

the global one series

International Negotiating

INSTRUCTOR'S GUIDE



cultural learning for global business

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INTRODUCTION

HOW TO USE THIS PROGRAM

Objective:

To enable the participant to communicate more effectively with the diverse people of today's global environment.

Who should use this program?

- All personnel working in an international or multicultural environment
- Students of international business and cross-cultural or language studies

Materials:

The accompanying video, International Negotiating, which is approximately 45 minutes in length and is divided into the following sections:

1. Introduction
2. The Team
3. Preparation
4. Time
5. Relationships
6. Opening
7. Discussions
8. Agreement

This instructor's guide, which is designed to enable the instructor to create the most effective learning experience.

Instruction Suggestions

- Prior to viewing the International Negotiating video program, give each participant a copy of the video outline in this guide.
- After viewing the program, use the discussion questions in this guide to prompt reflection on the material covered.
- Finally, use the role-playing exercises in this guide to further stimulate understanding of the issues

VIDEO OUTLINE

VIDEO OUTLINE

In many parts of the world, people negotiate every day: at the market, with taxi drivers, and of course in business. In these cultures, negotiating is a part of every day life. Over the centuries, different cultures have developed different styles for making deals.

To be effective in global business, you'll need to recognize these differences and learn the secrets of effective international negotiating.

1. INTRODUCTION

Negotiating is a tough game in which only the best can win. When deals cross international borders, the stakes are raised and the game is even more challenging.

The most important difference is culture. At home, negotiating usually focuses on issues like price, conditions, and terms. But going overseas adds other variables, including different languages, etiquette, beliefs, and more. Even getting a straight yes or no answer can be difficult.

It's vital to immerse yourself in the culture with which you'll be dealing and study all available resources. Find people who have worked with that part of the world and seek their advice. In addition, seek an associate from that society who can give you valuable cultural insights. Finally, be open-minded and patient and keep your sense of humor. Other cultures are neither right nor wrong, just different.

International negotiating also involves higher stakes. First, the money and time invested is likely to be greater. In addition, the objective is likely to be larger such as a long-term joint venture.

An international deal can be precedent setting. If this is the first time you've done business with a particular company, the arrangement you make today could set the stage for years to come.

International deals are physically challenging, with long trips, jet lag, and health issues. You'll need to have mental and physical tolerance, and overcome these difficulties before you can effectively conduct business.

Finally, there's the challenge of dealing with the home office. Unless management personnel at headquarters have international experience, they are not likely to understand that doing business overseas takes a tremendous amount of time.

Many international negotiators have gone on long, overseas trips with little to show. The pressure from home mounts, and the negotiators cave in and get a bad deal. Thus, make sure your headquarters is aware of the special considerations, and point out that international deals require a lot of money, time, and patience.

VIDEO OUTLINE

Let's summarize our introduction to international negotiating:

- **Study thoroughly the local culture with which you'll be dealing and find a local associate to help navigate;**
- **Note that international deals involve higher stakes and investment, so prepare thoroughly;**
- **And finally, ask management personnel for plenty of time and patience, and keep them aware of extra challenges.**

2. THE TEAM

To be successful in an international negotiation, you need to put together the right team.

First, your crew should be comprised of people who are comfortable with other cultures. You'll need personalities who are calm and patient when unexpected obstacles arise. When possible, pick people who have experience dealing with a particular culture or speak the local language.

Furthermore, it's vital to have someone from the local culture on your team. Local associates can help in many areas, including providing introductions, translating, understanding culture, and getting permits and navigating bureaucracy.

If you're unable to find someone within your company, get a recommendation from a local law firm, accountant, bank or trade organization. In any event, select someone who commands respect in the local culture.

You might also need to hire a translator, who can not only interpret but also monitor foreign-language discussions within the other team. Avoid working with interpreters suggested by the other side. Words can be manipulated to strategic advantage, so hire your own independent associate.

Another important consideration is hierarchy. In places ranging from Asia to Africa to the Middle East, seniority commands respect. In these places, decisions are usually made at the top, and executives expect to meet with their peers.

Thus, it's important to match their level and, as the Malaysians say, match eagles with eagles. In addition, your business cards should have the most impressive title possible.

If your objective is a long-term operation, your crew should include those who will run the day-to-day business. This will allow them to better understand the culture and build important relationships. Changing players after a deal is struck can often cause an agreement to fall apart.

Furthermore, you should have one team from start to finish. Personal relationships are vital in many cultures, and bringing in new faces could start the game all over again.

VIDEO OUTLINE

Finally, your team needs to be the right size. On the one hand, a smaller group is more cost effective and reduces the chance of infighting. On the other hand, a larger team can command respect and provide strength in numbers. Extra personnel can also make up for those who might be affected by jet lag or illness.

In collective cultures, people prefer to work in groups. Thus, in Asia you might find the other team fills the room and you might be expected to do the same. In cultures like Japan, sending a small crew can be offensive and indicate lack of commitment.

In any event, it's best to balance the size of the two teams. And remember the number of people on each side can be negotiated.

It's important to put together the right team. Here's how:

- **Pick people who are culturally adaptable, as well as local associates from the culture;**
- **Your team should include senior executives and day-to-day personnel who'll run the operation;**
- **Use one team from start to finish to build the relationship;**
- **And finally, be prepared for large groups and seek a balance in the size of the two teams.**

3. PREPARATION

Because of the time, distance, and expense involved in international deals, proper preparation is essential. When preparing for negotiations, it's important to begin with the end in mind.

First, make sure your goals are realistic. For example, avoid seeking a quick manufacturing schedule in places where deadlines are usually missed.

Another factor to weigh is whether the culture with which you're dealing is cooperative or competitive. In cooperative cultures, it's important to aim for a win-win outcome. Competitive societies, in contrast, often see negotiations end with a winner...and a loser. In China, for example, one side is the victor and the other the loser. In Japan, in contrast, both sides must appear to win.

A win-win outcome can help save face. If you beat the other side, they might be embarrassed and the relationship might be damaged. At the same time, don't let the emphasis on cooperation and harmony trick you into a bad deal.

Another difference involves objectives. People have different values, and your counterparts' motives might be quite unlike your own. Rather than money or profit, the other side might be inspired by factors ranging from technology transfer to prestige, from time with their family to overseas travel.

VIDEO OUTLINE

In the United States, for example, the corporate objective might be profit. In Europe, it might be job creation. When dealing with developing countries or group-based cultures, you must also ponder the goals of the society or nation.

Finally, be sure to bring any and all information that might be needed. When overseas, it will be more difficult to get additional information left at the office. Further, some cultures are prone to asking unending questions, and sometimes these questions are designed to test you and your company.

At the same time, keep your cards close to your chest and decide what information will – and will not – be revealed. Otherwise, you might give away valuable information.

People in some cultures will use silence as a strategy to get you to divulge information. Thus, learn to be comfortable with pauses rather than filling them with valuable details. If information is confidential, just say so. And emphasize asking questions rather than answering them.

Also phrase questions carefully. For example, asking whether a manufacturing job can be finished by Christmas reveals important information that could lead to higher prices. Instead, try asking open-ended questions.

Finally, safeguard important information even after the talks are over. Otherwise, it could be used against you in future deals or even to re-open done deals.

Let's review the important aspects of preparation:

- **Aim for a realistic, win-win outcome, especially in cooperative cultures;**
- **Determine your counterparts' motives, as values vary among cultures;**
- **Prepare detailed information, and be prepared for lots of questions;**
- **And finally, ask lots of questions yourself, and safeguard strategic information.**

4. TIME

Another variable in cross-cultural negotiating is time. You'll need a lot of it. Indeed, doing an international deal is often measured in terms of years.

First, time and schedules are affected by cultural differences. People view time differently. In many societies it is not a commodity to be spent or wasted. People live in the present, and if someone is late, it's not a big deal.

In relationship-oriented cultures, you need to spend time getting acquainted. Whereas in some countries a deal can be struck in days, in others it might take months. In Latin America, for example, people might focus on enjoying the process of negotiations rather than moving as efficiently as possible toward the end goal.

VIDEO OUTLINE

Further, people have different styles of making decisions. Your counterparts might need a long time to think things over. In group-oriented societies a proposal might need to go to numerous committees for review.

The pace of negotiations might also be affected by external factors, ranging from long flights and telecommunications problems to visas and permits. Whereas a package at home might be delivered overnight, an overseas shipment can easily get caught in a bureaucratic web that takes weeks to untangle.

In many parts of the world, projects might require government review or approval, which can slow down talks. In any event, be sensitive to obstacles faced by your counterparts and be patient.

Finally, be sure to budget more time for international deals. Rushing or being pressured might force you into a bad deal. Some experts recommend doubling or tripling the amount of time.

It's equally important that you appear relaxed and patient to your counterparts. If you're traveling overseas, be discreet about when you're leaving. This information might be used to extract last minute concessions. Further, consider making open-ended reservations in case your counterparts try to find out your departure date.

You'll need to pace yourself properly to be an effective international negotiator, so let's review the highlights:

- **Cultural differences affecting pacing, including relationships, decisions, and how people view time;**
- **Bureaucracy and other external factors can also slow talks; be patient;**
- **And finally, budget more time and be relaxed and patient with your counterparts.**

5. RELATIONSHIPS

In the United States, two strangers might meet in an airport and make a business deal before their next flight. But in most other parts of the world, people might spend weeks or months getting to know each other before talking shop.

Personal relationships are critical. Rather than discussing price, Asians and Arabs are more interested in finding out about you, your future plans, and your relationship. Thus, when doing business with other cultures, you might need to build a relationship and invest time – a lot of time – before making a deal.

First, make sure you're in touch with the right people, specifically decision-makers or at least their advisors. In some cultures, authority is broadly delegated. But in places such as Asia and Latin America, it's often tightly controlled by one or two people at the top.

VIDEO OUTLINE

You'll also need to reach their advisors. Even in authoritarian cultures, executives often rely on subordinate advice. Thus, you'll need to build support at all levels of the organization, especially in consensus building societies.

In many cultures, people might be more interested in you than in the deal. Personality, rather than price, might clinch business. Thus, use every opportunity to build rapport. If appropriate, show up early or linger after meetings. Slow down, listen and take sincere interest in your counterparts. Also accept every possible social opportunity.

It's also important to always show respect, especially if you're from a larger or wealthier company or country. Be sure to present yourself as humble and as equals.

Also, make every effort to build a sense of trust. This is particularly important because of language issues – points lost in translation will have to be resolved through trust.

Finally, local associates can be helpful in maintaining or building relationships. A representative in an overseas market can keep up face-to-face contact.

Let's recap the key points of relationships and negotiating:

- **First, be prepared to spend time building personal relationships, which are often a prerequisite for business;**
- **Decision-making patterns vary widely; make sure your counterparts have authority;**
- **And finally, make every effort to build rapport, trust, and respect at all levels of the other side.**

6. OPENING

Once the preparation is complete, you'll want to make sure negotiations get off to a good start.

The first question is location: will you travel to their country, or they to yours? On the one hand, visiting your counterparts allows you to learn about their business and way of life.

On the other hand, meeting at your home office has advantages ranging from avoiding jet lag to having greater resources at your fingertips. By hosting your counterparts, you can also build rapport. And because of the time and expense invested in their visit, they're more likely to give ground and less likely to walk out.

You also need to think about whether the setting should be formal or informal like a restaurant or a golf course. Russians, for example, may enjoy doing business over cocktails. In the Middle East and Latin America, meeting in offices are subject to frequent interruptions. Thus, plan discussions in neutral settings like a restaurant or hotel lobby.

VIDEO OUTLINE

Another issue involves agendas. In the Middle East and Latin America, agendas might be seen as an impediment to effective talks. People in these regions often prefer free-form interaction. In Asia, people tend to focus on the big picture rather than details. Thus, they like to talk about many things at once.

While some cultures emphasize content, others focus on form. In Japan, for example, rituals and relationships can be as important as details and contracts. Thus, you'll need to be flexible, and seek a schedule that will be amenable to both cultures.

On another topic, you'll also need to tailor your pitch to your counterparts and their culture. Relevant factors range from their religion to their international business experience.

Further, people are moved by different types of information. In Singapore and Germany, data and statistics are persuasive. But in Latin America, an attractive presentation might be more effective.

In group oriented cultures, stress that your proposal will benefit the organization and country. In relationship-based societies, emphasize the big picture of your long-term partnership. In ancient cultures, emphasize long-term plans.

Finally, you need to carefully consider initial prices. Some cultures enjoy haggling, others don't. The Argentines, for example, like to bargain but their neighbors in Chile don't.

Around the globe, you'll find a wide disparity between opening offers and settlements. In North America and Northern Europe, initial offers are usually close to final agreements. But in Asia, the Middle East and Russia, you might hear outlandish proposals.

Let the other side know politely that their price position is outrageous, and be prepared for several rounds of give-and-take over an extended period of time.

Further, making the right opening offer will go a long way toward earning credibility and respect. Thus, you'll need to tailor the right amount of room for bargaining.

Your opening talks are critical. Let's revisit the key points:

- **Decide where talks should be: your place or theirs;**
- **Cultures view meeting differently, so create a flexible agenda;**
- **Create your pitch to appeal to your counterparts and their culture;**
- **And note that cultures view haggling differently, so build in the right amount of room for bargaining.**

VIDEO OUTLINE

7. DISCUSSIONS

Once the discussions are well underway, you'll want to keep them moving in the right direction.

First, you'll find different styles of conduct in negotiations. In some low-emotion cultures, negotiators are like hard-to-read poker players. A local associate can interpret subtle clues and try to read between the lines, and give insights into the other side's position.

At the other end of the spectrum, in Argentina and Russia you might find negotiators becoming emotional and theatrical. The French and Brazilians enjoy a good debate, so you might find lively conflict.

Behavior or tactics considered unfair at home might be acceptable in other cultures. One response is to point out the tactic. Or if your counterparts are upholding a seemingly unreasonable position, ask them for justification.

It's also important to give consideration to concessions. First, note that some people see compromise negatively. In the Middle East, Mexico, and Russia, compromise can mean loss of manliness or abandonment of principles.

Also, the size and rhythm of concession varies. In Thailand and Australia, for example, concessions are likely to increase. But in Indonesia, India, and the Philippines, they're likely to decrease as time goes on.

In any event, the first side to compromise is seen as weaker. Thus, try to hold your ground – you'll be respected for your consistency and resolve.

Also, have a plan for concessions. Make them attractive yet as small as possible, and be ready to justify them. In Japan, for example, you might be asked why you didn't offer something up front and change your position. It's equally important to decide who will make concessions.

If you end up in a stalemate, a good way to overcome obstacles is to emphasize areas of agreement. Another potential solution is to change settings. In Asia, moving to an informal location like a golf course or restaurant can help overcome obstructions.

In any event, know your bottom line. And when you reach that point, respectfully walk out. Because of the time and money invested in international deals, it can be tempting to give in. But a bad deal will only pave the way for more bad deals in the future.

VIDEO OUTLINE

To highlight the key points of discussions:

- **Note that people have different negotiating conduct and tactics - local associates can help;**
- **Views toward concessions vary, with some cultures seeing compromise negatively;**
- **If you run into a stalemate, try to note areas of agreement or change the setting of the talks;**
- **Know your bottom line, and if you reach that point walk out respectfully.**

8. AGREEMENT

In the final stages of negotiations, take your time. It's important to close the deal correctly.

First, allow your partners plenty of time to make decisions. In many parts of the world, rushing can make you seem untrustworthy and break a deal.

People make decisions in different ways. In some cultures, conclusions might be reached quickly and spontaneously, but in others the process is slow and methodical. Reasons for this range from bureaucracy to lack of experience in western business.

Another factor is the number of people involved. In the collective societies of Asia and Latin America, the whole team might be involved and thus decisions take longer.

Once agreement is reached, contracts can create unexpected hurdles. First, in societies where relationships are emphasized, contracts often are not. Strong emphasis on contracts can hint at lack of trust. Thus, it's wise to keep the focus on the relationship, and downplay the importance of legal documents.

At the same time, be sure to protect your interests.

Thus, the best strategy is to aim for a short, clear document focusing on the key issues. Because of language and cultural differences, a shorter document can help avoid confusion and misunderstanding.

It's best to have the agreement signed before anyone leaves the country. If you wait until after the visit, negotiations might re-open and you'll be back at square one.

Finally, be advised that in many cultures negotiations continue long after an agreement is signed. In China, a manager might not honor a transaction signed by his predecessor. A Malaysian might note that a situation has changed since the contract was signed, and negotiations might continue for the life of the business partnership.

VIDEO OUTLINE

In any event, dialogue is always preferable to legal action, especially because of the complexity of international law. And this is another good reason to continuously grow the relationship. By maintaining an active dialogue, problems can be prevented before they arise.

To sum up the top issues of reaching an agreement,

- **Be patient with decisions, especially in group-oriented cultures;**
- **Continue to focus on the relationship while securing a contract to protect your interests;**
- **Aim for a short, clear contract focusing on key points, preferably before any visit ends;**
- **And finally, anticipate contractual deviations, and try to use your relationship to resolve differences.**

For every culture in the world there's a different way of doing deals. To be successful in the global market, you need to be more than a good negotiator. You need to become a global negotiator. Good luck.

Preview Only

DISCUSSION QUESTIONS

DISCUSSION QUESTIONS

1. What are some of the additional challenges of international negotiating? Who can you turn to for help?
2. International deal making requires additional preparation. Give at least three reasons why.
3. Some of the challenges in overseas negotiating come from the home office. Why? What type of executive might be understanding of your needs? How would you prepare others?
4. You're assembling a team for an international negotiation. What qualities would you look for in your crewmembers? Who else should be on the team?
5. Your team should include people who would be involved in day-to-day operations. Name at least two reasons why. What are the possible perils of not involving these personnel in the negotiations?
6. What factors would you weigh to decide how many people should be on your negotiating team? What are the advantages of a large group? A small group? How would you react if you found the other side has a much larger team?
7. It's important to begin with the end in mind. Why is it important to aim for a realistic outcome? Why might a realistic goal be different than in your country? Explain what is meant by a win-win outcome, and why this is vital in some cultures.
8. Why is it important to give extra attention to your counterparts' objectives? Give examples of how the motives of your counterparts and their organization might differ from your own.
9. Give at least three reasons why it's important to bring as much information as possible. In many cultures you might be asked lots of questions, and sometimes the same questions over and over again. Why is it important to bear this in mind?
10. International negotiators often give away too much information. Cite some safeguards against this danger. Why is it important to be aware of silence?
11. When making deals overseas, you need to budget more time for building relationships. Why? Describe how the importance of business relationships varies among cultures.
12. It's vital to make sure you're in touch with the right person. Why? How do decision-making powers vary around the world?

DISCUSSION QUESTIONS

13. In many cultures you need to build relationships at all levels of the other side. Why is this important? Why is this significant in terms of decision-making?
14. International negotiating takes more time. Cite at least three reasons why. Discuss how this would affect negotiating strategy compared with negotiating in your home country.
15. It's important to appear relaxed when making deals. Why? What tactics might you employ to appear to have a wealth of time?
16. What are the advantages of hosting talks at your office? Why might it be advantageous to visit theirs?
17. How do agendas differ in overseas negotiating? What cultural factors might affect meeting schedules? Why do you need to be flexible?
18. Why do you need to tailor a presentation when going overseas? Give some examples of how different types of information might appeal to different people.
19. How do cultures differ in their view of bargaining? How might this affect the pace of negotiations? Why is it important to give careful thought to opening prices when going overseas?
20. Name some differences in negotiating conduct. How do levels of emotion vary? Who might be useful in reading non-verbal or emotional clues?
21. Cultures view compromise differently. Cite at least two examples of when giving in is looked down upon. How might you adjust your negotiating strategy accordingly?
22. What are some strategies for overcoming a stalemate? Why is it important to know your bottom line? What are the dangers of crossing that line?
23. In international negotiating decisions often require additional patience. Why? Why is it important not to rush your counterpart?
24. Why are contracts a sensitive issue in many cultures? With this in mind, what's the best strategy? When's the best time to sign a deal?
25. How might contractual compliance vary in international business? What are some cultural reasons for this? What steps might be taken to minimize this problem?

ROLE PLAYS

ROLE-PLAY

International Negotiating: Travel Journal

- To get the most out of your global experiences and quickly enhance your cross-cultural skills, a personal travel journal is a must. After filling out your Global One Passport, you may proceed to the following sections:

Section One: Solo Exploration –

- To build awareness of your own biases. This section includes a series of reflective writing assignments that rely on experiences in our own culture. These can, but don't have to, be used for group discussion,

Section Two: Doing Safari –

- To increase sensitivity to **other** cultures. These are outside activities, or social experiments, that are designed to be done with people who are outside of your training group or class. For example, they might be other co-workers. These activities also can be used for group discussions.

Section Three: Going Native –

- To develop some strategies for working cross culturally. These are role-plays and games that require other participants in this program to engage in.

Preview

ROLE PLAYS

Global One Passport

NOTICE

This Passport must not be used by any person other than the person to whom issued or in violation of the conditions or restrictions placed therein or in violation of the rules regulating the issuance of passports. Any willful violations of these laws and regulations will subject the offender to prosecution under Title 18, United States Code, section 1998.

Your name:

Nature of the international business you are engaged in:

What is your travel history? Do you have any other cross cultural experiences?

ROLE PLAYS

SECTION ONE: SOLO EXPLORATION

Assess your own personal negotiating style.

In each of the categories below select the number that most accurately corresponds to your beliefs and behaviors.

Discussion

Meetings are most successful with...

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
a planned agenda free-form discussions

Face

During negotiations my face is usually...

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
poker-faced animated

Posture

An excellent technique for negotiating is to appear...

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
Cooperative confrontational

Theater

To obtain the most concessions, one should be...

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
calm dramatic

Results

In working with outsiders, it's best to seek...

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
win-lose win-win

Content

Ultimately, the best deals depend on understanding...

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
data and statistics gut feeling

Concessions

During the give and take of bargaining, haggling...

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
is just a game reveals one's real character

Ask two colleagues at work how they would score you in these categories and mark their responses with different color pens.

Were there any surprises?

ROLE PLAYS

Discussion

Meetings are most successful with...

1 _____ 2 _____ 3 _____ 4 _____ 5
a planned agenda free-form discussions

Face

During negotiations my face is usually...

1 _____ 2 _____ 3 _____ 4 _____ 5
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ROLE PLAYS

The workweek depends on subordinates accomplishing certain clerical activities like phone calls and faxes. In an international assignment many of these activities cannot be taken for granted. Estimate the additional hours per workweek these background activities require in an inefficient foreign country. Base the estimated hours on your best guess of the likelihood and frequency of these activities in the work you will be doing.

Phone calls without accidental disconnections	additional hours_____
Sending faxes	additional hours_____
Photocopying	additional hours_____
Electrical brownouts or interruptions of service	additional hours_____
Mail service	additional hours_____
Internet connection	additional hours_____
Precautions for security	additional hours_____
Congestion in automobile traffic	additional hours_____
Availability of water for washing and for drinking	additional hours_____
Physical exhaustion from travel	additional hours_____
<hr/>	
Total new work week = 40 hours + additional hours =	_____ hours

Pre

ROLE PLAYS

Social Distraction or Business Necessity?

Certain activities are relevant to business in one setting, but irrelevant in another. Following are the three different settings to be considered:

Headquarters	within your own company
Domestic	with a supplier from a neighboring city
International	with a potential partner from another country

Put a check mark when the activity is relevant to the business under that setting.

	Headquarters	Domestic	International
Going out together for lunch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Touring local sights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending a cultural or sport event	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Going out for casual drinks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visiting a home or family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ROLE PLAYS

SECTION TWO: DOING SAFARI

People who work together for some time often develop shared beliefs, values, and behaviors that appear peculiar to those outside the "tribe." Look at your company or university as an anthropologist and answer the questions below. Once you have written your answers, ask a colleague or manager to verify your observations and add their comments to your description.

What words or phrases are used with special meaning by the people in this tribe?

What items, actions or behaviors have symbolic meaning for members of this tribe?

What are the things that appear ritualistic to an outsider but rational for members?

What are the regular, informal meeting places where business and personnel are discussed?

What do newcomers have the most difficulty adjusting to?

ROLE PLAYS

In the course of a couple days at work, count to 5 silently before answering any question.

How often are you interrupted during your silence?

What kind of information do the questioners interrupt with?

ROLE PLAYS

SECTION THREE: GOING NATIVE

The following activities are designed for two or more people. The role-plays involve two or more characters with secret instructions. Players are not to share their characters' secret instructions before or during the role-play. Others in the group can function as observers, timekeepers or coaches. Each situation has a natural conclusion, and players should be encouraged to reach the endings themselves.

At the end of the role-play, discuss these questions:

- What was the result? For example, what was the decision, was the communication successful, and who won?
- What did it feel like to play the characters? Players can share their secret instructions.
- What did the players do to achieve or to fail to achieve the result?

The secret instructions are scattered in the next few pages. This way a player can see his own secret instructions without reading those of the other character.

Preview

ROLE PLAYS

LET'S DO LUNCH.

Situation

Three decisions are made together by two players in the three rounds. In the first round they must decide where to eat, in the second what to eat, and in the third who pays. Players can decide how realistic the details of the situation can be, i.e. their comments reflect their real preferences or not. In this first role-play there are no secret instructions.

Round 1 - Where to eat

The players should suggest two eating places. It would be best if the places are real and familiar to both players. If not, one person can propose an on-site cafeteria while the other proposes a downtown, sit-down style restaurant. Players must choose different places to eat. They have 5 minutes to come to an agreement, and must use a confrontational style for negotiating. Use the discussion questions on the next page before going on to the next round.

Preview

ROLE PLAYS

DISCUSSION OF ROLE-PLAY

What was the result?

What did it feel like to play the characters?

What did the players do to achieve or to fail to achieve the result?

ROLE PLAYS

Round 2 – What to eat

Players should take opposing positions about cuisine, i.e. beef versus chicken, or meat versus vegetarian. The objective is to come to an agreement on what to commonly eat. They have 7 minutes to come to an agreement. And they must use a cooperative style of negotiating. Use the discussion questions below before going on to the next round.

DISCUSSION OF ROLE-PLAY

What was the result?

What did it feel like to play the characters?

What did the players do to achieve or to fail to achieve the result?

ROLE PLAYS

Round 3 – Who Pays?

The lunch bill can be paid in several ways: one person pays all, each diner pays his or her portion, each person pays 50% or one person pays the bill and the other pays the tip. The objective is to come to an agreement on who pays how much. They have 10 minutes to come to an agreement. One player seeks a win-win result; the other seeks a win-lose result. The players should select their intended result before negotiating.

DISCUSSION OF ROLE-PLAY

What was the result?

What did it feel like to play the characters?

What did the players do to achieve or to fail to achieve the result?

ROLE PLAYS

ONE WEEK, ONE MONTH

Situation

In its first international negotiations, Center Consolidated Company has sent the Operations Director and a team of five to Japan to negotiate a big contract with a new supplier. The trip has had problems: the Operations Director and three team members have had mild stomach ailments for days; finding a competent translator has taken longer than planned; and the corporate lawyer has unexpectedly joined the meetings. Nevertheless significant progress has been achieved.

The Executive Vice President is monitoring the negotiations from headquarters. He has never done business outside the U.S. and has played a strong mentoring role in the career of the Operations Manager. The Exec.VP is on a videoconference with the Operations Director to set a final date for contract signing and their return. The scene starts when the VP says, "I know you asked for another month, but we need you to finish your work in a week..."

Select one participant to be the Operations Manager, and another to be the Executive Vice President. The participants are to negotiate a new deadline for wrapping up the negotiations. Before starting, read the following secret instructions.

Preview

ROLE PLAYS

DISCUSSION OF ROLE-PLAY

What was the result?

**What did it feel like to play the characters?
Players can share their secret instructions.**

What did the players do to achieve or to fail to achieve the result?

ROLE PLAYS

Secret Instructions for the Operations Manager

The Exec.VP taught you everything you know in business. But this is business in Japan, not the United States; the supplier has brought 15 people in every meeting. They operate by time-consuming consensus. They could steal the technical information you have and become not a supplier but a competitor – if your team were rushed and careless. The presence of the lawyer has slowed things down. You could finish the negotiations in a week but some personal relationships with the Japanese would be upset. You don't want to insult your old mentor, but this is not an American supplier.

Preview Only

ROLE PLAYS

Secret instructions for the Executive Vice President

You know that the Operations Manager can lead a team and keep it focused unlike anyone else in the company. Projects were brought in under budget and before deadline. You taught the Operations Manager about everything in business. Actually, you could put off the request of “the Chief,” the CEO, for this deadline. But you feel that another extension of one month would be like admitting that you did a poor job mentoring the Operations Manager.

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GLOBAL ONE SERIES

Cross-Cultural Understanding

Intercultural Communicating

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