



VIENNA SCHOOL
OF NEGOTIATION



MASTERING NEGOTIATIONS

From cooperation to conflict and back

- A Practical and powerful program to sharpen your tools

Expand your repertoire among experienced negotiators

- Take your Negotiation Agility SELF Assessment

Get your Personal Compassionate Accountability Profile

Exchange best practices with the international Vienna School team



MASTERING NEGOTIATIONS

PROGRAM DATES

November 4 - 6, 2026

LOCATION

Vienna School of Negotiation
Dorotheergasse 7/7, 1010
Vienna, Austria

FEE // EUR 2.890,-
(excl. VAT) per person
Includes:

- 3-day training - full personal attendance is requested
- Harvard cases and binder materials
- All snacks, non-alcoholic drinks and coffee & tea
- Training in English

SPECIAL RATES

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

RESERVATIONS

Registration per email to
cs@viennaschool.at

FOR MORE INFORMATION

Mrs. Sonja Rauschütz
+43 699 1953 2652

LIFE IS NEGOTIATION

How satisfied are you with negotiating important issues? Are your tools and essential skills up to date? Do you exceed your expectations, and everyone involved leaves the table satisfied?

Negotiation success largely depends on your own preparation and your agility; whether you show up at your best and whether you have the right toolkit at hand, it is essential for developing innovative solutions, facilitating an effective process and managing relationships.

Experienced international practitioners of all walks of life appreciate Vienna School toolbox for succeeding with excellent results. This program offers a quick overview, practical case simulations and a structured process for dealing with complexity, especially when working with others.

WHAT MAKES THIS PROGRAM UNIQUE?

Simply, it is a hands-on training in essential negotiation skills for struggling together. It offers the professional negotiation tools, such as Harvard's Principled Negotiations, the Process Communication Model and the methods of Compassionate Accountability.

Particularly exciting is the personal **Compassionate Accountability Assessment**, which provides insights into your behaviour in conflict situations and how to lead yourself and others in conflict.

Optional, yet recommended: Your **PCM Personality Profile** including a **one-hour personal debriefing**, offering practical insights into your preferred communication, motivation and distress behaviour for EUR 390 (excl. VAT) per person (instead of EUR 590).

THE GOALS ARE

- To enrich your negotiator experience with practical and academically sound tools
- To strengthen essential skills for negotiation, cooperation and conflict
- To facilitate meetings effectively with a clear purpose, especially around challenging topics and with a diverse range of parties involved
- To keep the passion for value-creating cooperation and remarkable solutions alive.



MASTERING NEGOTIATIONS PROGRAM :: November 4 - 6, 2026

DAY 1 - 9:30 a.m. - 5:00 p.m with SONJA RAUSCHÜTZ

- Kick Off of the Learning Journey - Vienna School Negotiator Agility SELF Assessment
- Principles of Harvard's Interest-Based Negotiations
- The People side :: Communication meets Personality
 - Introduction to the Process Communication Model - Communication preferences, motivation and predictable stress behaviour
 - Optional: Your individual PCM Personality Profile including a one-hour personal debriefing session.

DAY 2 - 9:00 a.m. - 5:00 p.m. with SONJA RAUSCHÜTZ

- Deals, Deals Deals :: 7 Elements
- Professional Preparation and developing a common language
- Difficult Conversations - reducing collateral damage with Compassionate Accountability

NEGOTIATOR LOUNGE :: 5:30 - 7:00 p.m. Succeeding in Negotiations with Results (t.b.c)

This evening is a practitioners' exchange on „What Worked Well“ and „What To Do Differently“ and is open to interested colleagues and friends. Please let us know if you would like to bring someone. We will be happy to issue a personal invitation.

Vaidotas Verba, Ambassador of Lithuania to the International Organisations VIE, expert in security & crisis management and mitigation, international negotiation experience (Eastern Europe, Central Asia & Africa).

David Nusbaum, retired Israeli Ambassador to the IAEA and CTBTO, leading expert in nuclear engineering and international science diplomacy, currently at IIASA.

Dr. Harald Klien, M&A expert, has successfully led numerous acquisitions, company sales as well as fundraisings and direct investments. Since 2023, he is Senior Advisor to PwC and Advisory Board Member at Transaktionswerk. (t.b.c.).

DAY 3 - 8:30 a.m. - 4:00 p.m. with SONJA RAUSCHÜTZ & ANDREAS KOVAR

- Diagnostics: strategies for dealing with complexity
- Developing a common language: real life cases: when the going gets tough
- The Meeting Design with a clear purpose and for results

We encourage practical tool application through real-life situations and Harvard Cases simulations. We stand for achieving excellent results, sustainable relationships and time-efficient processes in the same way.



MASTERING NEGOTIATIONS PROGRAM :: November 4 - 6, 2026

WHO IS THIS PROGRAM FOR?

- For interested people who want to update their negotiation skills: *e.g. project managers, key account managers, consultants, HR managers, purchasing and sales staff, lawyers, mediators, executives and selected high-potentials; in short, for practitioners, negotiation professionals and troubleshooters from the business world*
- For people active in politics and heading organisations, supervisory bodies and those responsible for public affairs in companies, as well as interested parties from associations, interest groups, NGOs and experts in public administration.

Together we negotiate for better solutions regarding important issues - be it economic or political - and address societal challenges.

THE PACKAGE

The participation fee for this three-day intensive training includes the personal Compassion Accountability Assessment, training materials, lunch, snacks & drinks and costs EUR 2,890 (excl. VAT) per person. Talk to us if you are self-employed or working for the public sector or a non-profit organisation.

Optional, yet recommended: Your individual PCM Personality Profile with practical insights into your preferred communication, motivation and distress behaviour including a one-hour personal debriefing session for EUR 390 (excl. VAT) per person (instead of EUR 590).

From 4-6 people, we design tailor-made learning journeys for your team. We also certify and train experienced negotiators as COOPERATION FACILITATORS (9d) and NEGOTIATION FACILITATORS (16d). The conditions are to be agreed.

Register now and continue your journey to becoming a negotiation pro!

For more information on the curriculum and tools of the VIENNA SCHOOL on our website:

www.viennaschool.at

If you have any questions, please contact Ana Sousa via mail: cs@viennaschool.at or phone +43 699 1753 2652



YOUR TEACHING TEAM

SONJA RAUSCHÜTZ, MPA (HARVARD UNIVERSITY)



Founder and Managing Partner of Vienna School of Negotiation.

As a consultant, negotiation facilitator, executive coach and management trainer, Sonja has been supporting people in negotiations, strategic partnerships and conflict situations in Western, Central and Eastern Europe, the USA and international hotspots such as the Balkans and the Middle East for over 30 years. Internationally active mediator & keynote speaker. Studied at the Vienna University of Economics and Business. 1999 Master of Public Administration at the Harvard Kennedy School of Government.

1999-2002 Faculty member at Harvard Law School and closest collaborator and only European working closely with Prof. Roger Fisher (bestselling author of the Harvard Concept) at the Program On Negotiation (PON). In 2000, together with Prof. Fisher, Landrum Bolling and Moty Cristal, she initiated the Israeli Palestinian Negotiating Partners Program (IPNP). Further initiatives such as the Balkan Negotiation Partners (BNP) and the Young Negotiator Initiative (YNI) followed.

Business Circle Management Trainer of the Year; Certified Process Communication Model® Trainer & Coach; Advanced Provider for Leading Out of Drama® with Compassionate Accountability™; Advanced Tri - Energetics Counsellor, Coach and Trainer; Dialogue Facilitator (2025);

International teaching positions at Harvard University, Vienna University of Economics and Business, Diplomatic Academy Vienna, Skolkovo Moscow Business School, etc. Customized Inhouse programs for the CTBTO, OSCE, World Bank, UNIDO, IMO and the Energy Community.

ANDREAS KOVAR



Managing Partner, Kovar & Partners

Over 30 years of expert political advice and support for companies, associations, interest groups, politicians and NGOs; political advisor in the Austrian National Council and the European Parliament.

With a long-standing commitment to better framework conditions while developing and implementing constructive political solutions.

Besides the annual Kovar & Partners ARENA analyses, many services are kick-started with a systematic Arena Analysis in order to facilitate cooperation in dealing with the tough issues. :: kovarpartners.com



SELECTION OF THE VIENNA SCHOOL TOOLKIT

HARVARD's PRINCIPLED NEGOTIATIONS (FISHER, URY, PATTON)

Negotiating means satisfying as many of your own interests and the most important interests of other parties as possible - beyond rigid positions.

By understanding and incorporating the interests of the other side, communicating clearly and purposefully and developing a broader understanding of process design, you will achieve measurably better substantial results; constructive working relationships in the professional environment and in everyday personal life form the basis for really good solutions.

Harvard's Interest-based Negotiation is a methodology developed by Prof. Roger Fisher and his team at Harvard Law School; then complimented and - in an ongoing process - furthered by the Vienna School of Negotiation.

Interest-based negotiation is for people in the field and teaches simple techniques and clear strategies. The aim is to make negotiation processes efficient, find innovative solutions and utilise personal communication skills.

PROCESS COMMUNICATION MODEL® (KAHLER)

The Process Communication Model ® is a comprehensive communication and management model developed by Dr. Taibi Kahler for everyday professional and private life. It provides a quick insight into one's own personality architecture and communication patterns as well as personal success and failure factors in communication, motivation and distress-behaviour.

We perceive the strengths of the different personality types within us and can use them not only for ourselves, but also for shaping relationships and working together effectively. Your individual PCM Personality Architecture serves as a point of reflection for your practice.

LEADING OUT OF DRAMA with COMPASSIONATE ACCOUNTABILITY (KARPMAN; REGIER)

Building on Stephen Karpman's Drama Triangle model, Next Element's Compassionate Accountability offers very effective tools for conflict resolution and many opportunities for self-awareness to reduce negative drama in both professional and personal lives.

Identifying situations where we can create negative drama, we can make more innovative decisions through positive change & empower teams; to personally connect, to take responsibility and aim for binding commitments and boundaries becomes easier with the help of the Compassion Circle.



VIENNA SCHOOL OF NEGOTIATION

WHO WE ARE

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

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

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

YOUR SUCCESS IS OUR MISSION

To skill-fully lead difficult conversations

To prepare effectively and develop as well as implement clear strategies and tactics

To cope effectively with conflict and crises

To negotiate for better results – while building better relationships

To design and control the process in order to succeed in organisational as well as personal negotiations,

To join the global circle of expert negotiators using SaaS to professionalize your negotiation practice, cooperation and effective decision making where it matters most.

WHERE WE COME FROM

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

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

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

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

Our most in demand programs are:

- Harvard’s Interest-based Negotiations – 3-day intensive program
- Personality Communication with Impact – 2-day program building on the Process Communication Model (PCM)
- The Negotiation Facilitator - 16 - day program for negotiation practitioners to become real pros.



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

SOME TESTIMONIALS

“The teaching team has provided a highly practice orientated and professionally performed training that was tailored to my particular needs and interests. The outcome of the course has become an essential part to my professional life.” - Mag. Marcos Boskamp-Alexandre, Siemens

„True experts that facilitated the content very well. Theory, tools and practice were in excellent balance. I can't remember being that excited about any other training that I have ever participated.“ - Klemens B., Proposal and Commercial Manager Large Hydro, Andritz Hydro GmbH

*“Refreshing, professionally stimulating and personally uplifting program. Heartfelt thank you for the valuable input, but above all the warm, attentive, and welcoming atmosphere you created. Despite my busy work schedule I was able to absorb new information and also feel very comfortable in applying the tools.”
Uwe Höfferer, Managing Director, Jugend Am Werk Salzburg*

„Theory knowledge was emphasised with very interesting practical exercises.“ - Joachim Döres, International Commercial Project Manager, Andritz Hydro GmbH

SOME OF OUR CLIENTS

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



MASTERING NEGOTIATIONS

What is included:

- **3 training days** at the Vienna School of Negotiation, Dorotheergasse 7/7, 1010 Vienna
- Your personal Compassionate Accountability Assessment (CAA) including the material
- Additional training materials, beverages, and snacks
- Professional facilitation by Sonja Rauschütz
- Negotiation Factory Lounge – Bring a guest and let us know! Our treat

I want to register for the Mastering Negotiations Program (prices excl. VAT)



FOR THE EXECUTIVE NEGOTIATOR PROGRAM, NOVEMBER 4 - 6, 2026

- ☐ Price for **Private Sector** Organisations **Euro 2.890,-**
- ☐ Price for **Public Sector** Organisations **Euro 1.990,-**
- ☐ Price for **Private Person** Organisations **Euro 1.890,-**

Optional: Your individual PCM personality profile with practical insights into your preferred communication, motivation, and stress behaviour, including a one-hour personal debriefing for EUR 390 (plus 20% VAT) per person (instead of EUR 590).

First & Last Name, Title:	
Profession, Position:	
Email:	
Telephone or Cell:	
Organisation, Company:	
VAT Number:	
Address:	
Date, Location:	Organisational Signature:

Registration per Email: cs@viennaschool.at

For more information, please contact Mrs. Sonja Rauschütz via +43 699 1953 2652

TERMS

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

Vienna School of Negotiation

Dorotheergasse 7/7, 1010 Vienna, Austria Tel.: +43 699 1753 2652



VIENNA SCHOOL OF NEGOTIATION

Keep up to date with the world of negotiation:
Follow us on social media and
sign up for our newsletter

