

NEGOTIATING ACROSS CULTURES (A communication perspective)

Written & Edited by Paul J. Firman, Air Force Negotiation Center

According to the Air Force Culture and Language Center, Cross-Cultural Competence or 3C is defined as “the ability to quickly and accurately comprehend and then act appropriately and effectively in a culturally complex environment.” The idea is to achieve a desired effect, without necessarily having prior exposure to a particular group, region, or language.

NOTE: Key summary is the ability to Comprehend, Act, and Achieve a desired effect – without prior exposure!

Lack of awareness can lead to misinterpretation, misunderstanding, and unintentional insult. For example, if you were walking into a negotiation with a Kenyan host and he grabbed your hand as you entered the room, your initial reaction could result in an unintended offense. You have an opportunity to counter incorrect stereotypes and begin to build trusting relationships. Simply being aware of how culture affects a negotiation can help you achieve mission success.

Worldview

Important to any cross-cultural negotiation is a brief understanding of worldview. Worldview is how people see, assess and judge events around them. This often includes abstract notions about the way the world is and often operates at the subconscious level. In part, this is who we are and can be discussed in a variety of sub categories that include individualistic or low context and collectivistic or high context societies. [1]

When discussing cross-cultural negotiations, individualistic (low context cultures) and collectivistic or (high context cultures) can explain a considerable amount of cultural misunderstandings. In today's military environment it is not enough to simply focus on negotiation concepts; one must also consider how culture can impact the negotiation process.

Understanding a Low Context Society

Cultures such as the US and Northern European countries tend to be more on the individualistic or low context side.

Individualistic values: [2]

Have an “I” orientation

Value “truth” over harmony & face

Value task over relationships

The relatively extreme individualistic norm of American mainstream culture is made possible by a relatively high and dependable standard of living that allows self-sufficiency. This self-sufficiency often results in people valuing mastery of certain skills or being able to perform under pressure—by competing with and doing better than others. Personal independence is a virtue and often impacts the way we negotiate. Open debate is valued as a way to meet one's needs.

In a negotiation, low context cultures use direct communication with explicit verbal expressions and use much more factual and background information when speaking. Accuracy, directness, and clarity of speech are valued. Examples of low context cultures include the United States,

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Mark Steyvers



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Negotiating Across Cultures Raymond Cohen, 1997 In this revised edition as in the first Cohen explores how cultural factors have affected U S dealings with Japan China Egypt India and Mexico He demonstrates that there are two quite different models of negotiation low context a predominantly verbal and explicit style typical of individualistic societies such as the United States and high context a style associated with nonverbal and implicit communication more typical of traditionally interdependent societies

A Handbook of International Peacebuilding John Paul Lederach, Janice Moomaw Jenner, 2002-10-10 This much needed handbook offers conflict resolution professionals working or planning to work in foreign countries a critical step by step guide for dealing with difficult and potentially dangerous disputes in other nations The editors John Paul Lederach and Janice Moomaw Jenner have gathered a stellar panel of seasoned experts who illustrate how to approach international peacebuilding with effective actions and approaches gained through experience that will contribute ultimately to a more positive outcome Based on the experience of the contributors work as global peace brokers the book includes a wide array of guidelines pragmatic approaches and models of constructive culturally appropriate ways to respond to conflict

Conflict and Sustainability in a Changing Environment Gwendolyn Smith, Elena P. Bastidas, 2017-01-02 Using a case study of the Trio indigenous peoples in Suriname Conflict and Sustainability in a Changing Environment presents an inside view of a community facing climate change and on the path toward sustainable development Smith and Bastidas take the reader beyond an examination of examples from the field of practice and into a thorough case study on climate change With more than ten years of field experience Smith and Bastidas present an in depth bottom up analysis of sustainable development including tools for practitioners insight for academics and advice to policymakers

Peacemaking in International Conflict I. William Zartman, 2007 This updated and expanded edition of the highly popular volume originally published in 1997 describes the tools and skills of peacemaking that are currently available and critically assesses their usefulness and limitations

The SAGE Handbook of Conflict Resolution Jacob Bercovitch, Victor Kremenyuk, I William Zartman, 2008-12-03 The SAGE Handbook of Conflict Resolution demonstrates the range of themes that constitute modern conflict resolution It brings out its key issues methods and dilemmas through original contributions by leading scholars in a dynamic and expanding field of inquiry This handbook is exactly what it sets out to be an indispensable tool for teaching research and practice in conflict resolution Peter Wallensteen Professor of Peace and Conflict Research Uppsala University and University of Notre Dame Bercovitch Kremenyuk and Zartman are among the most important figures in the conflict resolution field They have pieced together with the help of more than 35 colleagues from numerous countries a state of the art review of the sources of international conflict available methods of conflict management and the most difficult challenges facing the individuals and organizations trying to guide us through these conflict ridden times The collection is brimming with penetrating insights trenchant analyses compelling cases and disciplined speculation They help us understand both the

promise of as well as the obstacles to theory building in the new field of conflict resolution Lawrence Susskind Professor and Director of the MIT Harvard Public Disputes Program The last three sentences of this persuasive book We conclude this volume more than ever convinced that conflict resolution is not just possible or desirable in the current international environment It is absolutely necessary Resolving conflicts and making peace is no longer an option it is an intellectual and practical skill that we must all possess If you are part of that we intellectually or professionally you will find this book a superb companion Thomas C Schelling Professor Emeritus Harvard University and University of Maryland Conflict resolution is one of the fastest growing academic fields in the world today Although it is a relatively young discipline having emerged as a specialized field in the 1950 s it has rapidly grown into a self contained vibrant interdisciplinary field The SAGE Handbook of Conflict Resolution brings together all the conceptual methodological and substantive elements of conflict resolution into one volume of over 35 specially commissioned chapters The Handbook is designed to reflect where the field is today by drawing on the contributions of experts from different fields presenting in a systematic way the most recent research and practice Jacob Bercovitch is Professor of International Relations and Fellow of the Royal Society at the University of Canterbury in Christchurch New Zealand Victor Kremenyuk is deputy director of the Institute for USA and Canada Studies Russian Academy of Sciences Moscow He is also a research associate at IIASA I William Zartman is Jacob Blaustein Professor of Conflict Resolution and International Organization at the Nitze School of Advanced International Studies of Johns Hopkins University

The Palgrave Encyclopedia of Peace and Conflict Studies Oliver P. Richmond, Gëzim Visoka, 2022-06-21 This encyclopaedia provides a comprehensive overview of major theories and approaches to the study of peace and conflict across different humanities and social sciences disciplines Peace and conflict studies PCS is one of the major sub disciplines of international studies including political science and international relations and has emerged from a need to understand war related systems and concepts and how to respond to it afterward As a living reference work easily discoverable and searchable the Palgrave Encyclopedia of Peace and Conflict Studies offers solid material for understanding the foundational historical and contemporary themes concepts theories events organisations and frameworks concerning peace conflict security rights institutions and development The Palgrave Encyclopaedia of Peace and Conflict Studies brings together leading and emerging scholars from different disciplines to provide the most comprehensive and up to date resource on peace and conflict studies ever produced

Context and Pretext in Conflict Resolution Kevin Avruch, 2015-11-17 Written by a distinguished scholar this book explores themes of culture identity and power as they relate to conceptions of practice in conflict resolution and peacebuilding Among the topics covered are ethnic and identity conflicts culture relativism and human rights post conflict trauma and reconciliation and modeling varieties of conflict resolution practice *Context and Pretext in Conflict Resolution* is the winner of the 2014 Conflict Research Society Book of the Year Prize

International Commercial Agreements William Fox, Ylli Dautaj, 2023-12-05 Precise planning drafting and vigorous negotiation lie at the

heart of every international commercial agreement But as the international business community moves toward the third decade of the twenty first century a large amount of the detail of these agreements has migrated to the Internet and has become part of electronic commerce This incomparable one volume work now in its seventh edition begins by discussing and analyzing all the basic components of international contracts regardless of whether the contracting parties are interacting face to face or dealing electronically at some distance from each other The work stands alone among contract drafting guides and has proven its enduring worth Using an established and highly practical format the book offers precise information and analysis of a wide variety of issues and forms of agreement as well as the various forms of international commercial dispute resolution The seventh edition includes new and updated material on a large number of issues and concepts such as new developments and technical progress in electronic commerce the use of concepts of standardization i e the work of the International Organization for Standardization as a contract drafting tool new developments in artificial intelligence in contract drafting the use of cryptocurrencies as a payment device expedited arbitration early neutral evaluation and digital procedures for dispute resolution online dispute resolution including the phenomenon of the robot arbitrator and foreign direct investment investment law and investor state dispute resolution Each chapter provides numerous references to additional sources including websites journal articles and texts Materials from and citations to appropriate literature and languages other than English are included Recognizing that business executives entering into an international commercial transaction are mainly interested in drafting and negotiating an agreement that satisfies all of the parties and that will be performed as promised this superb guide will measurably assist any lawyer or business executive in planning and implementing contracts and resolving disputes even when that person is not interested in a full blown understanding of the entire landscape of international contracts Business executives who are not lawyers will find that this book gives them the understanding and perspective necessary to work effectively with legal experts

International Commercial Agreements and Electronic Commerce William F. Fox, 2018-03-26 Although negotiation still lies at the heart of international commercial agreements much of the detail has migrated to the Internet and has become part of electronic commerce This incomparable one volume work now in its sixth edition with its deeply informed emphasis on both the face to face and electronic components of setting up and performing an international commercial agreement stands alone among contract drafting guides and has proven its enduring worth Following its established highly practical format the book s much appreciated precise information on a wide variety of issues including those pertaining to intellectual property alternative dispute resolution and regional differences is of course still here in this new edition There is new and updated material on such matters as the following the need for contract drafters to understand and to use the concepts of standardization i e the work of the International Organization for Standardization ISO as a contract drafting tool new developments and technical progress in e commerce new developments in artificial intelligence in contract drafting the possible use of electronic

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Negotiating on the Edge Scott Snyder, 1999 The ordeal of negotiating with North Koreans during the Cold War has left the impression of a crazy and bizarre diplomacy of negotiators who insult and provoke their Western counterparts while fabricating crises and fomenting discord As *Negotiating on the Edge* reveals however there is not only a method to this madness but also an ongoing shift toward a less provocative negotiating style Drawing on interviews with an eminent cast of U S officials and marshalling extensive research on North Korea past and present Scott Snyder traces the historical and cultural roots of North Korea s negotiating behavior and exposes the full range of tactics in its diplomatic arsenal He explains why North Koreans behave as they do and he argues that there is in fact an internal logic to what often seems to be outrageous conduct Finally Snyder explores how economic desperation and the end of the Cold War have forced North Korea to modify its negotiating style and objectives Focusing on the U S negotiating experience with North Korea in the 1990s Snyder also deals comparatively with recent South Korean and multilateral attempts to engage Pyongyang

International Security Patrick M. Morgan, 2006-02-27 Conflict be it war between states ethnic violence civil war or terrorist activity endures despite immense efforts to end it How do states cope with conflict minimize future threats and reduce the risk of insecurity Morgan outlines a spectrum of solutions states use to manage violent conflict ranging from strategies that individual governments enact largely on their own such as distribution of power deterrence or arms control to those such as collective security and multilateralism that are more global in nature The book progresses into tactical and practical actions from negotiation and mediation to peace imposition Morgan evaluates each strategy and tactic in terms of how well it addresses three levels of security systemic state and societal to show how they are interrelated and complementary to each other in important ways Addressing insecurity at one level often elicits further insecurity at another Morgan shows students how these various levels interact either to a state s advantage or to its detriment so they can comprehensively analyze the ways that political actors manage or incite conflict Useful pedagogical features help students master the material Terms and Concepts boxes go beyond simple definitions and provide

students with a concept's evolution over time or the controversy surrounding the meaning of a certain term. Cases and Context boxes offer needed background and interesting detail about pivotal cases of conflict both historical and contemporary in nature. Key terms are bolded throughout and compiled in a glossary. Annotated bibliographic essays at the end of each chapter point students to additional sources for further study.

The Diplomats' World Markus Mösslang, Torsten Riotte, 2008-09-11 This volume provides an original perspective on diplomacy and diplomatic practice between the Congress of Vienna and the outbreak of the First World War. By focusing on cultural dimensions, *The Diplomats' World* aims to give a broader picture of diplomacy than usual. While most modern works on foreign affairs concentrate on the functional role of diplomacy and marginalize the nature of diplomatic services, this volume links form and content, presenting diplomacy as both a real world experience and a structural element in international relations. Drawing on the diplomats' many and varied encounters between their own individual and professional circles and the wider world, it discusses diplomatic history as part of the cultural history of politics. Among the topics covered are the operating norms of the diplomatic establishment, the influence of the public sphere on the conduct of diplomacy, and the role of etiquette and protocol in diplomatic encounters.

BOOK JACKET

International Law Lori Fisler Damrosch, 2001 Updated with an emphasis on current issues, this classic casebook emphasizes developments in international law with expertly edited cases and problems for class discussion. *Cases and Materials on International Law* offers a treatment of the subject for introductory and advanced classes and detailed readings and reference materials for those who wish to pursue topics in depth. The fourth edition enriches every chapter with new information on institutions contributing to the sources and enforcement of international law, including the World Trade Organization, the International Criminal Tribunals for Yugoslavia and Rwanda, the prospective International Criminal Court, and organizations in the fields of law of the sea and arms control. International criminal law now has a chapter of its own, and the casebook gives expanded treatment to human rights, environmental law, and economic law.

The International Handbook of Psychology Kurt Pawlik, Mark R. Rosenzweig, 2000-11-13 The *International Handbook of Psychology* is an authoritative resource covering all the main areas of psychological science and written by an outstanding set of authors from around the world. The 31 chapters cover not only scientific but also applied, cross-disciplinary aspects. Supervised by an International Editorial Advisory Board (IEAB) of 13 eminent psychologists and edited by Professors Kurt Pawlik and Mark R. Rosenzweig, it is being published under the auspices of the International Union of Psychological Science (IUPsyS) by SAGE Publications Ltd in London. The *International Handbook of Psychology* will be invaluable to advanced undergraduates, graduate students, and academics in psychology.

Humanities Index, 1999

Turbulent Peace Chester A. Crocker, Fen Osler Hampson, Pamela R. Aall, 2001 This text explores the sources of contemporary conflict and the many possible responses to it. The authors, 50 analysts of international affairs, present multiple perspectives on how best to prevent, manage, or resolve conflicts around the world.

Diplomacy and Psychology Tommy Gärling, Gunnel Backenroth-Ohsako, Bo

Ekehammar,2006 International Conflict Resolution 2nd Ed. Charles Hauss,2010-04 Using a broad range of case studies
this book examines conflict and the international relations facing the world today **Alternative Dispute Resolution**
Edward J. Brunet,Charles B. Craver,Ellen E. Deason,2006 *Conflict Resolution* Daniel Druckman,Paul Francis Diehl,2006

Negotiating Acrob Cultures Rev: Bestsellers in 2023 The year 2023 has witnessed a noteworthy surge in literary brilliance, with numerous compelling novels enthralling the hearts of readers worldwide. Lets delve into the realm of bestselling books, exploring the captivating narratives that have enthralled audiences this year. Negotiating Acrob Cultures Rev : Colleen Hoover's "It Ends with Us" This poignant tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover skillfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can succeed. Uncover the Best : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This spellbinding historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids captivating storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Discover the Magic : Delia Owens "Where the Crawdads Sing" This captivating coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens spins a tale of resilience, survival, and the transformative power of nature, entrancing readers with its evocative prose and mesmerizing setting. These popular novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of compelling stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a brilliant and suspenseful novel that will keep you wondering until the very end. The novel is a warning tale about the dangers of obsession and the power of evil.

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