Bridge to Tomorrow
Intercultural Competence Demystified

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Source: https://visual.ly/community/infographic/business/cheatsheet-negotiation-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
“No way!”

HARD BARGAINING
“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:

- **Multi-Active**
  - The negotiator is much more flexible and will change plans readily to adapt to changing circumstances.
  - They are talkative, gregarious, extrovert, emotional, flexible and impatient.

- **Linear-Active**
  - The individual tends to be more important than the greater group.
  - The negotiator tends to be highly organised and task-oriented. They are driven by logical choices.

- **Re-Active**
  - The needs of the individual are a lower priority than the needs of the group.
  - The negotiator is a listener, not an initiator. They prefer to observe circumstances quietly and sometimes at length, before committing to a course of action.

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.

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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 of 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

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### Balance of Power

- **Your favour**
  - **Exploit**
  - **Challenge**
  - **Explain**

- **Equal**
  - **Impose**
  - **Respect**
  - **Exchange**

- **Their Favour**
  - **Protect**
  - **Modify**
  - **Integrate**

**Levels of Trust, Complexity, Interdependence**

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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 counterparty’s 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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