



# EXECUTIVE TRAINING SEMINAR

## Leadership Challenged: Politics and Policy-Making in the European Union at a Time of Crisis

Florence, 16-18 April 2018

Course Providers: José Manuel Barroso | Universidade Catolica Portuguesa and Graduate Institute of International and Development Studies, Geneva, Emily Jones | Blavatnik School of Government, Oxford University, Kalypso Nicolaïdis | University of Oxford and School of Transnational Governance (Scientific Coordinator)

Venue: Sala Belvedere, Villa Schifanoia, European University Institute

### ■ ABSTRACT

The aim of this Executive Training Seminar is to discuss and analyse the tensions and challenges facing EU politics and policy-making at a time of crisis. The three distinguished course providers will aim to balance the sharing of experience and analysis with a critical take on Europe's current predicaments connected to its still on-going polycentric crisis. Specifically, José Manuel Barroso will bring to bear his ten years of experience at the helm of the EU Commission and his prior experience as a European politician and head of state. Kalypso Nicolaïdis and Emily Jones will draw both on their scholarship and teaching, as well as their respective experiences as advisor to policy makers. Participants will be provided with overviews on the framework for analysing the different constellations of interests relevant to EU policy making and the different ways of understanding contestation in the EU today. Moreover the participants will be immersed in training activities focusing on negotiation strategies and tactics, including concepts like BATNA (best alternative to negotiated agreement), ZOPA (zone of possible agreement), anchoring, signaling, multi-level games, creating *versus* distributing values, the negotiation dilemma. The participants will engage in discussions on strategic topics spanning the EU financial crisis, Brexit, the Single market in Services, the politics and political economy of trade negotiations, the EU and global economic governance (including the WTO and FTAs / BITs), public opinion in the EU (based on expert analysis of polls and the public sphere), EU external relations including EU-Russia and Transatlantic relations.

## ■ PROGRAMME

Monday 16<sup>th</sup> April 2018

With Emily Jones | Blavatnik School of Government, Oxford University and Kalypso Nicolaïdis | University of Oxford and School of Transnational Governance

*The first day will lay out the core concepts to be used in the seminar related to the institutional context of decision making and negotiation analysis. Both frames will be introduced through the Brexit negotiations. The course providers will introduce an analysis of the why and how of Brexit through concepts on negotiations, looking at the negotiations from the UK's perspective and from the EU27 perspective. Topics will include: Knowing what you want, international negotiations as a 2-level games, identification of Brexit veto players in the UK, alternatives to agreement and power in a negotiation, bargaining power and red lines, the zone of possible agreement and integrative bargaining, the role of leadership and public opinion. At the end of the session participants will be split into two groups, one group role-playing the UK chief negotiator and advisers, the other role-playing the EU27 chief negotiator and advisers, each side asked to flesh out an outline of their negotiation strategy before entering the simulation proper.*

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| 9.00-9.30   | <b>Institutional Greetings and Overview of the Executive Training</b><br>Renaud Dehousse   President of the European University Institute<br>Miguel Poiars Maduro   Director of the School of Transnational Governance<br>Kalypso Nicolaïdis   University of Oxford and Part-time Professor at the School of Transnational Governance |
| 9.30-10.15  | <b>Group Discussion on the EU Agenda in a Global Perspective</b>  |
| 10.15-11.00 | Case Introduction: <b>Brexit: How Did We Get Here?</b>  |
| 11.00-11.30 | <i>Coffee break (Sala Villetta)</i>   |
| 11.30-12.30 | <b>Analyzing the Brexit Negotiations: Part 1 (UK)</b>   |
| 12.30-13.30 | <i>Welcome Lunch (Sala Villetta)</i>  |
| 13.30-15.00 | <b>Analyzing the Brexit Negotiations: Part 2 (EU27)</b>   |
| 15.00-16.00 | <b>Negotiation Simulation and Role Play</b>   |
| 16.00-16.30 | <i>Coffee break (Sala Villetta)</i>   |
| 16.30-17.30 | <b>Negotiation Simulation and Role Play (cd)</b>  |

Tuesday 17<sup>th</sup> April 2018

With José Manuel Barroso | Universidade Catolica Portuguesa and Graduate Institute of International and Development Studies, Geneva, Emily Jones | Blavatnik School of Government, Oxford University, Kalypso Nicolaïdis | University of Oxford and School of Transnational Governance

*The second day will introduce new substantive topics while applying the concepts discussed in the first day. Professor Barroso will start by leading a discussion on bargaining dynamics and critical junctures the EU financial crisis. This will be followed by three sessions on external relations and negotiations on EU-US trade negotiations, using the example of hormone treated beef and EU-Russia. The day will end with participant-led debate on “Rethinking Europe in a Non-European World” using examples from their own experience.*

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| 9.00-10.00  | Debriefing on the Brexit Negotiations: Lessons for the future shape of the EU   |
| 10.00-11.00 | <b>Inter-State Dynamics in the EU: European Council Negotiation and Inter-Institution</b>   |
| 11.00-11.30 | <i>Coffee breaks (Sala Villetta)</i>  |
| 11.30-13.00 | <b>Inter-State Dynamics in the EU: European Council Negotiation And Inter-Institution (cd)</b><br><b>With a Focus on: Bargaining Dynamics and Critical Junctures in the EU Financial Crisis</b> |
| 13.00-14.00 | <i>Lunch (Sala Villetta)</i>  |
| 14.00-15.00 | <b>EU-US Negotiations, From the Obama to the Trump Era (Issue Covered: Trade, Data Protection, NATO, Middle East)</b>   |
| 15.00-16.30 | <b>The EU and the BRICs: The Cases of Brazil, Russia and China</b>  |
| 16.30-17.00 | <i>Coffee break (Sala Villetta)</i>   |
| 17.00-18.00 | <b>Debate “Rethinking Europe in a Non-European World”</b>   |

Wednesday 18<sup>th</sup> April 2018

With José Manuel Barroso | Universidade Catolica Portuguesa and Graduate Institute of International and Development Studies, Geneva and Kalypso Nicolaïdis | University of Oxford and School of Transnational Governance

*The third day will draw on the previous two days to discuss the issue of leadership in Europe and beyond, the relationship of democracy, technocracy and populism using examples of policy challenges from the last decade.*

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| 9.00-10.30 | <b>Leadership Challenged in the EU</b> |
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| 10.30-11.00 | <i>Coffee break (Sala Villetta)</i>   |
| 11.00-12.30 | <b>Debate: Which Europe? Which World Order? Specific Options for the Future</b> |
| 12.30-13.00 | Final Remarks and Award of Certificates   |
| 13.00-14.00 | <i>Farewell lunch (Sala Villetta)</i>   |

## ■ FACULTY

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|---------------------|--|
| José Manuel Barroso | Universidade Catolica Portuguesa and Graduate Institute of International and Development Studies, Geneva, Portugal and Switzerland |
| Emily Jones         | Blavatnik School of Government, Oxford University, United Kingdom  |
| Kalypso Nicolaïdis  | Oxford University and Part-time Professor at the School of Transnational Governance, United Kingdom and Italy                      |