

# The Impact of Culture on Negotiation

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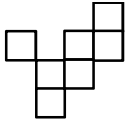
Nina Meierding, MS, JD

Negotiation and Mediation Training

Bainbridge Island, Washington

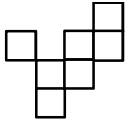
[nina@meierding.com](mailto:nina@meierding.com)

[www.mediate.com/ninameierding](http://www.mediate.com/ninameierding)



We are all like each other, we are  
all like some others, and we are  
all like no other.

-Thomas Kluckhorn



# Theories of Fairness

- **Legal Theory**

Codes, laws, rules, written guidelines

- **Equity Theory**

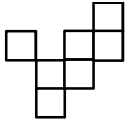
Amount of energy, money, effort

- **Needs-based / Culturally-based Theory**

Contextual, situational, relational

- **Faith based Theory**

Higher power, scripture, God's will



# Processing Styles

## ■ **Monochronic**

Linear, sequential, ordered

Agendas and outlines

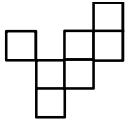
Time is quantifiable

## ■ **Polychronic**

Global, broad, multi-layered, interconnected

Brainstorming, linkage, “package deal”

Time is flexible



# Individualistic and Collective Cultures

## ■ Individualistic

Individual gain, more independent

Self protective or more ego-invested

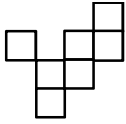
More competitive

## ■ Collective

Problem solving focused

More collaborative

Saving face may be an issue



# High and Low Context Cultures

## ■ **High context**

Implicit understanding – intuit from situation

Indirect speech

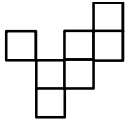
Collective cultures

## ■ **Low context**

Explicit information is abundant

Direct, to-the-point communication

Individualistic cultures



# High and Low Uncertainty Avoidance

## ■ **High uncertainty avoidance**

Needs to control future and avoid risk

Wants to plan for contingencies

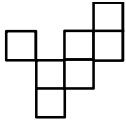
Formalized agreements – little is assumed

## ■ **Low uncertainty avoidance**

Flexible about future

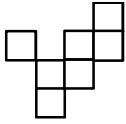
General clauses in agreements are acceptable

Sees high uncertainty avoidance as a lack of trust



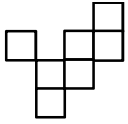
# Speech Styles and Patterns

- Cross-talking and overlapping speech
- Ritual opposition
- Level of emotion
- Level of disclosure
- Formality



# When Is a Deal a Deal?

- Verbal? “Yes”?
- Non-verbal? Nodding?
- When there is a meeting of the minds?
- In writing? Whose writing?
- When one party begins to provide the services in reliance on a deal?
- Who decides?
- At the table or away from the table?
- \_\_\_\_\_
- \_\_\_\_\_



# Remember.....

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all like no other.