

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

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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

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