Jonas Tallberg offers a novel perspective on some of the most fundamental questions about international cooperation and European Union politics. In the first systematic theoretical and empirical exploration of the influence wielded by chairmen of multilateral negotiations, Tallberg develops a rationalist theory of formal leadership and demonstrates its explanatory power through carefully selected case studies of EU negotiations. He shows that the rotating Presidency of the EU constitutes a power platform that grants governments unique opportunities to shape the outcomes of negotiations. His provocative analysis establishes that Presidents, while performing vital functions for the EU, simultaneously exploit their privileged political position to favor national interests. Extending the scope of the analysis to international negotiations on trade, security, and the environment, Tallberg further demonstrates that the influence of the EU Presidency is not an isolated occurrence but the expression of a general phenomenon in world politics – the power of the chair.

JONAS TALLBERG is an Associate Professor in the Department of Political Science, Stockholm University and a Research Fellow at the Swedish Institute of International Affairs. He has published numerous articles on international cooperation and EU politics, and is the author of European Governance and Supranational Institutions: Making States Comply (2003).
The evolving European systems of governance, in particular the European Union, challenge and transform the state, the most important locus of governance and political identity and loyalty over the past 200 years. The series *Themes in European Governance* aims to publish the best theoretical and analytical scholarship on the impact of European governance on the core institutions, policies and identities of nation states. It focuses upon the implications for issues such as citizenship, welfare, political decision-making and economic, monetary and fiscal policies. An initiative of Cambridge University Press and the Programme on Advanced Research on the Europeanisation of the Nation-State (ARENA), Norway, the series includes contributions in the social sciences, humanities and law. The series aims to provide theoretically informed studies analysing key issues at the European level and within European states. Volumes in the series will be of interest to scholars and students of Europe both within Europe and worldwide. They will be of particular relevance to those interested in the development of sovereignty and governance of European states and in the issues raised by multi-level governance and multi-national integration throughout the world.

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Leadership and Negotiation in the European Union

Jonas Tallberg
To Emil and Malte
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Acknowledgments

One of the classic contributions to bargaining theory speaks of the *art* and *science* of negotiation. Better than ever before, I now understand that these are two entirely different things. While sharpening my ideas about international bargaining, the five years of work on this book have helped little in honing my negotiating skills. If intellectual stimulus and institutional support had to be won through guile and strategizing, rather than offered by generous colleagues and departments, then this project would not have reached the end.

This book originates from a collaborative research project at Lund University on the Presidency of the European Union. My most heartfelt thanks go to project colleagues Bo Bjurulf, Ole Elgström, Rikard Bengtsson, and Matilda Broman, whose contributions to my work and well-being over these five years have gone far beyond the intellectual. Next to this group, a large number of people have offered incisive comments and helpful suggestions of tremendous value. I especially want to acknowledge Karen Alter, Derek Beach, Simon Bulmer, Nicola Catellani, Elisabeth Corell, Kjell Goldmann, Gunnel Gustavsson, Kenneth Hanf, Adrienne Héritier, Madelaine Hosli, Christer Jönsson, Andrew Moravcsik, Ulrika Mörth, John Odell, Hanna Ojanen, Johan P. Olsen, Craig Parsons, Adriaan Schout, Philippa Sherrington, Gunnar Sjöstedt, Eric Stern, Maria Strömvik, Ulf Sverdrup, Helen Wallace, Oran Young, and the anonymous reviewers for Cambridge University Press.

I benefited greatly from presentations and discussions of this project at ARENA of the University of Oslo, Birkbeck College of the University of London, the Danish Institute of International Affairs, Lund University, McGill University, the Robert Schuman Centre of the European University Institute, Stockholm University, the Swedish Institute of International Affairs, Syracuse University, as well as conferences arranged by the ECPR Standing Group on International Relations, the International Studies Association, the Spanish Political Science Association, and the Swedish Political Science Association. Earlier versions of parts of the
current manuscript appeared in a number of publications. I am grateful
to Blackwell and Routledge for permission to draw on those texts here,
as well as to the anonymous reviewers who offered constructive com-
ments on those articles.

I am highly grateful to the Department of Political Science at Lund
University for allowing me to spend an undue amount of time in Stock-
holm, and to the Swedish Institute of International Affairs for generously
hosting me in Stockholm. Moreover, I wish to acknowledge the generous
financial support of the Bank of Sweden Tercentenary Foundation, as
well as the logistical support of the Department of Political Science at
Stockholm University at the final stage of completing the book.

Finally, and on a personal note, I would like to thank my family for
love, encouragement, and perspective. Your importance for my work –
and all other aspects of my life – cannot be exaggerated. I dedicate this
book to my sons Emil and Malte, both of whom were born during the
work on the book – and both of whom already show a disconcerting
willingness to exploit their father’s shortcomings in the negotiations of
everyday life.
### Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACEA</td>
<td>European Automobile Manufacturers Association</td>
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<tr>
<td>APEC</td>
<td>Asia-Pacific Economic Cooperation</td>
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<td>ASEAN</td>
<td>Association of South East Asian Nations</td>
</tr>
<tr>
<td>AU</td>
<td>African Union</td>
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<tr>
<td>BATNA</td>
<td>best alternative to a negotiated agreement</td>
</tr>
<tr>
<td>BEAR</td>
<td>Barents Euro-Arctic Regional Council</td>
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<tr>
<td>CAP</td>
<td>Common Agricultural Policy</td>
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<tr>
<td>CBSS</td>
<td>Council of Baltic Sea States</td>
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<tr>
<td>CFCs</td>
<td>chlorofluorocarbons</td>
</tr>
<tr>
<td>CFSP</td>
<td>common foreign and security policy</td>
</tr>
<tr>
<td>CiO</td>
<td>Chairman-in-Office</td>
</tr>
<tr>
<td>Coreper</td>
<td>Committee of Permanent Representatives</td>
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<tr>
<td>CSCE</td>
<td>Conference on Security and Cooperation in Europe</td>
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<tr>
<td>EC</td>
<td>European Community</td>
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<tr>
<td>ECSC</td>
<td>European Coal and Steel Community</td>
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<td>EEC</td>
<td>European Economic Community</td>
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<tr>
<td>EFTA</td>
<td>European Free Trade Association</td>
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<tr>
<td>EGARA</td>
<td>European Group of Automotive Recycling Associations</td>
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<tr>
<td>EMU</td>
<td>Economic and Monetary Union</td>
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<tr>
<td>EPC</td>
<td>European political cooperation</td>
</tr>
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<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FCMA Treaty</td>
<td>Friendship, Cooperation and Mutual Assistance Treaty</td>
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<tr>
<td>G8</td>
<td>Group of Eight</td>
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<tr>
<td>GATT</td>
<td>General Agreement on Tariffs and Trade</td>
</tr>
<tr>
<td>IAEA</td>
<td>International Atomic Energy Agency</td>
</tr>
<tr>
<td>IGC</td>
<td>intergovernmental conference</td>
</tr>
<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>INC</td>
<td>Intergovernmental Negotiating Committee</td>
</tr>
<tr>
<td>JHA</td>
<td>justice and home affairs</td>
</tr>
<tr>
<td>LOS</td>
<td>law of the sea</td>
</tr>
</tbody>
</table>
xiv  List of Abbreviations

NATO  North Atlantic Treaty Organization
NGO  non-governmental organization
NNA  neutral and non-aligned Countries
OECD  Organisation for Economic Cooperation and Development
OEEC  Organisation for European Economic Cooperation
OSCE  Organization for Security and Cooperation in Europe
QMV  qualified majority voting
SEA  Single European Act
TEU  Treaty on European Union
TNC  Trade Negotiations Committee
UK  United Kingdom
UN  United Nations
UNCLOS  United Nations Conference on the Law of the Sea
UNEP  United Nations Environmental Programme
UNFCCC  United Nations Framework Convention on Climate Change
US  United States
WTO  World Trade Organization