

Comments on Culture and Negotiation: Basic Research Useful to the U.S. Military

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Highlight research and issues of importance...

- group effects and culture / mediation of disputes
- decision theory applications to negotiation
- endowment effects and culture

➤ Raise others issues that are not in the paper...

- *group identity theory*

➤ Make connection to other topics of military interest...

- suicide terrorism

➤ Mention an argument one now hears in the field...

- there is more than just individualism/collectivism...

First publication ever, ~ 4500 years ago, was a description of a conflict, negotiation, and mediation – over property.

The Umma-Lagash border conflict, 2450 BCE.

Culture can be a problem

Bercovitch and Elgström (2001, *IntNeg*)

- Archival data: 295 international conflicts, 1945-95, with 171 experiencing mediation
 - Similarity on political and civil rights, religion, etc.
 - Mediation success, reduced conflict (e.g., ceasefire)

<i>Religion</i>	Successful	Unsuccessful
Same	44%	56%
Different	37%	63%

Culture can be an asset

“A member of the same family”

The phrase that was used to describe Houari Boumedienne, the Algerian leader, and Muslim, when Iran and Iraq agreed to his mediation of their conflict over the Arvand River in 1974 (Lieb, 1985).

The point is this:

Cultural ties can facilitate mediation by fostering access, credibility, and trust.

Some cultures have a harder time getting consensus in their negotiation groups... this was a real problem for the Palestinians at the Clinton Camp David (July 2000):

On the Palestinian side, a fragmented leadership was consumed by brutal internal struggle over succession. Rarely was there an integrated Palestinian position. Sometimes more than one Palestinian claimed to have the authority to negotiate. It was a messy collective paralysis. (Israeli negotiator Gidi Grinstein).

On Yasser Arafat:he did nothing to control the fratricidal competition in his delegation. effectively giving license to those who were attacking other members who were trying to find ways to bridge the differences. (Former Middle East envoy Dennis Ross).



THE CAMP DAVID SUMMIT – WHAT WENT WRONG?

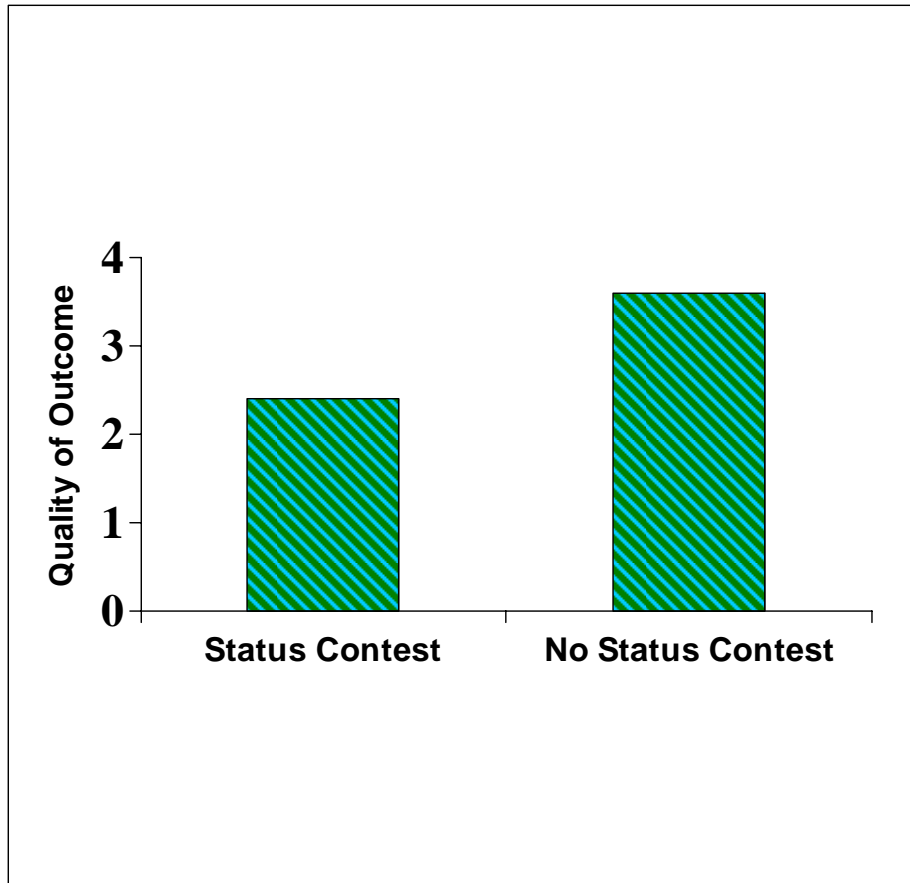
Americans, Israelis, and Palestinians Analyze the Failure of the Boldest Attempt Ever to Resolve the Palestinian-Israeli Conflict

Edited by Shimon Shamir and Bruce Maddy-Weitzman



Peter Carnevale & Celia Gonzalez (2006, Experiment 3)

Groups with status contests, in the between-group negotiation.



Status contests in groups can lead groups to do worse...

Process data indicate that people use the outgroup conflict to gain status in the ingroup... this increases conflict...

Taxonomy of Laboratory Tasks for the Study of Mixed-Motive Interaction.

	COORDINATION GAMES	AGREEMENT GAMES
Single Dimension of Value	<ul style="list-style-type: none">• Prisoner's Dilemma• Chicken• N-Person Dilemma• Locomotion Games• Coalition Games• Trust Game• Etc.	<ul style="list-style-type: none">• 1-Issue Negotiation• Ultimatum Bargaining
Multiple Dimensions of Value	<ul style="list-style-type: none">• not done	<ul style="list-style-type: none">• Integrative Bargaining• Integrative Ultimatum

'Economic Man' in Cross-cultural Perspective: Behavioral Experiments in 15 Small-Scale Societies

Joseph Henrich, Robert Boyd, Samuel Bowles, Colin Camerer, Ernst Fehr, Herbert Gintis, Richard McElreath, Michael Alvard, Abigail Barr, Jean Ensminger, Natalie Smith Henrich, Kim Hill, Francisco Gil-White, Michael Gurven, Frank W. Marlowe, John Q. Patton and David Tracer

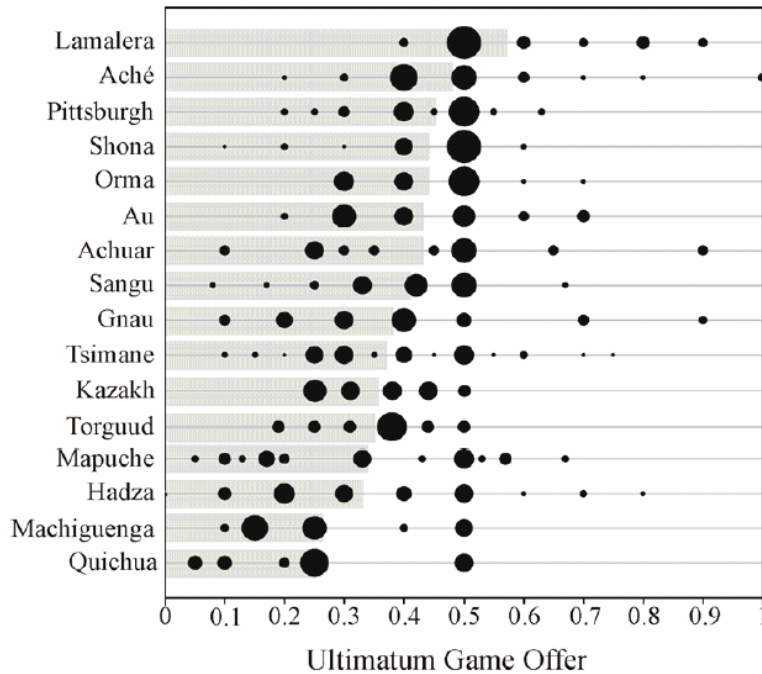
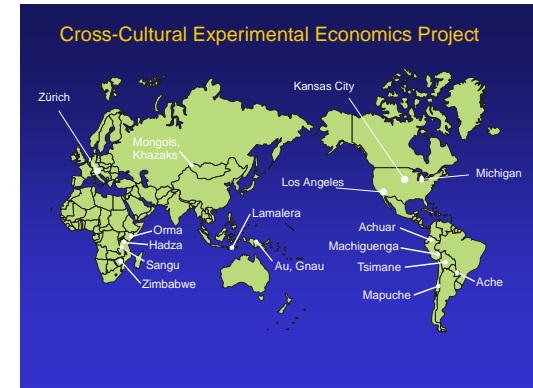
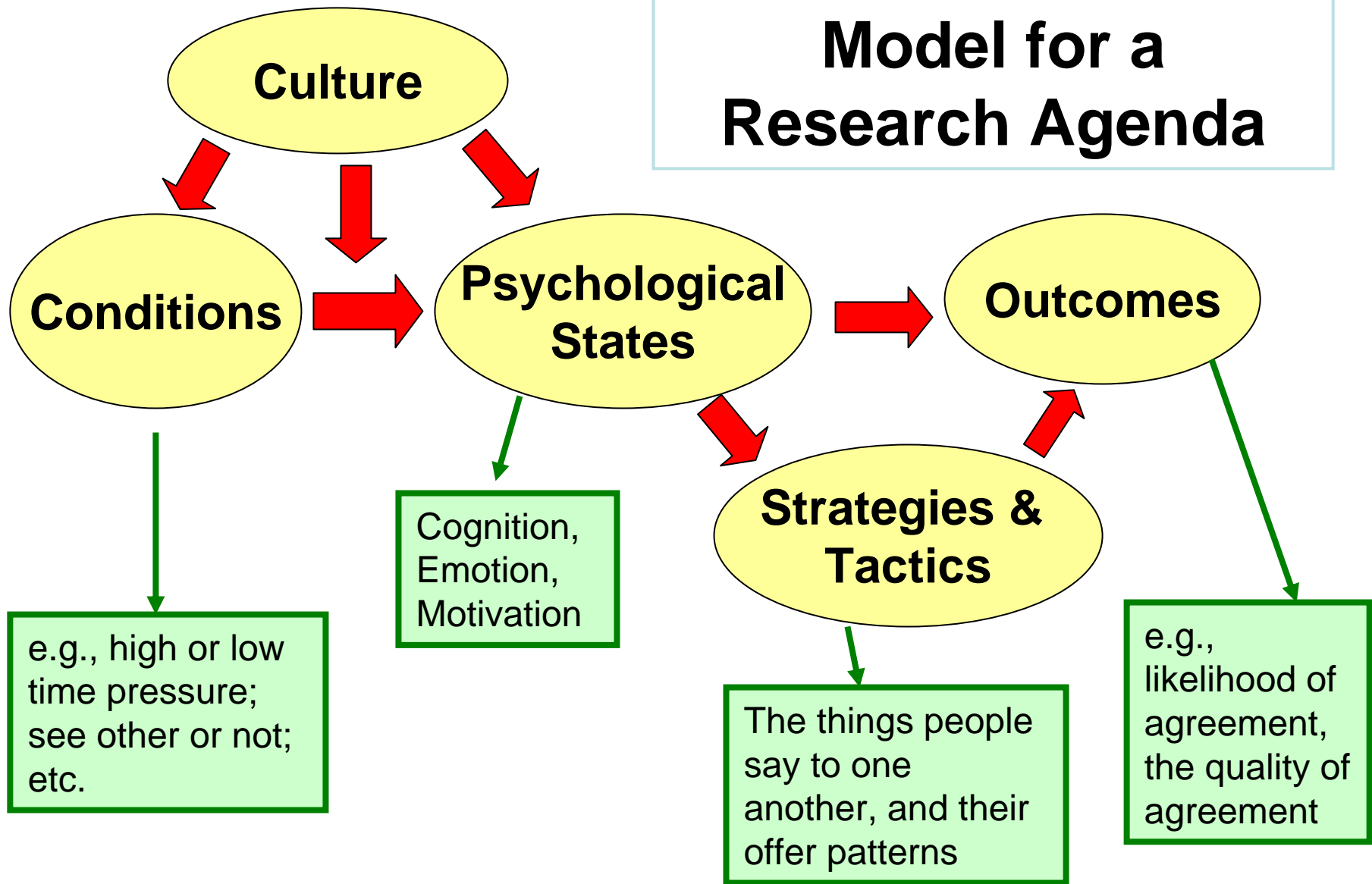


Figure 2. A bubble plot showing the distribution of UG offers for each group. The size of the bubble at each location along each row represents the proportion of the sample that made a particular offer. The right edge of the lightly shaded horizontal gray bar gives the mean offer for that group. Looking across the Machiguenga row, for example, the mode is 0.15, the secondary mode is 0.25, and the mean is 0.26.



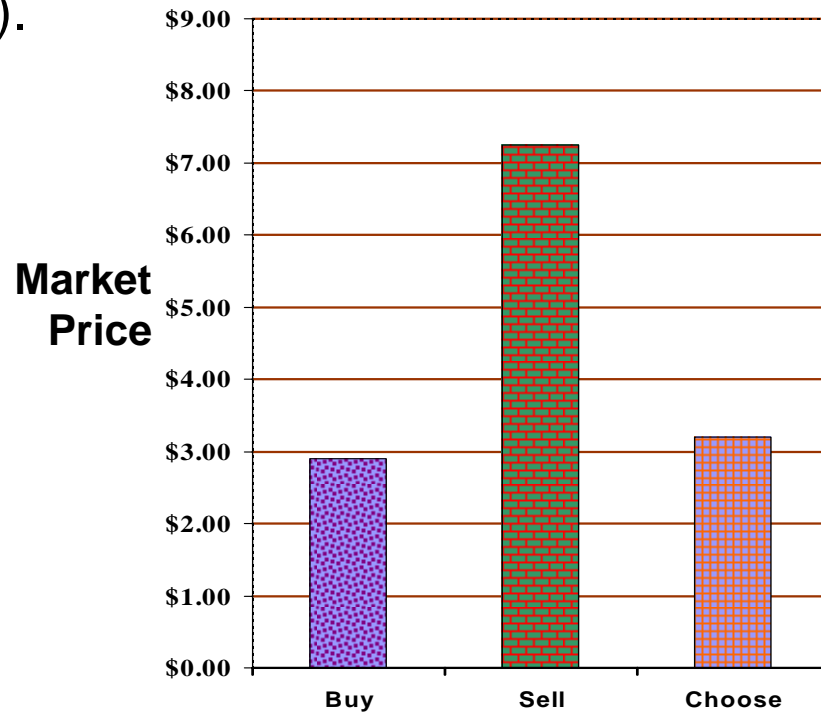
Model for a Research Agenda



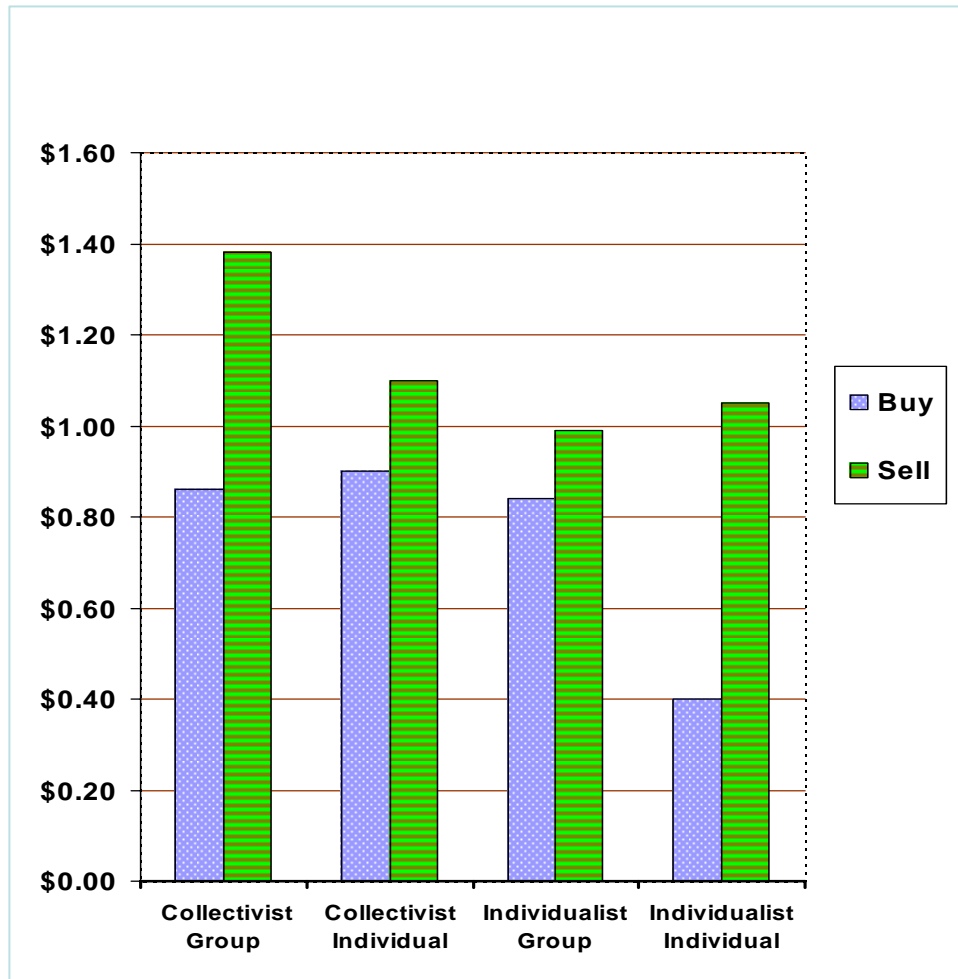
Endowment effect (Kahneman et al., 1990, JPE)

Ownership as the status quo, as the reference point:

"...an instant endowment effect: the value that an individual assigns to such objects as mugs, pens, binoculars, and chocolate bars appears to increase substantially as soon as that individual is given the object" (p. 1342).



group endowment effect of culture (1995)



**Individualists
have greater
loss aversion
for individual
property**

**Collectivists
have greater
loss aversion
for group
property**

Alison Ledgerwood, Ido Liviatan, & Peter Carnevale (2006)

Group Identity Completion and the Symbolic Value of Property

Mean value as a function of historical linkages to ingroup and outgroup in Study 2.

Historical linkage			
None (<i>n</i> = 24)	Palestinian (<i>n</i> = 28)	Israeli (<i>n</i> = 25)	Both (<i>n</i> = 21)
6.67 (1.61)	4.46 (2.47)	6.48 (2.02)	7.67 (1.43)

property derives value from its potential use as a means in pursuit of group identity goals...

group identity as a goal to which group members strive using material symbols of that identity...

resources may sometimes be an indivisible and irreplaceable symbol of group identity...

**symptoms of sacred
values... *Triggers to
Disputes***



**Uluru, and the local aboriginal
people, the Anangu.**

**Latins, Greek Orthodox,
Armenian Orthodox,
Syrian Orthodox, Copts
and Ethiopians.**

Connection to recent work on suicide terrorism:

Scott Attran (2004, *The Washington Quarterly*)

Focus on individualism / collectivism:

...suicide terrorism...cultures of the Middle East, Africa, and Asia where it thrives tend to be less individualistic...terrorists in these societies also would be more likely to be seeking a group, or collective, sense of belonging and justification for their actions.

...identifying sacred values in different cultures and how they compete for people's affections is surely a first step in learning how to prevent those values from spiraling into mortal conflict ...

...Such values are linked to emotions that underpin feelings of cultural identity...these emotion laden sentiments are amplified into moral obligations to strike out against perceived opponents no matter the cost...

an argument one now hears in the field...

- **there is more to culture than individualism/collectivism...**
- other cultural dimensions may be more important, and there may be different forms of individualism/collectivism, for example, it is obvious that Korea is very different than an Israeli Kibbutz; both are collectivist...
 - The horizontal and vertical dimensions may be especially useful for understanding between-group conflict...
 - It may be that verticality is the more important dimension for predicting suicide terrorism, or predicting reactions to a power vacuum.
 - We do not know... yet.

It would be useful to have:

- **Taxonomic work (e.g., derived from incident reports)**
 - Instances of conflicts and culture collected, in a database; accessible; could form the basis of training, as cases, and material that researchers could use for building paradigms;
 - it would be nice to have recent cases, even in real-time, to get a sense of how culture is playing out in immediate situations...
- **What about embedded scholars?**