Welcome Back!

Distinct Negotiation Challenges:
From Cross-Cultural to Cross-Office
Affiliation Example: Sloanie Using LinkedIn

“When interviewing recently (on campus), I found out the name of the interviewer. It turned out the interviewer and I had a shared relationship. I reached out to our mutual friend who provided me insight about their extra-curricular activities, their family status (he had just had a baby). During the interview I was able to use this – I picked examples from my experience that would generate empathy. At the end of the interview I mentioned that we had a shared friend, to further seal the connectivity with the interviewer. Success...!!”
CROSS-CULTURAL NEGOTIATIONS

- Great opportunity to create value
- But must overcome challenges for reaching integrative agreements:
  - Cognitive: Understanding other’s interest/priorities
  - Emotional: e.g., building affiliation
- What is “culture”?
CULTURE

Culture: traditional definition: set of beliefs, values, norms, assumptions, shared by a members of a group.

Do cultures exist? Is there any set of shared beliefs, values, norms, assumptions in U.S.?

Culture: sociological definition: “Toolkit”: A range of different ways of acting and understanding.

Toolkits overlap but are not identical
Often Discussed Cultural Dimension

- Individualism v. Collectivism
- Should we assume counterparty from “collectivist” culture will tend to be more cooperative?
Often Discussed Cultural Dimension

Should we assume counterparty from “collectivist” culture will tend to be more cooperative?

Beware:

(i) Complexity (e.g., in/out groups)
(ii) Internal variations (e.g., occupation)
(iii) Adjustment to counterparty
PRACTICAL STEPS

• Learn about the individual counterparty (including their experience negotiating cross-culturally)

• Anticipate possible cultural differences and consider these as one possible explanation of action of counterparty (Avoid over-attributing behavior to culture)

• Expect process to require more time/effort to understand interests

• Pay attention to emotional dynamics: are you creating rapport or distrust?
CULTURAL ISSUES TO LOOK OUT FOR

- Direct vs. indirect communication
  - Are Americans “direct”? 

- Importance of status varies

- Different ways of showing respect/appreciation (formal vs. informal behavior)

- Perception of time

- Centrality of contract versus relationship
Most common form of negotiations: Internal

- “internal” negotiations are not held with a party that is on the “other side,” but with one that is on “your side.” These are the people we interact with most often.
- Often we don’t recognize these as negotiations and therefore do not act with conscious strategy.
- Understanding each other’s interests is often harder in internal negotiations.