

# A Man With A Mission

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allies and our Congress have, on occasion, led us to make unilateral concessions."

Kampelman, a practicing attorney for 30 years, was asked how negotiating with the Soviets compares to practicing law. "The negotiating process has many similarities," he answered. "One needs extensive preparation and one needs to analyze possible arguments of the other side. We must try to figure out what's in the best interest of the other side. Then we must explore whether their interests and objectives overlap with ours. That means we must clearly think through, and be firm about our interests and objectives. To the extent they overlap, that's what we try to emphasize."

"It is important also to avoid personalizing the other side, (to) not let personalities interfere with issues and interests. Above all, we want to persuade them that we want an agreement -- if we really want an agreement. But, if we are over-eager to reach an agreement, we are at a disadvantage because we could lose sight of our interests just for the sake of a piece of paper."

"And the other side would then see our eagerness and expect us to make the concessions. The one fundamental difference between a business negotiation and negotiating with the Soviets is that in dealing with the Soviets the issue is much more complex."

Ambassador Kampelman noted that aside from the fact that there is a question of war and peace involved, the U.S. has fundamental differences with the Soviet Union. "It's not like dealing with the Canadians," he observed. "We have different cultures and different values. We believe in freedom and democracy and the Soviets believe in totalitarianism. Our individual perceptions are that we have differing national interests."

"Moreover, we mistrust one another, and this realization is so basic that it cannot permit us to

## Peres Says Hussein's Reaction Is 'Constructive'

NEW YORK (WNS) — Israeli Premier Shimon Peres expressed satisfaction with King Hussein's initial reaction to his peace proposal promulgated at the United Nations General Assembly. Appearing on ABC-TV's "Good Morning America" program, Peres termed the Jordanian King's response, as reported in the New York Times, "constructive" and "encouraging."

In an interview with the Times, Hussein said in Amman: "I believe his (Peres) speech represents the beginning of movement

in the right direction, and reflects personal concern for the fate of future generations and a determination to contribute towards the achievement of peace in our time." Continuing, Hussein said: "I hope it is the beginning of a realization of what is required for the establishment of a just and durable peace, in other words, rapid movement towards the convening of an international conference with the participation of all of the parties of the conflict to try to tackle the issues before us before it is too late."

think about negotiations as if we are doing business as usual. The similarities are mechanical, but the differences profoundly affect those mechanics."

Is the Russian position so predictable that there is no difference who is on the Soviet negotiating team?

"The individual selected to negotiate for the Soviets is not as important as it might be in private negotiation," Kampelman responded. "The decisions are made in Moscow on the fundamental issues, and the instructions sent are precise and circumscribed. The negotiator is then asked to try to achieve those goals within

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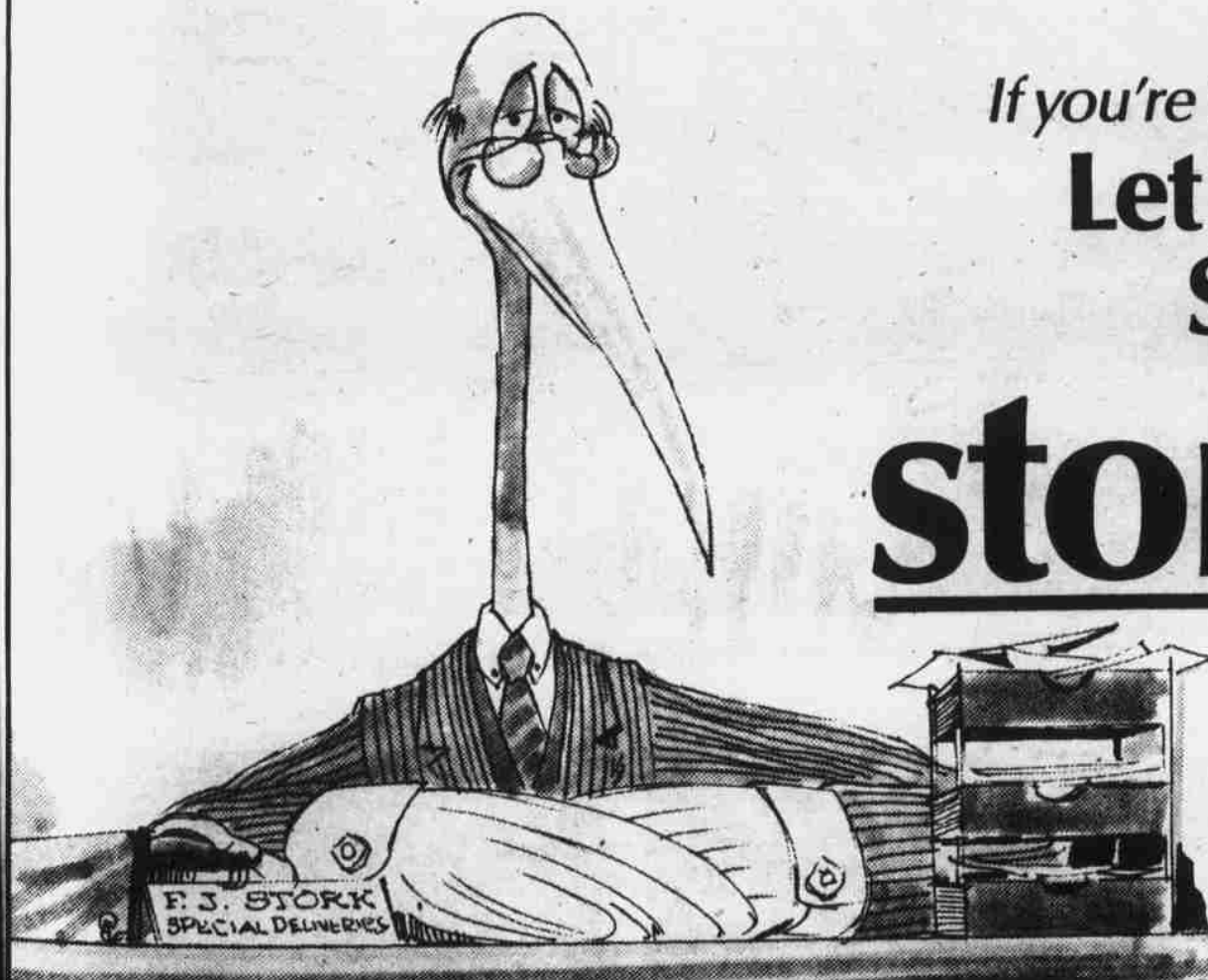
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