria, and the other neighbors following the direction of EU and NATO integration. →

# “If there is a will, there is a way.”



## MIKULÁŠ DZURINDA

is the former Prime Minister of Slovakia and now heads the Martens Centre, think tank of the European People's Party (EPP), the largest party in the European Parliament and the European Commission. The Martens Centre counts among the top ten of the world's most influential political think tanks. Mr Dzurinda is also an active advisor to the Ukrainian government striving to support the reform process in the country. Throughout his political career, Mr Dzurinda has achieved a series of negotiation successes. First he united 5 opposition parties to drive a powerful nationalist regime out of office in 1998. Then he negotiated the agreements following the establishment of an independent Slovak Republic after its split from Czechoslovakia. Mr Dzurinda also led the successful talks for Slovakia to join the OECD, the EU, the NATO, and the Euro zone. Most notably, Mr Dzurinda pushed through far-reaching economic reforms that made Slovakia the highest growing economy in Europe, “Investor's Paradise” according to Forbes, and the world's top business reformer country according to World Bank. Under his leadership, Slovakia attracted record foreign direct investments, making it the world's leading car-producing country per capita. A member of the Leadership Council for Concordia in New York, Mr Dzurinda maintains a strong political network in the United States and Europe. In 2007, he was awarded the F.A. Hayek International Prize for reforms and fight against bureaucracy.

### Do you have a motto that guides you?

The motto of my life is: where there is the will, there is a way. This is actually the title of a book I wrote. If you understand your goal, if you are able to be patient and to promote and follow perseverance, and if there is a strong will on your side, then you can negotiate successfully.

### How did you apply this motto in a difficult situation?

To reach our goal and build an alliance, I had to connect very different people: the former dissidents with the former elites of the Communist Party, the Catholics with the Protestants, the Slovaks with the Hungarian minority, the Conservatives with the Liberals. That was unprecedented. At the end of the day, we succeeded, especially because we followed the same goal and vision: this belonging, this feeling that we want to belong to the West.

### You once made the point that Ukraine's current situation is similar to the situation of Slovakia in the past. I would just like to point out that it has not always been easy for pro-Western politicians to stand up for their position.

**Viktor Yushchenko of Ukraine got poisoned, Yulia Tymoshenko's health suffered tremendously in prison, and when we look at Serbia, Zoran Đinđić is not even alive anymore. Have you faced similar situations, when you felt unsafe?** Unsafe? You mean unsafe as a person?

### Yes, unsafe as a person.

Maybe yes, because this era was really crazy. As an opposition politician, I was attacked also physically from time to time. You could feel that the country was divided. There were lots of emotions. So sometimes, yes, I had the feeling that maybe I could be threatened, but above all was my dream. It was my goal to change the country. Thank you for raising these issues because it gives me a good opportunity to illustrate what really matters: dedication, conviction that we want to belong to a certain society, a society with certain standards, the Western Society. If you want to belong to the club, you are expected not only to meet the criteria, but also to respect the rules. This is what I'm speaking about very often with President Poroshenko. I also spoke about this with [now Serbian President] Vučić when he was still in the opposition. By the way, I had a personal relation with [Serbian Prime Minister] Zoran Đinđić; we were friends. I was the last politician to receive a letter from him a few days before his murder.

### What does it take for Ukraine and Serbia to become members of Western Society?

For Serbia, the European Commission has announced a new Horizon of 2025 as a potential time for the countries of the Western Balkans to join the EU. What it takes is strong leadership and a clear orientation. To me, it's kind of funny when I read one day that Serbia wants to belong

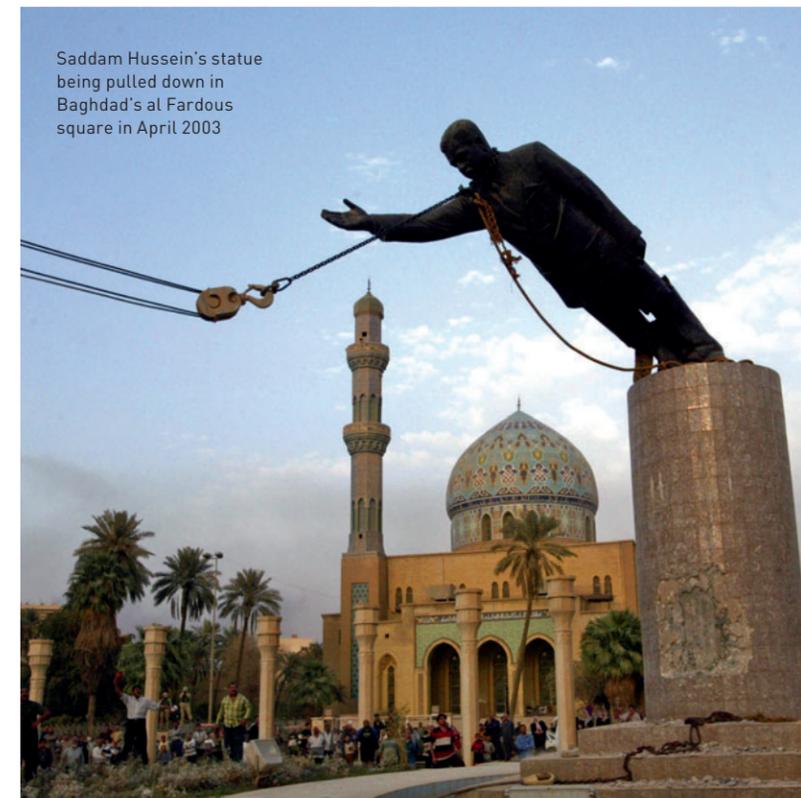
to the West, next day I read from President Vučić that Serbia will never ever impose sanctions on Russia. Can you imagine? To me, it is clear evidence that in his thinking not everything is united, yet.

### And Ukraine?

In the case of Ukraine, they want to belong to the West, but they are not sure yet whether it is necessary to create a business-friendly environment. To attract investors. To not only cut taxation but also to privatize. And I understand why: in a planned economy, when the property is owned by the state, it is much easier to steal money and property. I speak from my own experience when we set out to privatize a huge steel company, in the East of Slovakia, inviting US Steel. I was attacked in the city, Košice, even though I'm well-known there, having run 25 marathons in the town. People shouted at me that I'm an American. 'American', that was still the most favorable nickname after being called the 'cyclist'. Anyway, now, after a few years, everybody is happy with the privatization. The only difficulties I've heard about from people who work there: no more drinking at work, and no more stealing. This is a cultural change. Well, a long way for Ukraine and Serbia to go.

### In 2005, you invited Mr. Putin and Mr. Bush to Bratislava. What was your intention of bringing Americans and Russians together in a Central European country?

Very charming question! Do you know why? Because I really had a dream. It goes back to 1992. I remember that it was President Bush senior who visited Europe.



Saddam Hussein's statue being pulled down in Baghdad's al Fardous square in April 2003

He also arrived in Prague, at the time, but he missed Bratislava. We missed him. And I remember this day, how sad I was. I told myself, I would be so happy, one day, to receive the US President in Slovakia. As a flag, a symbol. And then, opportunity presented itself: when I had been serving in the office and when it was clear that Slovakia was successfully following the path towards NATO and towards the EU, I had been meeting with US Presidents Clinton and Bush several times. On the other side, I had also been meeting with President Putin, both in Bratislava and in the Kremlin. I knew both Bush and Putin on a bilateral basis as well as from the United Nations, when I heard that there was an interest on the part of the US and

Russia to meet. I understood—this is now my opportunity to invite both of them. I began by communicating with Washington—they were thrilled with the idea. Moscow confirmed 2 weeks later. President Bush then announced that he was not only going to meet with the Russian president, but also to pay an official visit to Slovakia—the first official visit of a US President to Slovakia. Russia answered immediately that if President Bush is coming a day earlier, President Putin will stay a day longer for an official visit as well. The 3 days were fantastic for Slovakia.

→ The interview was conducted by Raffael Kellner in Brussels. You can read the whole interview here: [N-conference.com](http://N-conference.com)

NE  
GO  
TION  
ART  
WORK



THE ICONIC **BARBIE** IN A NEW LIGHT.



BARBIE INSPIRES US  
EVERY DAY TO THINK  
AGAIN AND AGAIN  
ABOUT A NEW APPROACH  
IN NEGOTIATIONS.



PHOTOS: © BeauDunn

**Dear Beau, thank you for taking the time for this interview. First, I would like to tell you how deeply impressed I am with your art work. Your “Barbie” particularly caught my attention and made me think about an important negotiation skill. In a tough negotiation, your mindset needs to be “play to win”, which in my opinion was the mindset of Ruth Handler when she created Barbie. What are your thoughts on this?**

I admire how Ruth passionately pursued her vision of creating the “Barbie”. Despite her husband and store executives not believing in the product and thinking it would fail, she followed her heart and stopped at nothing until her vision was fulfilled. Barbie has now been a permeant fixture in pop culture since her creation in 1959, so in my opinion, Ruth is the definition of “play to win”.

**What inspired you to come up with “Barbie”?**

Aside from the fact that she is one of the most iconic and multi-generational dolls in the world, I love that she was created in my hometown of Los Angeles! Barbie defines the American girl and is a symbol of beauty and strength. She is my ultimate muse.

**Ruth Handler, creator of Barbie, wanted to show her daughter that she had many career options in front of her. She created an architect, a doctor, a professor, but never a mother with a child. What made you chose these six “business women” models for your work?**

Ruth Handler was not only progressive in her thinking, but she wanted to set an example for her daughter and other young girls. For my work, I choose Barbies that depicted my favorite eras. I love how each one reflects and captures the glam and beauty of the time. The progression of Barbie has been a wonderful thing to witness!

**How does Barbie influence your life?**

I was actually a tomboy growing up and rarely played with Barbies. It wasn't until my teen years when I began my love affair with the color pink that I naturally fell in love with Barbie. In my eyes, she is the definition of what it is to be a beautiful and glamorous woman. She's controversial, yet Mattel has managed to strategically

market her throughout the years and keep her relevant. I'm also intrigued how people discuss her as a real-life person, more specifically the obsession with her proportions. People often ask how I feel about the controversy that surrounds Barbie and the influence on young girls trying to mimic her, but I do my best to stay neutral and let my artwork speak for itself.

**You are also a very successful business woman.**

**How would you describe your negotiation style?**

I feel my negotiation style is tough, strategic and witty. As a woman in the art and entertainment worlds, I have fought hard to be where I am. I believe there are negotiations to be found everywhere, including selling my work, signing with a gallery and hiring the right team. I feel you are most successful when there is an open line of communication with people. And when it comes to contracts, I make sure to get advice from my legal counsel. Surrounding yourself with a team that believes in your dream is very important!

**What are your plans for the future?**

I have so many plans for the future! When I'm not creating art, I'm thinking of other ways to fulfill my dreams. My passion for creativity has allowed me to step into the role of model, actress, beauty editor, ambassador and most recently entrepreneur. This year I launched my own clothing and accessories label called Beau's Babes ([www.beausbabes.com](http://www.beausbabes.com)). With Beau's Babes, you can custom-embroider names and sayings onto denim jackets, sweatshirts, and accessories. The line is chic, customizable and very Instagrammable. It is the perfect merger between my love of fashion and art.

**Thank you so much.**

Thank you for taking the time to learn more about me!

Interview: Alexandre Meldem, Director NYC Office

**BEAU DUNN** is an American visual artist, model, and actress based in Los Angeles, California. Dunn's artwork incorporates photography, paint and sculpture. She is best known for this series of Barbie portraits, titled “Plastic”.

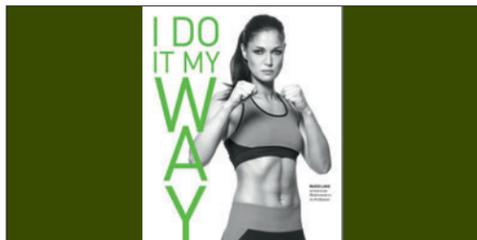
# save the dates



**SUMMER CAMP** | NEGOTIATIONS FOR FAMILIES  
AUGUST 1-3, 2018 | ST. MORITZ



**N-CONFERENCE** | THE HIGHLIGHT OF OUR INSTITUTE  
OCTOBER 11 AND 12, 2018 | ZURICH



**I DO IT MY WAY** | SUCCESSFUL NEGOTIATIONS  
OCTOBER 19, 2018 | MUNICH  
OCTOBER 25, 2018 | VIENNA  
OCTOBER 26, 2018 | ZURICH

PHOTOS: swiss-image.ch/Christof Sonderegger; Michael Witting



## IMPRINT

PUBLISHED BY: Schranner AG, Negotiation Institute, Limmatstrasse 260, CH-8005 Zurich  
Phone +41 44 515 46-16, Fax +41 44 515 46-17, info@schranner.com, www.schranner.com

RESPONSIBLE FOR THE CONTENT: Matthias Schranner

ARTDIRECTION: design apartment, Munich

PRINTED BY: Druckerei Vogl GmbH & Co. KG, Zorneding

All content is copyrighted and may not be copied or published without the author's prior written consent.

This magazine is printed on FSC®-certified paper.



## THE INTERNATIONAL NEGOTIATION AUTHORITY

Schranner AG  
Negotiation Institute  
Limmatstrasse 260  
CH-8005 Zurich  
Phone +41 44 515 46-16  
Fax +41 44 515 46-17

Schranner Negotiation LLC  
222 Broadway, Fl. 19  
New York, NY 10038  
Phone +1 (212) 320 8388

Schranner Negotiation Ltd.  
20/F Leighton Centre,  
77 Leighton Rd,  
Causeway Bay, Hong Kong  
Phone +852 3957 4065

info@schranner.com  
www.schranner.com

