

# Bridge to Tomorrow

## Intercultural Competence Demystified

**Suzanne Milton**

Dean of Libraries & Learning Commons



**Qing Meade**

Diversity & Inclusion Librarian



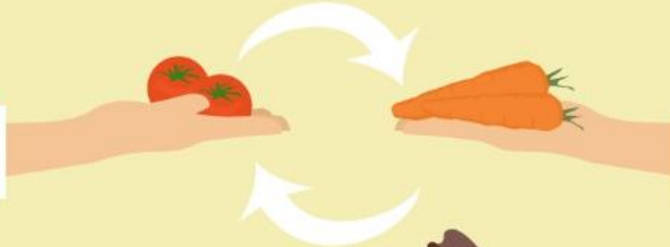
# *A Cheat Sheet for* **NEGOTIATION** IN DIFFERENT CULTURES



## THE 6 TYPES OF UNIVERSAL NEGOTIATION

The principles of negotiation are the same around the world, and they always have been. These 6 stages of negotiation have been proven to exist in every culture – but their order and implantation change from place to place and person to person:

**BARTERING**



"Let's swap!"

"How about 3?"



**BIDDING  
OR HAGGLING**

**HARD  
BARGAINING**



okay?



"No way!"

"Agreed!"



**WIN-WIN**

**CONCESSION  
TRADING**



"You have to give up something too!"

**RELATIONSHIP  
BUILDING**



"We love that!"

## THE 5 STEPS TO UNDERSTANDING CULTURE

*The culture of a people is everything that one must learn in order to behave in ways recognisable, predictable and understandable to those people*

*The way we do things around here*

### Culture is...

#### PERCEPTIVE

The same gesture can be perceived in different ways.

##### Thumbs-Up

Great in UK/North America but is the equivalent to giving the middle finger in Greece/Sardinia.

##### Tapping Your Temple

Often means 'I've got a good memory' in UK/North America but can mean 'You're insane' in Russia.

##### Nodding Your Head

Means 'Yes' in Western Europe/North America but means 'No' in Turkey, Bulgaria, and Armenia.

#### COLLECTIVE

We might talk about 'British' tendencies, but this can be broken down further into 'Northern', 'London', 'West Country'. Each of these has completely different attitudes to things like Public Displays of Affection, or even to politeness in conversation.

#### LEARNED

We all have different attitudes based on our own experiences. Different types of handshake may cause people to react in different ways.

#### RELATIVE

How we look at different cultures differs depending on our own culture. An American's view of French people is different to a Japanese person's.

#### FLUID

Culture is constantly evolving. Living in a given country doesn't mean you'll subscribe to the same values – especially if territories have been divided. The same person can have European values, British values and Welsh values, but they might live in Texas and be used to American negotiation style.



# THE 3 TYPES OF CULTURAL NEGOTIATORS

According to Richard D Lewis, author of 'When Cultures Collide' there are three basic types of cultural orientation:



Most common clashes occur between Linear-Actives and Multi-Actives as Reactives tend to respond and adapt to the particular style they encounter rather than seek to impose their own cultural style.

# THE 6 SLIDING SCALES OF PRIORITIES

## IN DIFFERENT CULTURES

According to Fons Trompenaars and Charles Hampden-Turner in their book, "*Riding The Waves of Culture*"

*Different cultures tend to fall at different points on these spectrums which could cause clashes.*





## 1 PRINCIPLE VS PRAGMATISM

*How we approach rules and contracts*



**Principle:** Time, logic and contracts are a big concern in negotiation.  
**Pragmatism:** Relationship and trust are important. They are flexible with time and structure.



## 2 INDIVIDUAL VS COMMUNITY

*How we approach collaboration and independence*



**Individual:** Quick-decisions, committed decisions, high self-interest, talks from the 'I' perspective.  
**Community:** Negotiate in teams, consult with bosses, evaluate from organisational benefit, talk from the 'we' perspective.



## 3 SPECIFIC VS DIFFUSE

*How we separate work from personal life*



**Specific:** Speak directly and bluntly (can be perceived as aggressive), transparent with their aims, separate business and social spheres, approach every situation differently.  
**Diffuse:** Speak circuitously (can be perceived as evasive), may have a non-stated agenda, view business and personal as overlapping, avoid conflict to protect relationship, evaluate situations as part of the wider context.



## 4 ACHIEVEMENT VS. ESTEEM

*How we approach status in negotiations*



**Achievement-Oriented:** Specialists in their jobs, varying in age/gender/class/ethnicity, respect expertise and track record, competence is valued over seniority, should include a senior figure when negotiating with esteem-oriented counterparts.  
**Esteem-Oriented:** Senior people in the company, respect seniority, should include a functionally competent figure when negotiating with achievement-oriented counterparts, resent having their functional competence exposed.



## 5 INNER-DIRECTION VS. OUTER-DIRECTION

*How we adapt to changing circumstances*



**Inner-Directed:** Narrow objectives, accept and embrace conflict, stick to their convictions, resilient to changing their position and avoidant of changing circumstances.  
**Outer-Directed:** May have multiple objectives, view conflict as disruptive, adapt easily to changing circumstances.



## 6 SEQUENTIAL TIME VS. CYCLICAL TIME

*How we approach time constraints*



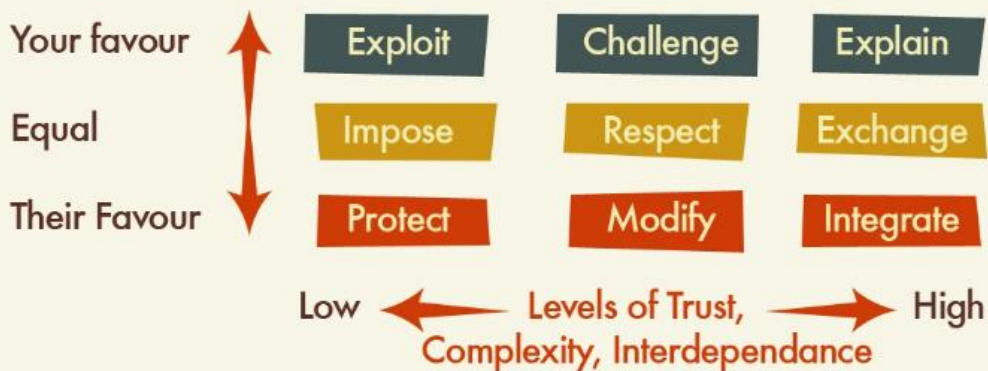
**Sequential:** Prefer to negotiate one issue at a time, base negotiations on a schedule, unwilling to deviate from set plan.  
**Cyclical:** Prefer to negotiate multiple issues simultaneously, no strict agenda, will adjust schedules to suit priorities and circumstances.

## By Country

PRINCIPLE	INDIVIDUAL	SPECIFIC	ACHIEVEMENT	INNER DIRECTION	SEQUENTIAL
USA Sweden United Kingdom Netherlands Germany Czech republic France Nigeria Japan India Indonesia China Russia Venezuela	Czech republic Russia USA Netherlands UK Sweden Germnay Nigeria China Malaysia Brazil France India Japan	Sweden Netherlands UK France Russia Germnay USA Brazil Poland Japan India Austria Indonesia Venezuela Nigeria China	Norway USA UK Nigeria Germnay India France Rissua Netherlands China Japan Austria Indonesia Poland Spain Czech republic Egypt	Norway USA UK France Brazil Netherlands Thailand Indonesia Nigeria Germany India Japan Czech Republic Egypt Russia China Venezuela	Brazil USA Nigeria Norway UK Netherlands Indonesia Germany Japan France Sweden South Korea Czech republic Chnia Israel Hong Kong
PRAGMATISM	COMMUNITY	PRINCIPLE	PRINCIPLE	OUTER DIRECTION	PRINCIPLE

## This table will come in handy

### Balance of Power





## THE 9 WAYS TO TO BALANCE NEGOTIATION POWER

Negotiation requires a lot of give and take. At different times, the power may shift in your favour or in the counterparties favour, but you can implement one of these strategies to move towards a resolution.

### PROTECT

Make an emphasis on protecting your interests by refusing to be swayed by arguments from the counterparty.

### IMPOSE

It may be beneficial to impose our cultural norms on the other party (for example, asking for a contract)

### EXPLOIT

When we have bargaining power, it may be beneficial to use the counterparty's cultural norms against them (forcing them to concede to 'save face' for example).

### MODIFY

We may have to alter our thinking, expectations and behaviour to suit the other party and the situation.

### RESPECT

We may choose to express overt respect and acknowledgement of foreign culture to ingratiate ourselves with the counterparty.

### CHALLENGE

You can (politely) call into question our opponents cultural paradigms (for example asking why they are so concerned with time-constraints).

### EXPLAIN

Sometimes you may be required to explain certain cultural paradigms that might constrain the negotiation.

### EXCHANGE

Acknowledging and accepting the cultural differences from both parties can be a good way to move towards resolution.

### INTEGRATE

When the counterparty holds more power, it may benefit you to adapt to their cultural negotiation style.

Each of these is also dependent on the trust afforded each party, the complexity of the negotiation and how much the parties depend on each other.



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