

Fulbright Research Proposal

**“Getting to Yes” in Portuguese and Spanish:
Negotiation and Conflict Resolution in a
Multilingual Environment**

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MBA-GSM Capstone/Thesis Project

December 12, 2002



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List of Figures and Tables

Figure 1.0 Negotiation Process Model.....	25
Table 1.0 Pre-Negotiation Phases.....	26
Figure 2.0 Map of Brazil.....	47
Table 2.0 Negotiation Styles.....	56
Table 3.0 Cross-Cultural Differences in Verbal Negotiations.....	57



Table of Contents

Chapter 1.0 Opening Remarks..... 6

Chapter 2.0 Purpose of Project..... 8

Chapter 3.0 Negotiation Framework..... 12

3.1 Stages of Negotiation 12

3.2 Negotiating Plan..... 15

3.3 Going into Negotiations 16

Chapter 4.0 Expanding Traditional Business Negotiation Model 18

4.1 Negotiations as a Process 18

4.2 Planning and Preparation..... 19

4.3 Planning Inclination..... 20

4.4 Planning and Preparation Activities 21

4.5 Intelligence Gathering 21

4.6 Formulation 22

4.7 Strategy..... 24

Chapter 5.0 Negotiation in a Multilingual Environment 28

5.1 Intercultural Communication..... 28

5.2 Culture Sensitivity..... 32

5.3 Negotiating Across Cultures..... 34

5.4 Culture Differences 41

5.5 Language 43

Chapter 6.0 Student Proposal Phase 46

6.1 Abstract 46

6.3 Thesis Hypothesis..... 49

6.4 Approved Thesis Outline..... 49

Chapter 7.0 Application Process 50



Chapter 1.0 Opening Remarks

There is increasing evidence that large scale globalization is rendering traditional ways of doing business mostly irrelevant. There is a growing need for managers to become global managers with a global perspective. Research suggests that a global perspective can be constructed through a series of global experiences supported by appropriate skills and knowledge.¹

The global manager will have to master more than concepts and theories; he or she will have to command new skills. If one looks at the requirements for success in the global economy, it is clear that a global manager is going to have to have a comprehensive knowledge base and a well-developed set of relational and cross-cultural skills. It will include knowledge about business and technical matters as well as social, political and economic systems. Managers must have an ability to define and solve problems in the face of uncertainty and a keen sense of how and when previous experience is relevant in new cultures.²

There can be no international business without the presence of at least two parties, each coming from different countries, sitting face to face to negotiate a business deal. Negotiations precede all international business transactions, whether they are the sale of a product to a foreign buyer, the formation of a joint venture between two companies of different nationalities to share distribution channels in a third country, an acquisition of a company by a foreign company, or the licensing of a technology by a company to a foreign producer. It is inevitable that negotiations between two or more sides will take place whenever a certain outcome is impossible to obtain unilaterally without incurring unacceptable political, legal, or economic consequences.

The ability to work with others from a wide variety of cultural backgrounds and the ability to communicate effectively with them are also skills essential to the success of the global manager. The global manager must have a repertoire of skills for the communication of knowledge across cultural lines. He or she must have the ability to define and solve problems within a variety of social, political, and economic systems. Often in the face of uncertainty, he or she must implement new skills as well as apply previous experience to a set of ever changing present circumstances.³

In applying for a Fulbright grant, the proposed course of study would allow me to come full cycle in terms of learning how to become a global manager. For the sake of this capstone/thesis project, the proposed study was first developed for the Fulbright application, later to be completed in Brazil.



Chapter 2.0 Purpose of Project

Based on my academic studies and experience in the business world, I wish to develop a strong set of foreign language skills. In today's global marketplace, there is a need for managers with multiple foreign language skills.⁴ As the world shrinks and the borders between nations become all but invisible, the corporate manager who travels from country to country as a matter of course must possess strong foreign language skills to negotiate agreements, handle human resources and achieve corporate production goals.

The times have disappeared when American executives can depend on the rest of the world to speak English. While at one time it was true that by and large, the CEO could depend on his counterparts in foreign countries to speak English, with the advent of globalization, this is no longer the case. Entire populations have migrated so that linguistic boundaries between nations are not as sharply drawn as was once the case.⁵ Spanish has spread north to the United States. There are large Hispanic populations throughout America who speak no English, and even American businessmen doing business in the U.S. have had to learn Spanish or at least hire translators in order to do business with Spanish speaking customers.⁶

I decided to research the topic of whether or not possessing foreign language skills and the cross-cultural sensitivities which come with having these skills creates more "power" at the negotiating table. The question of whether or not and how foreign language skills contribute significantly to our power and effectiveness as negotiators is the central question explored in this thesis. The proposed course of study submitted to the Fulbright Commission is ambitious and requires work, study, and research abroad. The capstone represents the first phase of a longer more complex course of study submitted recently to the Fulbright Commission in the form of a grant proposal.

The capstone experience has provided me with the chance to evaluate my strengths and focus on my interests within my field with the future in mind. Through my capstone research, I have pinpointed an area of expertise which I hope to achieve in the future. I have set a series of career goals which can be achieved realistically through a series of objectives and methods outlined in the Fulbright proposal. Broadly speaking, while building on my present strengths, my goal is to acquire a series of skills to become competitive in the marketplace in terms of pursuing a successful career as a global manager in the 21st century.

The practical applications of speaking two or more languages fluently when conducting negotiations abroad, and specifically, how foreign language skills lead to the empowerment of the negotiator, are questions well worth exploring in and of themselves. They are questions, which if addressed within the context of a Fulbright, draw on my present academic strengths and interests. In envisioning my career 10 years down the line, I see a world increasingly more interdependent where the knowledge of several foreign languages has become the rule rather than the exception among global managers.

The “learning objectives” I have outlined in my Fulbright grant proposal represent a concrete and specific case analysis of the general topic of the relationship between foreign language skills and proven effectiveness as a negotiator. The case of Porto Alegre, Brazil, caught my interest because of the prevalence of an inter-language phenomenon in state of Rio Grande do Sul. As the world becomes smaller and linguistic borders tend to disappear, more and more business will be conducted within an inter-cultural and inter-lingual context.⁷ There are many examples of cross-cultural penetration that produce inter-languages in Europe. Countries such as Switzerland, France and Italy, along with other European nations, speak inter-languages along their borders. An obvious example is the Portunol spoken along the border of Spain and Portugal.

My wish to examine an example of the inter-language phenomena is based in part on my sense that in the 21st century, we shall see more rather than fewer examples of the blending of cultural and linguistic boundaries. Moreover, I choose Porto Alegre, Brazil as the place to carry out my study, a. because I know the two languages spoken in the area, and b. because of the importance of Portuguese in an area where MERCOSUR trade is growing.

Within the context of the capstone, I have tried to examine my strengths and interests objectively in light of specific career goals. These goals are clearly stated in the Fulbright proposal below, but can be summarized as follows: a. to speak fluent Spanish and Portuguese as preparation for entering the workforce as a corporate manager, b. to perfect the art of negotiation within the context of the world's sixth largest economy (the fifth largest being California) and within the context of Brazilian culture,⁸ c. to become knowledgeable about and sensitive towards Brazilian protocols for negotiation, d. to become familiar with the Spanish American protocols for negotiation within the context of Brazil, e. to target a very specific area in Brazil which borders on Uruguay, Paraguay, and Argentina so that I might focus on how Spanish American and Brazilian protocols meld to create a third "hybrid" set of protocols for negotiation. Finally, I wish to analyze and describe the unique melding of the two traditions of communication in my master's thesis, which I intend to publish in a scholarly review.

My thesis focuses on a number of linguistic phenomena which include, a. the use of Spanish in southern Brazil within the business context, b. the number of Brazilians who learn either Spanish or Portuguese as a means of helping them reach agreement with their South American counterparts in a Brazilian business(es), and c. the degree to which Portuguese predominates within southern Brazilian business(es) in conducting business negotiations in Porto Alegre and/or in the neighboring MERCOSUR nations

As stipulated earlier, I choose the present course of research as a result of having made an objective assessment of my strengths and weaknesses as well as having achieved a clear notion of my specific career goals. I wish to strengthen my language skills in ways that will make me a more saleable commodity in the job market. I choose both of these languages for the following reasons: a. they are closely related so that knowing Spanish is most helpful when learning Portuguese, b. Spanish is a language spoken in 26 nations, and virtually all of Latin America speaks Spanish with the exception of Brazil, c. Brazil is the largest economy in Latin America and the 6th largest economy in the world, so learning Portuguese can make me much more competitive in the job market, d. I can build on my training in conflict resolution, mediation, and negotiation through learning the customs and protocols practiced in Brazil and the other MERCOSUR nations.⁹



Chapter 3.0 Negotiation Framework

3.1 Stages of Negotiation

Negotiation can be defined as a process in which one individual tried to persuade another individual to change his or her ideas or behavior.¹⁰ For the purposes of illustration, let us presume that the export manager of a small manufacturing company that makes computer monitors needs to locate an agent for the products of the firm in a specific target market. He has scheduled a trip there for this reason. The manager has never visited this nation. Therefore, he is unacquainted with either the business practices or cultural customs there. He soon becomes aware of the need to get a better understanding of how to conduct business negotiations in that market prior to the time he actually meets with a number of potential agents. However, limited amounts of time and funding make it impossible to take a special course on the topic, assuming that such courses are available locally throughout the year.¹¹ In an example like the one above, the exporter may have some easy concepts in mind as he gets ready for the negotiations. These concepts signify the stages through which the negotiation process has to move to get the best outcome.

At the *starting point*, the business negotiation process usually goes from a state of “contention” to a state of “conclusion.” Contention means that each one of the two sides starts from a different perspective in terms of what he or she hopes to accomplish through the negotiation.¹² Conclusion refers to the final agreement reached by the two parties in terms of what each is to undertake to reach a common goal.

In the above example, at the time the export manager finds the potential agents available in the target market, he or she will have specific interests to follow up on in the business dealings that will not necessarily be the same as those of the counterpart. The manager

may need the agent to do the job for only a small commission. He or she may want the extra profits to be put back in the company in order to grow and modernize production. It is also possible that the manager will want to sign a number of additional agents in the same country to add to the chances of export sales as well as to limit the agency agreement to a short period of time for the purposes of testing out the market. The potential agent, however, can ask for a bigger part of sales than that offered as a commission. One might ask for exclusivity within the country concerned and demand a contract for a number of years rather than a small trial period. If this is the case, the exporter must need to know the way to follow up in the talks in order to make sure that most of the firm's interests are taken into account in the final agreement.

In the *intermediary stage* the terms “clarification,” “comprehension,” “confidence,” “convergence,” “credibility,” “conciliation” and “concession” are basic phases in the negotiating process between the initial starting position and the final agreement. By applying each concept in chronological order in the negotiations, an export manager can follow a logical progression during the negotiations.¹³ “Clarification” and “comprehension” represent the first steps away from the condition of confrontation.¹⁴ In the case above, both the exporter and the potential agents have to clarify their positions and points of view and try to achieve understanding of the other side on the principle issues. For instance, in this case, it is paramount for the exporter to get a low commission rate and for the agent to have exclusivity in the territory concerned.

The following steps in business negotiations relate to the concepts of “credibility” and “confidence.” These are attitudes that have to emerge as both parties discuss their needs as well as the reasons behind them. Within the above scenario, this might, for example, mean that the agent would take as credible the exporter's desire to reinvest a great part of the profits in order to ensure the company stays competitive. However, the exporter might have confidence that the agent in question would make maximum effort in terms of actually promoting the product. In this way, the agent can assure the exporter that a

longer contract might be an advantage in the long-run. When the negotiations go further, the two sides can eventually reach a “convergence” of views on the various issues being discussed.¹⁵

The *next phase* is the stage of “concession” as well as of “conciliation.” In this part of the negotiations, the issues on which the two parties have yet to agree can be settled upon through both parties making some compromises.¹⁶ It is necessary to record both the problems and the possible solutions or options for the stage of the negotiations concerned. The welfare and concerns of the other side in the negotiation has to be kept in mind when drawing up these lists. By doing so, the exporter can map out his strategy. The *last stage* would be the “conclusion,” or the agreement between the parties. In the example of the exporter, this means achieving a signed agreement with a new agent, one which takes into account at least some of the exporter’s main preoccupations such as a low commission on sales. It also must take into consideration some of the agent’s main concerns such as a two-year contract.¹⁷

In order to get ready for negotiations, the export executive can complete a worksheet for each of the nine points above. Each worksheet can list the problems and possible solutions or options for the stage of the negotiations process.¹⁸ This practice should increase the exporter’s chances for getting results that are of benefit to both sides, offering a certain likelihood of success.

Although the worksheets should be finished before negotiations take place, some of the items may have to be filled in while talks are going on as the negotiating positions change. If time allows for instance, it can occur when there are breaks in the discussion times. If the negotiations are to be conducted by more than one individual, the group should try to finish the worksheets together to guarantee a team effort. It would be good to have the forms filled in by a number of the senior staff ahead of time to obtain their views and expertise on the topics under discussion.¹⁹



3.2 Negotiating Plan

In order to prepare for business negotiations, the export manager should make an assessment of the current position of the company including an examination of its strengths and weaknesses. It is possible to do this by the “strengths, weaknesses, opportunities and threats,” or “SWOT” method of assessment, a procedure that is often used to evaluate business management conditions.²⁰ Even though the SWOT is a well known business management tool, not enough notice is given to tying the results of a SWOT analysis to the growth of a business negotiation strategy. The SWOT method when employed for business management reasons, in simple terms, consists of examining a firm’s production and marketing goals and evaluating the company’s operations and management policies and practices with these goals in mind. The frame of reference for this analysis are four words: “strengths,” “weaknesses,” “opportunities” and “threats.” All facets of the company’s behavior are gone over and classified under one of these four concepts.

This procedure is taken one step further when the SWOT outcomes are proven applicable to a negotiating plan. The strengths, weaknesses, opportunities and threats, which are made known, are then employed in order to plan the negotiating tactics and strategy. Applying the SWOT paradigm to negotiations makes it possible for export executives to take advantage of their companies’ strengths and minimize their weaknesses. It also helps them to remain open to opportunities as they arise and to be ready to bargain in a threatening situation. Relying on the strengths of the company, the export manager can get additional support for the firm’s ideas or proposals during the discussions. In the same way to make up for any weaknesses, the manager can play down their importance through focusing on other portions of the discussions or through broadening the range of issues. As far as future prospects are concerned, specific plans can be worked into the negotiating strategy in order to capitalize on them. Finally, any dangers that present

themselves to the company's business operations that are identified by means of the SWOT analysis can be included within the negotiations through specific counter measures.²¹

Whatever kind of negotiations taking place, an export manager can stress specific aspects or elements of the SWOT analysis when devising the strategy. If the goal is to form a joint venture, the SWOT analysis will be read and understood differently than if it is to find a new agent. Considering the above example, if the company has carried out a SWOT analysis and finds out that a weak point is a lack of consumer acquaintance with its products, the export manager will try to make up for this weakness in his/her negotiations with possible agents in the targeted market. In the same way, the manager would make use of one of the company strengths identified through the SWOT analysis.²² He or she would point out the high quality of the firm's computer monitors in an effort to convince a prospective agent to work with the firm on favorable terms. When the exporter goes about preparing the worksheets for the negotiations, according to the nine stages described above, these aspects will be incorporated in the points to be discussed.

3.3 Going into Negotiations

When entering into business negotiations, export managers need to maintain certain key points in mind that might come up as discussions go forward. When negotiations occur between export executives from different economic and social environments, introducing options and keeping an open mind are required in order to create a fruitful, sympathetic kind of relationship. Those negotiators who are experienced and seasoned think the skill of introducing options to be a valuable and important advantage in conducting fruitful discussions. Giving the other party the feeling that new ideas brought up originate with both parties also helps greatly to make negotiations proceed without problems.²³

The objective in these kinds of negotiations is to come to an agreement that is mutually satisfactory to both sides and that leads the way to substantive results in the long-run. To be able to negotiate agreements that are mutually beneficial necessitates the will to cooperate with the other side. The talks have to stress those interests shared by the two parties.²⁴ When and if the discussions arrive at an impasse at some point, it might be required to refocus them by analyzing and understanding the needs and problems of each of the two sides. In conclusion, the advancing of business negotiations requires a mutual effort. In an international business agreement, the goal is to create a shared investment in a common business relationship at a future time, whether it is related to getting an export order, appointing a new agent, or entering into a joint venture.



Chapter 4.0 Expanding Traditional Business Negotiation Model

4.1 Negotiations as a Process

The different activities that are followed are delineated and show an added key element to the negotiation paradigm. Then the concurrent and consequential part of the paradigm is touched upon. This leads to talks on how this pre-negotiation planning and preparation element might be related to traditional antecedent variables. The process of negotiation finds its roots in exchange theory.²⁵ It is broken up into three stages: the antecedent phase (in which the new pre-negotiation planning and preparation component resides), the concurrent phase, and the consequent phase.

This methodology was proposed by John L. Graham and has served as the sum and substance for doing research on business-to-business negotiation in the marketing area. Within the process of negotiation, certain concurrent and consequent variables are a function of other antecedent variables.²⁶ Graham's conceptual paradigm is made up of three conceptions: (1) negotiator characteristics and situational constraints; (2) aspects directly related to the negotiation process and (3) negotiation outcomes (See Figure 1).²⁷ The thrust of this section lies within the perimeters of the antecedent negotiation stage. Before the pre-negotiation planning and preparation portion is worked out, a brief look at this preliminary stage of the process is in order.



4.2 Planning and Preparation

Planning and preparation are ever-present procedures for which various approaches exist. Mckee, Varadarajan, and Vassar have observed three principle planning styles in the area of marketing management. These are made up of the following options:

1) *limited planning*-planning the is kept to a minimum through making use of internal data and competitor analysis, 2) *constituency planning*-a survey is taken of the stakeholders about the needs and uses some environmental information to be added to internal data, and 3) *comprehensive planning*-making use of financial analyses at different levels and using task forces to manage strategic planning.²⁸

In effect, marketers are viewed as belonging to low, medium or high regardless of the paradigm that is embraced. In planning, assertions must be made in relation to issues that should take place in the future. Then it is necessary to build a course of action on these same assumptions.²⁹ Within the business environment, planning is mostly done in an attempt to 1) lessen uncertainties in the future and 2) lessen or reduce the risk of failure.³⁰ For our purposes here, planning can be defined as the collecting of information and the developing of options. Preparation is limited to those activities which are related to the development and practice of the presentation of the components planned to the other side of the negotiation table.

In the business area, planning is usually the same as written objectives, strategies, policies and is often strategic in nature.³¹ Although none of the research found planning

to be a cure-all, Mintzberg thought “setting oneself on a predetermined course into unknown waters is the perfect way to sail straight into an iceberg.” As might be anticipated, the people who plan better also are the ones who do better within a negotiation context.³² Kotter stipulates that planning most often happens in an informal or implicit manner and that managers often build goals and plans that are loosely related. For the sake of this article, the things included in planning are the processes of data collecting, formulating, strategizing, and preparing.³³ Other phenomena, including the actual execution of the tactics and approaches at the negotiation table or in verbal communication, would fall outside the area of the component of planning-preparation.

Preparing for a negotiation often can be very difficult and time consuming. Therefore, at times negotiators take a step back. Most of the people who take part in negotiation on a regular basis often admit that pre-meeting planning and preparation are the key to becoming successful. Negotiators also say that they often go into negotiations that are poorly planned and prepared due to the organizational realities of having to “do more with less.” Also, there is a lack of responsibility in the organization for addressing or failing to address this stage of the process of the negotiation. They are very much time poor, and they fail to put a process into play which can make it possible for them to get on the planning and preparation learning curve. While there are some negotiators who have the inclination to plan, others may not. In the following section, who invests in planning, and what activities are undertaken during the planning phase are addressed.³⁴

4.3 Planning Inclination

Due to limited funds, negotiators have to decide often on the amount of time and resources to allocate to planning and preparing in any given situation. Sujan, Weitz, and Kumar (1994) argue that situational insight and sharpness develops through mental preparation, self-confidence, as well as the ability to adjust behavior as the situation

unfolds.³⁵ The authors think that pre-planning is the idea that best draws these capabilities together. They found that the people who made investments in planning turned out to be more adept at learning and performing than the people who failed to plan. Therefore, the propensity to plan is a measure of the amount of time that different individuals are willing or motivated to invest in planning actions.

4.4 Planning and Preparation Activities

It is very important to have a good understanding of the activities undertaken during pre-negotiations. Questions that arise are related to whether or not some aspects of planning and preparing are more important than others? Do each of the activities require different skills to perform? Lewicki, Minton, and Saunders (1997) offer a general panorama.³⁶ Additional prescriptive ideas can also be had from Shell (1999), Fisher and Ertel (1995) and Salacuse (1991).³⁷ All the authors who address the pre-negotiation phase have enumerated many behaviors and activities that can be broken down into four common themes: 1) Intelligence gathering, 2) Formulation, 3) Strategy, and 4) Preparation.³⁸ The substance of each step is worked out in more detail in the sections that follow and are outlined in Table 1.0.

4.5 Intelligence Gathering

Intelligence gathering involves collecting, processing, analyzing, and evaluating available data related to the other side as well as germane environmental issues.³⁹ Identifying the other side's strengths, weaknesses, and battle plans makes it possible for both military and business combatants to predict more accurately their opponent's behaviors. The collection, processing, and evaluation of military intelligence has been refined to a kind

of art form. This is also true for some of the most skilled business negotiators. A third century B.C. military strategist, Sun Zeu, stipulated that military operations include deception.⁴⁰ This is often the case for business negotiations. Among the best ways to counteract deception, or to know when it is taking place, is to get a hold of enough strategic intelligence relating to the other side's activities. In this way, it is possible to find out what communicated information is true, and what is not. However, negotiators most often do not undertake a complete, rational analysis of the situation. This happens either because the relevant information is not at hand or because they fail to look at how the information might be distorted.

Comprehending market conditions, the trends in the future, as well as how such issues will impact each of the parties is just the first step. Information about the other participants in the negotiation must become a high priority as well. A number of means are available for collecting information, including (1) internal reports, (2) trade publications, (3) employees in your or the other firm(s), or (4) annual reports. This stage is often viewed as the most important since it affords a basis for all decisions in the future as well as recommendations. One negotiation team found the key to its success when it found out from the annual report that the other side's CEO received a \$100,000 bonus for each 1% increase in return on the equity of the share holders.⁴¹

4.6 Formulation

Formulating goals and deciding on objectives are an integral component of any planning phase.⁴² Lewicki, Minton, and Saunders (1997) made it known that negotiators should define the issues to be deliberated and discussed. Within the formulation phase, it is possible to see an effort directed towards deciding what issues are important in the encounter. Setting limit levels (realistic, pessimistic, and optimistic) on each issue to be

discussed is very crucial. Negotiators often try to anticipate and counter the opposition's plans.⁴³

Roloff and Jordan (1991) found that almost a half of negotiators said they overtly incorporate some part of the other side's planning in their own planning.⁴⁴ A negotiator who is well prepared has to have a reasonable knowledge of the needs of the other side, including its resources, reputation, and negotiating style, their authority to make an agreement, the likely strategy and tactics that will be used, and the level at which the other parties will walk away from the table.⁴⁵ This is the other side's BATNA, or "best alternative to a negotiated agreement."⁴⁶ It is also essential to find out the other side's history and culture. One of this article's authors found out an important fact in negotiating a six-figure training contract. He learned from the prospect's web site that the firm's founder started the business with not more than a couple of bucks in his pocket. It is essential to learn, understand, and ultimately respect the other side in all important negotiation encounters. The negotiator must not try and negotiate with Wal-Mart without first finding out about the tradition of Sam Walton.

Lewicki, Minton, and Saunders (1997) acknowledge that many negotiators often make preparations through consulting with others in their companies before making their decisions. During these encounters, the items to be discussed during the negotiation should be decided upon and articulated. Most seasoned negotiators understand the power and the responsibility of devising in written form the plan that is to guide the issues to be deliberated.⁴⁷ Here the decision about how much time to spend on each issue is made. Therefore, the formulation step in the pre-negotiation process is based primarily on setting the financial parameters, general objectives, and goals of the negotiation. This process cannot take place in a vacuum. Making the decision on the issues to be discuss and the issues not to be taken up can significantly influence the goals of the negotiation.⁴⁸ Furthermore, the internal needs of the firm are often just as influential in making and setting goals for the negotiation encounter as the external market forces. Internal desires can take into consideration top management aspirations, available resource, time

constraints and concerns and team considerations, to name only a few. External considerations which impact this phase might be competitive threats or positioning and a firm's BATNA (both yours and theirs).

4.7 Strategy

For the purposes of this study, strategy is defined as a plan that integrates a person's goals and action sequences into a cohesive whole.⁴⁹ Sun Tzu wrote in *The Art of War*, "to fight and conquer in all your battles is not supreme excellence; supreme excellence consists in breaking the enemy's resistance without fighting."⁵⁰ Here is found the power of strategy. When Roloff and Jordan (1992) asked negotiators the kind of knowledge and information they should have while creating their plans, they said that they needed more strategic information. However, they did not stipulate the kind of information being sought.⁵¹ Negotiators have to develop general strategies that can orient them to the specific tactics they will use (Wall 1985). Therefore, strategic attacking and defending strategies have to be taken into account.

Offensive strategic tactics are developed in order to bring pressure to bear on the other side and sometimes include the good-guy-bad-guy approach, threats and ultimatums, time pressure, and the nibbling procedure. Developing the right strategies for countering offensive moves is also crucial. Defensive tactics that are employed in order to deflect these attacks can also include using a higher authority ploy, formally disciplining their tactic, or ignoring their offensive tactic and proceeding.⁵²

Figure 1.0 Negotiation Process Model

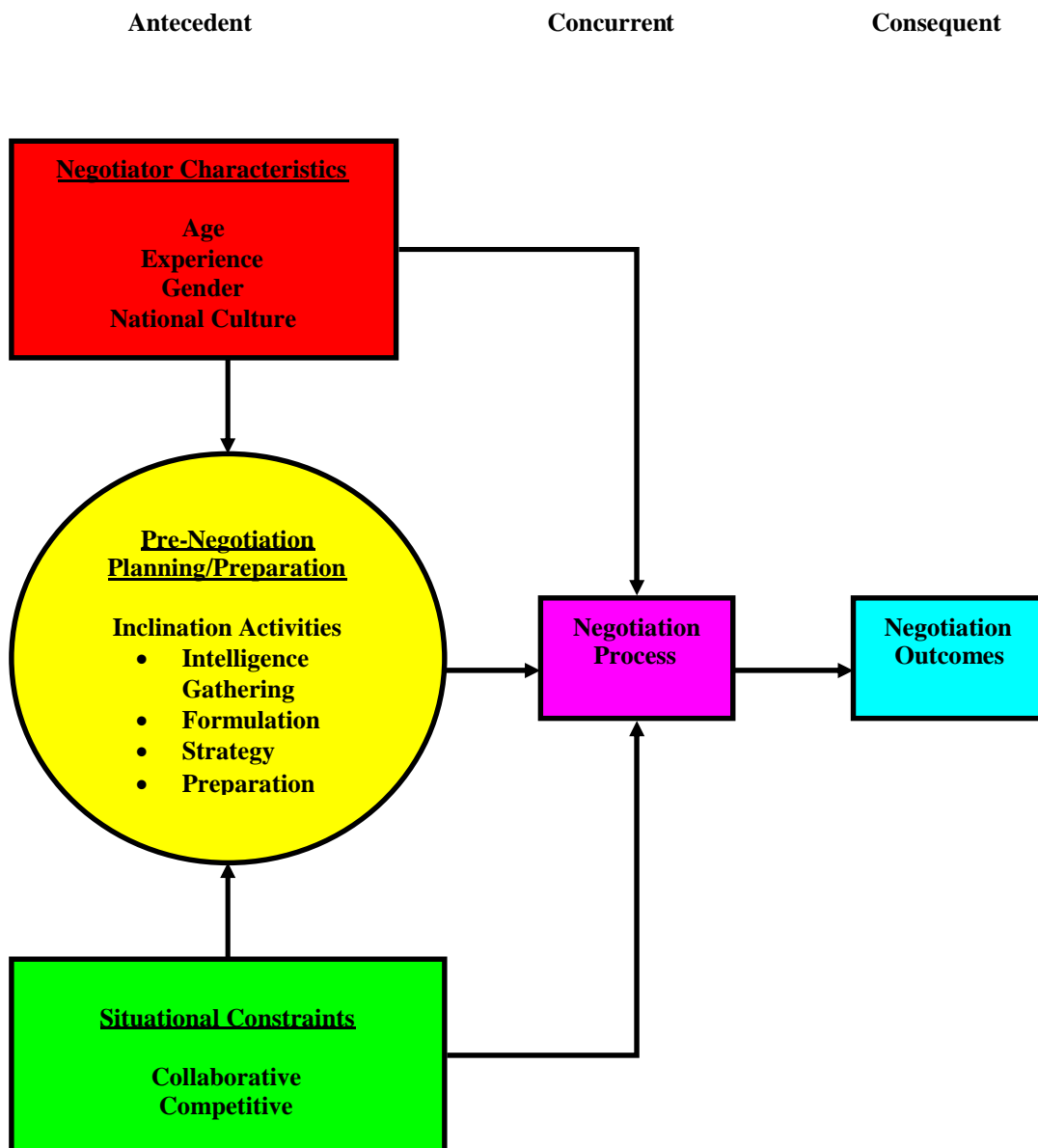


Table 1.0 Pre-Negotiation Phases

Phase	Domain
Intelligence Gathering	The act of collecting, processing, analyzing and evaluating available and relevant environmental factors. ⁵³
Formulation	Entails developing goals, specific objectives, and setting the parameters for each issue to be negotiated.
Strategy	Strategy is a plan that integrates a person's goals and action sequence into a cohesive whole. ⁵⁴
Preparation	Involves rehearsing verbal communication, arranging/creating support materials, and attending to logistical concerns.

Negotiators should devise general strategies that drive the specific tactics they will deploy.⁵⁵ Hence, strategic attacking and defending strategies must be considered.

Offensive strategic tactics will help to directly pressure the other party and may include the good-guy-bad-guy approach, threats and ultimatums, time pressure, and the nibbling procedure. Devising strategies for countering offensive moves is also important.

Defensive tactics used to deflect these attacks, may include using a higher authority ploy, formally disciplining their tactic, or ignoring their offensive tactic and proceeding.⁵⁶

A negotiator who has done his homework will also come to the table with a pre-designated trade-off strategy.⁵⁷ A pre-formulated strategy in relation to exactly what can be sacrificed in order to obtain more favorable consideration on other issues is yet another area often planned before actually getting into the limitations imposed by the negotiating table. This resembles concession strategy development. When certain concessions are to be offered, who will offer them, and what might be the expected response? All these things should be driven by predetermined strategies.⁵⁸ Therefore, before an seasoned strategist goes to the negotiation table, he or she should have already decided upon those procedures for strategically and tactically handling most conceivable situations easily.

A well-prepared negotiator will also come with a pre-designated trade-off strategy. A pre-formulated scheme regarding what can be sacrificed in order to obtain more favorable consideration on other issues is another area that is often planned before one reaches the confines of the negotiating table. This is similar to concession strategy development. At what time will certain concessions be offered, who will offer them, and what might be the expected reciprocation? These issues should be driven by predetermined strategies. Thus, before an adept strategist sits down at the negotiation table, he or she had developed procedures for strategically and tactically handling most conceivable situations with ease and grace.⁵⁹

Chapter 5.0 Negotiation in a Multilingual Environment

5.1 Intercultural Communication

With a growing number of countries becoming actively engaged in world trade, resulting in intensified contacts between exporters and importers from different cultures and in increased competition in both domestic and international markets, business executives are faced with a demanding environment for their commercial negotiations. In particular, those in small and medium-size firms need to master negotiating skills in a global setting. Communication techniques are an important part of these skills. Negotiating is first and foremost about communications. It is a dialogue in which each person explains his or her position and listens to what the other person is saying. During this exchange of views, proposals are made and concessions explored. The end result is intended to be increased business.⁶⁰

When people from different cultural backgrounds are involved, discussions between two negotiators tend to be more difficult and complex than when they are concerned with people with the same kind of backgrounds. Negotiators from a traditional culture often give more weight to the manner in which a proposal is made than to what is actually stated. In these kinds of discussions, what is left out of the discussion might be just as important as what is said. Negotiators who come from traditional cultures also tend to look at silence as one form of communication. Silence therefore should be used strategically. Silence can signify respect for the person who has just spoken. If there is a pause in the discussions, it is used to think about what has been stated and to prepare a reply that is an appropriate one.⁶¹

In looking at the opening minutes of the negotiations, the negotiator has the chance to determine the ambience of the discussions by making a clear statement about what is expected. This is extremely important when negotiating with people with a different cultural background. Establishing credibility from the beginning is absolutely necessary if the talks are to move toward an agreement. The first impression often times influences the remainder of the discussions. Negotiators who talk in a language other than their native tongue should depend to a large extent on visual aids, printed materials, samples, and reference to facts and figures. The old saying, “A picture is worth a thousand words”, is germane to this situation.

In order to avoid misunderstandings, particularly in discussions with persons of different backgrounds, it is always a good idea to use simple, concise, clear language with frequent questions to make sure the other people can follow what is being said. It is best to avoid idioms, colloquialisms or words with multiple meanings if possible. . In the same way, certain words or phrases that might rub the other side the wrong way should be avoided as well. For example, phrases such as ... “To tell the truth”, “I will be honest with you”, “I will do my best,” and “It’s none of my business but ...” convey a sense of mistrust. They can make the other person more apprehensive and perhaps not as cooperative. In the same way, it is best to avoid stating or accepting from the other side the reply, “No problem,” when you are discussing a certain key point; instead, an explanation of what is meant should be forthcoming.⁶²

In cultures that are characterized by the avoidance of conflict, the negotiator will probably not receive straight out refusals to proposals, but rather will get ambiguous responses. The negotiator who is either inexperienced or unprepared might interpret these messages as relatively positive. Alternatively he/she may be led to think that the other side is not yet prepared to negotiate nor in a place to make choices and decisions. The ambiguous nature of the responses should be followed by additional talks so that what the problem is can become clearer.⁶³

The inability to listen carefully to the other side is often a weakness of negotiators who lacks enough experience. The principle worry is most often to present their case and then to counter objections that are made by the other side. This kind of move usually only ends up in a monologue rather than a real discussion of the issues involved. The idea that talented negotiators talk a lot and take over the discussions to achieve the best outcome is patently false. The truth is that skilled negotiators spend more time listening and asking questions to make sure they are comprehending fully the other side than they do talking.⁶⁴ The skills associated with careful listening are basic to the success of any negotiation.

The negotiator who is a good listener does more than listen-one thinks, analyzes and continually evaluates what is being said by the other side. Talented negotiators hear everything that is being discussed rather than only what seems important. Through careful and attentive listening, a negotiator can get hold of crucial information about the other side and in the end can gain even more power in the negotiating process. Attentive listening leads to the ability to identify alternatives and options that were not taken into account during the preparatory stage. In taking the time to listen to an importer's needs and worries, an exporter can often shape the offer as well as the counterproposals to the importer's needs.⁶⁵ A number of questions are most often required in order to get information that is more detailed until the needs of the importer are made clearer.

It is erroneous to focus on what to say next instead of listening to what the other side is actually saying at the moment. Very useful information might be lost in this manner. Reading between the lines is often what is required in order to comprehend what the other person is saying, especially among negotiators from different cultures. The other negotiator may be motivated to continue talking and understand the other side's willingness to listen longer by saying "Yes" or "Please go on" or by asking questions.⁶⁶ Good listening habits also means the observation of body language. Studies on communication effectiveness show that words account for only 7% of the message being received, versus 38% for the voice and 55% for body language.⁶⁷ Movements like

nodding one's head, inspecting a sample, taking notes and moving the chair forward, all demonstrate an interest in the substance of the discussions.

In business negotiations in the international arena, one of the most important skills is the aptitude to ask the relevant questions. By asking focused questions, negotiators can get invaluable information from the other side as well as try out a number of assumptions they might have made in preparing for the talks. In the preparatory stage, negotiators gather information and data.⁶⁸ However, not all the facts may be available, and the fact gathering process, therefore, needs to be supplemented during the talks.

It is never a good idea to show off knowledge on a topic or to try and impress the other person. This approach easily leads into a monologue. Instead, questions should be asked to obtain information from the other side, to be able to exchange concessions and to make a move towards agreement. Questions should be used selectively and be timely. Good questions are always worked out in advance. In the beginning stage of the business discussions, exporters present their offers. The importers probably will want additional information and details on the product specifications, after-sales service, payment conditions, delivery schedules, quantity requirements, price discounts and so forth. This kind of information is best gotten by asking the right questions at the right moment.⁶⁹

Exporters can ask "open" questions in order to get at what the importers really want or need. Open questions allow the respondent to speak openly and freely about their needs. In these kinds of circumstances, listening to the answers is crucial because the essential elements have to be sorted out, notes need to be taken on the essential points, and the critical information needs to be applied to conceive and state the questions that follow.

A typical question an exporter is apt to find after stating the price is, "Can you not do any better?" This type of question should be answered with another question instead of making a concession. For example, the exporter should reply by asking for clarification, such as "What is meant by better?" or "Better than what?" At that stage, the importer

may stipulate that the competition is offering a better deal. Once more, the exporter should ask for more detailed information on the terms and conditions. These questions have to continue up to the point when the exporter has a clear comprehension of what the importer is seeking. At some point, the exporter has to stipulate his or her offer. The exporter has to also emphasize that the offer is not only different from, but better than what the competition has offered.⁷⁰

Most often the importer looks for the best product from the most reliable supplier at a price that is lower than the price of other products that are under advisement. In these instances, it is paramount for the exporter to make the offers from the competition clear and to make certain that both sides are comparing similar products, referring to identical quality, developing packaging requirements, and maintaining a performance guarantee etc.⁷¹

In the first stages of the talks, before actually asking questions, it is often a help to ask permission to do so. If the other negotiator agrees, he or she is most likely to be more cooperative in replying to the question. Another advantage is when the answer is “Yes”, the discussions begin with a positive response which is a plus in terms of creating a favorable ambience.⁷²

5.2 Culture Sensitivity

The “global village” has become a very real entity. In today’s world with telecommunications links and the power of the Internet, one can communicate within several seconds with people on the other side of the globe. We can communicate and interact with people of other countries and cultures as part of our work lives or as part of our leisure. International business is playing the same kind of role in making our world seem smaller. As corporations expand internationally, people working for these

corporations are exposed to other cultures and other ways of doing things. As people learn more about other cultures, generally they grow more open-minded and more accepting of differences. Business negotiators are learning to deal with people from other cultures in ways that are freer of stereotypes.⁷³

Becoming culturally sensitive is undoubtedly a great advantage in the business world. When businessmen and women respond to people abroad in ways that are appropriate to a given culture, they are much more apt at achieving success in their business negotiations in general. Mexican business people always want to make a personal connection with others before they get down to business. By learning something about you personally, and most especially about your family and your home life, a Mexican businessman or woman gets a sense of connection with you. Family is very important in Mexico. It is only natural that people in this country bring these values to their business dealings. This difference in culture between the U.S. and Mexico means that getting “right down to business” just does not work in Mexico.⁷⁴

In certain of the Latin American countries like Brazil, “getting down to business” is felt to be aggressive or even offensive. The negotiation style in Brazil, Argentina and Chile is not fast paced. As we stated earlier, time has to be made for establishing connections and relationships. The “time is money” ethic that American business people follow simply does not work in these countries. Different also is the decision-making process. In many if not most Latin American nations, authority is highly centralized. The negotiator sitting across the table from you is most likely not the person with the authority to make decisions. Often the negotiations pause so that the negotiator in Latin America may talk to his boss about concessions asked for by the other side to finish up a business agreement. By being aware of these norms and protocols typical of Latin America, it is possible to avoid misinterpreting the negotiator’s actions. Accepting the ways of the host nation often makes or breaks the negotiation.⁷⁵

the negotiator is considered inexperienced. In these cultures, wrangling has many purposes, not the least of which is the chance for both parties to get to know each other as individuals. The process of extended bargaining then becomes the means for developing a personal relationship. In other countries however, bargaining too soon can be interpreted as a sign of not being reliable. And in still others, people tend to be uncomfortable with the entire bargaining process. These differences must be understood and accepted prior to entering into international business dealings.⁷⁹ Among the issues to consider before entering into international negotiations are cultural influences, cultural types, and cultural variables.

Cultural influences. When two people from the same country are negotiating, communication is made easier when the parties operate within the same set of cultural assumptions. The circumstances are more complicated when two or more different cultures are doing business. Making assumptions about another culture without a real knowledge of that culture is often unproductive and it often leads to confusion. The international negotiator has to make sure not to let uninformed cultural stereotypes—as opposed to realistic assumptions that come from an honest assessment and appreciation of the culture—to characterize his or her relations with local businessmen and women.⁸⁰

Some cultural influences are not so easy to identify or to foresee. For example, an American businessman gave a clock to the daughter of his Chinese partner as a wedding gift. He was not aware that clocks are not appropriate wedding gifts in China due to the fact that they have an association with death. His insult ended up in the loss of an otherwise good business relationship. It is also considered rude to give a Japanese business associate any gifts of greater value than those that are received.⁸¹ Culture affects the kind of strategies that negotiators conceive as well as the ways in which they can be tactically implemented. For example, the Israeli predisposition for direct forms of communication and the Egyptian predisposition for indirect forms exacerbate relations

between the two nations. The Egyptians interpret Israeli directness as aggression and can take the forthrightness as an insult. The Israelis often consider the Egyptians' lack of directness a sign of insincerity.⁸²

Gender. Cultures can be divided into masculine and feminine types. Masculine cultures typically value assertiveness, independence, task orientation, and self reliance. They react to Egyptian indirectness with impatience, and they take the approach as insincere.⁸³

Cultural types. Beliefs and behaviors differ among cultures. Each culture has its own way of explaining and coping with problems. Four cultural dimensions can help explain some of the differences between cultures. Though the distinctions between them seem clear, the dimensions should be regarded as a general guide, not a blueprint. The four dimensions are gender, uncertainty avoidance, power distance, and individual achievement. Masculine societies tend to have a rigid division of sex roles. The competitiveness and assertiveness at the heart of societies that are dominated by the masculine may often mean that people perceive the art of negotiation in win-lose terms. In masculine cultures, the party capable of the most aggressive and overtly competitive behavior is likely to come out ahead.⁸⁴ Feminine cultures value cooperation, nurturing, solidarity with the less fortunate, and a modest attitude towards other people. The feminine in culture is rooted in empathy between people.

Uncertainty avoidance. This term refers to how uncomfortable a person feels in high risk or uncertain situations. In high uncertainty-avoidance cultures, individuals try their best to stay away from situations that are tense and unpleasant. These cultures often are characterized by having formal bureaucratic rules, rituals and standards. People in these kinds of cultures tend to trust only family and friends.⁸⁵

In low uncertainty-avoidance cultures, people are generally more comfortable with ambiguous situations and are more able to take risks. Low risk-avoiders need a lot less information, have fewer people likely involved in the decision-making, and can act

quickly. Such cultures have a natural aversion for hierarchy. They find hierarchy both inefficient and destructive to direct communication. Deviance and new ideas are more highly respected. Cultures that fall within the low uncertainty avoidance category are more apt to pursue problem-solving solutions rather than to keep the status quo.⁸⁶

Power distance. Power distance refers to the acceptance of the differences in authority among different people or the disparity between those who hold power and those affected by power. High power-distance cultures are status conscious and respectful of age. In high power-distance cultures, outward forms of status like following expected standards of protocol and social interaction are considered important. Rewards for good performance as well as the redress of grievances are usually based on personal judgments made by those who hold the power. When someone from a high-masculinity culture attempts to work with someone from a high power-distance culture, if the two sides do not recognize the variations in their individual behavior patterns, arguments are likely to characterize the negotiations.⁸⁷

In low power-distance cultures, people believe in the sharing of power. A low power-distance culture values competence over seniority with the result being a consultative management style. Low masculinity and low power distance relates to the tendency to share information, to offer multiple proposals, and to cooperate creatively.

Individualism. In individualistic cultures, people usually value tasks over relationships. These cultures also hold independence in high esteem. People in these cultures are expected to watch out for themselves and to hold the needs of the individual over those of the group, community, or society. Individualistic cultures prefer linear logic and tend to value open conflict. Members from individualistic societies expect negotiators on the other side to make unilateral decisions.⁸⁸

By contrast, cultures that value collectivism emphasize camaraderie, allegiance, and a lot of interdependence among individuals. Relationships are founded upon mutual self-interest and rely upon the success of the group. Collectivist cultures define themselves in terms of their membership within groups. Maintaining the well being of the group is emphasized in order that cooperation, conflict avoidance, and a conforming attitude dominate the culture. Collectivist societies tend to focus on abstract, general agreements over concrete, specific issues.⁸⁹

Collectivist negotiators are inclined to think that the details can be worked out later on if the negotiators can come to agreement on the generalities. Collectivist societies often demonstrate more feeling for the needs of the other side and stress more group goals than do individualistic societies. Members of collectivist societies chafe at the bit when negotiators from individualistic societies push their own points of view in the course of the negotiation process.⁹⁰

In addition to these issues, the following eight variables in the negotiating process will lead to understanding negotiating styles better. These are purpose, issues, protocol, communications, arguments, trust, time, and decision-making.

Purpose. Different groups look at the purpose and process of negotiation from a number of different viewpoints. Negotiation can be viewed as a conflict in which one side wins and the other side loses, as a competition to find out the side that is best, or as a collaborative process to chart out a mission. The person who comes out the winner in negotiations in some countries is the person who is able to get the most concessions, regardless of their worth.

Issues. Different groups stress different facets of negotiations. Some groups stress the specific substantive issues that are related directly to the agreement, while others stress working on long-term relationships.⁹¹

Protocol. Different groups have different kinds of etiquette they identify with the process of negotiation, and their observance of protocol and etiquette may change depending on its perceived importance at the time. The various aspects of protocol that have to be taken into consideration are gift giving, entertainment, dress codes, the seating chart, the number of negotiators, and the assignment of breaks. Formality and informality are crucial aspects of protocol and must be taken into account as well.⁹²

Communications. Some cultures depend mostly on communication that is verbal while other cultures depend on nonverbal cues such as gestures and silence. When the methods of communication are varied, the negotiations tend to be more complex. If negotiations are more complex, more attention must be focused on understanding the message. Americans, for example, are most often verbal while the Japanese make use of long periods of silence and extensive nonverbal gestures in order to communicate.⁹³

Arguments. Different kinds of arguments are more or less effective in different cultures. Some cultures depend on facts and logical arguments while other cultures depend on tradition along with references to the past. Other cultures stress emotion and intuition. Then there are cultures that carry out negotiations based on religion or philosophy.⁹⁴

Trust. Various cultures try to establish trust with each other in the process of negotiations. However, every group establishes trust based on different criteria. Some groups value experience; some groups rely on intuition and emotion. Still other groups find themselves most comfortable when sanctions exist to regulate performance.⁹⁵

Time. Time is looked at as limited and extremely valuable in some cultures. Being on time, agendas, and specified time frames are extremely important to people from these kinds of societies. Still other cultures consider time to be plentiful and always available. These cultures probably are going to expect slow progress in negotiations and that all sides remain flexible about schedules. Americans, for instance, consider time as a scarce

commodity that must not be wasted while the Japanese view time in terms of the long-range point of view.

Decision-making. The way decisions are made varies from group to group. Decisions are made by individuals or by the group taken as a whole. Within a group, participants may make deference to the person of highest status or to the member with the most experience. Some groups accept the majority's decision, while others seek consensus among its individual members and will not make a decision until all parties come to agreement.⁹⁶

Meeting the challenge. To strengthen his or her own capacities, a business negotiator may hire cultural experts, translators, attorneys, financial advisors, or technical experts who are knowledgeable about the cultures of both sides. These experts can at times act as agents that actually take the place of the negotiator at the negotiating table. These experts can also act as advisers who can recommend a course of action to the negotiator. The use of intermediaries is found to be a common practice in many cultures. The use of intermediaries who are experts is at times an effective way to carry out cross-cultural negotiation.⁹⁷ The effective international negotiator is adept at listening and asking the right questions at the right time. He or she attempts first to find common ground where needs are shared and, therefore, not so hard to satisfy. Once needs are perceived as mutual or shared, finding solutions is made that much more smooth.

If a company operates on its own or finds help from outside, knowing how to value and appreciate cultural diversity can make the difference between a successful business negotiation and a negotiation that never gets off the ground. By understanding the other side's culture, the negotiator is in the position to bargain and communicate better. Besides the usual preparation for any negotiation, the need to understand the practices and protocols of the other side's culture cannot be stressed enough. Preparation might include learning the politics, history and customs of the target culture as well as

consulting those who have already had experience negotiating with people in the target area.

Negotiations easily break down and fall apart due to the lack of understanding of the cultural aspects associated with the negotiation process. Those businessmen and women who do make the effort to understand the tactics that the other side is apt to use and to modify their own styles are much better negotiators. It is well worth the effort to study those differences before embarking on any negotiations.

5.4 Culture Differences

International business negotiations often mean the interactions between managers from different cultures. Cultural protocols and cultural differences between the negotiators can have a profound influence on the way negotiators behave throughout the process. For example, the building of trust in business relations is very important for the Japanese, Spanish Americas, Chinese, and Mexicans. In these cultures, the first thing that is needed is for negotiators to get to know each other enough so that a certain “comfort level is reached before the parties actually sit down at the negotiating table. “Japanese,” says Foster (1992), “view negotiation as a collaborative process of ‘mind-meeting,’ which can mandate several meetings before substantive issues are even discussed.” By contrast, Americans are known for their impatience to “get down to business” after a few pleasantries.⁹⁸

The way that time is viewed and valued in a culture can influence negotiations. Americans are known to be painstaking about being on time, getting things done when promised and not wasting time. Americans think of time as a depleting resource that has to be made use of with maximum efficiency. On the other hand, Mexicans and Chinese view time as an endless continuum. Time is seen as context rather than a constraint.

During negotiations, Americans are prone to making small concessions early on in order to build a relationship and to keep the negotiation process moving. By way of contrast, Japanese are apt to hold off making any major concessions until very late in the game. These cultures are different also in terms of how much and what type of information is shared with the other side. American negotiators tend to share a lot of important information about their company's needs etc. Upon seeing just how open they are, the American negotiator expects the other side will reciprocate. The Japanese, on the other hand, perceive that there is not a real need to provide meaningful information to the other side.⁹⁹

For the Americans, when a contract is signed, it usually means the end of the negotiations in terms of establishing the rights, obligations, and responsibilities for the two parties. However, the Japanese perceive that the company is not bound forever to the terms and conditions of the contract. The fact of the matter is that it can be renegotiated at any time when there is a significant change in the situation of the company. For example, an unexpected change in the tax policies of government or a change in the competition is taken as viable reasons for contract renegotiation. To the Chinese, a signatory to an agreement becomes a business partner with whom it is now possible to work so that to them, the signing of a contract represents the start of the negotiation process.¹⁰⁰ If business negotiations in the international area do not reach their potential or fail completely, it is often times due to a cultural faux pas on the part of one party or the other during the negotiations. International business negotiators are well advised, therefore, to become educated in the cultural norms, cultural nuances and unspoken language of the negotiators they face.



5.5 Language

In looking at the role of language in negotiation, we have alluded to the use of language in general terms in the above discussion. However, we have yet to deal explicitly with the advantages for the negotiator when it comes to knowing one or more foreign language. In the discussions on the various issues pinpointed early in this thesis, there are many references to the use of language in relation to how negotiation styles and protocols are to a large extent culturally determined. Certainly one of the most important determinants of culture is language. If the international negotiator knows how to speak the language of the targeted market abroad, he/she is at a great advantage for many reasons. First, while it is possible to use translators, languages are so different in terms of how they portray or connote emotions and feelings. Often if we do not speak the language where we are visiting or working, we are at a great disadvantage in terms of picking up some of the more subtle nuances of human communication. Ways showing emotion either happy or sad, are embedded in each language and unique to that tongue. Humor in America is different than humor in Brazil or Mexico. Most of these differences are reflected in idiomatic expressions that are unique or peculiar to each language.¹⁰¹

Speaking a foreign language can facilitate all of the aspects inherent in international negotiation discussed throughout this thesis. All facets of negotiation, be it listening, asking questions, putting an offer on the table, understanding the other side's point of view, comprehending the other side's questions are enhanced by the knowledge of the native language. If I am an American businessman in Argentina, and I don't speak Spanish, maybe I can limp along enough to get to the right nightclub or museum.

However if I am an American businessman or woman trying to find an agent for my product in Argentina, and I do not speak Spanish, I am liable to run into serious problems along the way.¹⁰² Even knowing the language does not guarantee that one is sensitive to the norms and protocols or habits and customs of the targeted area. If the negotiator does learn the language, however, he/she has a much better chance of picking up on those unspoken norms and protocols needed to conduct a successful negotiation.

Each language has its own way of encoding and decoding messages. There is always a lot more being said than can be conveyed through the literal meaning of the words.

Languages have their own way of communicating a whole range of meanings without using explicative of any kind. Rather each language is not only made of words but rather a series of signs, which attach themselves to the word and are non-verbal.¹⁰³ When we learn another language, not only are we introduced to the meaning of words on a cognitive level, but also we become privy to a whole range of feelings and sensations that are attached to those words.

When we learn a second language, we are opened up to a whole new range of human experience not possible otherwise. Each language opens up a unique aspect of our being heretofore unknown even to us. Some have described learning a second language as developing a “second” self. How often do we hear, so and so seems different when he/she speaks Spanish. If it appears that the person has changed or put on a different face it is because his/her new language has awakened a heretofore unknown or unconscious part of them. In negotiations, this new self can reflect an acute awareness and an understanding of the target nation’s negotiation norms and protocols. If I am an American who speaks Spanish, and I work in Argentina, then I can bring my “second self” or very special set of skills to the bargaining table.¹⁰⁴

If I am an American and speak Portuguese, when I do business in Brazil I am much more likely to be a better listener and more respectful of the meanings attached to silence. I

would attempt to be less confrontational at the bargaining table than when doing business at home. At home, I might deliver the message explicitly and in a confrontational manner to my colleagues. In Brazil, however, knowing the language and the protocols of their special negotiation culture, I am much more apt to deliver messages implicitly in order to put the listener at ease as well as come across in a less threatening manner. Instead of only having my eye on the task at hand, I shall be more concerned than usual to put my Brazilian colleague at ease through getting to know him/her on a personal level.¹⁰⁵

Normally, the typical Brazilian negotiator finds the typical American negotiator emotionally unavailable and impersonal and too focused on the outcome. The American finds the Brazilian too uncooperative and too slow, consuming more time and energy than needed. If however the American were not typical and knew Portuguese and the Brazilian not typical and knew English, the negotiation would have a much better chance of succeeding than otherwise. In short, every foreign language I speak gives me an additional set of skills at the bargaining table.



Chapter 6.0 Student Proposal Phase

6.1 Abstract

The way businessmen participate in discussions to reach agreements in Brazil is different than in Spanish America. The communication style and ways of processing and interpreting information are also distinct and are reflected in the differences between Spanish and Portuguese.¹⁰⁶ The blend of Brazilian negotiation protocols with those of its MERCOSUR neighbors creates a unique hybrid or third way to “get to yes.”

6.2 Stages of Proposed Research

The need to reach agreement is a universal phenomenon. Yet found in every language and culture is a unique style of achieving consensus and getting to yes.¹ In the twenty-first century, the global strategic manager has to have a repertoire of negotiation and foreign language skills to work with people from different cultures. As a result of both immigration and technology, now there are places in the world where two or even three languages are routinely spoken in the same place.¹⁰⁷ We need not look beyond our own borders to seek examples. There are many states in the United States where Spanish is spoken as much as or more than English.²

Bilingualism and even trilingualism are becoming increasingly common phenomena among global managers. With the emergence of the Mercado Comun del Sur (MERCOSUR), knowing both Spanish and Portuguese are fast becoming an imperative for managers in Brazil. MERCOSUR has increased contact and trade between Brazil,

¹ This expression is taken from the popular text by Fisher and Ury entitled “Getting to Yes: Negotiating Agreement without Giving In.” I use this expression to refer to all activities related to negotiation, mediation, and conflict resolution.

² Note: the original proposal can be viewed in the appendix.

Uruguay, Paraguay, and Argentina. This is particularly the case in the state of Rio Grande do Sul where the linguistic boundaries between Spanish and Portuguese tend to be notably porous and where there is a large Spanish speaking population.¹⁰⁸ The following map demonstrates the number of Spanish speaking countries bordering Brazil. Therefore, the likelihood of a mixture of languages is intensified.¹⁰⁹

Figure 2.0 Map of Brazil





The course of study outlined below was conceived with my present strengths in mind looking toward the future. By building on my skills in foreign language and negotiation, I wish to prepare for a career in international management with a specialization in South America, and in particular, with the MERCOSUR member nations.

Since I grew up in a family of six children with limited resources, I learned the value of negotiation at an early age. At Dominican University, I have taken courses on negotiation, mediation, and conflict resolution in order to study the theoretical underpinnings of getting to yes. Looking towards global management in Latin America as a career, I did as much course work as possible in both Spanish and Portuguese.

I am fluent in Spanish with less fluency in Portuguese. In 1999, I had a paid summer internship in Argentina in a company where I observed the Argentine style of negotiation and conflict resolution. At present, I am doing the background research for my Master's thesis. This research focuses on the theories in scholarly publications on the Brazilian and Spanish American styles of negotiating or getting to yes.

If awarded a Fulbright grant, I wish to use the opportunity to extend the research for my Master's thesis while, at the same time, strengthening my skills in Portuguese. While the project proposed below provides the missing pieces needed to complete my thesis, I feel it is important to stipulate that the activities I have planned, if given the grant, will affect my development in ways which go far beyond the completion of this thesis.

The proposed course of study rests on the following assumptions about how getting to yes differs from language to language and culture to culture.

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- a) Language and culture determine how we reach agreements. The language we speak, and the culture within which we work, shape both the style and substance of negotiations, mediations and conflict resolution.
 - b) The way people participate in discussions to reach agreements in Brazil is different than in Spanish America. The communication style and ways of processing and interpreting information are also distinct and are reflected in the differences between Spanish and Portuguese.

6.3 Thesis Hypothesis

Brazilian and Spanish American protocols for negotiation blend to form a new “hybrid approach” for getting to yes.

6.4 Approved Thesis Outline

1. Analysis of models put forth in academic publications on negotiation practices and protocols in Brazil and Spanish America,
2. Investigation into the framework of negotiation,
3. Examination into expanding traditional business negotiation model,
4. Comparisons and contrasts between the two styles of negotiation,
5. The effects of culture on language,
6. Compare and contrast the protocols of Brazilian and Spanish American negotiation styles as they are actually practiced within a Brazilian business and,
7. Analysis of the melding of Portuguese and Spanish or “hybrid way of getting to yes” born out of the frequent contact between Brazilians and Spanish Americans in Porto Alegre.



Chapter 7.0 Application Process

I intend to complete the theoretical research and the review of scholarly journals for the proposed course of study for my thesis during fall semester 2002. Presently, I am compiling a bibliography on the topics related to the thesis including the impact of foreign language skills on the success of negotiation abroad. Moving from this general topic, my readings have focused on the Brazilian and South American style of negotiation as perceived by those who have observed and practiced them. I consider the capstone project to be essential to the more extensive and ambitious project represented by the longer course of study described in the Fulbright proposal.

In order to conceive the Fulbright proposal, I have had to do considerable background research in Brazilian history and culture as well as to gain a basic knowledge of Portuguese. I also had to research academic journals in the field to see whether or not a case study of the nature I am proposing has already been published. Both my library and internet research indicate that while there is an interest in Portunol from a linguistic perspective, there is no research on the role of this dialect or inter-language within the context of MERCOSUR business dealings.

As a whole, the series of activities making up the proposal to the Fulbright Commission are designed to test a working hypothesis. The hypothesis to be explored is that Brazilians and Spanish Americans use the inter-language, Portunol, as a means to bridge linguistic and cultural differences. Portunol is used in southern Brazil along with Spanish by Brazilians and their MERCOSUR trading partners. The blending of the Portuguese and Spanish American negotiation protocols produces a third way of negotiating or third way of getting to yes. Understanding this third way or hybrid style has very practical applications within the context of Brazilian business.

The series of activities proposed for the Capstone and Fulbright application involve the study of theoretical models and their practical use. If funded, a Fulbright in Brazil would allow me to gain a set of marketable skills by working and studying abroad. In the process of doing so, I would also be exploring and testing the thesis hypothesis about how two cultures blend to get to yes. I intend to publish my findings about this phenomenon that although known to exist, has received little attention in scholarly journals. The publication of the findings of my research would seem to be a contribution to the field in both a theoretical and a practical sense.

The activities described below, which taken as a whole constitute my MBA thesis, have been approved by Doctor Admassu Bezabeh and Doctor Chris Leeds. As well as providing me with the chance to acquire a series of saleable professional skills, spending a year abroad would obviously impact my development in other equally valuable ways. I would learn first hand how Brazilians communicate and interact in general. I would learn to negotiate those tasks needed to carry on day-to-day existence in both Portuguese and Spanish.

The scope of my proposed thesis is ambitious given the number of cultures, languages and skills involved for its completion; yet the successive parts of the thesis and the testing of the central hypothesis are specific and concrete enough to be completed within the confines of an academic year. The limited yet unique scope of the study also forebodes well in terms of the publication of my findings in the form of an academic article. This would also reflect positively upon the graduate program in Global Strategic Management at Dominican University of California.

Chapter 8.0 Design of Student Proposal Curriculum

8.1 Learning Objectives

- a) To develop and improve my skills in order to become fluent in Portuguese; to continue to improve and refine my Spanish,
- b) To develop negotiation, mediation and conflict resolution skills in Portuguese and Spanish within a multilingual work environment,
- c) To learn about the differences between the Brazilian and the Spanish American style of negotiation,
- d) To learn more about the ways Spanish and Portuguese are mixed by native speakers within the context of business; to observe how the blending of the two languages creates a “third” or new and different negotiation style that is neither Brazilian nor Hispanic American.

8.2 Methods for Achieving Learning Objectives

Note: I choose Porto Alegre as the location for my project because business is conducted in Portuguese and Spanish. Just as in the bilingual area where I was raised in southern California, Porto Alegre has a sizeable Spanish speaking population. Just as in southern California where many people speak a mixture of Spanish and English known as “Spanglish,” so too in Rio Grande do Sur, many people speak a mixture of Portuguese and Spanish known as “Portunol.”

8.3 First Semester

- a) To enroll in an immersion course in Portuguese designed for Spanish speakers at the Universidade Federal Rio Grande do Sur, Department of Applied Linguistics. The

two languages are so closely related that I can use my Spanish in order to perfect my Portuguese,

- b) To enroll in one of the following seminars in the Escola de Administracao (pos-graduacao at UFRGS): ADP215 Negocios Internacionais or ADP Relacoes de Trabalho. For details on these seminars, refer to www.ppga.ufgs.br. (Note: permission to take these courses was obtained from a friend who is a retired professor from this university),
- c) To do a two-semester internship with Regner Enterprises, S.A., a large construction firm that does business with Uruguay, Paraguay and Argentina along with the United States. The internship affords me the opportunity to do the following:
 - (1) Learn first hand about how negotiations actually do occur in a multilingual environment, and
 - (2) To do the research required to further my Master's Degree thesis.

8.4 Second Semester

- a) To continue to carry out an internship at Regner Enterprises, S.A.,
- b) To complete most, if not all, of the work on my thesis for the Master's Degree entitled "Getting to Yes in Portuguese and Spanish: Negotiation and Conflict Resolution in a Multilingual Environment; the Case of Porto Alegre."

8.5 Questions to be Addressed in the Thesis

- a) The differences between the Brazilian and the Spanish American style of getting to yes,
- b) How much business is conducted in Spanish as a result of the large Spanish speaking population in Porto Alegre?
- c) The advantages of speaking both Spanish and Portuguese when negotiating within the context of a Brazilian company that does business with the MERCOSUR nations,
- d) The use of Portuguese as a language for negotiation in a Brazilian company that trades with the MERCOSUR nations,
- e) Do Brazilians learn Spanish more frequently than Spanish Americans learn Portuguese?

Chapter 9.0 Preliminary Research Findings

9.1 Brazilian Negotiation Styles

Negotiation can be defined as a process in which one individual tried to persuade another individual to change his or her ideas or behavior.¹¹⁰ The close-knit, highly interpersonal dynamics of Brazilian culture permeate Brazilian business. The pace of business transactions and negotiations tends to be slower than in countries such as the United States. Brazilians generally prefer to conduct business negotiations face to face. The personal aspects of business, developing and maintaining relationships, are very important here, and the hard direct approach frequently associated with the U.S. negotiating style does not work well in any country in Latin America. Brazilian business people prefer to work with individuals they consider friends, rather than people with whom they have not established rapport, even if the strangers have a good deal to offer. In this scenario, the person who is viewed as most trustworthy, or even just better known, will get the business.¹¹¹

Negotiating in Latin American countries generally takes longer than in the U.S. and will include many more dialogues and interactions. It is important to position oneself as a trustworthy, sincere businessperson. Sensitive situations such as disagreements should be dealt with delicately as Latin Americans are less direct than Americans, and they would not put you nor expect you to put them in an embarrassing situation.¹¹²

Finally, Brazilians are widely known as tough bargainers not afraid to turn down offers rather bluntly. Such frankness is however not intended to be rude or confrontational. They simply want to know where they stand. Moreover, budget enough time for a lengthy negotiating process and include a substantial margin in your opening offer to leave room for concessions. Expect very few silences during these bargaining sessions because Brazilians seem to talk constantly.¹¹³



9.2 Spanish American Negotiating Style

Spanish Americans tend to question and challenge points presented at business meetings and seem closer to the American negotiation style than Brazilian negotiation style. They are quick to jump into a presentation or business discussion and stay with it long into dinner and beyond. They tend to be direct and to focus their efforts on completing the task at hand. They use a competitive and confrontational communication style. Spanish Americans usually operate under time pressure. In general, they approach a meeting with target deadlines for signatures and closure. They tend to assume that one individual, with the approval of upper management can have full control of the decision-making process.¹¹⁴

When Spanish Americans make an agreement, it is usually the value of the deal that makes it attractive to them. Spanish Americans are less concerned about where they buy their products and services and more concerned about costs and features. Spanish Americans tend to approach a product or sale from a marketing standpoint, trying to weigh the value and opportunities the products offer their customers. When buying product packages, Spanish Americans will keep trying to improve the deal with features or enhancements before making their final offer. Furthermore, Spanish Americans believe in contracts and adhere to their terms.¹¹⁵

9.3 Comparison between Brazilian and Spanish American Negotiation Styles

The following table illustrates the key individual characteristics of Brazilian and Spanish American negotiators.¹¹⁶

Table 2.0 Key Individual Characteristics of Brazilian and Spanish American Negotiators

Spanish American Managers	Brazilian Managers
Preparation & Planning Skills	Preparation & Planning Skills
Thinking Under Pressure	Thinking Under Pressure
Judgement & Intelligence	Judgement & Intelligence
Verbal Expressiveness	Verbal Expressiveness
Product Knowledge	Product Knowledge
Perceive & Exploit Power	Perceive & Exploit Power
Integrity	Competitiveness

SOURCE: Professor John Graham, School of Business Administration, University of Southern California, 1983.

The following table expresses the cross-cultural differences in verbal negotiation behaviors for Spanish Americans and Brazilians.¹¹⁷

Table 3.0 Cross-Cultural Differences in Verbal Negotiation Behaviors

Behavior (Tactic)	Average number of times tactic was used in half hour bargaining sessions in:	
	United States	Brazil
Promise	8	3
Threat	4	2
Recommendation	4	5
Warning	1	1
Reward	2	2
Punishment	3	3
Normative Appeal	2	1
Commitment	13	8
Self-disclosure	36	39
Question	20	22
Command	6	14
“No”s (per 3 minutes)	9.0	83.4
Profit level of first offers (80 maximum)	57.3	75.2
Initial Concessions	7.1	9.4

SOURCE: Based on John Graham, “The Influence of Culture on Business Negotiations,” Table 1 and 3, *Journal of International Studies*, Vol.XVI, no 1 (Spring 1985), pp.81-96.

9.4 Effects of Language on Culture and Communication

When we think of communication in general, the first and perhaps most salient aspect of communication that come to mind is verbal language. Words and language play a major role in our communication processes. Our verbal language, whether Spanish, Portuguese, or English, is extremely important to our ability to communicate. People place great emphasis on the words we use and how we use them. Mastery of verbal language is an important part of any successful communication, and we all tend to make judgments of people based on their level of mastery of their particular language.¹¹⁸

Language can be thought of as a manifestation and product of culture. Brazilian Portuguese, its words and how one uses them, is a reflection of Brazilian culture. Despite

the cultural diversity in the United States, we might easily assume most people speak just one language and that bilingualism is primarily a minority issue. In fact, on a global level, the opposite is true; monolinguals are a minority. The majority of the inhabitants of our global village speak more than one language.¹¹⁹

Besides being an issue of considerable global importance, the United States has a growing number of people who regularly use both English and Spanish. In many cases Spanish is their native tongue. Many of these people have come to this country from elsewhere. Such bilingualism poses an especially interesting issue in terms of the psychology of language because two languages are often associated with two different cultural systems. Can we assume that bilinguals have access, through their two languages, to two culturally different modes of thought? If so, does this imply the existence of two different personalities within the same individual, each associated with one of the bilingual's two languages?¹²⁰

9.5 Business Customs and Protocol in Brazil

The standard dress code for male executives tends to be fashionable three-piece suits. Office workers wear the two-piece version. Male visitors should note that proper business attire always includes long-sleeved shirts, even in hot weather. Brazilian men tend to make fun of male visitors wearing short-sleeved dress shirts. Women wear elegant suits or dresses as well as blouses and skirts. Blouses and jackets may have short sleeves. Both sexes should avoid wearing green and yellow, the colors of the Brazilian flag.¹²¹



In a meeting and greeting of businesspersons, Brazilians address male counterparts as Senhor plus the family name. For women it is Senhora and her family name. Medical doctors, lawyers and all university graduates are addressed as Doutor (Doctor). Expect to

move to a first-name basis fairly soon, but wait until the Brazilian party states your given name.¹²² Furthermore, expect frequent interruptions during meetings, especially in government offices. This is not regarded as improper behavior.

Brazilians enjoy wining and dinning. Women drink wine, spirits, and liqueurs-beer is considered a man's drink. Brazilians normally want a light breakfast between 7:00 a.m. and 9:00 a.m. and a substantial lunch between noon until 2:00 p.m. Dinner usually starts after 7:00 p.m., but dinner parties do not normally get underway until after 10:00 p.m. Regarding table manners avoid using the side of your fork to cut anything and do not pick up food of any kind with your hands. Although they are a very expressive people, Brazilians do not like a lot of conversation during meals. Wait until coffee is served before talking business.¹²³

Gift giving is a common practice in Brazil. Good gifts to bring abroad for men are music tapes and small electronics gadgets such as quality calculators. For women, bring perfume. If invited to dinner at a home, bring chocolates, champagne or a container of fresh strawberries. Avoid purple flowers that are associated with funerals.¹²⁴

Foreign women in business who dress and act professionally encounter great barriers in getting things done in Brazil. Unwanted male attention should be politely but firmly ignored. In addition, Brazilians frequently ask friends and business acquaintances for small and large favors and expect these requests to be granted. Be careful about asking favors of Brazilians. They might very well agree to do what you ask even if they would much rather not since refusing you would be rude.¹²⁵

9.6 Advantages of Speaking both Spanish and Portuguese

“There are more than 157,000 hispanohablantes in southern Brazil, most living in Porto Alegre” (Brazilian Census Bureau Report, 1996). In the journal “Revista del

MERCOSUR,” July 1999, an article reported that the opportunities for business are enhanced when businessmen speak Spanish in Brazil. Given the increased number of businesses operating within the MERCOSUR context, owners of small and large businesses alike are encouraged to learn Spanish.¹²⁶

In the journal *Epoca*, spring 1999, there was a report entitled “Hablas Espanol?” The article discusses how the growth in business opportunities between the member nations of MERCOSUR has motivated small and large business owners to learn Spanish. The bilingual businessman who speaks both Spanish and Portuguese has many more opportunities available than the businessman who just speaks Portuguese or Spanish.¹²⁷

Moreover, the question of teaching both Portuguese and Spanish has received a lot of attention within the context of the MERCOSUR nations. There is a move within Brazil to make Spanish a requirement in high schools in the south of Brazil due to the high Spanish speaking population in the state of Rio Grande do Sur. Spanish or Portuguese has become the language of commerce in Brazil in those Brazilian firms doing business with the MERCOSUR nations.¹²⁸

Because of increased trade with its Spanish-speaking neighbors in Porto Alegre, there are more Brazilians who speak Spanish than English. Within the business communities in San Paulo, Rio de Janeiro, Porto Alegre, and Curitiba, the businessman who speaks both Spanish and Portuguese is at a great advantage. Most business contracts and agreements between Brazilian companies and their MERCOSUR counterparts are drawn up in Spanish. Portuguese is also the language of choice for Brazilian contractors doing business in Paraguay, Argentina, and Uruguay.¹²⁹

The Argentine and Uruguayan minorities in Porto Alegre continue to use Spanish as the language of choice in businesses operating within the context of MERCOSUR. Often

Brazilians find that Portuguese is not the language spoken when negotiating with businesses in Argentina, Paraguay, and Uruguay.¹³⁰

Given the need for Brazilians to learn Spanish, the Brazilian Council on National Education has made Spanish a national educational priority for the year 2002. The move comes as a response to the many business opportunities which are now emerging as a result of Brazil's participation in MERCOSUR. The economic growth in the south of Brazil due to MERCOSUR demonstrates that this trade agreement has engendered one of the most dynamic economic booms in the southern cone.¹³¹

9.7 Melding of Portuguese and Spanish

“Brazil shares borders with seven countries: Venezuela, Colombia, Peru, Bolivia, Paraguay, Argentina and Uruguay. These countries together consist of over 100 million *hispanohablantes*. In the south of Brazil near Porto Alegre, contact between Spanish and Portuguese is more intense than in other places. The language spoken on the border of Brazil and Argentina, Paraguay, and Uruguay is Portunol.¹³²

“Portunol is a mixture of Portuguese and Spanish. Portunol came out of the similarity between the two languages. In Brazil, Portunol grew as a language on the border with Argentina in the southern state of Rio Grande do Sul. Brazilians use the language to communicate with their neighbors who are Spanish speaking.”¹³³

Portunol is similar in sound and structure to both Spanish and Portuguese, borrowing heavily from both languages. The use of this dialect is increasing with 20 million people speaking Portunol today as compared with only 1 million twenty years ago.¹³⁴ Increased population and development has increased the usage of Portunol. Many cities in various

countries of South America have converted to Portuguese as the principal method of communication.

Chapter 10.0 Summary of Issues Examined in the Thesis

- A. The ways social, historical, and national differences shape the principles, rules, standards and protocols of negotiation,
- B. The differences in the role played by personal relationships in business dealings as a function of specific differences in cultural traditions, conventions and practices,
- C. How different cultural norms and conventions shape the attitudes, methods, tactics, and style of the negotiator,
- D. The “perception is everything” problem and how it plays out for negotiators who are monolingual as compared to those who are bilingual or multilingual,
- E. “Laying your cards on the table” and its variable meanings as a function of differing cultural norms, rules and expectations,
- F. How differences in history, culture, and tradition can shape the negotiator’s understanding of “process” within a multicultural environment,
- G. Bilingualism and multilingualism and their impact on the power and effectiveness of the international negotiator,
- H. The differences among cultures regarding the conception and use of power in the negotiation process,
- I. The impact of different cultural expectations, rules, and attitudes on the strategies chosen by the negotiator in a multilingual and (or) multicultural setting,
- J. Effectiveness and success in reaching goals in cross-cultural negotiation as it is impacted by the bilingualism and (or) multilingualism of the participants,
- K. Bilingualism and multilingualism and their impact on the cognitive and empathic powers of the negotiator including the skill of listening,
- L. The ways in which cultural norms and practices effect collecting, processing, analyzing and evaluating information,

- M. How planning and preparation on the part of negotiators is impacted by a bilingual or multilingual environment,
- N. The multicultural environment and its impact on the planning stages of negotiation where the negotiator organizes strategies into a cohesive whole,
- O. How the development of goals, specific objectives, and setting the parameters for issues to be negotiated is impacted by the multicultural setting,
- P. How the multicultural environment impacts verbal communication, the arranging and creating of supportive materials, and the attending to logistical issues,
- Q. How two cultures tend to blend or mix their styles of negotiation as a means of accommodating each other's needs,
- R. How the languages of two countries blend to create a third language or inter-language as a means of accommodating each other's needs, and
- S. Cross-cultural understanding and the development of cultural sensitivities as ingredients for becoming a more effective negotiator in a multicultural setting.

Chapter 11.0 Recommendations

I have now had the chance to review the scholarly literature in academic journals, books, and the Internet. I have identified various models described in these sources for both the Brazilian and the Spanish American way of “getting to yes.” I have reviewed these publications and have concluded that the Brazilian style of negotiation is different from the Spanish American style. Brazilians are slower and more methodical while the Spanish Americans tend to be more direct and even confrontational.

Once having completed the library research on the topics and issues relating to conceiving the course of study stipulated in the Fulbright proposal (see appendix), I have to go abroad in order to see how Brazilians and their MERCOSUR partners actually conduct negotiations in practice. The purpose of my applying for a Fulbright is to be able to complete the most meaningful part of the proposed study. In working and studying abroad, I would be able to apply the theoretical concepts I have learned to real life experience. In essence, I would have the opportunity to observe first hand how Brazilians get to yes in Portuguese and how Spanish Americans in Brazil adapt their negotiating techniques to fit into the Brazilian model. I shall also observe how Brazilians and Spanish Americans in Porto Alegre meet half way by speaking Portunol to each other in negotiating and getting to yes.

Upon completing the course of study stipulated in the Fulbright proposal, I shall publish my findings in an appropriate scholarly journal concerned with negotiation practices within a global context. At present, there are no articles or books, either in hard copy or on the Internet, which address the phenomenon of the mixing or blending of languages and negotiation styles on the borders of Brazil with its MERCOSUR neighbors. A published article on the topic of inter-languages and mixed or hybrid negotiation styles

can prove useful as a research model for global managers working in border areas where
cultures mix worldwide.

Chapter 12.0 Conclusion

The need for businessmen who are skilled in the field of cross-cultural negotiation will only increase in the future. The times are gone when English served as the dominant language. In the post-colonial era of globalization, individual cultures and linguistic groups are growing closer and closer. In an era of explosive technology that brings different ethnic and national groups into closer proximity to one another, managers in the international arena are finding that the knowledge of foreign languages is a must. In the wake of 9/11, we are seeing just how important knowing foreign languages and different cultures can be. The pressure is on Americans to get to know the rest of the world and reach out to other cultures. So too in the business community, managers are becoming more and more aware of the need to possess specific foreign language skills.

An objective assessment of the skills that I must possess to become competitive in the workforce as an international manager has motivated my interest in negotiation within a cross-cultural framework. I know that I shall not obtain the kind of employment I seek unless I possess certain foreign language competencies. Therefore, I choose to end my course of study at Dominican University by doing the groundwork needed to live and study abroad during the forthcoming academic year. I have investigated the general area of negotiation within a theoretical framework. I have touched upon all those issues I consider pertinent to the course of study and work I wish to pursue in Brazil. I think that by focusing on an area of the world where two cultures and languages meld, the act of negotiation takes on an additional dimension. The desire to get to yes forges new kinds of compromises and a new kind of path for reaching agreements within a bilingual context.

The testing of the hypothesis outlined in this thesis consists of seeing how two different languages and cultural protocols meet and meld to create a third way or new hybrid form of getting to yes. This is important in terms of understanding how negotiations are reached within the context of MERCOSUR. The melding of Spanish and Portuguese and

the mixing of the conventions and protocols associated with getting to yes in the two cultures are phenomena typical of many other areas of the world. With the great migrations of ethnic groups such as the Hispanic migration to the United States or the Muslim migrations to Europe, there are many linguistic boundaries being formed that never existed before. There are large Arabic speaking populations throughout eastern and western Europe. There are French-speaking populations in the Middle East. There are even German enclaves in Brazil. Most obvious are the many inter-languages spoken along the borders of France, Switzerland, Germany, and Italy, to name only a few.

Ultimately, I believe this study to be of value because it focuses on the problem of negotiation within a bi-cultural or inter-cultural context. Portunol, the language, only reflects the larger phenomenon of the mixing of two distinct cultures. The mixing can only happen if there is willingness to accommodate on both sides. Portunol is an expression of Portuguese as much as it is Spanish. The inter-language is in fact a linguistic act of accommodation or a reaching out across the linguistic divide.

I hope to make my findings known in the form of a published paper. I think my experience and my conclusions will prove of interest to those managers who are going to work in a similar kind of mixed linguistic environment. The mixing of two languages and cultures, be it on the border of Afghanistan and Pakistan or Italy and France, produces this unique kind of hybrid form of negotiation. As the world becomes smaller with globalization and trade organizations such as MERCOSUR, there will be many such hybrid cultural contexts where agreements are reached and common understanding occurs to resolve conflicts. While the Capstone Thesis provided me with the opportunity to study the theoretical implications of the issues relating to cross cultural negotiation, the actual fact of having lived abroad and experienced first hand the things I have learned in theory is the only way that I can acquire the skills I need to become competitive in the job market.

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Appendix

- A. Official Fulbright Application
- B. Spanish & Portuguese Internet Research
- C. Articles, Journals, & Publications Research