

National Negotiating Style Differences: The Challenge of a Culturally Diverse, Globally Interdependent World



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National Negotiating Style Differences: Challenges of a Culturally Diverse, Globally Interdependent World

Topics to Cover:

- Theses on Importance of NNS Differences
- Definitions of Terms: Culture, ICC, NNS
- * Two Main Theses of ICC Field, & NNS
- Visible and Invisible Aspects of Culture
- Two Archetypal Cultural Paradigms or Worldviews
- Additional Sets of Opposite Values Underlying Behavior in Different Cultures & Their NNS
- Additional Differences in NNS of Different Countries
- NNS Characteristics of Different Countries: List of Countries
- Three Generalizations re: NNS of Western vs. non-Western countries.
- NNS of US, Japan, Russia, China, France, Egypt, Mexico, India, & Brazil. Only time to cover a couple today: US & Japan
- * Conclusions on NNS
- Possibility of a Third Cultural Paradigm Emerging Today
- * Recommended Sources on ICC & NNS



National Negotiating Style Differences: Challenges of a Culturally Diverse, Globally Interdependent World

Theses on Importance of NNS Differences:



NNS reflect cultures & values underlying different cultures' behavior.

The challenge of an interdependent world: all the cultures, and their different negotiating styles, are interacting with each other.

When go to negotiate, two important things:

- 1) the conflict issue to be negotiated;
 - 2) the cultural negotiating style of the two+ parties, which reflects their cultural values, & gets superimposed on the conflict issue
- 'IF' don't understand culture & negotiating style of other partner, can offend them, & undermine chance of an agreement on the issue.



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Definitions of Terms:

Culture: broad definition; all of our socially-learned behavior

Socialization: how we learn our culture—through many institutions and agents of socialization in different areas.

Intercultural Communication (ICC): what happens when people from different cultures come together to interact, communicate, & negotiate with each other.

National Negotiating Styles (NNS): a subarea of ICC; how underlying values effect cultural behavior & NNS.



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Two Main Theses of ICC Field, & NNS:

- * The message sent is often not the message received—especially when people don't know each other's cultures.
- * DIE: Description, Interpretation, Evaluation or Judgment of the Behavior of Someone from Another Culture. Problem comes when people from two cultures interpret the same behavior or words in different ways, because they don't know the other culture, & thus interpret the other culture's behavior based on its meaning in *their own* culture instead, which can then lead to a negative judgment of the other party.



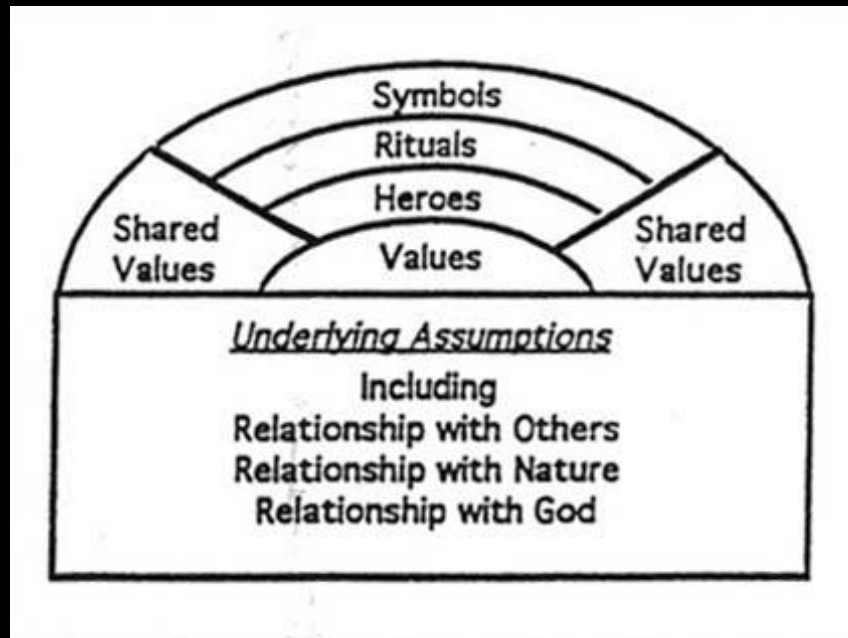
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Visible and Invisible Aspects of Culture:



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Two Archetypal Cultural Paradigms or Worldviews—Based on Assumptions about:

- * Relationships with Others
- * Relationships with Nature
- * Relationship with God/Spirit

(see next slide)



Two Opposite Archetypal Cultural Paradigms or Worldviews—re: Relations with Others, Nature, & God/Spirit:

1) Segmented: All is Separate

2) Homogenized Unity: All is One



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<u>AREA</u>	<u>SEGMENTED THINKING WORLD VIEW</u>	<u>INTERDEPENDENT THINKING & WORLDVIEW</u>
IDENTITY	Individual Identity—As Separate Individuals	Collective Identity—As Members of a Group, i.e., in Relationship to Others
SOCIETY	Separate Individuals	Homogenized Unity
NATURE	Separate from Nature, thus Try to Control Nature	Part of Nature, thus Live in Harmony with Nature
GOD/SPIRIT	God is Transcendent and Separate from Humans	Spirit is Indwelling in Nature & in All Things-- Minerals, Plants, Animals, & Humans
SCIENCE	Divide Reality Up Into Separate Parts and Analyze Each Separately	Reality is an Interdependent Whole; Seek to Balance Different Parts Relative to Each Other
MEDICINE	Body Made Up of Separate Parts; Take Out Defective Parts Through Surgery, Etc.	Body is an Energy Flow System--Ki. Goal is to Keep Energy in Different Parts of Body in Balance.
CONFLICT RESOLUTION	Adversarial, Win-Lose Approach (Win for Own Side); Example: Litigation	Seek Harmony and Win-Win Outcomes. Example: Mediation.
CULTURE	Low Context: Goal & Results-Oriented (Male Principle); More Western Cultures	High Context: Process & Relationship-Oriented (Female Principle); More Eastern/Non-Western Cultures.

National Negotiating Style Differences:

Additional Sets of Opposite Values Underlying Behavior in Different Cultures & Their NNS:

- * High Context Cultures vs. Low Context Cultures
- * Collective Identity vs. Individual Identity Cultures
- * Indirect vs. Direct Communication Cultures
- * Nonverbal vs. Verbal Communication Cultures
- * Neutral Cultures vs. Affective Cultures
- * Particularist Cultures vs. Universalist Cultures
- * Diffuse Cultures vs. Specific Cultures

Note: If know even the first three value characteristics of a culture, will know a lot about their NNS.



National Negotiating Style Differences:

Additional Sets of Opposite Values Underlying Behavior in Different Cultures & Their NNS:

(continued-2)



- * Ascribed Status vs. Achieved Status Cultures
- * Being Cultures (Inner Mastery/Peace) vs. Doing Cultures (Outer Mastery & Action in the World)
- * External LOC (Living in Harmony with Cycles of Nature) vs. Internal LOC/Motivation (Seeking to Control Nature for Own Human Ends)
- * Synchronic Time vs. Linear Time Cultures
- * Space (More vs. Less) Between People When Talking



National Negotiating Style Differences:

Additional Differences in Negotiating Styles of Different Countries:

- * Concrete Thinking Cultures (Japan, China) vs. Abstract Thinking Cultures (Russia) vs. Both (US: many Nobel Prize winners in science, plus practical, “can do” culture).
- * Hierarchical /Dominant vs. Horizontal/Egalitarian Cultures
- * Autocratic/Dictatorial Cultures vs. Democratic Cultures:
- * Negotiators must report to Leader vs. Negotiators given more freedom to suggest new ideas in negotiation.
- * Compromise Good (USA) vs. a Sign of Weakness (Russia)
- * Agreement a Legal Doc/Final (US) vs. Open-Ended (China)
- * Negotiators Seek Detailed Agreements (covering all contingencies-USA) vs. General Agreements (Japan, Others)



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National Negotiating Styles of Different Countries:

- *USA* *Egypt*
- *Japan* *Mexico*
- *Russia* *India*
- *China* *Brazil*
- *France*



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National Negotiating Styles of Different Countries: Three Generalizations:

- * In general, Western countries are more low context, and non-Western countries more high context cultures.
- * In general, Western countries have more individual identity, and non-Western cultures more collective identity.
- * In general, Western countries have more direct communication styles, and non-Western countries more indirect communication styles.

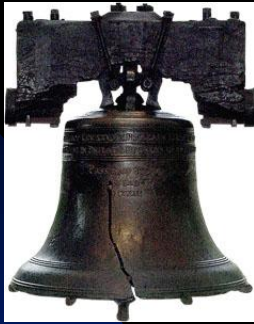


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U.S. Negotiating Style Characteristics:

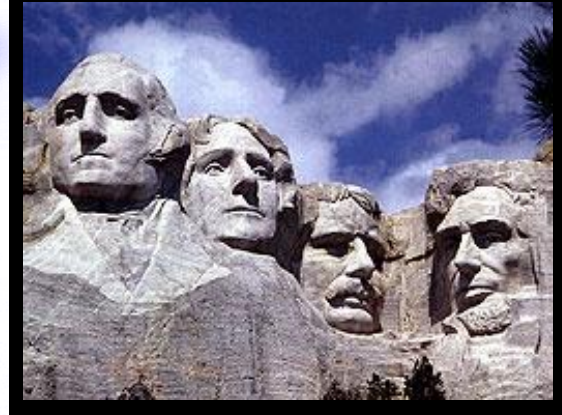
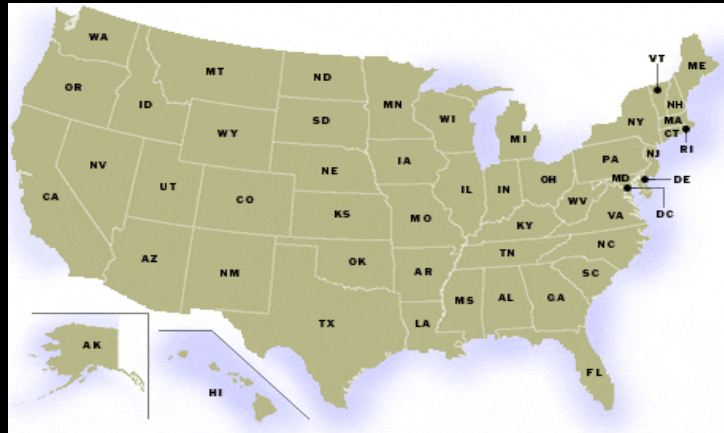


Key Symbols of US Culture:



Click on a symbol or motto.

GreatSeal.com

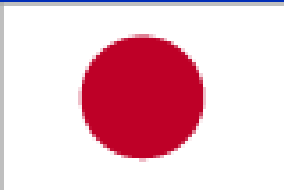


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Japanese Negotiating Style Characteristics:



Key Symbols of Japanese Culture:

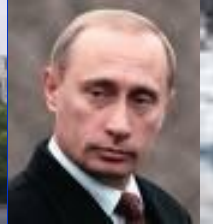
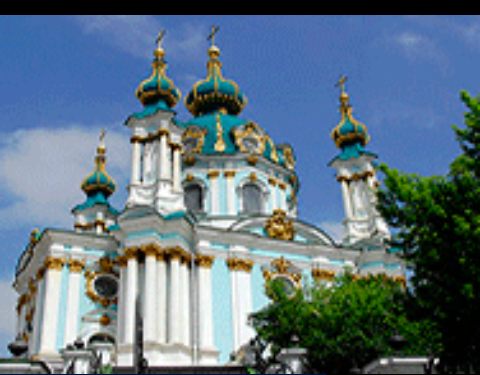


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Russian Negotiating Style Characteristics:



Key Symbols of Russian (& former Soviet) Culture:

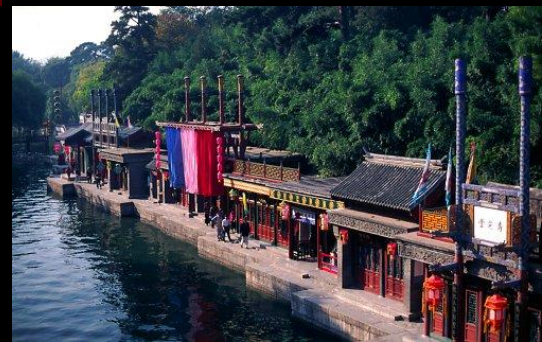
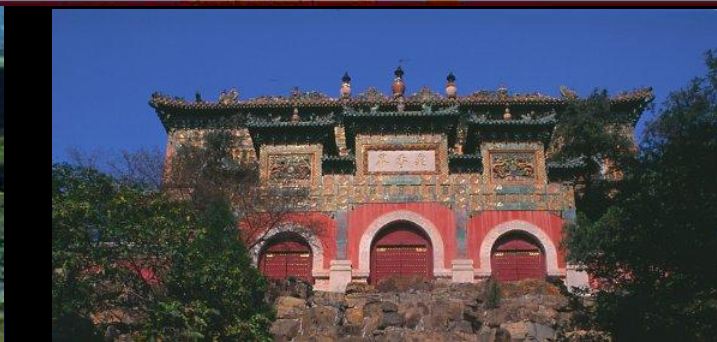


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Chinese Negotiating Style Characteristics:



Key Symbols of Chinese Culture:

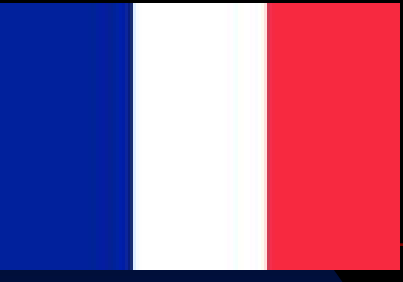


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French Negotiating Style Characteristics:



Key Symbols of French Culture:



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Egyptian Negotiating Style Characteristics:



Key Symbols of Egyptian Culture:



THE HIEROGLYPHIC ALPHABET

A	I-Ya	Y	A	E	W
B	P	F	M		
N	R	H	H		
Kh	S	Sh			
Q	K	G	T		
Tsh	D	Dj	L		

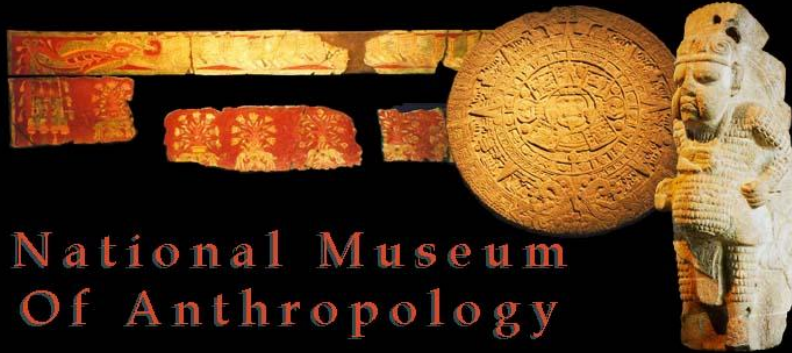


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Mexican Negotiating Style Characteristics:



Key Symbols of Mexican Culture:



National Museum
Of Anthropology

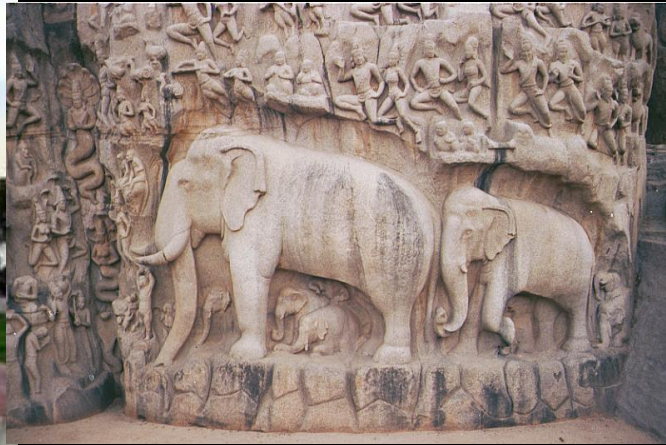


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Indian Negotiating Style Characteristics:



Key Symbols of Indian Culture:



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Brazilian Negotiating Style Characteristics:



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Key Symbols of Brazilian Culture:



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Conclusions on National Negotiating Styles:

National Negotiating Styles reflect a country's cultural behavior & the values underlying that behavior.



Before going to another culture, do your homework and learn basic characteristics of their culture & negotiating style, so not surprised when their behavior is different from yours.

Once in another culture:

- * Watch behaviors of respected leaders as models to follow.
- * Find a local mentor or teacher to consult about proper behavior.
- * Realize everyone is different—even in group cultures. Get to know each person to see how much they reflect their culture or not.



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Conclusions on National Negotiating Styles:

- * Cultures are also dynamic and changing, not static—especially as people from different cultures are increasingly interacting globally.
- * Thus NNS are also evolving.
- * Identities of many people are becoming more complex and influenced by the different cultures they have interacted with.
- * The ICC Field also recommends that people learn “style switching,” i.e., adapt in one’s negotiating style to the other culture one is negotiating with.
- * This doesn’t mean you lose your own culture.
- * Ideally both sides should go half way to adapt to each other’s NNS. Example: A Westerner & a Japanese: can both shake hands & bow+exchange business cards/meishi when meeting.



Possibility Today of a Third Cultural Paradigm Worldview Emerging—as All Cultures Interact:

- 1) Homogenized Unity: All is One.
- 2) Segmented: All is Separate.
- 3) Complex Systems: Based on BOTH Interdependence/Unity AND Diversity of Cultures.

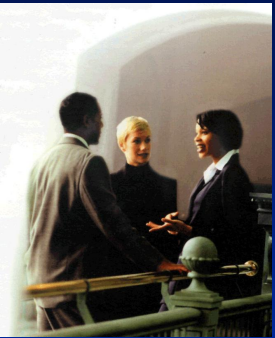
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<u>ITEM</u>	<u>POLE ONE</u>	<u>BOTH/AND</u> <u>(not either/or)</u>	<u>POLE TWO</u>
<u>Cultural Identity</u>	Group/Collective Identity	<u>Both Group AND Individual Needs and Identity Important (Maslow's Synergetic Society)</u>	<u>Individual Identity</u>
<u>Male -Female Principle s</u>	Female Principle: Identity through Relationships	<u>Both Relationships AND Achievements Important</u>	<u>Male Principle: Identity through Achievements</u>
<u>Means/End s</u>	Means More Important (more Eastern Cultures)	<u>Means AND Ends Both Important (Gandhi: "The means are as important as the ends.")</u>	<u>Ends More Important (more Western Culture s)</u>
<u>Spiritual/ Material Value s</u>	Spiritual/Unseen Values Most Important	<u>Both Spiritual AND Material Value s Important</u>	<u>Material/Seen Value s Most Important</u>
<u>High-Low Context Culture s</u>	High Context Cultures: More Process-Oriented. Must develop relationships and get to know people (develop trust) before can do business	<u>Both Relationships /Process AND Goals/ Achievements Important</u>	<u>Low Context Culture s: More Goal/ Achievement Oriented. Can do business with anyone (because have protection of the law)</u>
<u>Culture & Thinkin g</u>	Concrete Thinking More Prevalent: conversation tends to the concrete.	<u>Concrete AND Abstract Thinkin g Prevalent</u>	<u>Abstract Thinkin g More Prevalent: conversation tends to the abstract.</u>
<u>Religion</u>	Immanent Spirituality	<u>Both Immanent AND Transcendent Form s of Spirituality</u>	<u>Transcendent God</u>
<u>Religion</u>	Female Images of Divinity: Nature Spirits, Mother Nature/Goddess, and/or Goddesses	<u>Male AND Female Images of Divinity: God s & Goddesses as Attribute s of the One God or Spirit (which transcends all duality)</u>	<u>Male Images of Divinity: One God (Male)</u>

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What Future Will We Create-- For Humanity and the World???



The Future is In Our Hands



National Negotiating Style Differences:

Suggested Sources on ICC & NNS:

- * Hans Binnendijk, *National Negotiating Styles* (first U.S. State Dept., Center for Study of Foreign Affairs, study on NNS of six countries—France, Japan, Russia, China, Egypt, & Mexico).
- * John McDonald, “An American’s View of a U.S. Negotiating Style,” in *International Negotiation* (1996)
- * Craig Storti, *Figuring Foreigners Out. Workbook.*
- * Fons Trompenaars & Chas. Hampton-Turner, *Riding the Waves of Culture.* Has data from surveys in many countries.
- * Film Series, *Going International*, by Copeland & Griggs.
- * Society for Intercultural Education, Training, & Research.
- * Summer Institutes in ICC. * Intercultural Press
- * *Culturegrams*—on most countries of the world.
- * Many books/articles on culture & NNS of different countries.



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Articles available from Linda Groff on “The Dialogue of Cultures, Civilizations, & Religions,” & related topics.

Future article by Linda Groff on: “National Negotiating Styles: Challenges of a Culturally Diverse, Globally Interdependent World.”

** Leave card if interested.



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Thanks To:

Pony Vigil--For Help Designing an Earlier Version
of This PowerPoint Presentation



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"Our generation has arrived at the threshold of a new era in human history: the birth of a global community. Modern communications, trade and international relations, as well as the security and environmental dilemmas we all face, make us increasingly interdependent. No one can live in isolation. Thus, whether we like it or not, our vast and diverse human family must finally learn to live together. Individually and collectively we must assume a greater sense of Universal Responsibility."

--The XIVth Dalai



Lama

