

legal matters should be handled by an experienced contract specialist familiar with Soviet contract law. In most cases, a negotiating team consists of two people and in some cases a third acting as lawyer. In certain circumstances it is also advisable to bring an interpreter/note-taker. The Canadian team should have full authority to negotiate legally binding agreements even when discussions take an unexpected turn. In some cases senior executives should be in attendance at the start of talks. Under other conditions, top managers are kept in reserve in case of deadlock. The Soviet side is likely to include FTO and end-user representatives and an interpreter/secretary who doubles as a protocol escort to and from meeting rooms;

- (l) Foreign Trade Officials: Soviet negotiators have become better educated, younger, pragmatic, and more business-like so commercial dialogue is more understandable, normal, and comfortable. They are more preoccupied with economics, law, management, and engineering than ideology. Jokes and small talk are not as routine as in the West. You are seldom invited home or out for any entertainment or sports. Dinners are occasionally held but only representatives of each Soviet organization attend, leaving their spouses at home. Vodka and other spirits are less common now at official functions and should never be offered as gifts. Soviets rarely reply in advance (RSVP) to invitations cards. They require at least one week's advance notice for lunch, dinner, or reception invitations.
- (m) Risk-averse: Soviet negotiators are also known to be extremely tough, experienced, and well-schooled negotiators. However, they are risk-averse and if the deal pays off there is little to gain individually. If the deal sours, the negotiator can encounter serious trouble. Negotiators in the USSR therefore enjoy certainty: typical contracts are elaborate so as to foresee all eventualities. Above all, the contract should contain a carefully drafted arbitration clause (USSR Chamber of Commerce in Moscow or preferably Stockholm) as a deterrent to disputes. The Soviets prefer negotiated dispute settlement over litigation and codified business law. The Soviets use a standard contract often