

# Culture and Negotiation

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Report for the Committee on Opportunities  
in Basic Research in the Behavioral and  
Social Sciences for the U.S. Military

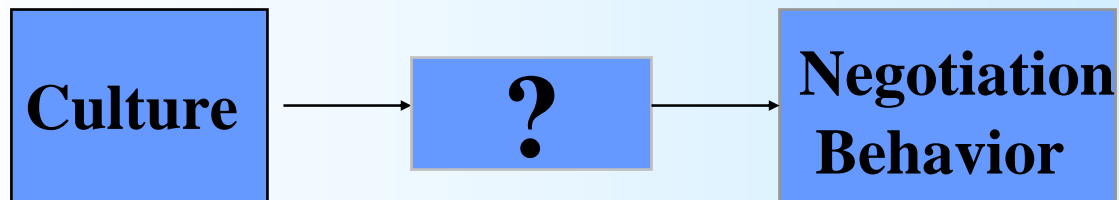
# Introduction

- Negotiation
  - Discussion between two or more parties with the aim of resolving a divergence of interest (Pruitt & Carnevale, 1993)
- Developed and tested exclusively in Western contexts (30% of humankind, Triandis, 1994)
  - Assumed universals abound
- Critical need to expand the science and practice of negotiation
  - Grounded in Western notions of the individualism; metaphors of sports and games
  - Need to capture variability outside of our borders to build a global science

# Culture and Negotiation Research

- Historically

- Largely atheoretical and descriptive
- Ignored concepts and advances in the cognitive tradition

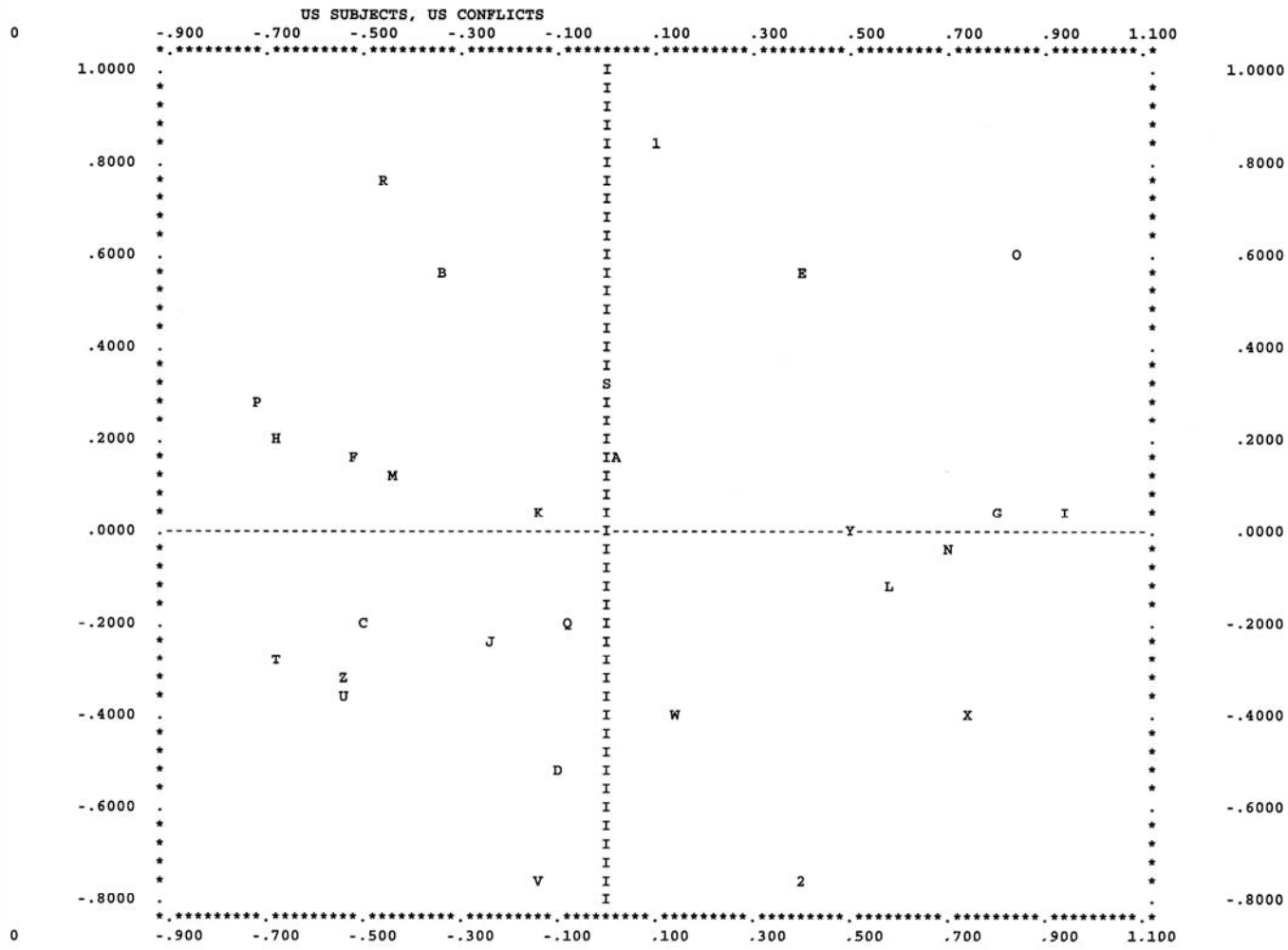


- Neglected situational variables: Offered a static, decontextualized view of culture

# Negotiator Cognition

- Negotiation as a cognitive decision-making task (Neale & Bazerman, 1991)
  - Numerous judgment biases that impede agreements
- Culture and negotiator cognition
  - Cultural influences on cognitive representations of conflict (conflict frames) (Gelfand et al., 2001)
    - Multidimensional scaling (MDS) of conflict episodes in the U.S. and Japan
    - Culture-specific frames: Violation to Rights and Autonomy; Violation to Face and Obligations (*Giri*)
    - Identical conflicts perceived differently

# Example MDS Map



# Culture and Negotiator Cognition

- Culture and negotiator judgment biases
  - Fixed pie perceptions: Assumption that interests are diametrically opposed (Gelfand & Christakopoulou, 1998)
  - Self serving perceptions of fairness and competitive behavior (Wade-Benzoni et al., 2002; Gelfand et al., 2002)
  - Dispositional attribution biases and the fundamental attribution error in negotiations (Morris et al., 2004)
- Neglected biases in other cultures?
  - Group serving biases and hyper-competition between groups (Menon et al., 1999)

# The New Yorker on Self-Serving Biases

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# Culture and Negotiation Processes

- Dynamics of how parties communicate and sequence their actions when negotiating
- Key findings
  - The use of direct information exchange versus indirect information exchange in individualistic and collectivistic cultures (Adair et al., 2001, 2004)
  - Different roads to joint gain in negotiation (Adair et al., 2001)
  - Little research on culture and other negotiation processes (e.g., persuasion)

# Intercultural Negotiations

- Moving beyond intracultural comparisons
- A variety of challenges in intercultural negotiations
  - Less cooperation and problem-solving (Graham, 1985)
  - Lower joint profit (Natlandsmyr & Rognes, 1995)
  - Lower judgment accuracy and conflicting styles of information exchange (Brett & Okumura, 1998)

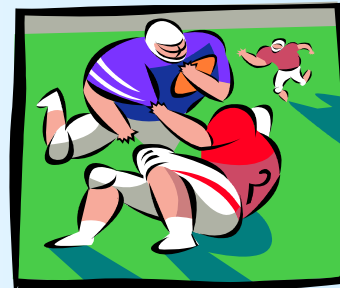
# Intercultural Negotiations

- Cognitive Challenges

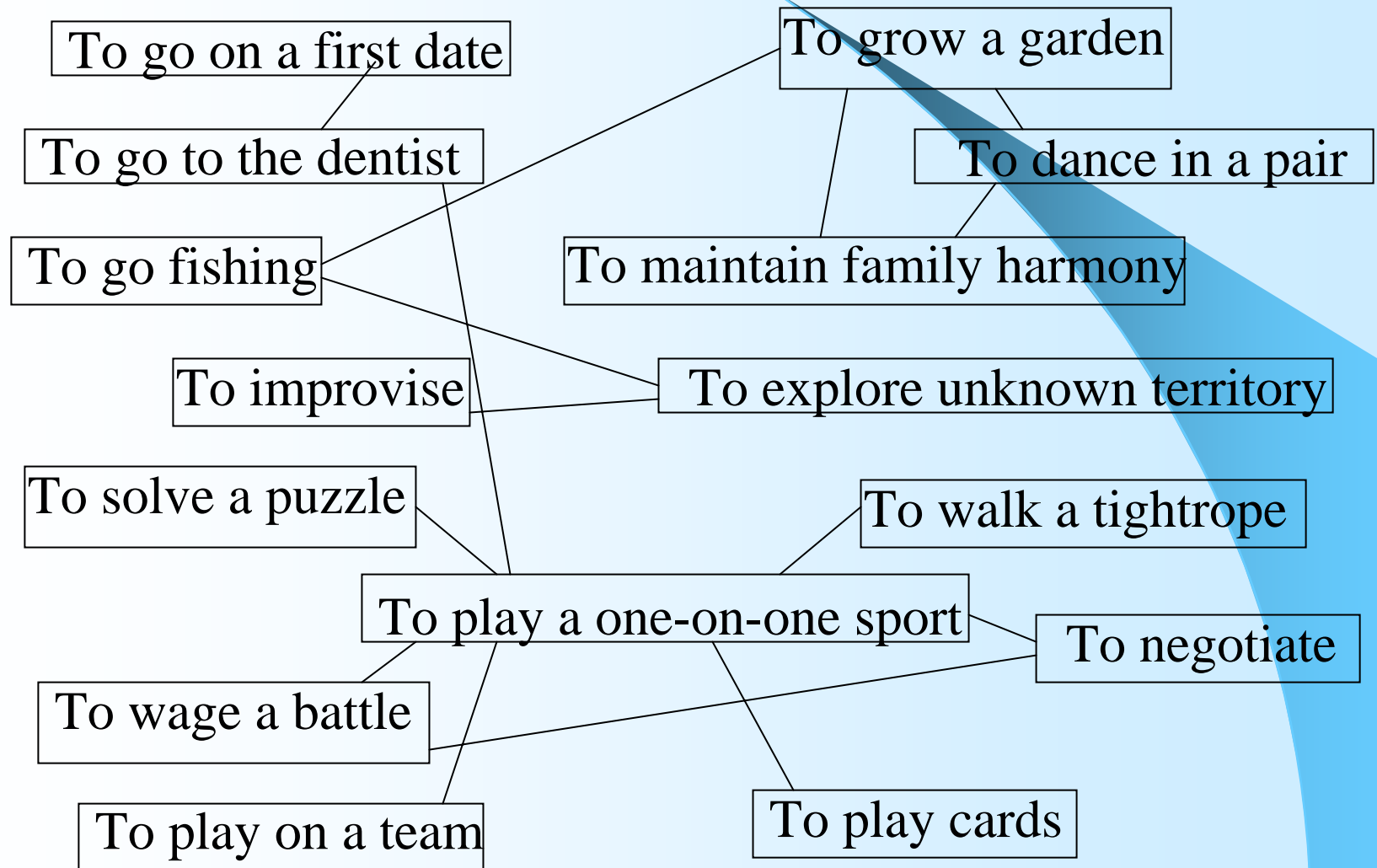
- Developing a shared understanding of the task
- Cultural incongruence in scripts (George et al., 1998; Kumar, 1999) and goals (Cai, 1998)

- Metaphoric similarity in negotiation and the need to ‘negotiate the negotiation’

- Is this a sporting contest?
- A battle?
- A dance?
- A seduction?
- A visit to the dentist?
- A family gathering?



# Example of a Metaphoric Map with High Sports Accessibility



# Metaphor Accessibility in Negotiation

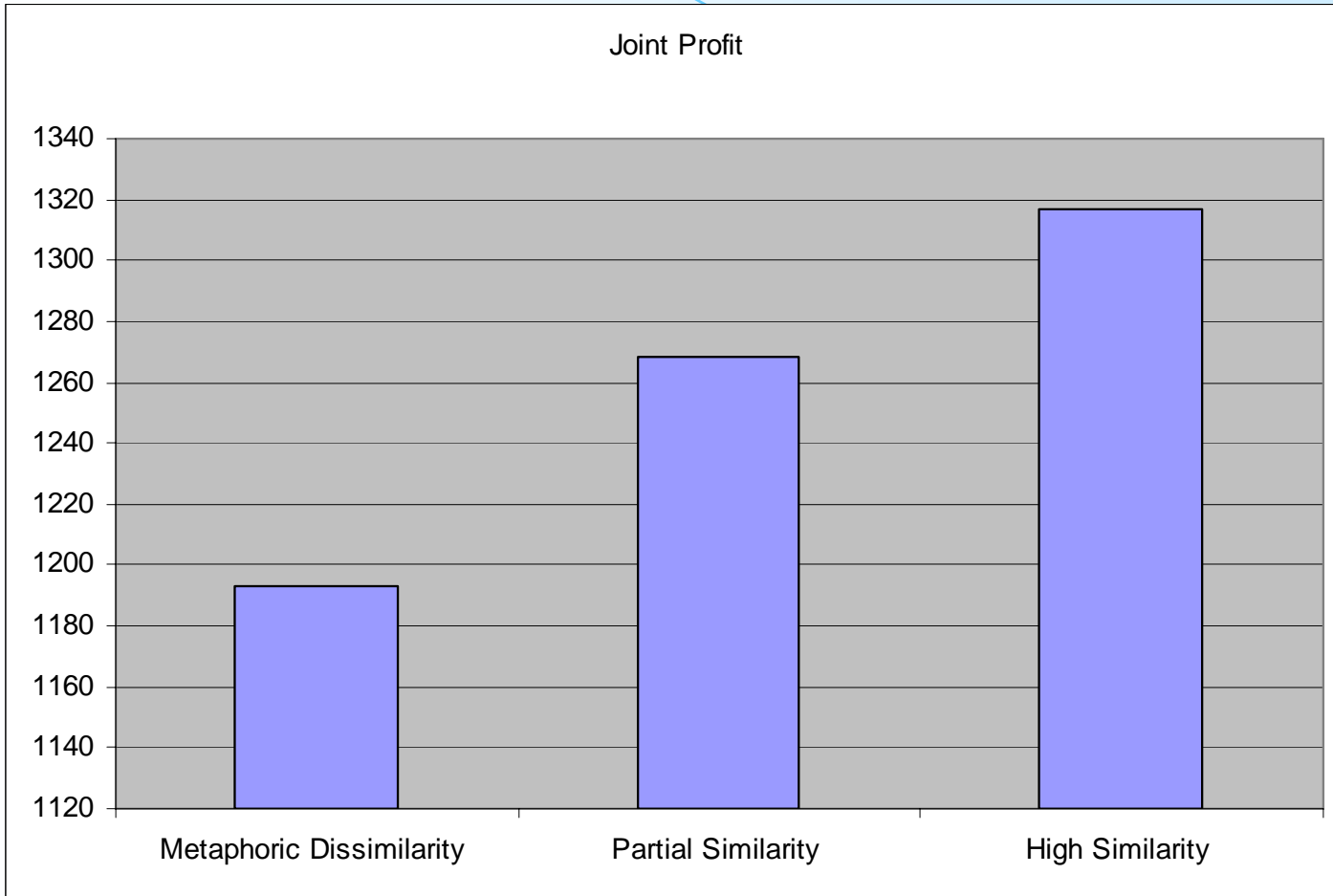
- **Accessibility of the sports metaphor is associated with:**
  - Greater intentions to exploit the others' weaknesses ( $p < .001$ )
  - Greater intentions to distrust the other ( $p < .05$ )
  - Greater intentions to withhold information ( $p < .01$ )
- **Accessibility of the battle metaphor is associated with:**
  - A “winner takes all” philosophy ( $p < .05$ )
  - Feelings of confidence and skillfulness ( $p$ 's  $< .05$ )
  - Greater emphasis on choosing tactics carefully and having many plans of action ( $p < .05$ )

# Metaphor Accessibility in Negotiation

- **Accessibility of the dance metaphor is associated with:**
  - The importance of practice for negotiation ( $p < .05$ )
  - Achieving perfect coordination with the other negotiator ( $p < .05$ )
  - Remaining calm ( $p < .05$ )
- **Accessibility of the family harmony metaphor is associated with:**
  - The importance of satisfying the other's needs ( $p = .06$ )
  - The expectation that the other was concerned about their interests ( $p < .05$ )

# Metaphor Similarity and Negotiation Outcomes

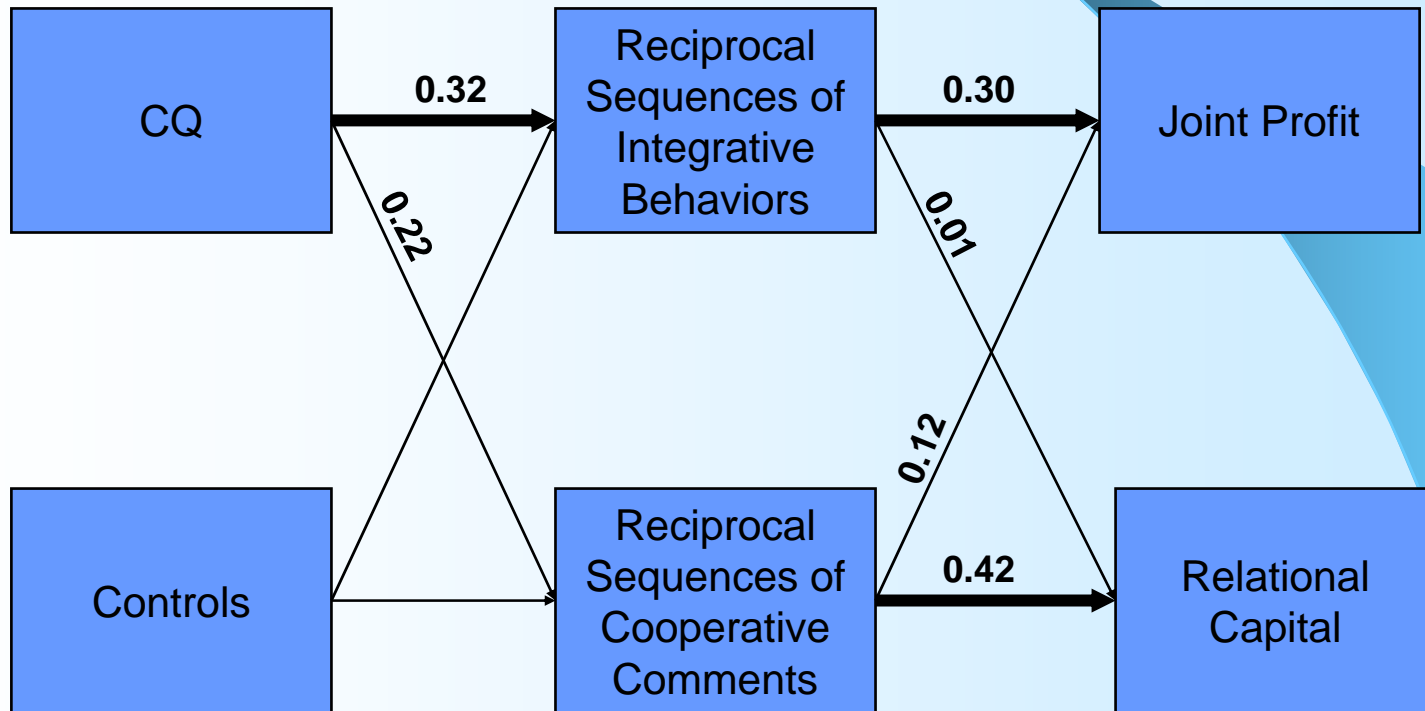
- Regression of metaphoric similarity at time 1 and time 2 and joint gain
  - Time 1 metaphoric similarity did not predict negotiation outcomes ( $B=.10, p>.5$ )
  - Time 2 metaphoric similarity was positively related to joint profit ( $B=.35, p<.04$ )
    - The more dyads shared the same metaphors for negotiation, the higher their joint gain



# Intercultural negotiations

- How can negotiators overcome culture clashes?
  - The role of cultural intelligence
    - Person's capability for successful adaptation to new cultural settings (Earley & Ang, 2003)
    - Meta-cognitive CQ, cognitive CQ, motivational CQ and behavioral CQ
  - CQ predicts behavioral sequences and joint gain in negotiation (Imai & Gelfand, 2006)
  - Above and beyond personality, EQ, IQ, and travel experience

# CQ and Intercultural Negotiation Effectiveness



# Empirical Gaps

- The role of cultural intelligence and individual differences and processes through which they exert effects
- Integrating CQ within negotiation research (cognitive biases, escalation)
- Development of measures of CQ for negotiation research

# The Social Context in Negotiation

- Kramer & Messick (1995)
  - "to understand bargaining phenomena, one needs to take into account the impact of the social and organizational environments within which such phenomena are not occasionally, but inevitably, embedded" (p. xi)
  - Negotiators are not seen as isolated actors attempting to reach agreement
- Relationships, roles, teams, constituencies have a powerful influence in negotiation

# Culture and Social Context

- Nature of the relationship between negotiators
  - Collectivistic negotiators make stronger ingroup-outgroup distinctions (Chan, 1992; Probst, Carnevale, & Triandis, 1999; Triandis et al., 2001)
- Conditions that exacerbate cultural differences
  - Accountability to constituents (Gelfand & Realo, 1999)
  - Need for closure (Chui et al., in press)
  - Time pressure (Gelfand & Dyer, 2000)

# Gaps and Opportunities

- Culture and social context
  - Team negotiations
    - Within group processes and between group negotiations
  - Temporal context
    - Cultural variation in concession making; temporal frames, deadlines, implementation of agreements
  - Communication context
    - Electronic communication, decision support systems

# Culture and Disputing

- Cultural triggers to disputes
  - Violations of core focal concerns (rights versus face) relate to anger and revenge cognitions (Shteynberg et al., 2006)
  - Affronts to honor in the U.S. South (Cohen & Nisbett, 1997)
  - Contagious shame and revenge cognitions in collectivistic cultures (Gelfand et al., 2005)
    - Collectivists are more likely to avenge another's shame, because shame to someone with a shared identity is an injury to one's self

On this page, please think of times when **SOMEONE YOU KNOW** was made to feel **HUMILIATED** or **ASHAMED** of themselves. Use each of the textboxes below to describe a different event. Try to recall as many instances as you can.

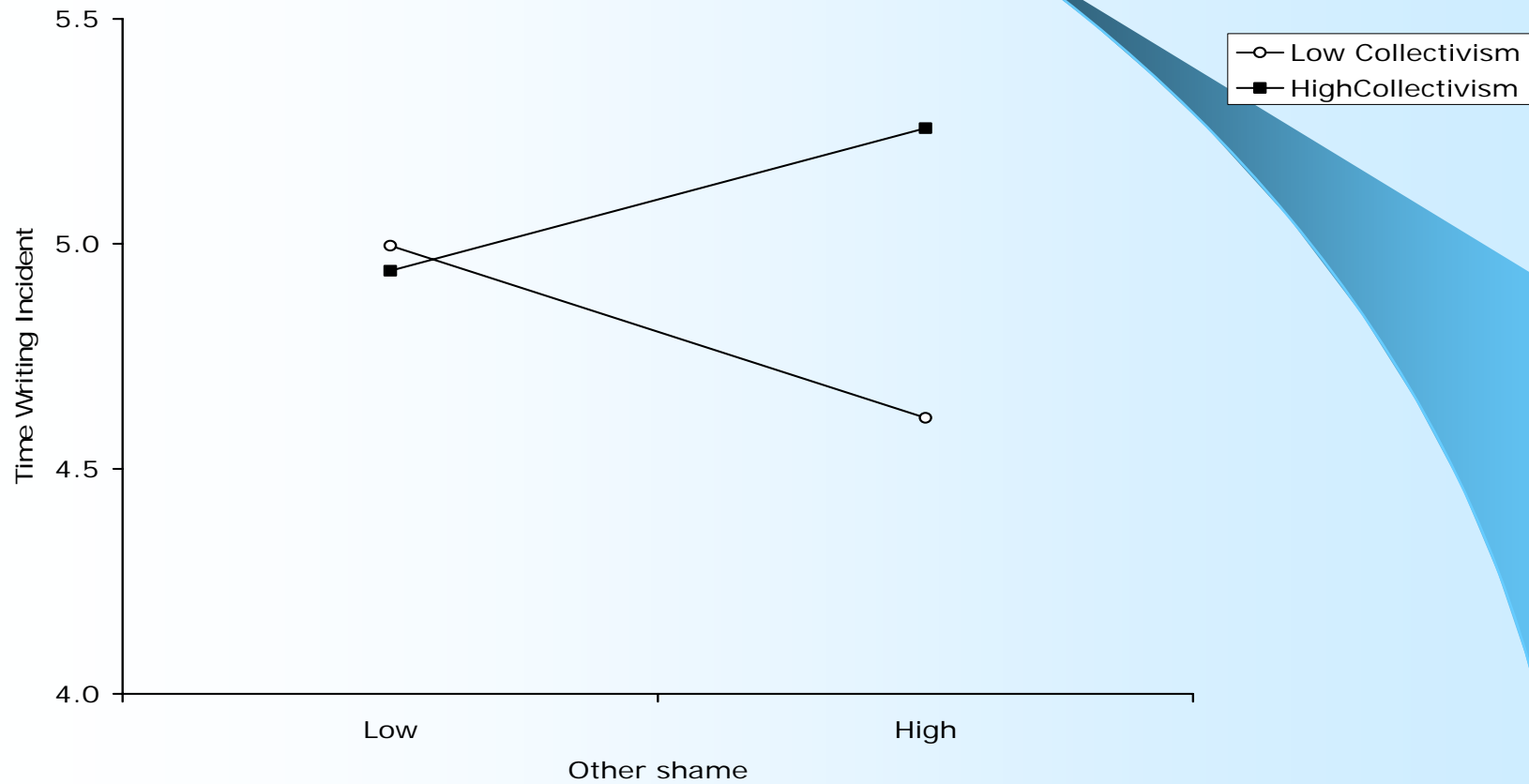
Please limit your description of each event to 2-3 sentences.

When you are done, click the 'done' button at the bottom of the page to continue.

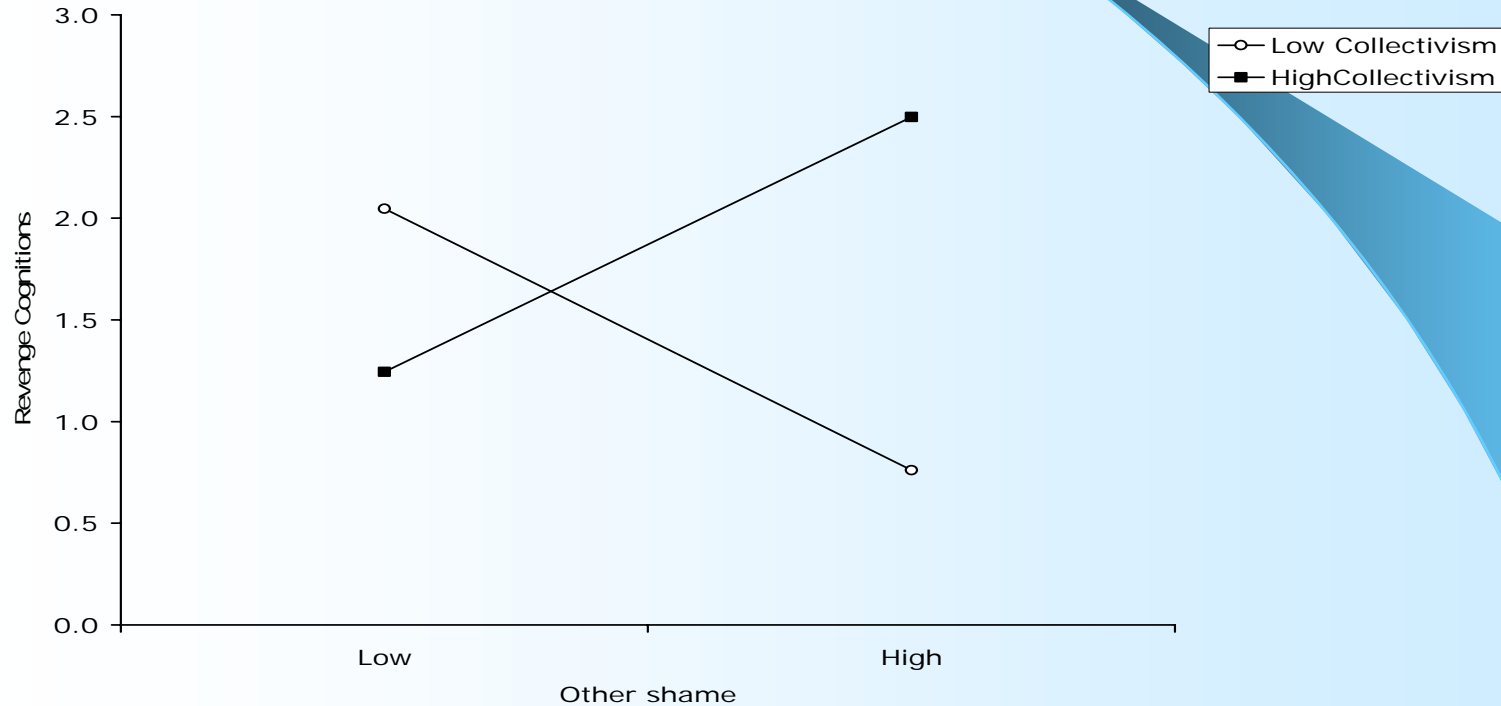
please think of times when **SOMEONE YOU KNOW** was made to feel **HUMILIATED** or **ASHAMED** of themselves.

		How long ago did this happen?	
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# Enhanced memory for others' shame among collectivists



# Revenge intentions as a function of others' experienced shame



# Gaps and Opportunities

- Little research on managing intercultural disputes
  - Role of apologies in fostering forgiveness
  - Do situations that call for apologies vary across cultures?
  - Do apologies need to contain different elements in different cultures?
- Cultural and emotions
  - Cultural differences in display rules (Elfenbein & Ambady, 2002)
  - How accurate are individuals at decoding others' emotions in intercultural negotiation?
  - Does emotional ambiguity hinder intercultural negotiations?

# Methodological Issues

- Broadening the methodological toolkit
  - Decontextualized laboratory experiments
  - Western role plays, coding manuals, performance measures (economic capital)
  - Need for full cycle research (Chatman & Flynn, 2005; Cialdini, 1995)
    - Experimentation, observations, archival research, ethnographies

# Methodological Issues

- Multidisciplinary research teams
  - Cross-cultural neuroeconomics
    - Teams of cross-cultural psychologists, economists, neuroscientists, anthropologists
  - Cross-cultural research on basic processes (trust, competition, fairness, forgiveness)
    - Testing neural basis of cultural differences cognition and emotion
    - Zak & Fakhra (in press); Zhu, Zhang, Fan & Han, (in press)
  - Financial and methodological hurdles

# Multidisciplinary Research Teams

- Dynamical systems theory
  - Conflict as strong attractors (Coleman, Vallacher, Nowak, & Ngoc, 2005)
  - Stable form of self-organization of multiple elements (psychological, social, community level factors)
  - Cultural factors that promote the stability (and intractability) of conflicts
  - Teams of dynamical systems theorists and cross-cultural psychologists

# Beyond Hofstede

- Obsession with Hofstede and Individualism-Collectivism
- Large scale efforts to map countries on other dimensions
  - Cultural fatalism (Aycan)
  - Cultural cynicism (Bond & Leung)
  - Cultural tightness-looseness (Gelfand)
  - Humane orientation (House)
- Need for multilevel approaches to cultural differences
- Critical need for samples from the Middle East

# A Multilevel Theory of Cultural Tightness-Looseness

