

# **THE DIFFERENT PARTS AND ISSUES OF CROSS-BORDER NEGOTIATION**

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**Cross-border negotiation has different phases:**

1) Mapping the players and the process

The players involved can be multiple and even outsiders to the core of the negotiations, like public agencies, political parties or others.

2) Informal influence

Another issue with cross-border negotiations, is that very often is not enough to convince and negotiate with the actual people that have the power to sign the agreement, but also with the so called informal influencer, so those people and or factions that have the power to influence the final decision and if the negotiation will conclude with success or fail miserably.

3) Adapt the approach

Different countries and different situations might require a alternative approach compared to what the negotiator is familiar with. In these kind of negotiations, it is of fundamental importance to know the nuances of the cultures involved.

This can be achieved with three different approaches: top down, consensus, or coalition building.

The first one concentrates on saving contractual and negotial power for the people that hold the real power to make or break the deal, not caring particularly for the opinions of lower ranks.

The second one, consensus, is almost the opposite, since it is common in situation where the decisional power is splitted between many individuals, and the negotiator needs to satisfy adequately all those different members. In this scenario, the time required to conclude the

operation is usually longer, as some of it must be spent in building a positive relationship with many subjects.

The third one, coalition building, is the one more present in cases like governances, where it is not necessary to convince all the individuals with decisional powers, but to obtain a strong enough coalition, able to lobby in favour of the negotiator interests. This method can be used not only in order to get deals, but also to block deals of for example competitors.

### **Cultural intelligence: what it is and its steps**

Cultural intelligence is the ability to comprehend unfamiliar or ambiguous gestures, that is very sought and respected in negotiators. Important to notice is that culture is not limited to countries, or people, but also companies can have their own culture. Infact, cultural intelligence starts from emotional intelligence: first the negotiator needs to be able to read the feeling and reactions of other people, for then starting to be able to translate those elements to entire groups of people, trying to understand which are not universal and not typical of a specific person.

There are three sources common mentioned of cultural intelligence: head, body and heart.

The first one consists in being smart enough to observe and deduce the culture of a company by the behavior of its members.

The second one is based on being able to mirror the typical gestures of a culture, as it could be shaking hands, greetings procedures and similia, to show others that you respect and know their culture.

The last one is based on believing in their abilities. Cross-cultural negotiations, but also negotiations in general might have problems, setbacks, critical points of weaknesses. So it is important for a negotiator to trust his/her skills, to believe that he/she will be able to overcome the difficulties and not give up at the first sign of problems.

There are six different cultural intelligence profiles:

1) The provincial:

He/she works very well with people of similar backgrounds, but can have problems with different and variegate settings

2) The analyst:

He/she uses complex learning strategies to decipher and adapt successfully to foreign cultures, rules and expectations

3) The natural:

Rarely wrong in his/her first impression, this person is guided by his/her intuition

4) The ambassador:

He/she uses his/her confidence to make other believe that he/she belongs to that setting, even if in reality the knowledge of a certain culture and its rule might be scarce.

5) The mimic

He/she tries to adapt his/her communication styles, from speaking, to body language to greetings, based on the circumstances, trying to replicate the ones of the counterpart, without resulting mocking.

6) The chameleon:

They have all three of cultural intelligence, and only 5% percentage of all managers belong to this group. They are able to perform even better than natives in many cases.

Now, how can someone increase his/her cultural intelligence? Simply, by following those six steps:

1) Find the weaknesses, which of the three areas is more lacking

2) Select what kind of training is more apt to develop the lacking skill

- 3) Apply the selected training
- 4) Organise personal resources, like colleagues, to support the training and increase its effectiveness
- 5) Apply the learned skills in a real environment
- 6) Evaluate the progresses and in case undergo more training.

## REFERENCES

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