

EVALUATION & FEEDBACK REPORT



EUROPEAN NEGOTIATION CONFERENCE 2025

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INTRODUCTION

In a world marked by fragmentation and systemic crises, the **European Negotiation Conference 2025**—hosted at the historic Sorbonne—aimed to create a European hub for dialogue on negotiation, mediation, and social transformation. Bringing together academics, practitioners, civil society, and students, the conference fostered cross-disciplinary collaboration, highlighted European contributions, and promoted innovative tools to address today's global challenges through negotiation. It honored the Sorbonne's legacy of intellectual rigor and public engagement, **bridging research and practice** for a more resilient and cooperative future.

The conference was honored by the Keynote speech of **Madame the President of Université Paris 1 Panthéon-Sorbonne**, whose presence reaffirmed the Sorbonne's commitment to European dialogue and academic leadership.



THE STEERING COMMITTEE

- Adrian BORBELY (Emlyon Business School & PRONEGO-DBS, France)
- Larry CRUMP (Griffith University, Australia)
- Daniel DRUCKMAN (George Mason University, USA)
- Francesco MARCHI (ALTERNEGO, Sciences Po- Paris, France)
- Paul MEERTS (PIN & Leiden University, Netherlands)
- François-Xavier NERARD (Université Paris 1 Panthéon – Sorbonne ,France)
- Doudou SIDIBE (ESIEE PARIS/Université Gustave Eiffel, France)
- Ghislaine STERN (Université Paris 1 Panthéon – Sorbonne ,France)
- Charles TENENBAUM (Sciences Po – Lille, France)
- Emmanuel VIVET (ESSEC-IRENE & DGAC, France)



THE STUDENTS' TASK-FORCE

- Iliona ASSELINE
- Théo BANNIERE
- Allan BELLALI
- Ninon BRIFFAUT
- Paloma FELTRE
- Emma GARNAUD
- Zoé KURKOWSKI
- Léa STEVENS



THE INSTITUTIONAL PARTNERS



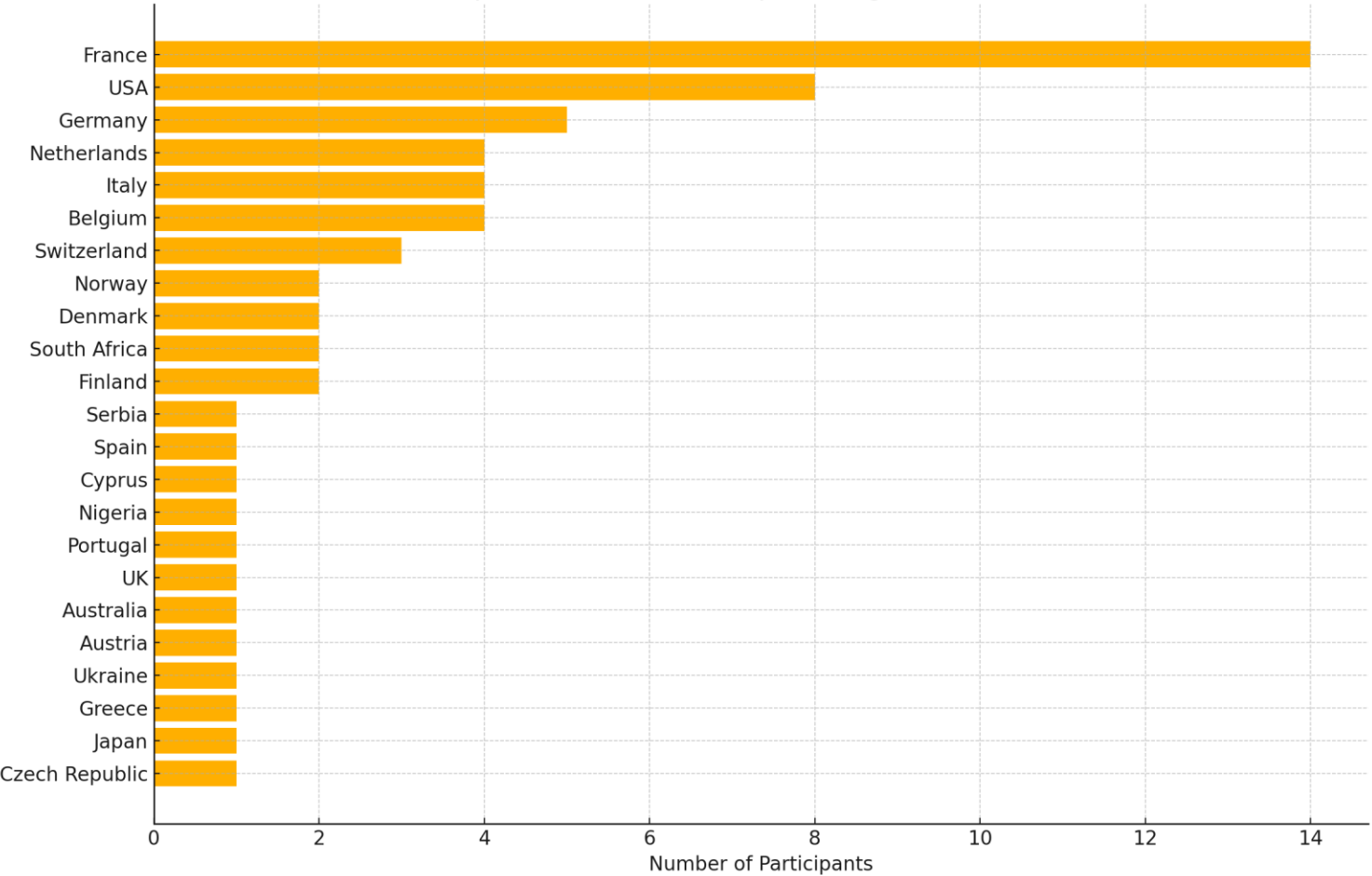
THE AUDIENCE AND SOME NUMBERS

- Nearly **180** people attended the conference
- Representing **23** countries and **6** continents
- **90** speakers
- **32** Master students
- **8** training workshops
- **14** Panels
- **2** Roundtables



NUMBER OF SPEAKERS PER COUNTRY

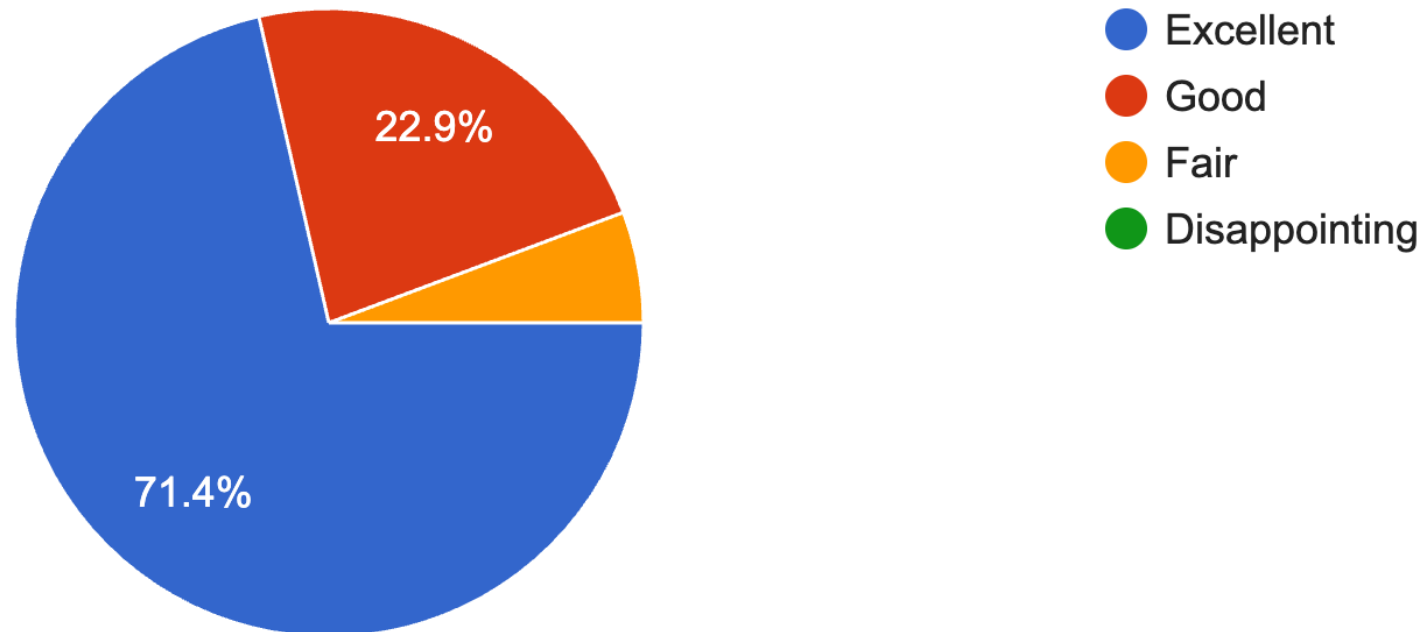
Countries Represented at the European Negotiation Conference 2025



THE EVALUATION SURVEY

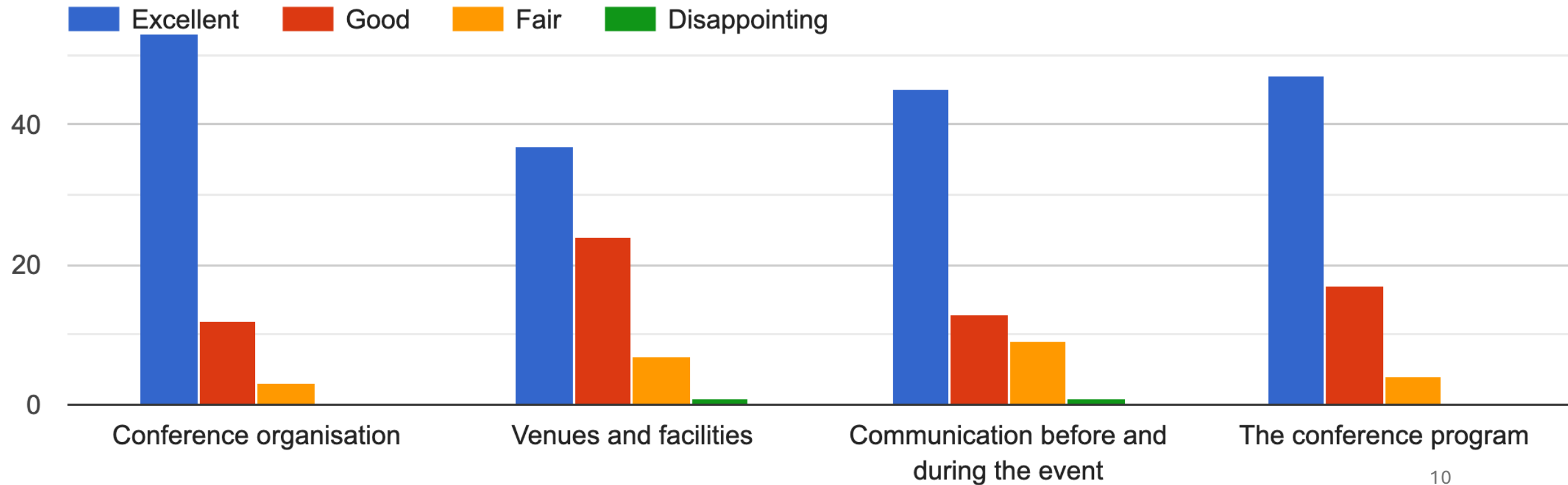
HOW WOULD YOU RATE THE OVERALL EXPERIENCE AT THE CONFERENCE?

70 responses



THE EVALUATION SURVEY

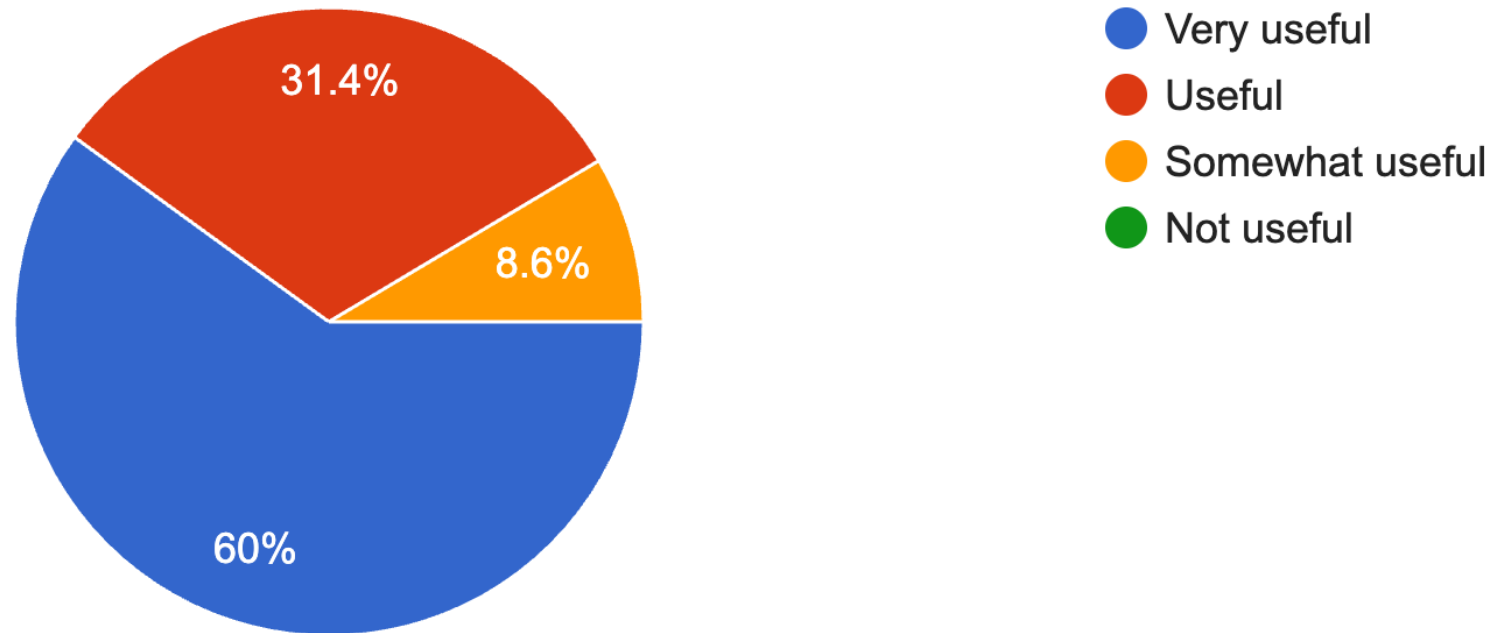
QUALITY OF ORGANISATION & VENUE



THE EVALUATION SURVEY

HOW WOULD YOU RATE THE PRESENCE OF TRAINING WORKSHOPS AT THE CONFERENCE?

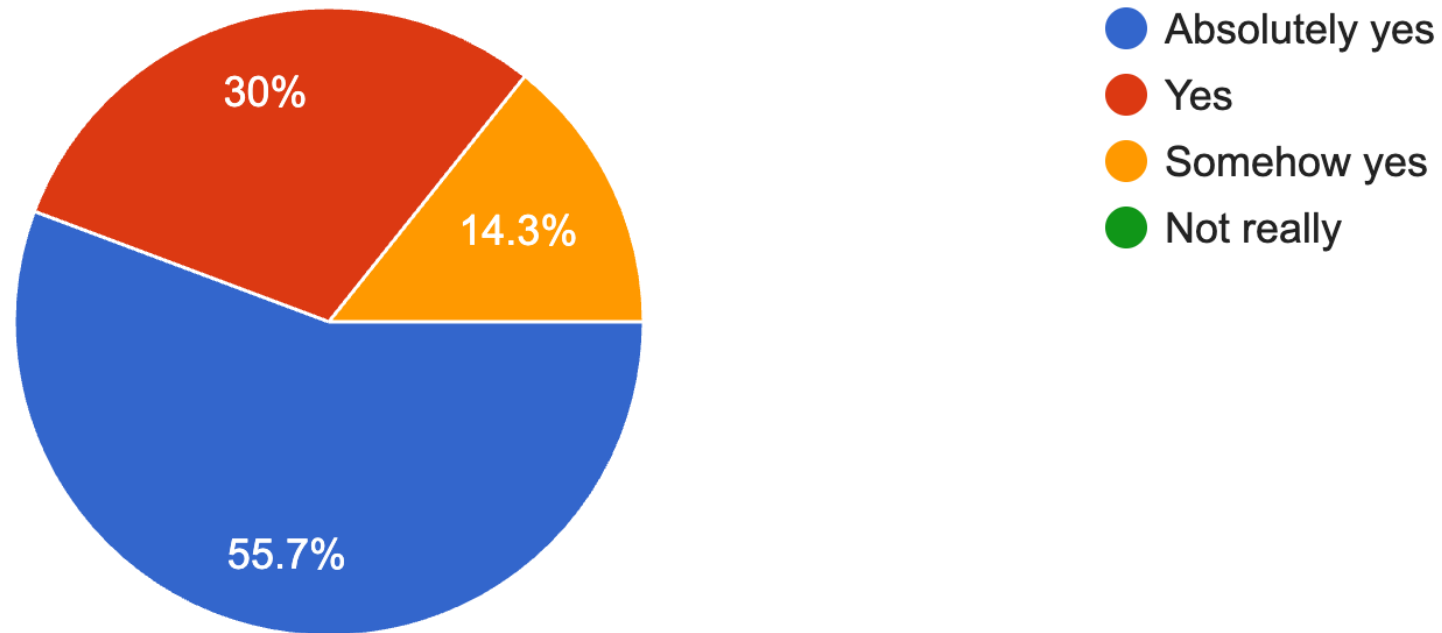
70 responses



THE EVALUATION SURVEY

WAS THE CONFERENCE USEFUL FOR YOUR PERSONAL/PROFESSIONAL DEVELOPMENT?

70 responses



THE EVALUATION SURVEY

WHICH EMERGING INITIATIVES WOULD YOU LIKE TO SEE? (Select all that apply)

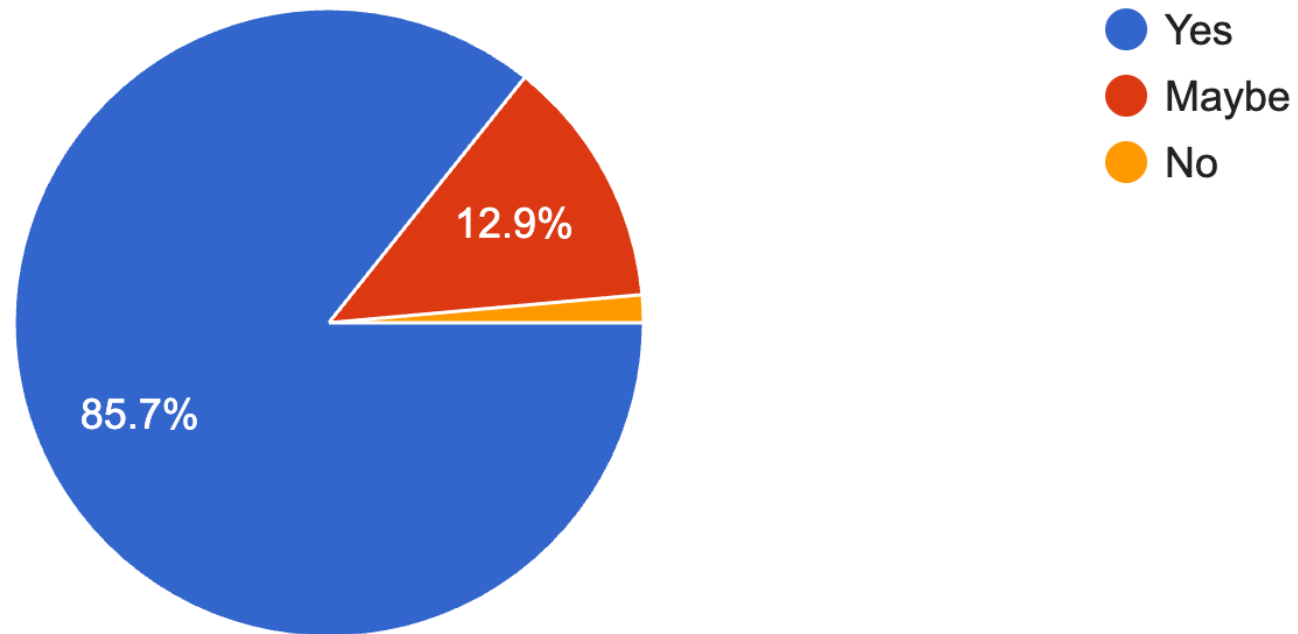
70 responses



THE EVALUATION SURVEY

WOULD YOU BE WILLING TO STAY INVOLVED NEXT STEPS?

70 responses



TOP 5 HIGHLIGHTS – ENC FEEDBACK SUMMARY

1. A unique European community of practice

Participants repeatedly emphasized the emergence of a vibrant, tightly knit network blending academic, institutional, and practitioner perspectives on negotiation.

2. Strong demand for continuity and structure

The most popular requests were: (a) a **permanent academic centre**, (b) **annual conferences**, and (c) **collaborative publications** — a clear signal that ENC should become a long-term ecosystem.



3. Emotional resonance and inspiration

Beyond intellectual stimulation, attendees described a **"family atmosphere"**, “openness,” and “genuine sense of connection” that made the event emotionally meaningful.

4. Constructive criticism as an asset

Participants pointed to the need for better diversity and clearer session design (more coherence, fewer speakers per panel, stronger thematic threads) — a sign of engagement and willingness to improve together.



5. Professional value and cross-sectoral relevance

The event was widely considered beneficial for both personal and professional development, across sectors like diplomacy, academia, business, and peacebuilding.

TOP 3 QUOTES FROM PARTICIPANTS

“What I take away above all is the huge energy, positivity, and genuine sense of connection that ran through the entire event.”

“ENC didn’t just make me think — it made me write, speak, and want to act. That’s what great conferences do.”

“We believe ideas, like genes, should not thrive in isolation; they must recombine, adapt, and shape the future. And ideas multiply when minds unite.”



LESSONS LEARNED AND ROADMAP FOR THE FUTURE

1. Stronger thematic curation & narrative coherence

- Define 2–3 strategic thematic pillars **before launching the call for papers**.
- Ensure all panels and workshops align with a clear “*fil conducteur*”.

2. Improved logistics & infrastructure

- Secure venues with **adequate space, seating and tech support**.
- Anticipate needs for larger networking spaces and smooth flow of participants.
- Appoint a dedicated **logistics and operations coordinator**.



LESSONS LEARNED AND ROADMAP FOR THE FUTURE

3. Digital access & knowledge legacy

- **Record all panels and workshops** to allow asynchronous viewing.
- Create a digital archive for students, researchers, and future participants.

4. Real diversity and inclusion across the program

- Move beyond symbolic gestures — **integrate gender, cultural and disciplinary diversity** in every session.
- Establish a **diversity advisory group** to review all programming.

5. Build strategic continuity & European identity

- Structure ENC as a **biennial flagship** in Paris, with rotating events across Europe in between.
- Establish a **permanent community across disciplines**
- **Reinforce the cross-generational dialogue**



THE BIRTH OF A NEW CATALYSER: *THE EUROPEAN NEGOTIATION ASSOCIATION*

**A non-profit association « Loi 1901 » under French Law,
established on the 9th May 2025 by a group of funding members:**

- Adrian BORBELY
- Patricia ELGOIBAR
- Maria GABRIELSEN JUMBERT
- Francesco MARCHI
- Doudou SIDIBE
- Remi SMOLINSKY
- Joana VIEIRA DA SILVA
- Emmanuel VIVET



THE EUROPEAN NEGOTIATION ASSOCIATION

MISSION & OBJECTIVES

- **Promote negotiation excellence:** ENEA advances interdisciplinary research and knowledge sharing to improve negotiation strategies in business, politics, and diplomacy.
- **Bridge theory and practice:** It connects scholars, policymakers, and corporate leaders to promote evidence-based negotiation approaches.
- **Foster European and global cooperation:** Through partnerships and events, ENEA uses negotiation as a tool for international collaboration and conflict resolution.
- **Empower the next generation:** It supports young scholars and professionals through mentoring, summer schools, and competitions.
- **Encourage collaborative research:** ENEA builds European networks and launches innovative projects to address current challenges in conflict management.



ANNEXES



EUROPEAN NEGOTIATION CONFERENCE 2025

“The Wall of the Non-Negotiable”: Giving Children a Voice

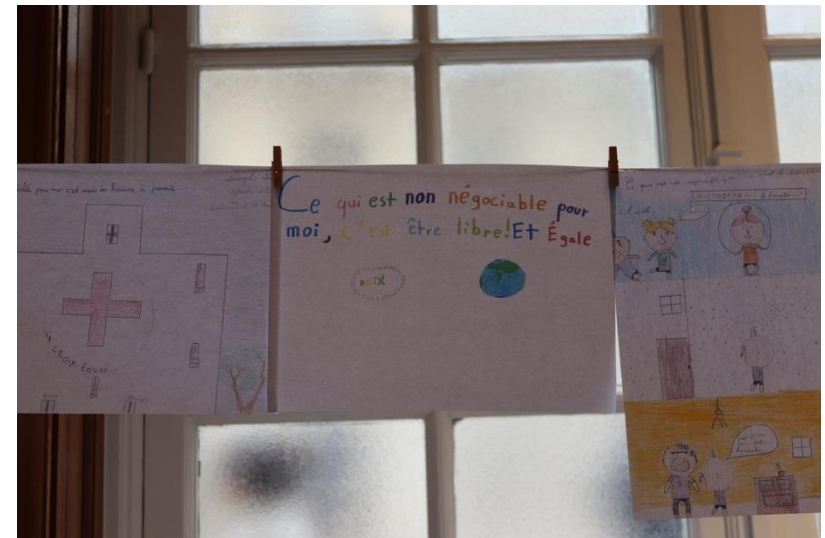


EUROPEAN NEGOTIATION CONFERENCE 2025

THE PROJECT

What is truly non-negotiable?

Before the European Negotiation Conference 2025, children from schools across France were invited to answer this powerful question through words, drawings, poems, or stories. Their voices formed the **Wall of the Non-Negotiable**—a collective artwork and symbolic opening to the conference. This educational project honors children's innate sense of justice, giving space to their values and inspiring a fresh, human-centered vision of negotiation rooted in empathy, dignity, and intergenerational dialogue.



Je ne pardonnerai jamais si on vole : mon chien, mes chats, mes lapins, mes moutons, ma maman, mon doudou. Je peut pardonai si on vole : des fleurs dans mon jardin, un bracelet, un balon, du maquillage.

Je ne pardonnerai pas si on ne respecte pas : Toucher mes amis, ma maman, mes animaux, me critiquer. Je peut pardonai si on ne respecte pas : mon jardin, ma

Et j'ai besoin pour vivre : mes amies, ma famille, mes animaux, mes doudous, la vie !!!!!!!

La plus belle
ma maman



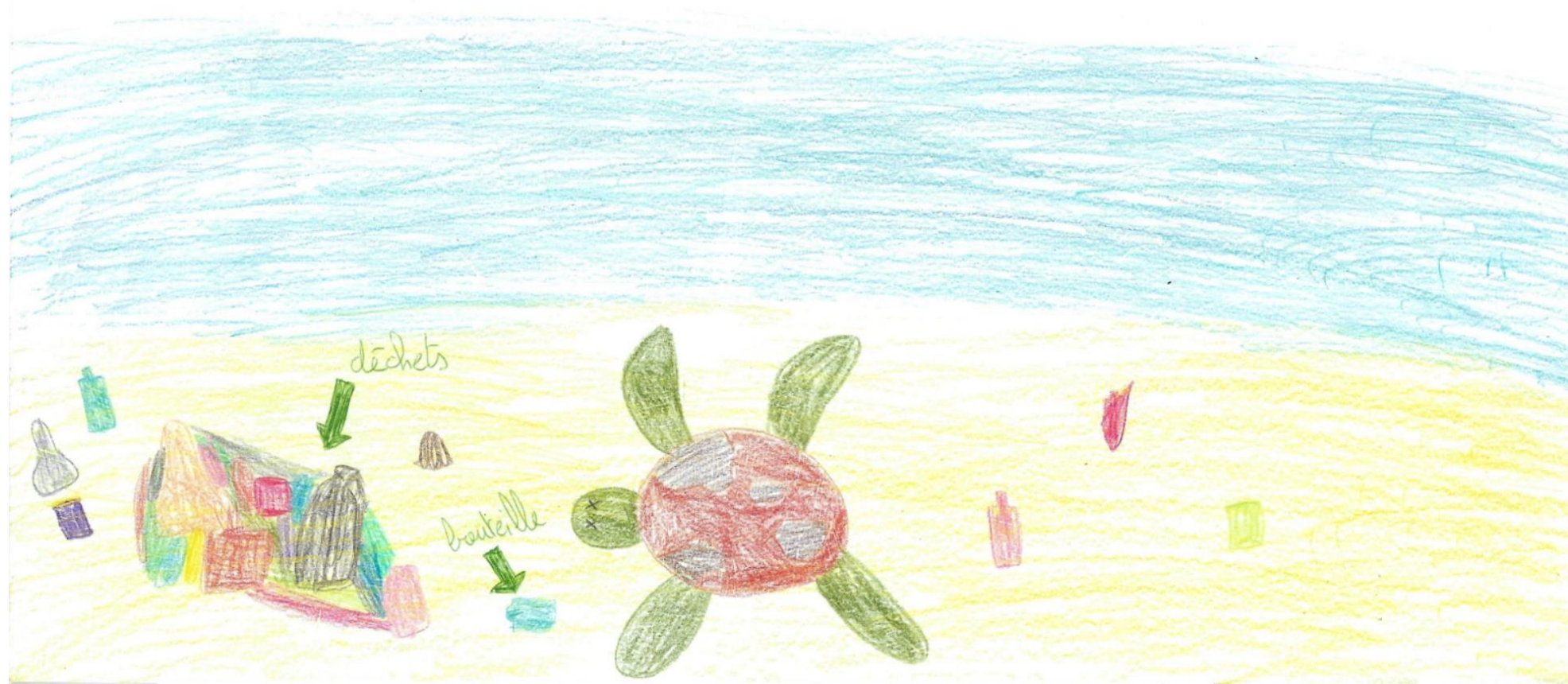
mes petits cœurs
mes animaux

Bon bouil de nuit
mon chien

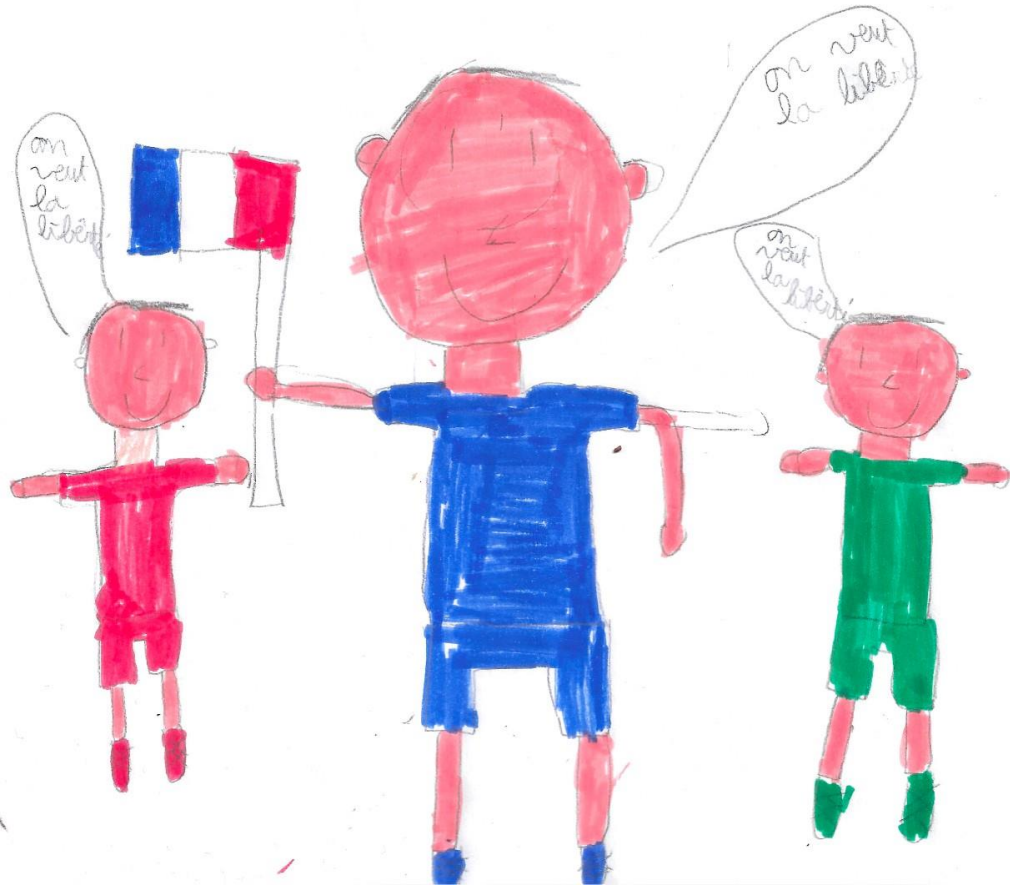
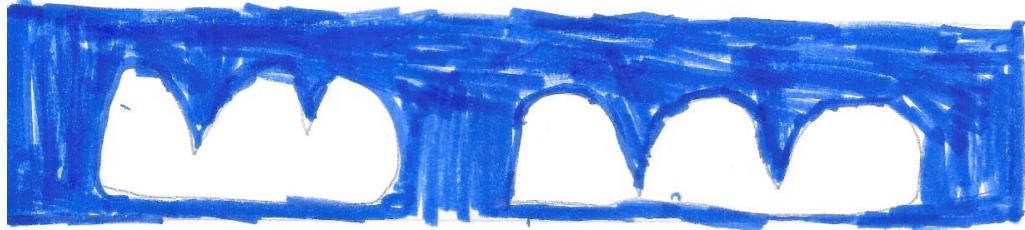


Léana.H

Ce qui est non négociable pour moi c'est
La pollution!



Le qui est non négociable pour moi est
préserver la liberté



Les choses qui est très important pour moi

Esila



FAMILLE



MES AMIES



MES PARENTS



LE



RESPECT

Public endorsements on Social Media



EUROPEAN NEGOTIATION CONFERENCE 2025



François-Xavier Nérard · 1st

Maître de conférences chez Université Paris 1 Panthéon Sorbonne Direct...

1w · Edited ·



Lancement ce matin de la Conférence européenne de négociations 2025, imaginée par **Francesco Marchi** et soutenue par le **MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger** ! L'amphithéâtre Bachelard de **University of Paris I: Panthéon-Sorbonne** était plein ! Plus d'une centaine d'intervenants venus de 30 pays. C'est un moment important et un programme fondamental « Bridging divides and building cooperation ». Belle conférence à toutes et à tous ! Merci aux apprenties et apprentis de la formation par alternance, admirablement impliqués, sans qui rien n'aurait été possible. **Iliona Asseline Paloma Feltre Zoé Kurkowski Théo B. Léa Stevens Allan Bellali Ninon Briffaut**

Show translation



Barbara Sartore · 1st

Communication strategy | Humanitarian negotiation | Search and Rescue

1w · Edited ·



🎓 Going back to university in Paris... 16 years since I was a student in the city!

This week in the Ville Lumière, the European Negotiation Conference (organised by the **University of Paris I: Panthéon-Sorbonne's MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger**) is bringing together people from very different walks of life - scholars, practitioners, humanitarians, political analysts, AI experts... - to reflect on how negotiation can shape our response to today's challenges.

🌐 The **Centre of Competence on Humanitarian Negotiation (CCHN)** is here to join the conversation by contributing insights from a global community of over 8,500 humanitarian professionals who negotiate every day to access communities, protect lives, and uphold humanitarian principles in some of the world's most complex crises.

💡 Tomorrow, I'm running a simulation with **Stéphanie Ferland** and **Kirk Kinnell** on leveraging soft skills in high-stakes negotiations. Participants will step into a tense, fast-moving scenario where they'll have to navigate pressure, de-escalate conflict, and make difficult decisions in real time.

Because in humanitarian contexts, empathy, emotional regulation, and listening are just as critical as tactics and strategy.

📅 When: Tomorrow, Friday 6 June, 14:30 - 16:00

📍 Where: La Sorbonne - Room D632

Many thanks to **Francesco Marchi** for this opportunity. Looking forward to a busy day in this stunning, historical venue!



Anna Bonalume • 1st
PhD | Author | Communications Strategist
1w • 🔒

Engaging discussions at the European Negotiation Conference, held at **University of Paris I: Panthéon-Sorbonne**

During the roundtable entitled "Negotiating with Ideologically Driven and Sovereignty-Oriented Governments: Prospects and Challenges in Foreign Policy," we explored the complexities of diplomatic dialogue with governments rooted in ideological frameworks.

Colonel **Peter Herryly** shared the challenges of military diplomacy through the lens of his experience in the U.S. Army; Dr. **Mukesh Kapila** CBE, former UN Humanitarian Coordinator, reflected on the intricacies of humanitarian diplomacy; and Professor **Hanna (Corsini) Murat** provided insight into the different rules and structures for negotiating with diverse governmental and administrative systems.

Many thanks to **Francesco Marchi**, the **MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger** and the other organizers for creating such a rich intellectual forum.

The conversations were deeply thought-provoking and inspiring, prompting me to reconsider the dynamics of international negotiation.

#ENE2025 #NegotiationInAction #ENC2025
#EuropeanNegotiationConference
#Negotiation #ForeignPolicy #Diplomacy #Geopolitics #Sorbonne
#AnnaBonalume



Remi Smolinski • 1st
Negotiation and Innovation | Professor and Advisor | Podcast on Negotiat...
1w • 🔒

European Negotiation Conference is taking place at **University of Paris I: Panthéon-Sorbonne** with 180 negotiation scholars beautifully orchestrated by **Francesco Marchi**.

It's great to see the European negotiation community growing and I have no doubt that ENC will become instrumental in fostering and strengthening the connections between us.

We chaired a session on negotiation pedagogy and will offer a panel on sustainability and socially responsible negotiations and hope to inspire many colleagues to submit their work to the special issue on the Negotiation Journal on this topic.

Submission deadline is September 30. More details in the comments.





Yadvinder S. Rana · 1st

Building Company-Specific AI Negotiation Assistants for B2B Sales & Pr...

[View my newsletter](#)

1w · 🌐

Had the privilege of chairing the AI and negotiation panel at the European Negotiation Conference 2025 at [UNIVERSITE PARIS PANTHEON SORBONNE 1](#). Our panel "The Boundaries Between Human & Artificial Intelligence" examined how AI transforms negotiation education and practice. Key insights from [Leonardo Caporarello](#), [Dr. Habib Chamoun](#), [Doudou Sidibe](#), [Paulo Marzionna](#), and our research:

AI teaching assistants are reshaping how we develop negotiation skills and how we teach

Students need strong foundational knowledge before effectively using AI tools
AI evolution on deception: once avoided it, now embraces it – but still struggles to detect human deception

AI access leads to better and more fair negotiation outcomes

The challenge ahead: balancing AI innovation with ethical practice while ensuring equitable access to these tools. We also need to redesign negotiation curricula to integrate AI literacy with traditional skills, ensuring students develop genuine competencies rather than AI dependence. AI's rapid development will transform negotiation practice and education at an accelerating pace. We must adapt accordingly.

Grateful to [Francesco Marchi](#) for organizing this gathering of 180 negotiation scholars. The European negotiation community continues to grow stronger.

Conference details: <https://lnkd.in/d7cwkYEi>

[#ENEA2025](#) [#NegotiationInAction](#) [#ENC2025](#)

[#EuropeanNegotiationConference](#)



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europeannegotiationconference.org

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Reactions



commandations

Not



Ghislaine Stern · 1st

Professeure agrégée d'Economie gestion spécialité Marketing chez IUT ...

1w · Edited · 🌐

Ouverture de la 2ème journée de la conférence européenne de négociations co-organisée par le [MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger](#) par Madame Neau-Leduc, présidente de l'[University of Paris I: Panthéon-Sorbonne](#).

Votre présence nous honore.

Merci à [Léandre Fauquet](#) pour la traduction simultanée improvisée et réussie du discours !

[François-Xavier Nérard](#) [Francesco Marchi](#)

Show translation



👍❤️ You and 52 others

7 reposts

Reactions



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💬 Comment

🔄 Repost

✉️ Send

Love this, Ghislaine

This is great, Ghislaine

👍 Excellent

Tha >



Add a comment...





Dominik Meier · 1st

Owner: Miller & Meier Consulting | Publisher: Freiheit|Macht|Politik | Co-...

1w · 🌐

🌐 Taking part in the European Negotiation Conference 2025 at the [University of Paris I: Panthéon-Sorbonne](#) in Paris

The conference marked a pioneering moment – and I was all the more pleased to contribute to the panel on “Negotiating the Public Agenda: Influence, Economics, and the Politics of Policy”, alongside [Marko Cadez](#) (Serbian Chamber of Commerce) and [Stuart Thomson](#) (CWE Communications), moderated by [Prof. dr Ana B. BOVAN](#) (ESEM Business School).

💬 Our discussion focused on how public agendas are shaped – and how economic interests, political systems, and societal expectations constantly collide when navigating policy priorities in complex democracies.

Key takeaways from the debate:

- ◆ Managing uncertainty in today’s geopolitical climate demands new tools in public affairs and political consulting.
- ◆ Europe must find the courage to align its geopolitical ambitions with the realities of a changing global order.
- ◆ We need more think tanks operating at the intersection of politics, business, and global strategy – offering concrete support where ideas meet implementation.

Conferences like this are a strong reminder: Negotiation and dialogue remain among our most powerful tools to foster cooperation across policy, consulting, and academia.

Thank you for the enriching conversations and insights from across Europe! 🙏 A special thanks as well to the entire organizing team – and in particular to [Francesco Marchi](#) for leading the conference.

[PACE - Public Affairs Community of Europe](#), [Colin Stackhouse](#), [Miller & Meier Consulting](#)

[#EuropeanNegotiationConference](#) [#PACE](#) [#Paris](#) [#Economics](#) [#Dialogue](#)



Panos Moutzizis · 1st

Executive Director of the Global Executive Leadership Initiative (GELI), U...

1w · Edited · 🌐

What is non-negotiable? What does it take to negotiate in support of humanitarian operations in the midst of crisis, where lives depend on the smallest of compromises and the urgency is dire? What are the challenges and ethical dilemmas? What is the margin of negotiation? How do I build trust in environments where every decision could make or break a mission and save lives?

I’m excited to chair a crucial session at the European Negotiation Conference 2025, where we’ll explore how humanitarians navigate negotiation and mediation in some of the world’s most complex and high-stakes crises.

📅 Save the Date: 6 June 2025

🕒 Time: 11:30 CEST

📍 Location: Room D633, Sorbonne University, Paris

🎤 Panel 11 – When Humanitarians Negotiate and Mediate: Principles, Dilemmas, and Compromises

Joining me for this vital conversation are:

[Kristoffer Lidén](#), Research Director, Peace Research Institute Oslo (PRIO)

Dr. [Kristina Roepstorff](#), Senior Researcher, University of Magdeburg

Dr. [Maria Gabrielsen Jumbert](#), Senior Researcher, PRIO

[Francesco Segoni](#), Communications Advisor, Médecins Sans Frontières (MSF)

Together, we’ll unpack the principles, ethical dilemmas, and difficult compromises humanitarian negotiators face. What does leadership look like when lives are at stake and every decision counts?

Your perspective will be a key part of this important conversation. I hope to see many of you there!

[#HumanitarianLeadership](#) [#ENC2025](#) [#negotiation](#) [#research](#) [#mediation](#)
[#conflictresolution](#) [#ENEA](#) [#training](#) [Alain LempereurToufik Naili](#) [Francesco Marchi](#) [Centre of Competence on Humanitarian Negotiation \(CCHN\)](#) [European University Institute](#)



Eleni-Maria Kalafati · 1st
Negotiation Strategist | Bridging Business & Diplomacy | Empowering Pr...
1w · 🌐

These past two days, at the European Negotiation Conference, which was held at the historic [University of Paris I: Panthéon-Sorbonne](#), I had the chance to get so much insight into the newest trends in negotiation research and practice. A well-planned and excellently-executed event that gathered together scholars, practitioners, and students from all over the world.

I got to meet with some old friends, but also to make new ones. I listened to a lot of scholars in various fields and subjects, I heard practitioners sharing insights and I participated in interactive workshops. I even got the chance to present my own work, for which I got so many comments and directions that I cannot find the right words to express my gratitude to all the contributors!

I would like to publicly thank [Francesco Marchi](#) for the opportunity and the amazing organization of this event (congrats to all the students as well!), [Remi Smolinski](#) for the coordination of the panel (everything ran soooo smoothly), and [Adrian Borbely](#) for taking the time to provide me with some really constructive guidance!

Stay tuned for more news, as this was just the beginning...

[#ENE2025](#) [#ENC2025](#) [#EuropeanNegotiationConference](#)



👍👍👍 You and 52 others

7 comments



Centre of Competence on Humanitarian Negotiation (...) · 20,068 followers
1w · Edited · 🌐

👉 This week in Paris, the European Negotiation Conference – hosted by the [University of Paris I: Panthéon-Sorbonne's MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger](#) – gave us the opportunity to bring the voices and realities of humanitarian negotiators to a diverse group of researchers, policy analysts, experts, and private sector practitioners.

Together with participants from across multiple sectors, [Stéphanie Ferland](#) and [Barbara Sartore](#) delivered a teaser session on negotiating with communities in high-stakes situations.

This simulation scenario was designed to challenge decision-making under pressure and highlight the key role of "soft skills" – active listening, empathy, non-verbal communication... – in navigating tense situations.

We're grateful to [Kirk Kinnell](#) and [Kirsteen Kinnell](#) from [Negotiated Resolutions](#), who joined us in delivering the session and helped participants understand how to best de-escalate highly emotional conversations.

🙏 A heartfelt thank you to Dr. [Francesco Marchi](#) and the conference organisers!





Stuart Thomson · 1st

A communications professional with over 25 years' experience of advisin...
1w · 🌐

A long time ago I did a PhD in Political Science ([University of Aberdeen](#)) and spent a week in Paris for the 1995 Presidential election. I hung around near [University of Paris I: Panthéon-Sorbonne](#) and spent time / had coffee with my supervisor, Byron Criddle, and his friend / collaborator Prof David S Bell ([University of Leeds](#)).

Last week I found myself at Sorbonne taking part in the European Negotiation Conference 2025.

I was part of a panel looking at "Negotiating the Public Agenda: Influence, Economics, and the Politics of Policy" with [Marko Cadez](#) (Serbian Chamber of Commerce) and [Dominik Meier](#) (Miller & Meier Consulting), being moderated by the force of nature, [Prof. dr Ana B. BOVAN](#) (ESEM Business School).

It's a bit of dream come true to speak (in English!) at the Sorbonne so a big thank you [Francesco Marchi](#) and his team for organising the conference and to Ana for pulling the panel together.



Jiyu CHOI · 1st

Ph.D. in History of International Relations/ Docteur en Histoire des relati...
1w · 🌐

I had the great honor and opportunity to participate as a panelist at the « European Negotiation Conference 2025 » held at [Sorbonne Université](#) in Paris, France.

My presentation focused on the EU–South Korea security relationship, analyzed through the lens of value-based negotiations and situated within the broader framework of the EU's evolving role in global geopolitics.

This conference provided an invaluable opportunity to engage with distinguished scholars and practitioners in the field of European negotiation.

Many thanks to [Francesco Marchi](#) and his team with [MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger](#) for making this opportunity possible. I look forward to more inspiring academic exchanges in the future.





Fulvia Raffaelli · 1st
Head of Unit 'Digital Health' unit – DG SANTE
1w · 🌐

It was truly emotional to step back into the halls of [Université Paris-Sorbonne](#) after so many years!

Together with over 180 negotiation experts, practitioners, and future negotiators, I had the privilege to attend the European Negotiation Conference [MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger](#) sharing my perspective as an engaged and pragmatic negotiator.

One striking moment was hearing academic observers describe the [European Commission](#) as an institution with "negotiation in its DNA."

Striving for compromise while advancing a sustainable common interest, peace, democracy, and citizens' rights – Isn't it the essence of being a Commission official?

A heartfelt thank you to [Francesco Marchi](#) for bringing together such an inspiring group of people and for reminding us that there are always ways to focus on what unites us, rather than what divides us.

Looking forward to the next steps!

[#ENE2025](#) [#ENC2025](#) [#NegotiationInAction](#)
[#EuropeanNegotiationConference](#)



Anastasiia Vlasenko · 1st
Director of European Programs, Head of Horizon EU Research Program ...
1w · 🌐

Standing before European diplomats, researchers, and practitioners at the European Negotiation Conference 2025 at Sorbonne University, I delivered my workshop "European Role in Ukraine Peace Negotiations: Strategic Analysis and Diplomatic Engagement" — a presentation that bridged the gap between academic theory and the urgent realities of conflict resolution.

📍 At [University of Paris I: Panthéon-Sorbonne](#), I had the profound opportunity to facilitate a comprehensive strategic workshop examining three decades of Ukraine's diplomatic history — from the 1994 Budapest Memorandum through the 2014–2015 Minsk Agreements to current peace negotiation frameworks. The workshop emphasized a critical question:

– When international law is violated on such a scale, when genocide accusations reach international courts, when a permanent UN Security Council member systematically dismantles territorial integrity principles — what is Europe's obligation to act? Drawing from my personal experience of six months under Russian occupation in Kherson and the destruction of my family home, I demonstrated how personal testimony can inform strategic policy development.

I am profoundly grateful to [Francesco Marchi](#) for creating this exceptional platform and trusting me with such a significant speaking opportunity. Your vision in organizing this conference alongside [University of Paris I: Panthéon-Sorbonne](#) and [MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger](#) created a space where academic rigor meets policy urgency — exactly what our field needs.

The workshop's core message resonates beyond Ukraine: inclusive representation in peace processes is non-negotiable. Peace agreements excluding affected communities and civil society fail to address root causes and perpetuate instability. European participation in peace negotiations must ensure fair, sustainable security arrangements that embrace diverse perspectives and produce durable outcomes.

Special recognition to [Ida Manton](#), whose guidance and unwavering support have been instrumental in shaping my approach to translating personal experience into professional expertise. Ida, your mentorship has empowered me to find my voice in European policy spaces and to advocate effectively for those directly affected by conflict.



Aisha Shuaibu • 2nd

President, SWA Sports | Founder, Waffle Way, SWA Glob...

1w • Edited •

[Connect](#)

Spent the past week in Paris as a participant and panelist at the maiden edition of the European Negotiation Conference 2025 hosted on the exquisite grounds of the Panthéon Sorbonne.

I had the pleasure of learning from leading academics, researchers and practitioners in negotiation who presented compelling work in an array of sessions and workshops. I particularly enjoyed the topics on "Teaching Negotiation by Including A Responsible Perspective", Women's Leadership in Complex Negotiations And Inclusive Governance", Peace, Conflict Resolution And Mediation", and "When Humanitarians Negotiate And Mediate".

I presented on the panel "Informal Negotiation: Conflict Resolution Through Sport" alongside [Sally Nnamani Roar Wægger Arnaud Amouroux](#) and [John Hemery OBE PhD](#), all brilliant in their individual fields.

I highly commend [Francesco Marchi](#), [François-Xavier Nérard](#), the Sorbonne President, Prof. Christine Neau-Leduc, the student volunteers and entire organising team for such an engaging, impactful & memorable 2-day conference.

Thank you for giving us a place, a stage and a voice to connect our worlds, our hearts and our missions. Until next time! Merci beaucoup.

[Sorbonne Université](#) [Valerie Rosoux](#) [Jale Sultanli, PhD](#) [Angelo Monoriti](#) [Natalie Maroun, PhD](#) [Doudou Sidibe](#) [Francesco Segoni](#) [Lisa Marie Chloé Laiblin](#) [Johannes Hofmann](#)



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On June 5–6, we had the pleasure of joining the [#EuropeanNegotiationConference](#) at the Sorbonne in Paris - which brought together 180 leading practitioners, academics, and policymakers working on negotiations around the world.

At the conference, Peace Academy's [Wilbur Perlot](#) joined [Jale Sultanli, PhD](#), [Hayk Toroyan](#), and [Valerie Rosoux](#) in a panel chaired by [Charles Tenenbaum](#)

on Peace, Conflict Resolution and Mediation. Wilbur emphasized the importance of thorough, comprehensive process design in effective peacebuilding. Hayk spoke about how imagining joint futures can help address automatic responses to uncertainty and mistrust, and Valerie reflected on how hope and a focus on the present, past, and future can shape peace agreements. Jale shared lessons from long-term engagement and adaptive process design in the changing environment for peace mediation.

Wilbur and [Barney Jordaan](#) also co-led a practical session on Conflict Intelligence and Organizational Conflict Competences, exploring how conflict, when approached intentionally, can drive learning, trust, collaboration, and effective leadership within organizations.

Huge thanks to [Francesco Marchi](#) and the student team for the excellent organization and interesting discussions!





Barney Jordaan · 1st

Professor at Vlerick Business School, Belgium; Extraordinary Professor, ...

1w · Edited ·

The 2025 European Negotiation Conference

Do you have a job description that you love to return to daily? I am very fortunate to be able to say that I do, and I am incredibly grateful for it. I have the opportunity to work with great colleagues at [Vlerick Business School](#), to engage with and learn from students and executives, and the time to muse about sometimes esoteric things and write about them (getting paid to have fun as a dear departed colleague once said to me).

And then there is the opportunity to attend conferences to meet up with old connections and make new ones. The European Negotiation Conference, which was held at the Sorbonne, was such an opportunity. One that left me thinking, how in heaven's name did I, of all people, end up here!

It brought together 180 academics, researchers, students and thought leaders like [Daniel Druckman](#), [Brian Ganson](#), [Remi Smolinski](#), [Jack Williams](#), [Wilbur Perlot](#), [Larry Crump](#), [Valerie Rosoux](#) and others.

I had the pleasure of working with some of these folks in two conference workshops. Dan, Jack, Norbert Berger, and I did another test run of our Rare Earth Minerals simulation, which deals with a real, complex conflict involving multiple parties centred around the mining of lithium in the so-called Lithium triangle, which straddles Argentina, Bolivia and Chile. Please reach out if you'd like to know more.

Wilbur and I also ran one on the topic of conflict intelligence and how to create a conflict-positive culture in organisations, a no-brainer if leaders are to get the most out of conflict. Yet so many still do not see the potential for growth, innovation and learning that well-handled conflicts provide. Never waste a good conflict, as they say

Kudos to [Francesco Marchi](#) and his team of students for the superb organisation and feast of content. Thank you, you really pulled it off!



Valon Murtezaj · 1st

Professor

1w ·

What a pleasure, honor, and a privilege to present in the iconic Bachelard amphitheater, at the famous [University of Paris I: Panthéon-Sorbonne](#) in Paris.

The European Conference on Negotiation, during 5-6 June, gathered participants from around the world: eminent scholars and professionals in the field of negotiation.

Altogether with a dream & a real ambition & engagement to make our human society more peaceful and better.

Pleased to be there and contribute with such great experts and wonderful people.

[IÉSEG School of Management](#) contributed with valuable insights in various negotiation topics brought by distinguished professors and esteemed colleagues [Frieder Lempp](#) [Hayley Walker](#) [Paulo Marzionna](#).

Thank you to [Francesco Marchi](#) and [Adrian Borbély](#) and many other people for this wonderful organization of ENC Paris 2025 🇫🇷

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[#ICoNIESEG](#) [#Diplomacy](#) [#EuropeanUnion](#) [#Kosovo](#) [#PeaceNegotiations](#)
[#InternationalLaw](#) [#PolicyDevelopment](#) [#ConflictResolution](#)
[#NegotiationInAction](#) [#Sorbonne](#) [#Paris](#)





Sally Nnamani · 1st

Chief Partnerships & External Officer, PeacePlayers | Sport for Developm...
1w · Edited · 🌐

...

At the inaugural European Negotiation Conference in **University of Paris I: Panthéon-Sorbonne**, I co-led a session on "Informal Negotiation through Sport" alongside old and new friends, **Roar Wægger**, **John Hemery OBE PhD** OBE, PhD, **Aisha Shuaibu**, **Arnaud Amouroux**.

We explored how sports spaces can serve as powerful arenas for trust-building and conflict resolution especially in divided and post-conflict societies where **PeacePlayers International** works.

We surfaced key insights:

1. Lasting peace requires local leadership and ownership.
2. Sports foster proximity, participation, and shared superordinate goals often more effective than formal agreements.
3. Peace is investable: it builds trust and cohesion, unlocking capital in overlooked markets.
4. Including more girls and women in peacebuilding strengthens long-term outcomes.
5. Equipping youth with conflict transformation skills creates pathways to influence and leadership.

Grateful to **Francesco Marchi** for curating such a thoughtful and timely gathering. The exchange of insights among practitioners, researchers, and academics many working directly on ongoing conflicts like Gaza and Ukraine offered invaluable perspectives that will undoubtedly strengthen our collective efforts toward peace and cooperation.

In the spirit of gentle reminders to plan our joy, especially after an intense eight weeks of conference prep, work obligations, and late nights analyzing and building business models for my **Stanford LEAD** class, I closed the week with a scenic run through the streets of Paris. A small but meaningful way to celebrate this stretch. Grateful for the support and encouragement from my CF, **Philippe-Alexandre Grard** and Professor **Haim Mendelson** for selecting my final project as one of the top projects to be presented in our closing class.



Felix Miller · 1st

Co-Founder of the Office for Negotiation at Deutsche Bank
6d · 🌐

...

ENC2025 — The European Woodstock for Negotiation in Paris

It was a real honor to contribute as a speaker at the European Negotiation Conference 2025, hosted by the University of Paris I: Panthéon-Sorbonne's MRIAE – Magistère/Master in International Relations and Foreign Action.

With its premiere last week in Paris, ENC2025 brought together a powerful mix of academic, commercial, public, humanitarian & diplomatic voices—united by one goal: to elevate the field of negotiation and bridge the gap between research & real-world impact.

This was more than a conference—it was a community. A space to connect across disciplines, learn from one another & meet fellow negotiators and friends, old & new.

Thank you to **Francesco Marchi**, the entire **#ENC2025** team & **MRIAE - Magistère/Masters Relations Internationales et Action à l'Étranger** – **University of Paris I: Panthéon-Sorbonne** for the invitation to speak about our work at the **Deutsche Bank** Office for Negotiation—a Global one-stop boutique for delivering 'Negotiation Excellence-as-a-Service' across divisions & ranks by leading/advising on strategic deals & training our colleagues in negotiation & conflict resolution excellence.

I was especially grateful to reconnect with peers from my not-for-profit work with **Rational Games Inc**, as well as professors & mentors from my alma mater, **IESEG School of Management**. You all inspired & enabled me to now inspire & enable others together with my amazing team, thank you so much!!

Congratulations, Francesco & team, on a brilliant inaugural event. Equally, I applaud & congratulate my fellow negotiator & friend **Angelo Monoriti** for winning the event's prestigious Dan Druckman prize for Negotiation Innovation for your truly inspiring project: 'IT'S NOT TO GET. IT'S TOGETHER'

Angelo's project aims to teach children the key competencies for interacting with others & therefore, to deal with conflicts constructively. It focuses on the human being & our ability to resolve conflicts through the same human interaction that generated them. More on it here <https://lnkd.in/di5gDdmW>



Alain Guggenbühl, PhD · 1st

Independent Scholar | Global Negotiation & Consensus-Building Consult...

6d · 🌐

Just as the baobab tree—an African symbol of collective wisdom —cannot be embraced by one person alone, the science and art of negotiation thrive on shared insight, not solitary voices. The inaugural European Negotiation Conference in La Sorbonne just brought together 180 participants to collectively shape a needed European wisdom of negotiation—broad-rooted, resilient, and growing like a mighty tree. Thank you [Francesco Marchi](#) (and the team of [MRIAIE - Magistère/Masters Relations Internationales et Action à l'Étranger](#)) for joining our voices and strengths! [#ENC2025](#) [#EuropeanNegotiationConference](#) [#ENEA2025](#)



Torkil Schrøder-Hansen · 1st

Attorney At Law and Ph.d. fellow hos DI Byggeri

5d · 🌐

HOW TO NEGOTIATE IN A WORLD OF CONSTANT CHANGE?

Last week I had the pleasure of participating in European Negotiation Conference 2025 at [University of Paris I: Panthéon-Sorbonne](#) under the headline "Bridging divides and building cooperation". It was an incredible setting in the historical buildings stemming with atmosphere and knowledge. The field of negotiations covers so many fields across diplomacy, psychology, economics, management, law and education.

Amongst the group of dedicated planners [Francesco Marchi](#) and [Adrian Borbely](#) and their teams had collected The Wall of Non-Negotiables from three different schools in France. Once again, we can learn so much from our children! A fact I keep being reminded of everyday at home.

Both Francesco and Adrian gave fantastic presentations with [Felix Miller](#) who really have a fantastic business case for others to look into.

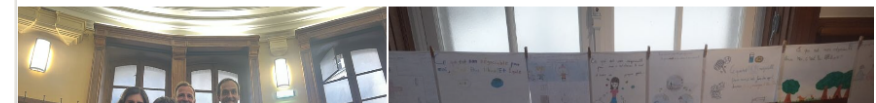
I presented my ph.d. project in a panel on Data Driven and Science Negotiations chaired by [Emmanuel Vivet](#), who thoroughly took us through presentations from [Milena Dieckhoff](#), [Lise H. Andersen](#) and [Jeanne-Louise Roellinger](#), [Emil W. Hildebrand](#) and myself. Thanks for all the good questions and discussion afterwards to [Peter Kesting](#), [Remi Smolinski](#), [Taru Deva](#).

I have come home with a larger theoretical framework, a bigger network and with much joy over a world where academics and practitioners meet and cross pollinates ideas, concepts and practical solutions for a future with more dialogue.

I am looking much forward to next year and other negotiation conferences...

And the answer to the question seems many folded, but seems to circulate on the fact that human beings have two ears and one mouth 😊

[#ENEA2025](#) [#ENC2025](#) [#NegotiationInAction](#)
[#EuropeanNegotiationConference](#)





Joana Vieira da Silva · 1st
International relations and climate change expert
5d · Edited ·

...

What a privilege to be part of the [#EuropeanNegotiationConference](#) last week at the [#Sorbonne](#) in Paris – a unique event bringing closer together a community of practice dealing with negotiations.

Panels, workshops, prizes for innovative projects, exhibitions and performances engaging researchers, students, trainers, practitioners, diplomats and humanitarians.

I was honoured to chair the panel "AI in support of climate negotiators: exploration and application through global simulation", with very sharp and thought-provoking presentations by [Claude Bruderlein](#) and Huw Davies.

Excellent organisation by the students of [MRIAIE - Magistère/Masters Relations Internationales et Action à l'Étranger](#) under the visionary and inspiring leadership of [Francesco Marchi](#). Congratulations to all!

[#ENE2025](#)
[#NegotiationInAction](#)
[#ENC2025](#)



Abhinay Muthoo · 1st
Professor of Economics | Fellow of the Royal Economic Society (FREcon) ...
5h ·

...

Honoured to receive the Daniel Druckman Prize for Innovation in Negotiation

Awarded by the **European Negotiation Association** for "*integrating research with the practice of negotiation and conflict management.*"

Even more meaningful to receive it in person from **Professor Dan Druckman** himself – a legend in the field – at the closing ceremony of the **European Negotiation Conference** at the iconic [University of Paris I: Panthéon-Sorbonne](#) on 6 June 2025.

The conference was superbly curated by [Francesco Marchi](#) and his exceptional team – full of powerful conversations, fresh insights, and a magical musical finale that left a lasting impression.

I was energised by the chance to connect with a global, cross-disciplinary community of scholars and practitioners working at the frontiers of negotiation, conflict resolution, diplomacy, and leadership.

Special thanks to those I had the chance to meet with, including:

[Daniel Druckman](#) [Francesco Marchi](#) [Leonardo Caporarello](#) [Prof. dr Ana B. BOVAN](#) [Filip Bovan](#), CFA [Jack Williams](#) [Adrian Borbély](#) [Diana Dauphin](#) [Remi Smolinski](#) [Eleni-Maria Kalafati](#) [Hayley Walker](#) [Larry Crump](#) [Valerie Rosoux](#) [Anastasiia Vlasenko](#) [Jan Kubíček](#) [Emma G. Anastasia Federspiel](#) – and many others.

Grateful, inspired, and looking forward to what comes next.

[#ENC2025](#) [#EuropeanNegotiationConference](#) [#Negotiation](#)
[#ConflictResolution](#) [#Mediation](#) [#ENE2025](#) [#DruckmanPrize](#)





Christiaan Nelisse · 1st

Head of the EU, Skills & Open Enrolment Programme at The Clingendael ...
3d · 🌐

Last week I had the pleasure to attend the European Negotiation Conference (ENC2025) at the [Sorbonne University](#). Compliments to [Francesco Marchi](#) and his team at the new European Negotiation Association (E.NE.A) for organizing such a well-curated and dynamic programme.

It was great to see over 180 negotiation experts from across Europe come together to exchange insights and practical approaches to strengthen dialogue and drive meaningful impact.

I especially enjoyed the panel discussions on the ethical and strategic dimensions of AI-assisted decision-making and the implications of shifting agency, bias, and the potential (and limits) of automation in complex human interactions.

Best quote: "Using AI in negotiations is like driving a formula 1 car, it has so much power. If you don't know what you're doing, you're going to make a mistake very quickly. You will simply lose control." – [Claude Bruderlein](#).

Already looking forward to the 2026 edition!

[#ENCParis2025](#) [#Negotiation](#) [#AlandDiplomacy](#) [#Clingendael](#)
[#ConflictResolution](#) [#Sorbonne](#)



Aşiyen Süleymanoğlu · 1st

Mediator, Rule-of-Law Advisor, Project Specialist, Member of the Global ...
14h · 🌐

In almost every international conference I've joined recently, one question echoed across sessions and coffee breaks: Will AI replace us?

Many professions feel threatened. But one role rarely comes up in these discussions: the chef.

Because no matter how advanced technology becomes, you can't automate taste. You can't code soul.

And the same goes for negotiation. After 25 years of working as a negotiator, mediator, trainer, project designer, and evaluator across different countries and cultures, I've learned one thing:

There is no formula for people.

We keep trying — with frameworks, formats, roadmaps, step-by-step toolkits. But more often than not, the real turning point comes from something far less predictable: chemistry.

It's the elephant in the room — unspoken, yet powerful.

Whether it sparks or not can shift everything.

That's why the [#EuropeanNegotiationConference](#) 2025 was so refreshing. It wasn't just a well-prepared "menu" of panels — it was a space where the ingredients truly came together:

The architectural magic of the Sorbonne University, nearly 200 people from different walks of life, the flow of the program, the diversity, the students, the team spirit... It was all alive.

It didn't just remind me of the value of presence —

It made me grateful to have been there.

Because a good meal, a powerful training, a meaningful job, a compelling negotiation — they all have something in common: They stir the senses.

They linger not because they're perfect but because they're alive.

Thank you to [Francesco Marchi](#) and the brilliant [#ENC2025](#) team who brought this experience to life.

It was a true food for thought — and a beautiful reminder of what no AI can replace.

[#EuropeanNegotiationConference](#)

[#ENC2025](#)

[#Negotiation](#)

[#ConflictResolution](#)

[#Mediation](#)

[#Humanconnection](#)

THANKS, MERCI, GRACIAS, GRAZIE, VIELEN DANKE!



EUROPEAN NEGOTIATION CONFERENCE 2025