

CULTURE BASED NEGOTIATIONS

Understanding how the other side
thinks.

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- Empathic Listening
 - ▶ Builds trust and respect
 - ▶ Enables the disputants to release their emotions
 - ▶ Reduces tensions
 - ▶ Encourages the surfacing of information, and
 - ▶ Creates a safe environment that is conducive to collaborative problem solving.

LISTENING IS IT IMPORTANT?



- Willingness to let the other party dominate the discussion
- Attentiveness to what is being said
- Care not to interrupt
- Use of open-ended questions
- Sensitivity to the emotions being expressed, and
- Ability to reflect back to the other party the substance and feeling being expressed

HOW TO LISTEN WITH EMPATHY



- Acknowledge the speaker
- Increase the speaker's self-esteem and confidence
- Tell the speaker, "You are important" and "I am not judging you"
- Gain the speaker's cooperation
- Reduce stress and tension

WHEN YOU LISTEN WELL



- Build teamwork
- Gain trust
- Elicit openness
- Gain a sharing of ideas and thoughts, and
- Obtain more valid information about the speakers and subject

WHEN YOU LISTEN WELL



- Takes information from others while remaining non-judgmental and empathic.
- Acknowledges the speaker in a way that invites the communication to continue, and
- Provides a limited but encouraging response, carrying the speaker's ideas one step forward

SKILLED LISTENER



- Be attentive, interested and alert
- Be a sounding board
- Don't ask a lot of questions
- Act like a mirror
- Don't discount the speaker's feelings
- Don't let the speaker "hook" you, don't get involved in an argument
- Indicate you are listening
- Follow good listening "ground rules"

GUIDELINES FOR EMPATHIC LISTENING



STYLES OF NEGOTIATING

Types of techniques and methods of
negotiation by culture



- Monochronic
 - ▶ United States
 - ▶ Germany
 - ▶ Switzerland
 - ▶ Scandinavia
- Polychronic
 - ▶ Latin Cultures
 - ▶ France
 - ▶ Italy
 - ▶ Greece
 - ▶ Mexico

TIME ORIENTATIONS



- Start and end meetings at flexible times
- Take breaks when it seems appropriate
- Are comfortable with high flow of information
- Expect to read each others' thoughts and minds
- Sometimes overlap talk
- View start times as flexible and not take lateness personally

POLYCHRONIC CULTURES - US



- Prefer prompt beginnings and endings
- Schedule breaks
- Deal with one agenda item at a time
- Rely on specific, detailed, and explicit communication
- Prefer to talk in sequence

MONOCHRONIC CULTURES - LATIN



American etiquette

- ▶ Don't stand too close
- ▶ Discourage touching

Latin American

- ▶ More tactile and allow more touching

SPACE ORIENTATION



American, Canadian and Arab

- ▶ Sign of reliability and trustworthiness

Asian

- ▶ Looking down is usually interpreted as a sign of respect

Latin America

- ▶ Slight movement of the eyes may indicate embarrassment, showing respect, or disagreement

EYE CONTACT



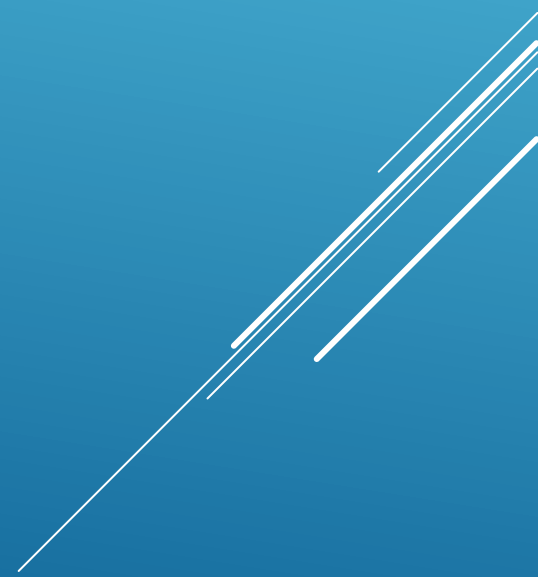
Americans

- Tend to talk with people seated opposite them or at an angle

Chinese

- Side by side

SEATING



American

- Moderate amount of nonverbal (body language)
Touching
- Looking directly into face

Japanese

- Most silence very little movement

Latin

- Extreme in some settings

NONVERBAL COMMUNICATION



High Power Distance Arab, Latin American

- ▶ Relation to wealth distribution
- ▶ The more unequal wealth the greater the distance

United States

- ▶ Not as important
- ▶ Right to use power with discretion

Low Power Distance Austria, Denmark, Israel, New Zealand, Ireland, Sweden, Norway, Finland, Switzerland, Britain, and Germany

- ▶ Shared authority
- ▶ Right to use power only in limited circumstances

POWER DISTANCE



STYLES OF NEGOTIATING

| American | Japanese | Chinese | Brazilian |
|----------------------------|-----------------------------|---------------------------------|--------------------------------|
| Prepare and Planning Skill | Dedication to job | Persistence and determination | Preparation and planning skill |
| Thinking under pressure | Perceive and exploit power | Win respect and Confidence | Thinking under pressure |
| Judgment and intelligence | Win respect and confidence | Preparation and planning skills | Judgment and intelligence |
| Verbal expressiveness | Integrity | Product knowledge | Verbal Expressiveness |
| Product knowledge | Demonstrate listening skill | Interesting | Product knowledge |
| Perceive and exploit power | Broad perspective | Judgment and intelligence | Perceive and exploit power |
| Integrity | Verbal expressiveness | | Competitiveness |

American

- ▶ Logic
- ▶ Objective facts
- ▶ Low emotional sensitivity

Latin and Japanese

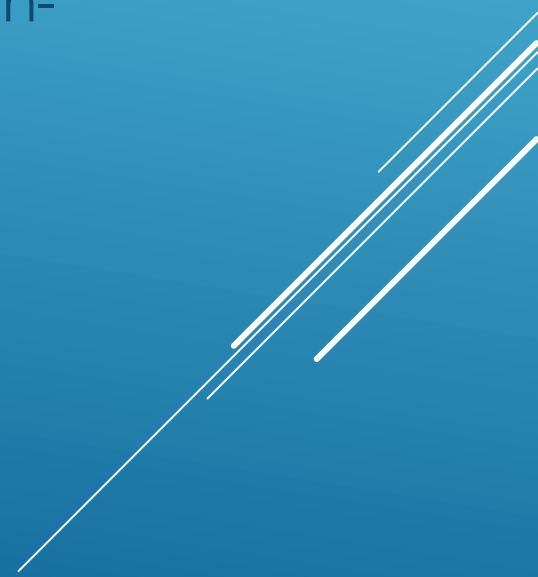
- ▶ Emotional sensitivity
- ▶ Passionate about their points of view

EMOTIONALITY



- Are competitive in their approach to negotiations, including coming to the table with a fall-back position but beginning with an unrealistic offer;
- Are energetic, confident, and persistent; they enjoy arguing their position, and see things universally—i.e., they like to talk about broad applications and ideas'
- Concentrate on one problem at a time;
- Focus on areas of disagreement, not areas of commonality or agreement;
- Like closure and certainty rather than open-endedness or fuzziness.

U.S. APPROACHES TO NEGOTIATION



Tend to rely on established relationships for help
with decisions

Confianza

- ▶ Trustworthiness
 - They know us and we know them
 - They will keep our confidences

LATIN AMERICAN NEGOTIATIONS



Culture is multi-layered

- ▶ What you see on the surface may mask difference below the surface

Culture is constantly in flux

- ▶ As conditions change, cultural groups adapt in dynamic and sometimes unpredictable ways.

Culture is elastic

- ▶ Knowing the cultural norms of a given group does not predict the behavior of a member of that group who may not conform to norms for individual or contextual reasons.

CULTURAL DIMENSIONS



Culture is largely below the surface

- ▶ Who we believe ourselves to be and what we care about

Cultural Influences

- ▶ Misunderstanding, stereotyping, negative projection

Basic summation

- ▶ “Do unto others as you would have them do unto you”

CULTURAL DIMENSIONS



Being Culture aware

- ▶ Communication (Language Barriers)
- ▶ Ways of naming, framing and taming conflict
- ▶ Approaches to meaning making
- ▶ Identities and roles

CULTURE AND CONFLICT



High-context communication

- ▶ Physical setting
- ▶ Way in which things are said
- ▶ Shared understandings
- ▶ Nonverbal cues and signals essential to comprehension of the message
- ▶ Do I prefer indirect messages from others, and am I attuned to a whole range of verbal and nonverbal cues to help me understand the meaning of what is said?

COMMUNICATION HIGH-
CONTEXT

A decorative graphic consisting of several parallel white lines of varying lengths, slanted diagonally from the bottom right towards the top right, set against a blue background.

Low-context communication

- ▶ Verbal communication
- ▶ Say what you mean and mean what you say
- ▶ Helps prevent misunderstandings
- ▶ Can escalate conflict, because it is more confrontational than high-context communication
- ▶ Do I tend to “Let my words speak for themselves.” or prefer to be less direct relying on what is implied by my communication?

COMMUNICATION-LOW
CONTEXT



- Cooperation
- Respect for and deference toward elders
- Participation in shared progress
- Reputation of the group
- interdependence

COLLECTIVE SETTING FOR NEGOTIATIONS



- Competition
- Independence
- Individual achievement
- Personal growth and fulfillment
- Self-reliance

INDIVIDUALIST SETTING FOR NEGOTIATIONS



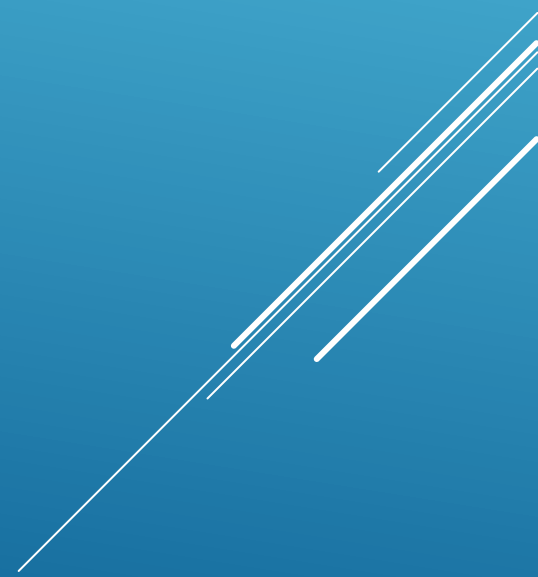
Sender

- ▶ To convey the message
 - Nonverbal communication
 - Language
 - Context

Receiver

- ▶ To understand the meaning of the message
- ▶ To understand nonverbal communication messages
- ▶ Context of the message

SOURCES OF MISUNDERSTANDING



- Active listening
- Speak directly to your opponent
 - ▶ Avoid distractions by others
- Speak about yourself and not your opponent
 - ▶ Your feelings, motives, avoid YOU messages
- Speak for a purpose
 - ▶ Avoid too much communication
- Avoid inflammatory language
- Treat everyone with respect

HOW TO AVOID MISUNDERSTANDING

