



WIENER SCHULE
DER VERHANDLUNGSFÜHRUNG

Die Kunst des Verhandeln mit Verantwortung für Ergebnisse und Menschen

SONJA RAUSCHÜTZ

AUSTRIAN HEALTH FORUM

30. Mai 2026



Unsere Agenda

$$3 + 4 = 7$$



Leben heißt Verhandeln



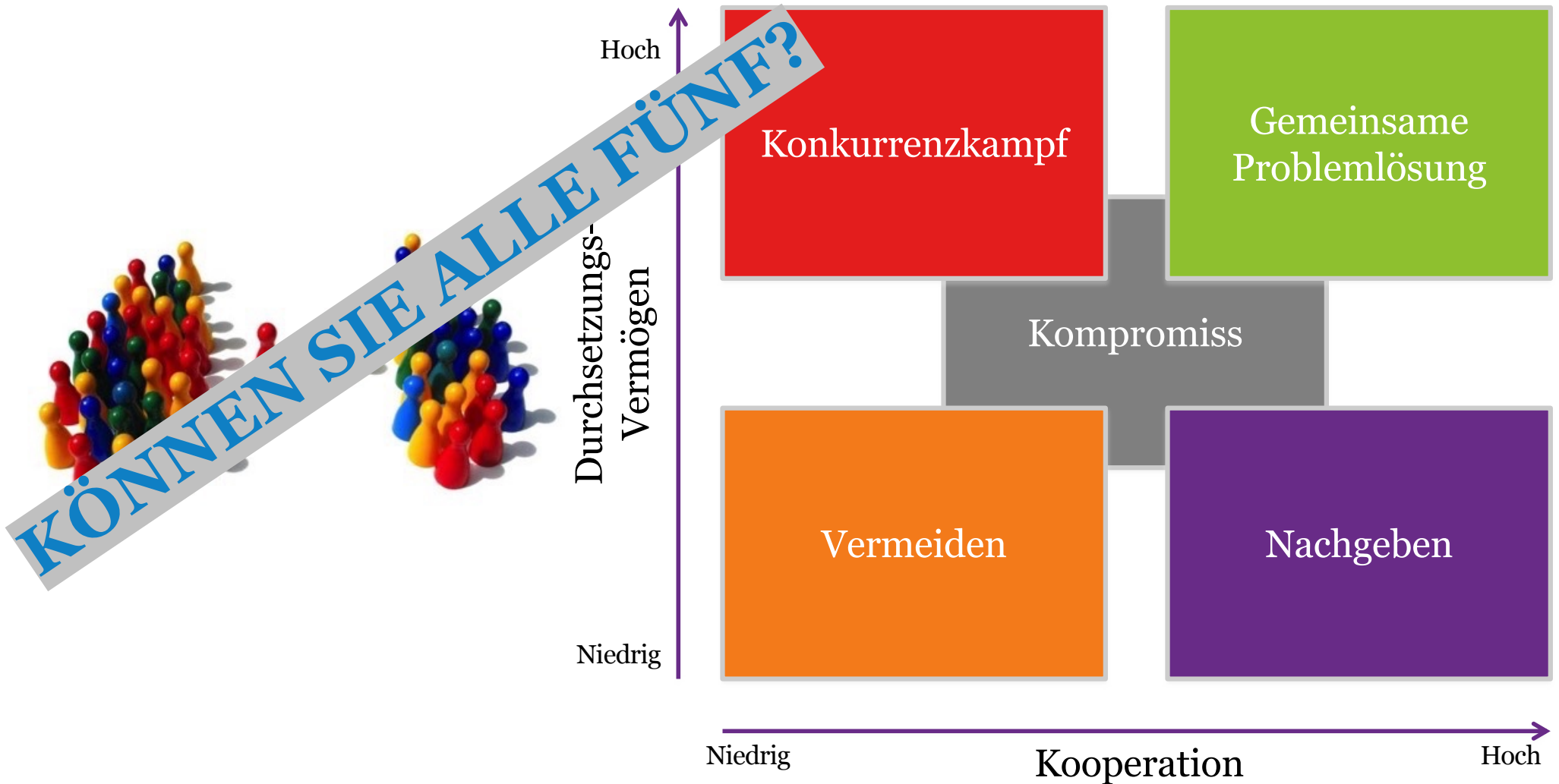
„Verhandeln ist eine zweiseitige Kommunikation, die eine Vereinbarung zum Ziel hat, wenn beide Seiten gemeinsame und gegensätzliche Interessen haben.“

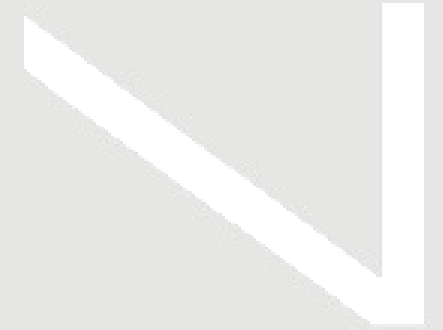
Prof. Roger Fisher (1922 – 2012)
Gründer des Harvard Negotiation Project,
Harvard Law School



Leben heißt Verhandeln

WIE SEHEN ANDERE SIE ALS VERHANDLER:IN? WELCHEN STIL NUTZEN SIE?





3 Seiten Professioneller Verhandlungsführung



3 SEITEN IN PROFESSIONELLEN VERHANDLUNGEN



**COMPASSIONATE
ACCOUNTABILITY®**





Kommunikation auf 5 Ebenen

PROCESS COMMUNICATION MODEL®

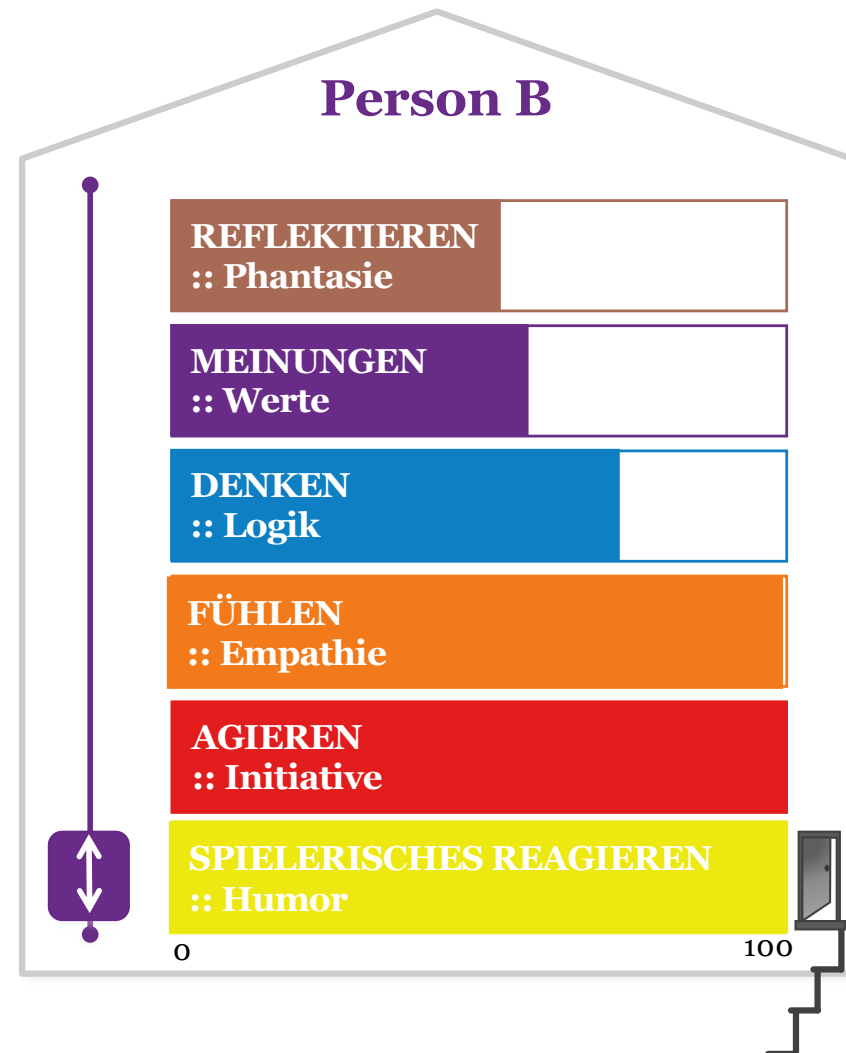
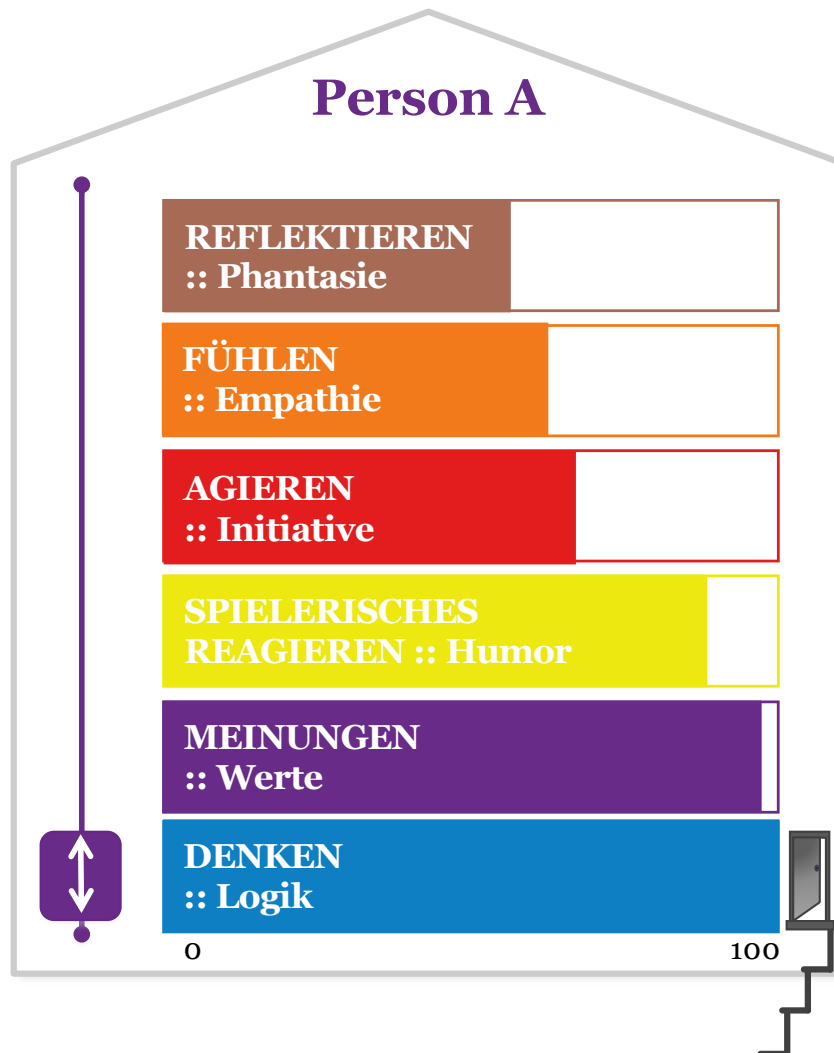
- Wörter
- Tonfall
- Gesten
- Mimik
- Körperhaltung





Persönlichkeitsarchitektur

KOMMUNIKATION & PRÄFERENZEN





Process Communication Model®



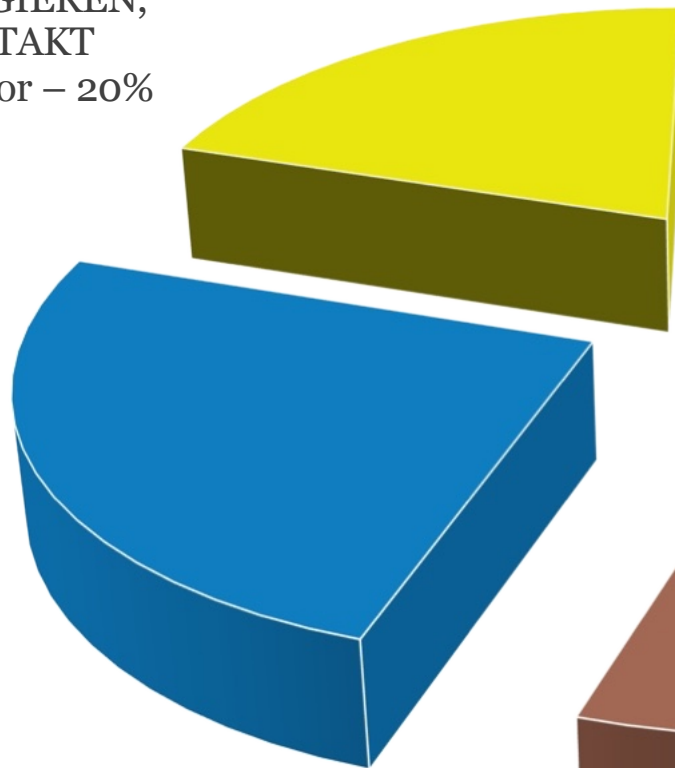
WIE
wir etwas sagen ist
wichtiger als
WAS
wir sagen.



Präferenzen in der Kommunikation

VERTEILUNG AUF BASIS VON CA. 2,6 Mio PCM PROFILEN

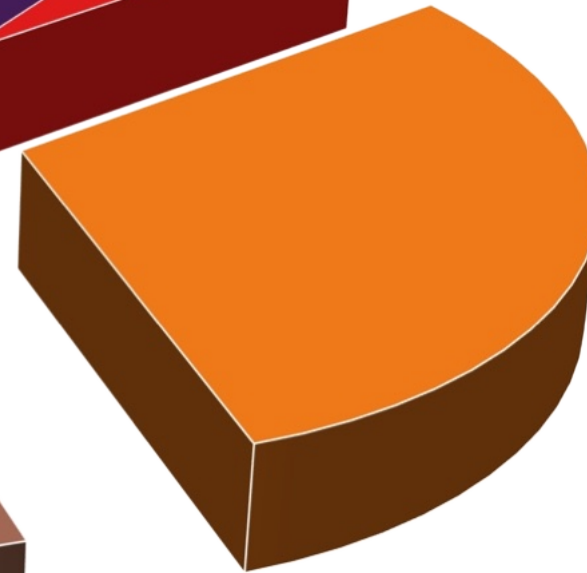
SPELERISCHES
REAGIEREN,
KONTAKT
Humor – 20%



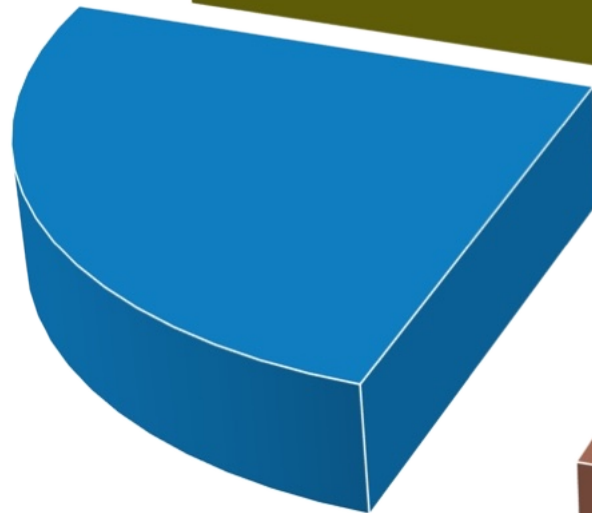
MEINUNGEN
Respekt für Werte - 10%



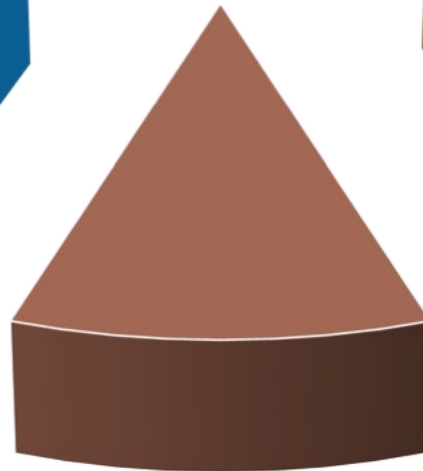
AGIEREN
Initiative,
Challenge - 5%



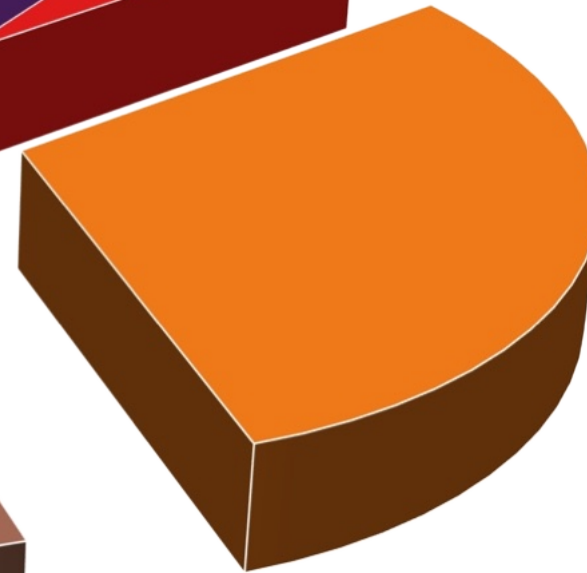
STRUKTURIERTES
DENKEN
Logik – 25%



IN RUHE REFLEKTIEREN
:: Phantasie – 10%



FÜHLEN & SINNE
Empathie – 30%





Sind meine Talente verfügbar?

SELBSTMANAGEMENT & AUFZUG FAHREN





4 Prinzipien

Interessen-basierter Verhandlungsführung

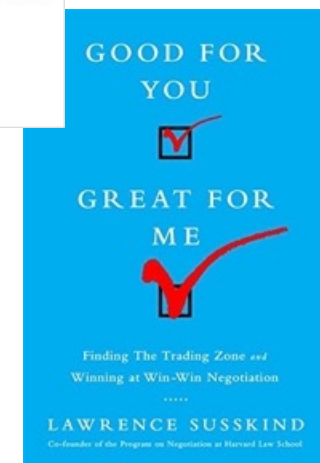
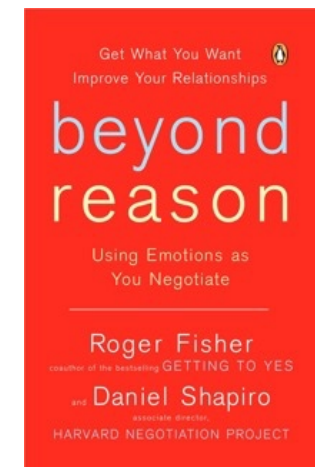
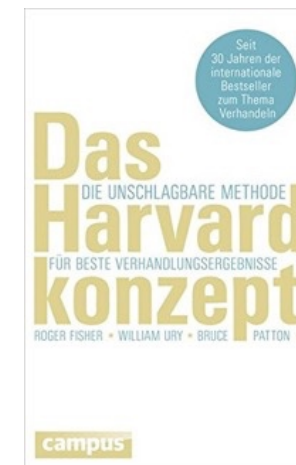
nach dem Harvard Konzept

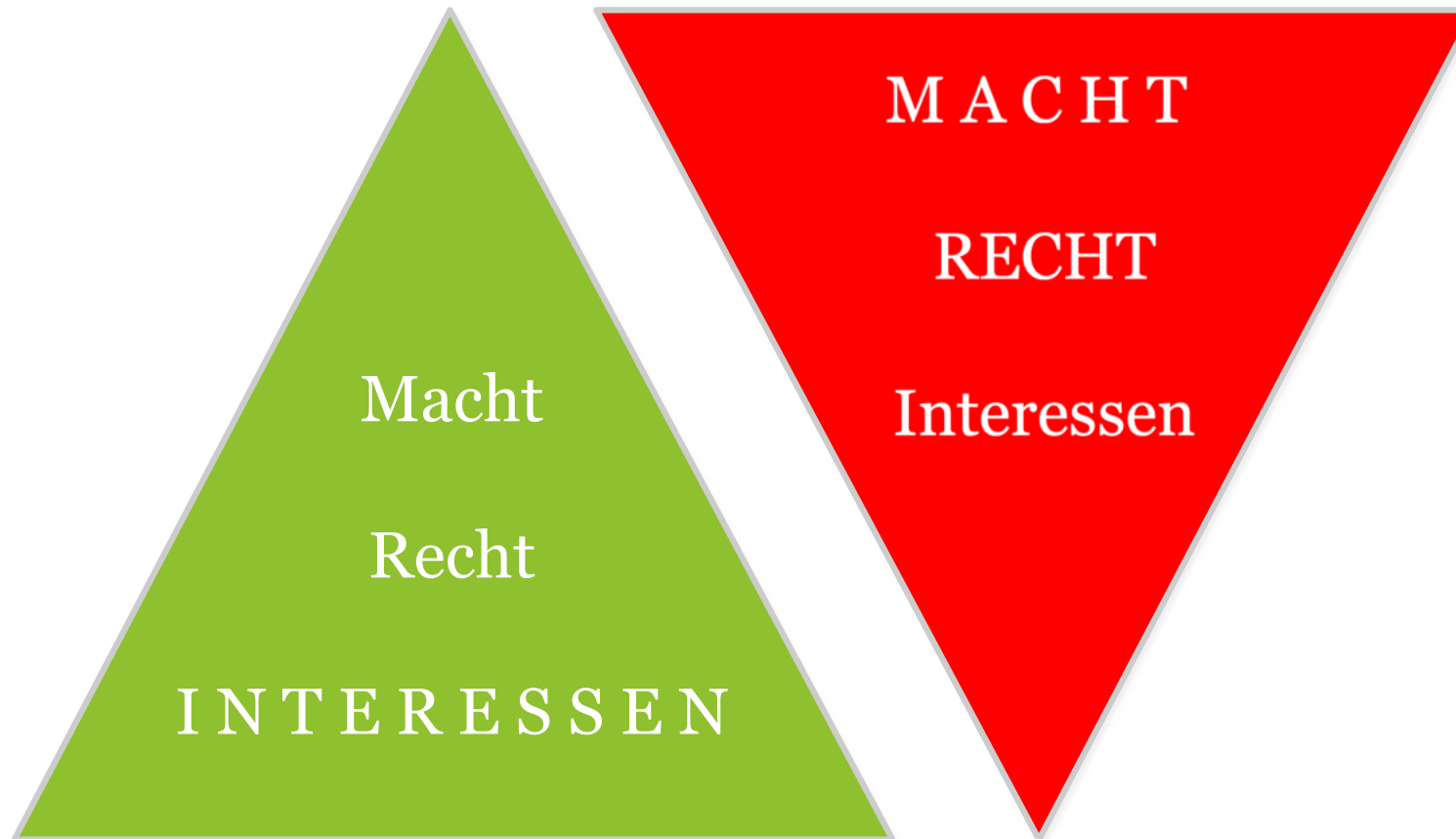


4 Harvard Prinzipien

FISHER, URY, PATTON, SUSSKIND, RAIFFA, KELMAN ...

- Fokussieren Sie auf **Interessen** und seien Sie flexibel mit POSITIONEN
- Unterscheiden Sie die **BEZIEHUNG (Mensch)** vom **INHALT (Problem)** und gestalten Sie beides separat
- Trennen des **Brainstormings von OPTIONEN** vom Bewerten und Entscheiden für Optionen (Lösungen)
- Bestehen Sie auf die Nutzung objektivierbare **KRITERIEN der Legitimität** oder **STANDARDS der Fairness**





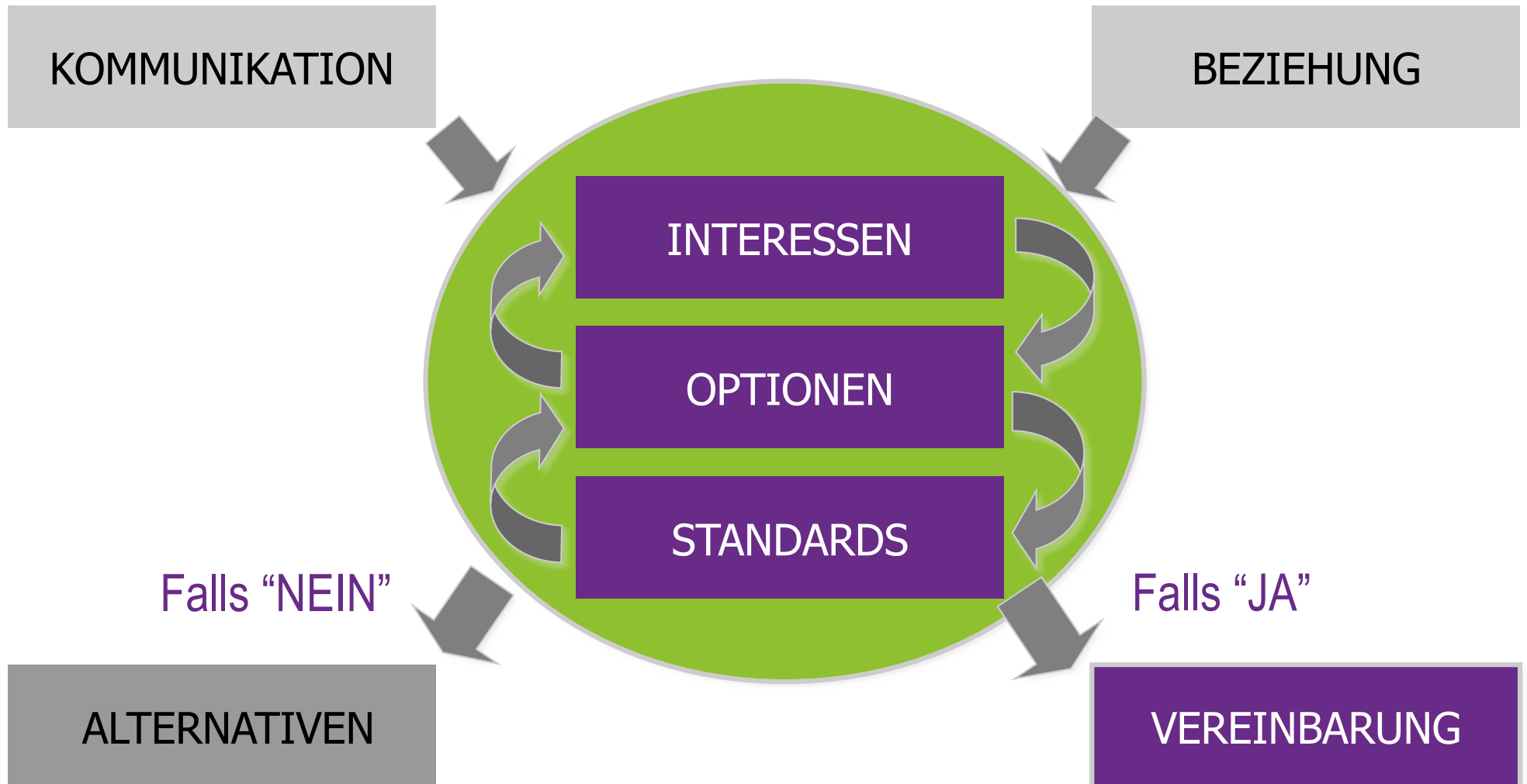


7 Elemente Vertragsverhandlungen & Deals aller Art



7 Elemente des Dealmaking

nach Fisher, Ury und Patton





Gute Verhandler:innen lösen Probleme

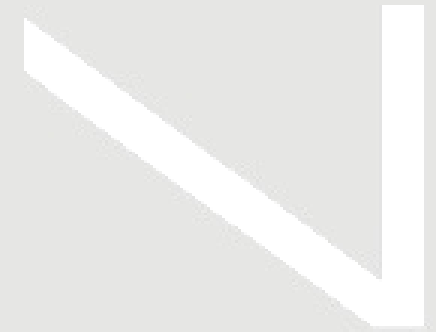
...ohne neue zu
schaffen





KONFLIKT IST NICHT DAS PROBLEM

Das Ziel von Konflikten ist zu gestalten. *Michael J Meade*



Kontrollieren Sie
den PROZESS,
dann kontrollieren
Sie das Ergebnis



Compassionate Accountability

NEXT-ELEMENT.COM





$$3 + 4 = 7$$

3 Seiten

4 Prinzipien

7 Elemente



Professionell Verhandeln

EINE REISE DES MITEINANDERS



- Strukturierte **Vorbereitung** :: 3 Seiten
- Gemeinsame **professionelle Sprache**
- Nutzen Sie **Negotiation Facilitator**
- **Distress** = Hinweis auf unbefriedigte menschliche Bedürfnisse
- Komplexität fordert gemeinsame **Diagnostik**
- **Compassionate Accountability**
 - **OFFEN**
 - **LÖSUNGSORIENTIERT**
 - **BEHARRLICH**

Sonja Rauschütz

Gründerin & Geschäftsführerin der Wiener Schule der Verhandlungsführung

Negotiation Facilitator internationale Verhandlungen, Konflikte und Kooperationen. Trainiert und coacht Verhandlungsprofis und Teams in Verhandlungen. und unterstützt als internationale Mediatorin im Grenzbereich in emotional fordernden und langanhaltenden Konflikten.

Als Negotiation Facilitator, Executive Coach und Management Trainerin, in den USA, Europa, Südost- und Zentraleuropa sowie dem Nahen Osten tätig; Universitätslektorin und Keynote Speaker mit Fokus auf Agilität in Verhandlungen.

1999 – 2002 Fakultätsmitglied, Program On Negotiation, Harvard Law School engste europäische Mitarbeiterin von Prof. Roger Fisher (*Harvard Konzept*)

- Wirtschaftsuniversität Wien, A
- Harvard Kennedy School of Government, USA
- Prozesskommunikation Trainerin, D - Leading Out of Drama *Provider*, USA
Systemische Beraterin, A und Tri - Energetik Counsellorin, NL

Wiener Schule Initiativen e.V.: Israeli Palestinian Negotiation Partners (seit 2001), Balkan Negotiation Partners (2004–2006), Young Negotiator Initiative (seit 2015) sowie maßgeschneiderte Programme für z. B. Weltbank, CTBTO, UNIDO, IMO, OSZE, European Energy Community u. a.





VIENNA SCHOOL
OF NEGOTIATION

Leben heißt Verhandeln
DANKE FÜR IHR INTERESSE




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SCAN ME

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