



**Masterclass**

**European Effectiveness**

November 25 – 27, 2009



## Introduction

This Masterclass is designed to provide professionals that operate on a top level within the EU with a set of tools, skills and knowledge that will allow them to become more effective in a European context. Three top institutes have bundled their expertise to create a three day Masterclass that will ultimately allow you to capitalise on the developments within the European Union. The first day of the Masterclass will provide you with insight in public affairs at the European level and will enlighten you on the interactive dynamics of European decision making. The second day will focus on the art of debating and will contribute to your debating skill set of clear and convincing communication, presenting credibly, and arguing logically. The third and final day will support your knowledge on cultural differences to create the cultural sensitivity necessary to be effective in the cross-European context.

## Who should attend

Professionals in the public or private sector who work in a European context, such as:

- Managers Public Affairs/ European Affairs from the private sector;
- Managers who will get European responsibilities;
- Managers/representatives of European interest representation offices;
- Civil servants and diplomats responsible for European dossiers;
- Representatives of Chambers of Commerce;
- European Consultancy firms;
- Branche organisations (such as transport and industry);
- Representatives from the private sector responsible for European dossiers (or who will get European responsibilities in the nearby future);
- HRM managers;
- European legal advisors/counselors.

## Program outline

### Day 1, November 25<sup>th</sup>, 9h00-20h00

'Finding your way in Europe' by Rob Boudewijn, European Affairs

- Functioning of the EU and how to be effective in the European arena;
- european negotiation skills;
- scenario analysis: Quo vadis Europe?

### Day 2, November 26<sup>th</sup>, 9h00-20h00

'Getting the message across' by Donatello Piras, Nederlands Debat Instituut (Netherlands Debate Institute)

- Improving presentation techniques through debating ;
- get the attention, be convincing;
- defend a motion or statement clearly and solidly

### Day 3, November 27<sup>th</sup>, 9h00-16h00

Cultivating your cultural advantage by Danaë Huijser, CMC - Culture & Management Consulting

- Cultural strengths in a European context;
- teamwork in cross-cultural groups;
- managing an intercultural meeting.



See page 4 for more information on day 1 by European Institute, Rob Boudewijn



See page 7 for more information on day 2 by Nederlands Debat Instituut (Netherlands Debate Institute), Donatello Piras



See page 9 for more information on day 3 by CMC – Culture & Management Consulting, Danaë Huijser



## **Day 1, November 25<sup>th</sup>: Inside Europe for outsiders Being effective in/with Europe!**

### **General introduction**

The European Union (EU) is one of the biggest economic markets with over 500 million consumers. It is a huge political-administrative bloc as well, that affects legislation internally with over 70% of the national legislation being made in Brussels, but it sets also the (economic and political) standards for the rest of the world. How to deal with this level of governance with the confusing mix of federal and intergovernmental elements? How to be effective in European public affairs? What are the competences of Europe and what are (still) national competences? European legislation challenges both the public and the private sector and for both sectors it is of the utmost importance to have a good knowledge of the EU and to find the right way in the European labyrinth in order to optimize the effectiveness of the own organization.

For the private sector the EU is leading in setting the world standard in several fields: from car manufactures (lower emission ceilings) to Microsoft (changing the open source standards because of European requirements). Directives like MiFid and Reach had an enormous impact on the financial services and the chemical industry and had a direct result on the competitiveness and profitability of companies. It is of the utmost importance not to be re-active as a company in European affairs. Being pro-active, influencing European legislation in the earliest possible stage, is the best guarantee to optimise your own profit.

The public sector is directly affected by the “Europeanisation” of governance that no longer exclusively takes place at the national level. Every day, regional and local authorities are confronted with the impact and execution of EU legislation as well. Agriculture, climate, energy and state aid are just a few dossiers where (local) authorities are directly linked with Brussels. The government sector knows how to apply for European funding, but avoiding extra administrative burdens is a key element of policy making that can not be ignored any longer.

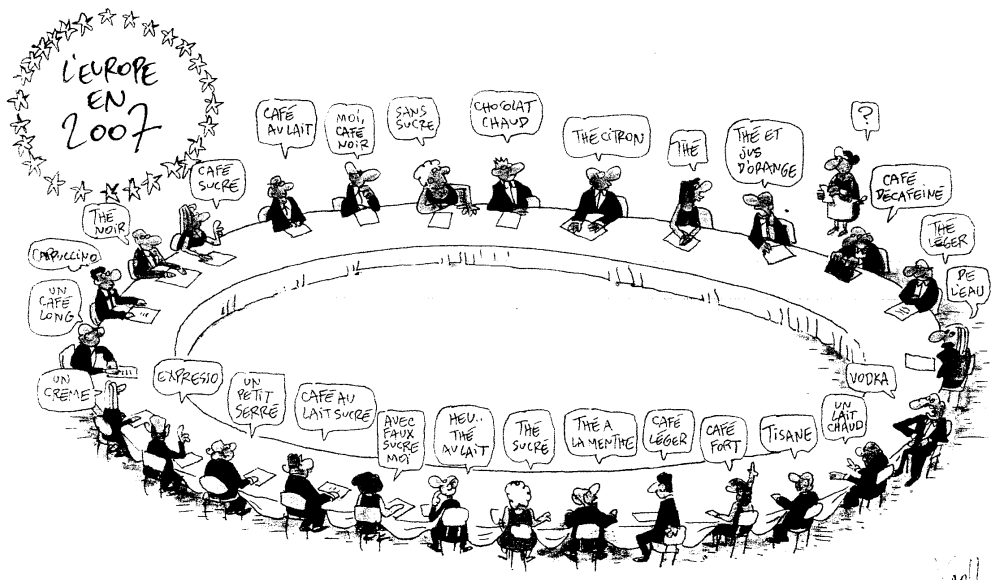
Knowledge, insight and skills to be effective in Europe is therefore of the greatest utmost importance for both the public and private sector to face the challenges of “Europeanisation”, to be Europe-proof, but also to take advantage of the European opportunities.

### **Method**

The module offers you insight in public affairs at the European level. The module will start with a quick scan: Europe@yourorganisation. Then you will get, in an interactive way, insight in the dynamics of European decision makings: the different players, their competences and how EU-policies can be influenced in your own advantage.

The continues with an introduction to the scene of European negotiation techniques (bilateral and multilateral), followed by a topical EU simulation game about the economic future of Europe. You will learn and experience yourself the process of European negotiations. You are supposed to reach a win-win situation (individual and collective) and afterwards you will receive feedback on process and content. At the end of the first day the program continues with an interactive scenario analysis "Quo vadis Europe?" , in which you will deal with actual questions about the institutional and geographical future of Europe: how to keep the project governable and will the continent Europe be identical with the EU-project?

The program will end with a wrap-up session in which your will present your personal European action plan: how to be Europe-proof! Ways to be effective in/with the European Union and take advantage of its challenges.



## Benefits

- Understanding of how the European Union affects your organisation directly;
- Insight in how the European Union functions and how it can be influenced;
- Acquire insight in best practises of European public affairs;
- Introduction about European negotiation techniques;
- Experience the process of European negotiations through a topical simulation;
- Understanding of the functioning and essence of European governance
- Being able to anticipate: Scenario analysis about the future of Europe;
- Drawing a Personal action plan how to be effective in/with Europe.

## Program day 1: November 25<sup>th</sup>, 09h00 – 20h00

09.00 - 09.30 Europa@yourorganisation: quick scan

09.30 – 11.00 The (informal) decision making procedures in Europe, the competences of the institutions, effective interest representation in the European arena

11.15 -12.30 Introduction European negotiation techniques

12.30 – 13.30 lunch

13.30 – 17.00 EU Simulation: an Economic future for Europe?

17.00 - 17.30 Snack break

17.30 – 19.30 Quo Vadis Europe? Interactive scenario analysis about the institutional and geographical future of Europe

19.30 – 20.00 Wrap up session: your personal European Action Plan (EAP)

### Facilitator: Rob Boudewijn, European Affairs

Rob Boudewijn has over 15 years experience in European training, consultancy, research and project management. He has designed and managed training programs in over 20 countries, varying from 2 days up to 4 months and with 10 to 100 participants. His research focus on the enlargement process of the European Union, the European Neighbourhood Policy and the future of the EU.



 **Rob Boudewijn**  
European Affairs

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## Day 2, November 26th: Be the Argument! Improving presentation techniques through debating

### General introduction

Nonverbal communication skills, combined with argumentative schemes and refutation techniques. How often do you try to convince other people of your opinion? How often, for example, do you try to convince your boss that he should really decrease your workload? Does the discussion about what strategy we have to follow within our company sound familiar? These are just two examples of the many situations in which people attempt to convince others.

Debating is all about convincing other people. You might know the phenomenon 'debating' from the television, when two politicians are fighting each other with words. Both speakers try to win. Those who have to be convinced are in Parliament or are at home, watching the event on television. The winner is the speaker who outperformed the other in convincing Parliament or the television-watcher for his proposal.

This part of the course was specially developed for anyone who depends on clear and convincing (oral) communication. In the course, participants learn to present credibly, to structure lucidly, and to argue logically and convincingly. Theoretical components are directly followed by practical exercise, which allow the partaker to put their learning into practice.

### Method

The most important reason why one should debate in such a setting as described above is to learn to argue and present properly. As the goal is to win the debate, the debate contest forces one to come up with the best arguments. In addition, you learn to present these arguments as if you fully support them.

Why then defend a statement that you may not agree with? Or oppose a statement you support? The reason to do so is that the debate contest allows you to focus at finding arguments, without being distracted by your own opinion on the statement.

In real life most people are so convinced of their own opinion and its self-evidence, that they are unable to come up with proper arguments to support it. Even more so, they do not necessarily find that they need to in the first place. Their story thus has no convincing power to others. In the debate game one is not distracted by one's own conviction, which enables the debates to use all of their creativity and logical reasoning to find the most convincing arguments.

Debating also teaches you to listen. An audience will consider you to be more convincing if you can effectively oppose the other team's argumentation. Thus you have to know what the other party said. Only when you listen carefully and actively

will you be able to reveal the weaknesses in the argumentation of the other team and to find the winning contra-argument.

Additionally, debaters learn to have a confident and a convincing attitude and presentation when speaking in front of an audience. It feels really good when an entire audience is convinced by you, your charisma, and your arguments.

## **Benefits**

At the end of the course you will be able to come up with a solid and convincing defense for any given motion or statement at short notice. You will have learned to do so in a clearly structured form. By means of exercises and interpersonal feedback your communicative strengths and weaknesses will have been refined and improved. Additionally, you will be able to listen to, analyze, and refute the argumentation of your opponent, while incorporating figures of speech and parrying argumentation fallacies.

## **Program day 2, November 26<sup>th</sup>, 09h00 – 20h00**

### **Welcome and introduction to the program**

Interactive exercise about Rhetoric

Rhetoric History

7 artes liberales, ancient Greek and Romans > ethos, pathos, logos and Aptum  
> the learning effect of the debate.

### **What is a debate**

How are you convincing

Exercise: To sell your capital

### **What is a good presentation?**

How to get attention?

Pause

### **Structure and the benefits while using a structure**

(recognise and predict)

Exercise: Monologues and Chain Debate with one actual statement

Lunch

### **Theory of argumentation through the stock issues**

explain parliamentary debating

Exercise: Parliamentary Debates about actual motions

### **Debate 1**

and jury verdict with feedback

Pause

### **Debate 2**

with jury verdict and feedback & Conclusion

### **Wrap up and final tips**

## Facilitator: Donatello Piras, Nederlands Debat Instituut (Netherlands Debate Institute)



Donatello Piras, Head of training staff, Sr Trainer, and Moderator, Presenter and Conference host at Netherlands Debate Institute. Donatello is very experienced in debating and presentations skills for profit & non-profit organisations. The Netherlands Debate Institute aspires to contribute to the development of an ingrained debate culture in The Netherlands, led by the conviction that debating substantially contributes to the personal development of individuals, as well as the development of organizations and society as a whole.



NEDERLANDS DEBAT INSTITUUT

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## Het Nederlands Debat Instituut (the Netherlands Debate Institute)

The Netherlands Debate Institute aspires to contribute to the development of an ingrained debate culture in The Netherlands, led by the conviction that debating substantially contributes to the personal development of individuals, as well as the development of organizations and society as a whole.

Debate has the capacity to develop all aspects of persuasive oral communication, such as presentation, argumentation, and critical listening skills. Furthermore, debate stimulates a critical thinking stance, and is conducive to the widening of one's frame of reference.

In addition, debate makes a crucial contribution to accurate and truthful opinion-shaping and decision-making, or as we prefer to put it: the truth arises from differences of opinion. Every point of view deserves to be heard with interest and respect, as well as being regarded in the most critical of lights.

On a daily basis we organize and run workshops for professionals. We organize and lead debates and discussions, and introduce debating as an educational method

into all layers of the Dutch school system.



## **Day 3, November 27th: The cultural advantage Using the Model of Freedom to succeed in Europe**

### **General introduction**

To be able to operate successfully in the EU, it is of the utmost importance to recognise that this "Union" is not a monolithic Union at all, but consists of 27 nationalities, all with their own specific features. Knowledge of cultural differences is therefore of paramount importance.

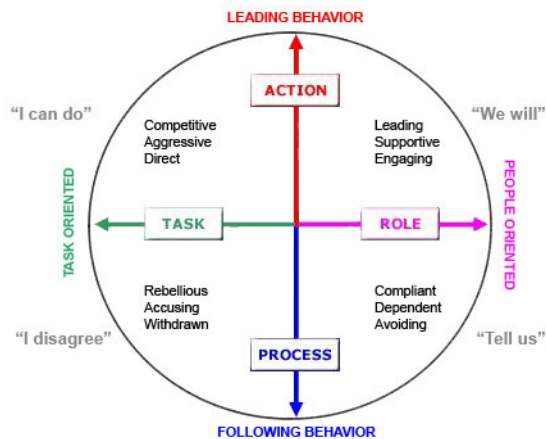
We all need to learn how to deal with different perceptions, expectations and interpretations of leadership, communication, teamwork, negotiation, and change & knowledge management. The complexity of culture implicates that there are no objective standards of behaviour per se. We have to develop cross-cultural competence in order to be able to leverage cultural diversity creatively and effectively.

### **Method**

Our methodology is centred on the introduction and application of a new model, the Model of Freedom (MoF). The Model allows participants to visualise the differences and similarities between cultures, and provide them with a language that enables them to speak about these differences without creating conflicts. Hence they are able to find solutions to overcome challenges in cross-cultural cooperation. With the MoF we are able to trigger and sharpen their cultural intelligence and find solutions to international performance challenges.

The MoF was developed by Mr. Mijnd Huijser, MD CMC by using worldwide academic research (Hofstede, Trompenaars) and 12 years of fine-tuning and testing based on real-life experiences of professionals in international Fortune 500 companies, Mijnd has worked with as a consultant and trainer. It contains four dimensions in which all national and organizational cultures can be categorized: Action-orientation, Process-orientation, Task-orientation and Role-orientation.

## Model of Freedom



greater success.

In highly interactive workshops we aim to introduce the fundamentals of the MoF and its benefits and application in a EU context.

Participants will increase their cultural sensitivity, cultural understanding and learn about key principles and strategies on how to leverage cultural differences more effectively for

## Benefits

- Raise awareness of the impact of cultural differences on effective cooperation;
- Deepen the learning through practical exercises;
- Improve your ability to distinguish between personal and cultural behaviour;
- Appreciate your own personal culture profile.

## Program day 3, November 27<sup>th</sup>, 9h00 – 16h00

### 9h00 – 12h30

- Welcome and introduction to the program
- Exercise: What we find challenging in other cultures
- Short interactive introduction into culture as a set of work-related norms, values and behaviours
- Cultural Awareness: A presentation & discussion about Cultural Identity, stereotypes, efficiency and effectiveness in a cultural context with exercises:
- Exercises: Different cultural perceptions on leadership

- Exercises : Different cultural perceptions on rules and regulations
- Introduction to a culture-model: The four cultural orientations in the Model of Freedom

**12h30 – 13h30 lunch**

**13h30 – 16h00**

- Introduction to influencing in a cross cultural context
- Exercise: Simulating a meeting with the four cultural orientations in the Model of Freedom
- Wrap-up

## Facilitator: Danaë Huijser, CMC – Culture & Management Consulting



Danaë Huijser will facilitate this workshop. She holds a degree in Organisational Psychology and International Business and has lived and worked on three continents. As director of CMC-Europe, she works closely together with Mijnd Huijser, who developed the Model of Freedom and founded CMC-Culture & Management Consulting in 1993.

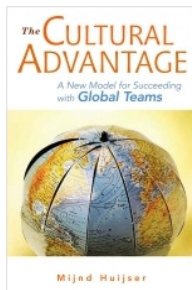


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## Material

### The Cultural Advantage, Intercultural Press, Boston (2006, 2008).



"The Cultural Advantage reads like a novel whilst exposing the reader to a robust and actionable methodology. Following a case study throughout the book was very useful in helping to integrate the knowledge learned with real-life experiences. Mijnd has brought all his passion and experience into this book. I will definitively recommend it to everybody dealing with global businesses." *Philippe de Jongh, Capability Development Director, Global Supply Management, Unilever.*

"In The Cultural Advantage, Mijnd puts in writing what he has been teaching at 3M over the past 8 years. I just can't see how people would be able to work successfully in a global environment without this kind of knowledge. His work has become a very important and integral part of our education and training concept." *Reza Vaziri, Business Director Automotive Markets, 3M Europe and Middle East*