



Andrea Charman

[www.ctsus.com](http://www.ctsus.com)



# *Negotiating the Global Playing Field*



***We are all in business to win.***

***Today winning means continually upgrading skills to ensure competency in the global arena.***

**Whether at the e-mail, telephone conversation, or face-to-face negotiation level, communicative appropriateness counts.**



# *Culture's Role*

*People from different cultures organize their realities differently and therefore their preferred communication styles differ.*

# *Culture and Communication*

*English*

*Chinese*

*'...listen with undivided attention...'*



# *Culture and Communication*

*English*

*Japanese*

*I spilled coffee on my  
shirt.*

*Coffee was spilled on  
shirt.*

*Consequences?*

# *Communicative Appropriateness*

Hi!

I'm Jane.

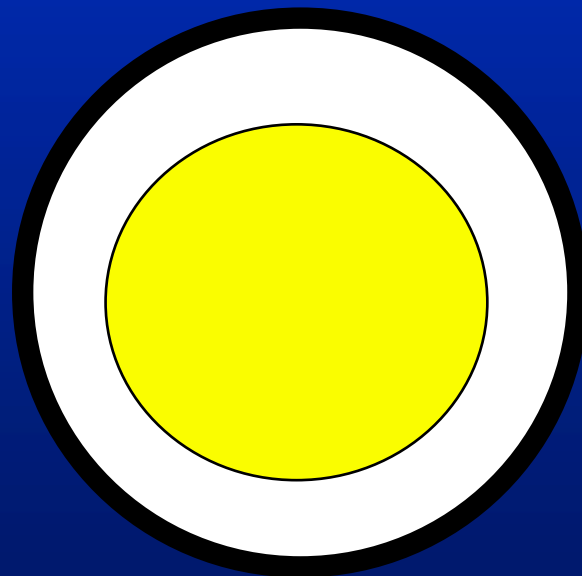
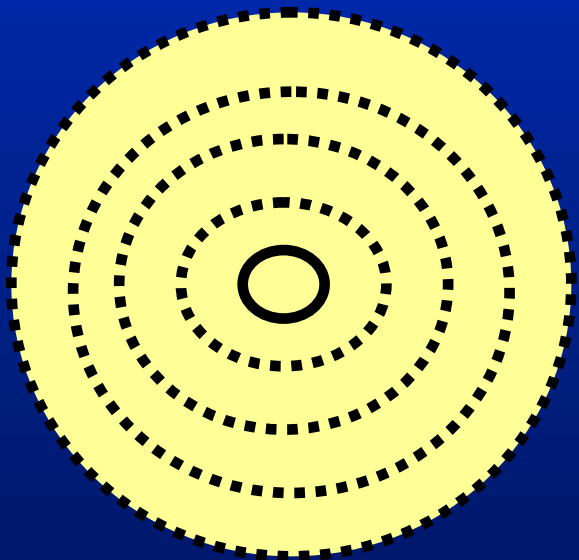
Good morning!

May I introduce  
you to Jane Cruz.





# *Understanding Relationships*





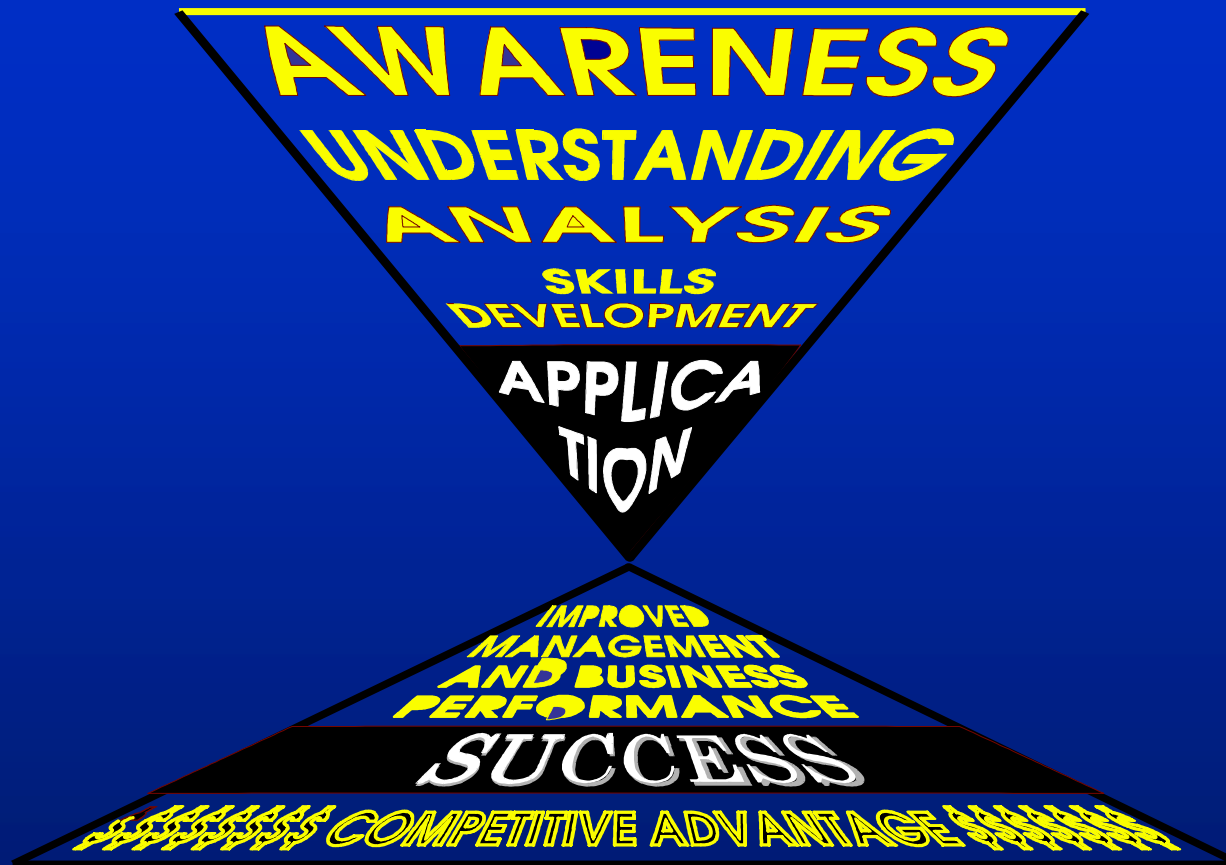
# *The Cultural Continuum*



# *Basic Premise*

- The concept of culture is a pervasive and often hidden influence on business behavior at all levels.
- It is both possible and desirable to develop an intellectual understanding as well as behavioral skills pertinent to the managing of interactions in business with people from different cultures.

# *Where to Begin*



# Effective Global Business

## Business Technical Knowledge

### Conceptual

Strategy/  
policy  
Capital  
markets  
Systems  
analysis  
Etc.

### Practical/Specific

Product  
knowledge  
Accounting  
procedures  
Computer  
systems  
Production  
methods  
Planning  
techniques  
Etc.

## Cultural Knowledge

### Conceptual

Dimensions  
of culture  
Role/impact  
of culture  
Communication  
conventions/  
preferences.  
Etc.

### Practical/Specific

USA  
Japan  
PRC  
France  
Germany  
India  
Mexico  
Argentina  
Caribbean  
Egypt  
Indonesia  
Etc.

## Situational Knowledge

### Issues

Establishing  
jvs  
Selecting  
partners  
Negotiating  
Workplace  
problems.  
Project  
management  
Etc.

### Practical/Specific Info

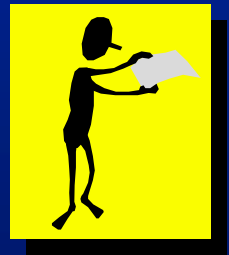
Social,  
economic,  
political,  
legal,  
information  
for a  
given  
country  
or  
business sector



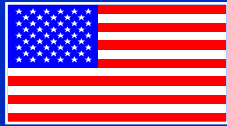
# *Keys*

## *to Global Written Communication*

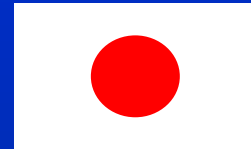
- The macro values driving communication
- Cultural contrasts in written business communications
- Norm cultural objectives of communication-desired outcomes
- Opening conventions in business communications
- Content, persuasion tools, non verbal messages
- Acceptable styles
- Closing conventions



# *Template*



1. Provide information  
Seek commitment to action
2. Purpose explained  
Conclusion presented first,  
then supported by facts
3. Factual/sequential/consequential  
action plans
4. Gain/loss of chance/opportunity  
Threats/use of power
5. Bullets/short forms/urgency
6. Specific requests/affirmations
7. Efficiency, clarity, time, action, results



- 1. Cultural objective  
of communication**
- 2. Openers**
- 3. Content**
- 4. Persuasion tools**
- 5. Non-verbal tools  
Style**
- 6. Closing**
- 7. Applied values**

# *Cultural Contrasts in Telephone Negotiation*

OBJECTIVE	Information Action Decisions & closure	TIME ORIENTATION	Time is money Concrete and tangible Present focus
OPENING	Full name Purpose of call	INFORMATION EXCHANGE	Step-by-step Logical & linear
PROCESS	Task-oriented Direct questions		
USE OF LANGUAGE	Direct & objective Concrete & informative	CLOSING	Seek commitment Assign responsibility Will be in touch
NONVERBAL COMMUNICATION	Urgency Tone of voice, intonation, stress	APPLIED CULTURAL VALUES	Directness Privacy Action-orientation Task-orientation Results focus

# *Core Negotiation Styles*

↖ Normative

↖ Intuitive

↖ Analytical

↖ Factual

*The meeting of minds*



*An exchange of words*





# *Winning in the Global Business Arena*

Effective negotiation involves giving of yourself, trying to see the world of others and to respect their life ways. Yet, at the same, it means being true to yourself and your ways. It is awareness, understanding, knowledge, and application.

The message that ultimately counts  
is the one the other person gets or creates in his/her mind, not the one we  
~~send.~~