

From Normative to Idiosyncratic - Negotiation and Leadership in the European Union

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Abstract. *In the contemporary world, the restructuring of the international system and its effects on European relations is still debated. Today, it is becoming increasingly clear that the international system needs changes; the world order is shaped by major global actors, which are no longer guided by the balance of powers principle, borders' and governance's rules. Instead, the psychological factors begin to weigh heavily and become one of the important elements of the basis of the international and European negotiation process. Therefore, the role of leaders could be one of reference in international norms and/or European arena. The present paper, through its complex content, extensively examines the role of idiosyncrasies in international relations and determines the behaviour of the actors involved in the decision-making process. According to our analysis, we can identify general behavioural patterns and individual decisions that can generate views on the leadership styles and personalities of leaders. It is a contribution to a lesser-known aspect of the field of international relations and European affairs - the role of idiosyncrasies in decision-making process and on European foreign policy, through an essential psychological incursion.*

Keywords: *negotiation, leadership, decision making process, European foreign policy, idiosyncrasies*

Introduction

Foreign policy could be considered a product of people in leadership positions who identify foreign policy issues, offer prospects, and then act based on relevant information². After the end of the Cold War and the collapse of communism in Europe, in the contemporary world marked by terrorism, economic disturbances, social restructuring, and permanent climate change, we are still talking about the reorganization of the international system. The new phase of accelerated change of the global system aims framing a permanent alteration of the rules, values, and procedures that influence the global and European foreign policy. Moreover, in the context of economic, political, and social changes, we are talking about the need of new type of actions available to actors on the international stage, as well as a profound crisis of the prominent political leadership at the global level.

We are living in a complicated era, where several normative or psychological variables influence foreign policy decisions. One of the specialists, Alex Roberto

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² Alden, Chris; Aran, Amnon, *Foreign Policy Analysis. New approaches*, 2nd edition. New York: Routledge, 2017, p. 23.

Hybel, draws attention to factors such as: the leaders' personality, beliefs, assumptions, intuition, mind-set and rules of behaviour to which adhere individuals, groups of people, communities, or nations. According to the author's perspectives, underlying this behavioural approach was the recognition that, under certain conditions, people who rely on their intuition formulate better decisions than those who conduct systematic analyses³.

At the same time, Chris Alden and Amnon Aran's study on the impact of individual psychology on foreign policy recognizes that state leaders exercise a seminal influence over foreign policy. Among the diversity of psychological factors identified to play a role in shaping foreign policy are: the influence of individual perceptions, human cognition, leader's personality and the dynamic of group decision making⁴.

More generally, depending on the circumstances, we can mention the personal style of leadership and negotiation, their role in processing and classifying information, wrong calculations and erroneous perceptions, emotions, images, cognitive consistency, the use of analogies, intelligence and their influence on the decision-making process and expected outcomes, contextual factors such as constraints time, ambiguity and risk.

Perceptions stimulated the interest regarding this topic on the impressive succession of many international events. Today, the world order is shaped by five major global actors who, in the process of foreign policy analysis, are no longer guided by the balance of power principle, borders and governance rules, the psychological factor weighing to a greater extent, becoming even the basis of the negotiation process. The main objective of this research is to understand the current decision-making process better, especially the European one, and be able to monitor what lies behind an ongoing process, and what are the factors which influence an action, an event and the behaviour of actors.

We mention also the models that decision-making process has for international and European foreign policy, underlying that:

„Given the complexity of the foreign policy decision-making process, it becomes clear that the approach to foreign policy analysis, focusing on decision-making, is vital to the understanding of the foreign policy behaviour of our world and the specific action of different nations. Foreign policy decision-making has models and theories that can help us understand how bias, error, uncertainty and internal policies may determine decisions⁵”.

Behavioural approaches of international relations

The primary question of how foreign policy and balance of power are determined is a crucial one in the global world. According to Henry Kissinger's reflections⁶, the

³ Hybel, Alex Roberto, *US Foreign Policy Decision-Making from Truman to Kennedy. Responses to International Challenges*, New York: PALGRAVE MACMILLAN, 2014, pp. 183-184.

⁴ Alden, Chris; Aran, Amnon, *Foreign Policy Analysis. New approaches*, 2nd edition. New York: Routledge, 2017, p. 24.

⁵ Ciot, Melania-Gabriela, *Negotiation and Foreign Policy Decision-Making*, Cambridge Scholars Publishing, 2014, p. 3.

⁶ Chomsky, Noam, *Cine conduce lumea? [Who Runs the World?]*, București: LITERA, 2018, p. 269.

balance of power has been designed to maintain stability by limiting states' ability to dominate one another and the moderation of conflict expansion. Similarly, Jean-Jacques Rousseau declared: "The balance existing between the power of these diverse members of the European society is more the work of nature than of art. It maintains itself without effort, in such a manner that if it sinks on one side, it re-establishes itself very soon on the other"⁷.

In the contemporary approach, the balance of power factor has determined the amplification of the role of idiosyncratic elements, because, within the international system, there will always be an actor not completely satisfied. Through hers/his dissatisfaction and beliefs, she/he will try to overthrow the status quo to achieve his own political, economic, or social interests, either by military or political-economic means or through diplomatic channels such as negotiation processes.

Negotiation and its role on decision-making process

The negotiation process has become a prevalent topic nowadays, the importance of negotiation as an academic field and professional concern has increased markedly, and research on negotiation issues is flourishing. Fisher, Ury, and Patton introduced one of the most relevant definitions of negotiation. The authors of „Getting to Yes” define negotiating as a „back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed. Negotiation is a reality of life”⁸.

Other experts define negotiation using similar terms. Linda Stamato, in one of her articles, established that ”there are two pointed reasons for relaunching the interest in the art of negotiation”⁹.

The remarkable result of this process predominantly dictates this; it is necessary to start by considering that the failure of a negotiation can lead to unproductive, and at the same time, costly conflicts, and secondly, this process is essential not only to take decisions, but also to resolve disputes and generate solutions that really work. The negotiation process as an instrument helps the parties to obtain an agreement based on their interests. Still, it is also an attempt to influence others to accept a specific path.

Speaking about the negotiation, as an essential element in defining the decision-making process, we could take into consideration two negotiation elements: contextual strategy and tactics. Both researchers and practitioners describe the concept of negotiation strategies or tactics, respectively. Lavadoux and Grasset define negotiation tactics as a set of coordinated means employed to arrive at a result. In contrast, negotiation strategies include the use of multiple tactics and represent stylistic approaches to the negotiation process and make a distinction from tactics. In

⁷ Schweller, Randall L., „The Balance of Power in World Politics”, in *Oxford Research Encyclopedias*, 2016. Online material available at: <https://oxfordre.com/politics/view/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-119>, accessed on 13th of November 2019.

⁸ Fisher, Roger; Ury, William, Patton, Bruce, *Răspunsul lor... DA. Negociază înțelept fără a ceda [Their answer... YES. Negotiate wisely without giving in]*, București: Editura BMI, 2016, Introducere [Introduction], p. XVII.

⁹ Stamato, Linda, „The New Age of Negotiation”, in *Ivey Business Journal*, Vol. 68, No. 6, 2004. Online material available at: <https://iveybusinessjournal.com/publication/the-new-age-of-negotiation/>, accessed on 6th of November 2019.

essence, strategies are a set of coordinated actions or manoeuvres intended to attain a negotiator's goals¹⁰.

According to Lewicki et al.¹¹ the five basic types of negotiating strategies „avoiding (lose-lose)”, „accommodating (lose to win)”, „competitive (win-lose)”, „collaborative (win-win)”, and „compromising (split the difference)” influence the idiosyncratic behaviour of international actors and leaders and determine their mode of action at the decision level. In this way, negotiation strategies influence the decision-making process, relationship, and the outcome. Moreover, the characteristics as diversity, abundance, and severity of activities are decisive defining elements in this process.

Since a multitude of factors influences decisions, the desired result may have unexpected dimensions or even unforeseen consequences, which leads to the observation of similarities between normative and idiosyncratic degrees of influence. At the same time, the psychological approach to the decision-making process facilitates the understanding and explanation of the complexity of external and global politics.

In the last two decades, researchers¹² have developed the understanding of fundamental psychological processes in negotiations, such as knowledge, the nature of negotiator strategies, and tactics, and their impact on the outcomes of negotiation, emotion, and motivation, also complex social processes, including communication, power and last but not least influence and the effects of the negotiating context, such as teams, third parties and technologies. It also looks at the psychological states, the motives, and perceptions, that determine negotiator behaviours and the antecedents of these states.

This paper has greatly expanded the understanding of negotiation psychology. As we mentioned earlier, it can be argued that only certain areas of organizational behaviour have evolved so rapidly and in depth according to the negotiations field, as on today's global market, negotiations take place both outside and inside borders¹³.

The role of idiosyncrasies in today's international relations and european affairs

The study of international relations focuses on the analysis of the system's elements: National and International Actors, Inter-Governmental Organizations (IGO's), Non-Governmental Organizations (NGO's), Multi-National, Corporations

¹⁰ Lavadoux, Frank; Grasset, Marion-Valérie, *Strategic planning tools for European negotiators to defend their national interests in the Council of the European Union*, European Institute of Public Administration, Working paper 2013, pp. 10. Online material available at: https://www.eipa.eu/wp-content/uploads/2017/10/FLA_WorkingPaper2013_W_02.pdf, accessed on 21.01.2020.

¹¹ Lewicki, Roy; Saunders, David M.; Barry, Bruce, *Negotiation. Readings, Exercises and Cases*, 6th Edition, New York:McGraw-Hill Irwin, 2009, p. 16.

¹² Pruitt, Dean G.; Carnevale, Peter J., *Negotiation in Social Conflict*, Belmont, CA: Thomson Brooks/Cole, 1993, p. 251.

¹³ Gerfard, Michele J.; Brett, Jeanne M., *The Handbook of Negotiation and Culture*, California: Stanford University Press, 2004-preface, p. XV.

(MNC's), Other Groups (organized or not), and Individuals¹⁴. From a broader view, in international relations, we discuss states and individuals, about their pattern of behaviour and actions (trying to know the source of decisions in international relations and how these decisions would be).

Foreign policy issues are still complicated as the emerging international environment gives the complexity of the global system, concerned with rapid changes and complex interdependences. Today's rules-based international order is increasingly being challenged, and this theory is supported by recent events in the European Union and on the American continent. As the United States is no longer in the driver's seat and the European Union is struggling with both internal and external challenges¹⁵, starting with Brexit, continuing with the complicated situation in Ukraine, including migration, conflict in Libya, Syria and difficulties within the transatlantic relations, instability in the Middle East and North Africa, Russian ambitions, Balkan integration, tensions with Iran, the "systemic rival" China, the role of the current US President Donald Trump in the international arena and finally the debut of the new European leaders, we could state that the international arena is continuing reframing.

Since we are talking about the emergence of new actors on the international stage in the context of economic, political, and social changes, a reasonable stance might be to try to look at humanity from the outside. We could see something quite remarkable and could appreciate a slightly and relative decline of the traditional powerful actors from the West which have to identify the „window of opportunity” in order to benefit from the situation¹⁶. According to the conclusions of one of Noam Chomsky's studies¹⁷, an increasingly assertive China is demonstrating a willingness to consolidate its leadership not only in Asia-Pacific, but also in Central Asia and many other parts of the world.

On the other hand, however, Iran is looking for the regional hegemony of the Middle East and the Persian Gulf. North Korea is trying to control the Korean Peninsula, which can affect the stability and security of Northeast Asia. Nevertheless, the restlessness of the global order does not stop there - for some time. It seems that Turkey has set its course in the contemporary world. The leader's desire for historical affirmation marked the country's European ascendance in recent years, making us unable to talk today about a Turkey of European values.

Analysing the current international situation from a critical point of view, we can argue that despite these challenges in making optimal decisions in the foreign policy arena, the international, European, and national leaders need to make the right decisions and assume the responsibility for their choices. Foreign policy decisions are complicated by interdependences, international and national factors, leaders' personality, all these factors influencing its dynamic. At the same time, it is essential to note that the presence of peculiarities in the sphere of foreign policy determines

¹⁴ International Relations-PSC, 2010 *System approach to International relations: Underlying assumptions, elements of the system*, Online material available at: https://zeepedia.com/read.phpsystems_approach_to_ir_underlying_assumptions_elements_of_the_system_international_relations_ir&b=100&c=32.

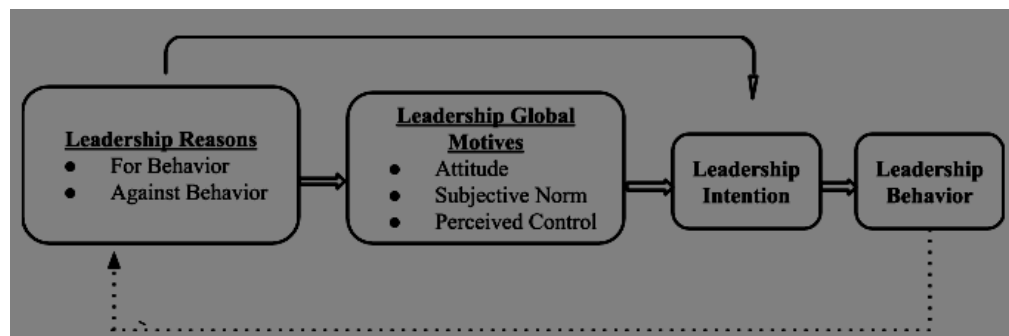
¹⁵ Creutz, Katja; Iso-Markku, Tuomas; Raik, Kristi; Tiilikainen, Teija, *The changing global order and its implications for the EU*, FIIA Report, No. 59, 2019, p. 27.

¹⁶ *Ibidem*.

¹⁷ Chomsky, Noam, *Cine conduce lumea? [Who Runs the World?]*, București: LITERA, 2018, p. 269.

the actors' behaviour involved in the decision-making process. According to Westaby et al.¹⁸, behavioural reasoning theory hypothesizes that reasons not only influence leaders' attitudes, subjective norms, and perceived control to act, they also directly influence leaders' intentions to act (through explicit or implicit processes). For a better understanding, Westaby, Probst, and Lee, using fundamental technical concepts, demonstrate in a practical mode how reasoning behaviour influences leadership decision-making.

Figure 1: A behavioural reasoning theory analysis of leadership decision-making.



Source: Westaby, Probst, Lee, 2010, 483

Figure no. 1 provides relevant information about the leader's rational behaviour regarding the decisional-making process. The authors identified two research hypotheses. From the first hypothesis, we can conclude that leaders' intentions are positively related to behaviour. The second hypothesis approaches leaders' global motives like attitudes, subjective norms, and perceived control that is positively associated with plans to act.

By the middle of the last century, in full swing of the behavioural current, states were considered as unitary and rational actors, and thanks to the existence of the rigid concept between internal politics and foreign policy, it was enough to define political behaviour. Nevertheless, today in the contemporary world, the new generation challenges the significant role of the state and its unitary practice; now when the field of international relations has become more dynamic, and the process of foreign policy decision making is becoming more and more complex and requires the involvement of new actors, we are still talking about the primordial role of the human being in influencing the international system.

We assume that the behaviour of actors and decision-makers in the international arena influence the decisions and the choices of foreign policy and their future phenomena. In addition to the traditional rational models of analysing the individual decision-making process of foreign policy, the psychological models are also used because it was demonstrated the influence of idiosyncrasies on the chosen solutions.

Two styles of decision-making are identified from the literature: the calculated

¹⁸ Westaby, James D.; Probst, Tahira M.; Lee, Barbara C., "Leadership decision-making: A behavioral reasoning theory analysis" in *The Leadership Quarterly*, No. 21, 2010, pp. 481–495.

or rational style, and the emotional style. Leigh Thompson, Margaret Neale, and Marwan Sinaceur¹⁹ organize idiosyncrasies as psychological factors that contribute directly to the behavioural formation of the human being and influence straight the decision-making styles both in the negotiation process and other foreign policy issues, in the form of four categories: cognitive, social, motivational and emotional.

When we talk about the leadership style in decision-making process, it is important to note that leadership, in general, plays a major role in foreign policy formulation and Richard R. Fagen²⁰ has identified several principles that establish a distinct difference between these elements. Therefore, the decision made in the calculated style is characterized by a series of processes that mediate between the impulse or the incentive to act and the act itself, while decision-makers are constrained by the environment in which they operate. The calculated or rational option, often considered to be traditional, determines the subject that decides to pursue its well-defined purpose or goals and to act in a structured manner, because she/he knows the probability of winning and can qualitatively assess the relationship between loss and gain.

The rational model is based on order, meaning that the memory of previous experiences influences the processing of information; when leaders experience decision-making events, they tend to reflect the past, presenting similar circumstances, alternatives, and possible outcomes²¹.

It is essential not to forget that practical analysis of the experiences is required; leaders need to know how to handle previous foreign policy studies correctly as they can often create political, economic, social and cultural disasters if the options chosen do not correspond to the current state of affairs.

In this perspective, the decision made in the emotional style is characterized by the direct relationship between action and impulse, whereby the leader's behaviour depends on the existence of an opponent and aims to emphasize the role of the cognitive factors on decision making. Thus, in recent years, we can observe a rise of the emotional style; often, global actors are identified as being influenced in the decision-making process by the melodramatic form, so we can discuss that the contemporary world is acting emotionally, even inside the foreign policy processes.

International behaviour continues to be influenced by the actual development of the global system, the sequence of events, the actors on the world arena, the set of principles, values, and ideologies which are continuously succeeding. Hegemonic disputes, which do not seem to end, continue to generate fear of trust one another, as well as economic, political, and military conflicts, have awoken the desire for supremacy, and dictating new rules of conduct and lines of action.

¹⁹ Thompson, Leigh; Neale, Margaret; Sinaceur, Marwan, "The evolution and Biases in Negotiation Research. An examination of cognition, social perception, motivation and emotion", in M. J. Gelfand, J.M. Brett, (eds.), *The Handbook of Negotiation and Culture*, Stanford Business Book, Stanford, Stanford University Press, 2004, p. 8.

²⁰ Fagen, Richard, *Calculation and emotion in foreign policy: the Cuba case*, Institute for Communication, Stanford University, Vol. 6, No. 3, 1962, pp. 214-221. Online material available at: <https://journals.sagepub.com/doi/abs/10.1177/002200276200600303>; accessed on 6th of December 2019.

²¹ Ciot, Melania-Gabriela, *Idiosyncrasies in foreign policy decision making*, NewcastleuponTyne: Cambridge Scholars Publishing, 2014, p.168.

Unfortunately, nowadays, the contemporary society involves a relative multitude of actors which is characterized by a behavioural variety. But the question that arises is: what are the components that generate this diversity? Professor John Rummel states that space is thought to be the one that acts as a reference point for behaviour, that distinguishes units by differentiation and associates them by contiguity. Tendencies, functional interdependencies, and type of problem define behavioural spaces, these are the ones that distinguish and associate states, and within these spaces the units are interconnected, and members overlap²². In fact, international behaviour is dictated by space and time, but it also goes to the psychological field or involves the mental area of other international actors.

Analysing this theory, we will see that often in the sphere of international relations relative behaviour manifests itself through infinite divisibility. Thus an issue of foreign policy can be fragmented into a multitude of different practices. The explanation of this diverse behaviour is given by itself in its fundamental intention, causality, and rational meaning. Because method involves acts or actions significantly unified through plans and reflections, Professor Rummel, analysing quantitatively and systematically the international practice of different types of actors through meaning, duration, and intensity, has identified that it manifests itself as a product of expectations and behavioural moods, and it also involves interstate relations such as threats, treaties, military actions, and alliances; inter-social ties and interpersonal relationships²³. Consequently, contemporary society is concerned today with the identification and consolidation of each factor that directly and indirectly influences human behaviour and the production of new tools to explain behavioural phenomena.

The normative model in the decision-making process and even in the negotiations is predominantly replaced by the idiosyncratic model, the personal characteristics of individuals, the system of beliefs and values, the way information is perceived, interpreted and processed are only a few of the many elements characteristic of contemporary international actors through which the decision-making process takes place at the level of foreign policy. While we are discussing a certain degree of similarity between normative and idiosyncratic influence, analysing numerous studies on the personality of leaders, or any foreign policy actors, we come to the conclusion that characteristic measures determine the way of action, the way to approach the international management, and even the new path in the restructuring of the global system²⁴.

Idiosyncrasies have been the basis for global restructuring even during the Cold War, manifesting itself in the form of equity and balance, the new generation of leaders involving deeply in worldwide action and recording a number of economic, political, military, and social upsurges at the state level. The new generation has quickly realized that the contemporary world needs international thinking in order to approach

²² Rummel, Rudolph. J., *Understanding Conflict and War. War, Power, Peace*, Chapter 4.1 Meaning of behavior: acts, actions, practices and reflexes, Vol. IV, 1979, Beverly Hills, California: Sage Publications. Online material available at: <https://www.hawaii.edu/powerkills/WPP.CHAP4.HTM#S1>, accessed on 21st January 2020.

²³ *Ibidem*.

²⁴ Baron, Jonathan, "The point of normative models in judgment and decision making" in *Front Psychology*, Vol 3:577, 2012. Online material available at: <https://www.frontiersin.org/articles/10.3389/fpsyg.2012.00577/full>, accessed on 7th February 2020.

international management cautiously and to restructure the global sphere further, as the ideology of power has changed, the set of values and distinctive principles of the last decade cannot be accommodated. With new orders, the general rules of international conduct do not produce positive effects on the current situation, and the behavioural patterns can no longer be used rationally in formulating explanations.

In a multi-polar world, the EU aims to set out developing a more efficient and robust foreign policy apparatus as a priority. According to President von der Leyen's mission letter to Josep Borrell²⁵, President-elect of the European Commission tasked The High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European with making the EU "more strategic and more united in its approach to external relations to bolster the EU as a global actor," because the need for a European leader in the world is higher than ever. Furthermore, people in Europe need decisive and ambitious leaders on the significant problems of our time, which shape the future of our society, economy, and our planet.

At times when external and internal policies are increasingly intertwined, Borell's vision is to make Europe more united and assertive on the international stage, to enhance Europe's leadership and influence in the world (presenting an integrated approach to conflicts-geopolitical transformations) and supporting multilateralism.

That brings us to a several-questions: What does it mean for the international system and foreign policy the new European Union leadership? Josep Borrell could be a model of a normative leader who prescribes rational behaviour or a model of a distinctive leader? Or is he an essential individual leader, not the least because of his strong opinions and direct?

So far, in light of the recent events on the international scene, and the European decisions, we could consider European leader, Josep Borrell, as being between the normative and idiosyncratic type of leadership. On the one hand, he is a rational leader with enormous working capacity and determination, driven by a strong sense of purpose. On the other hand, the presence of idiosyncrasies elements (personal and social factors) influences the decision-making process.

In the field of International Relations (IR), the concept of leadership has mostly been subsumed in broader conceptualizations of power and hegemony. While there is a thriving study of leadership in Foreign Policy Analysis (FPA), much of this is focused on the role of individual leadership²⁶ and the study of leaders' personalities. As a result, we could observe that the new generation of leaders base itself on its intuition, observation, and listening. They seek to adapt to the social, economic, political and cultural situations that are vulnerable all over the world, and because they are conditioned by certain factors such as the environment, time and the existence of opponents, they tend to follow the course of events and the sequence of foreign policy actors. Due to the increased global competition, international actors are also becoming more complex, although they appear to be more socially flexible and more

²⁵ President von der Leyen's mission letter to Josep Borrell Fontelles, Brussels: 1 December 2019. https://ec.europa.eu/commission/commissioners/sites/comm-cwt2019/files/commissioner_mission_letters/mission-letter-josep-borrell-2019_en.pdf, accessed on 9th February 2020.

²⁶ Aggestam, Lisbeth; Hyde-Price, Adrian, "Learning to Lead? Germany and the leadership paradox in EU foreign policy" in *Journal German Politics*, Vol. 29. Issue 1: Germany's leadership in the EU's foreign and security, 2020, pp. 8-24.

open to dealing with global issues and to reframe the international environment; however, feelings and impressions remain the most important. Paradoxically, the whole decision-making process seems far from being rational, it is mostly influenced by the limits of the mental capacity and the leaders' emotions throughout its course, but we can also observe the intervention of a new factors, as, for example - the environmental one -, which is exposed to a minimum control of decision-makers.

In the field of foreign policy, the impact of human personality on decision-making becomes more and more significant, but also more controversial, and this is because the substantial role of the states decreases considerably, determining us to refer directly to the personality of the leader since people are the decision-makers.

Recent studies²⁷ show that the role of personality in foreign policy includes a series of cognitive processes, conditions, reasons and requirements which assume that decision-making is the individual result of human action, so the decision maker's personality is significant for understanding the foreign policy behaviour.

The environment is supposed to determine the extent of individual ambitions, and the relationship between the ascendancy and the descend of an individual's personality importance. Supporting this idea, Z. Maoz and A. Shayer argue that "the personality role in foreign policy should not be underestimated" and state that there are significant events in international relations that "can be attributed, at least partially, to the ideas and personal actions of the main leaders"²⁸.

Therefore, certain conditions determine the significant impact of individual personality and quirks on foreign policy decisions. The supporters of psychological decision-making models thus ignore the theory of rationality, relying on the belief that decision-makers assume their decisions based on their own perceptions rather than on the rational calculations of the situation. Thus, it is essential to recognize that personality and knowledge are inherently related, and each approach, theory, or assumption explains the cause-and-effect chain according to a particular perspective.

Conclusions

In this article, our purpose was to explore the influence of presence of idiosyncrasies in the field of foreign policy and to establish the degree to which the personality and character of a leader play in foreign policy elaboration. Idiosyncratic variables are one of these since they focus on the individual characteristics of the personality of the decision-makers. Analysing the process of decision making in foreign policy is essential to note that at the international level, decision making involves several methods and includes different actors at different levels (national and international). Furthermore, this process is influenced by mainly two determinants; "rational" model and "emotional" or "idiosyncratic" model.

On the one hand, the rational model is based on order, that meaning a practical

²⁷ Johannesson, Emma, *The Power of Personality in Decision-Making, A study of Obama's Decision to Launch Air Strikes in Syria*, UPPSALA UNIVERSITY, 2016, pp. 11-12.

²⁸ Smith, Caitlin, *Personality in Foreign Policy Decision-Making*, 2012. Online material available at: <http://www.e-ir.info/2012/10/16/personality-in-foreign-policy-decision-making>, accessed on 21th January 2020.

analysis of the previous experiences. For this perspective, when leaders experience decision-making events, they tend to reflect the past, presenting similar circumstances, alternatives, and possible outcomes. The decision made in the emotional style is characterized by the direct relationship between action and impulse, whereby the leader's behaviour depends on the existence of an opponent and aims to emphasize the role of the cognitive factors on decision making;

On the other hand, the normative model in the decision-making process and even in the negotiations is predominantly replaced by the idiosyncratic model. In the categories of idiosyncratic characteristic, the following components were identified: personal characteristics of individuals, the system of beliefs and values, the way information is perceived, interpreted and processed;

The second approach involved in this study is based on the personality and of the leader's character. The role of personality in foreign policy encompasses cognitive processes, and it helps our understanding of foreign policy behaviour. Analysing the leader's rational behaviour, we can conclude that leaders' intentions are positively related to behaviour, and leaders' global motives like attitudes, subjective norms, and perceived control that is positively associated with plans.

Regarding the EU leadership in foreign policy, we are witnessing the most significant change in foreign policy decision-making models, and the role of idiosyncrasies increases. The European Union leadership is at a critical juncture in its existence and needs to demonstrate leadership effectiveness on today's crucial issues, in order to become a stronger global actor. Moreover, it is hard for the EU to show in practice that new forms of leadership at the European level are the most effective way to solve the common problems confronting as EU member states often jealously guard their sovereignty and conduct of foreign affairs.

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