

Cultural Sensitivity in Negotiation and Mediation

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Culture is like an iceberg

Above Surface: behaviors, artifacts, rituals, institutions, symbols. These are observable aspects of culture

- Any examples of behaviors from the simulation?

Below the surface: values, beliefs, and norms about what is right and wrong. Non-observable aspects of culture (e.g. power distance, time perception)

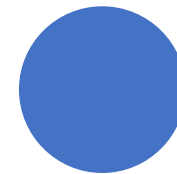
Cognitive schemas and culture are intertwined. Culture shapes what we perceive and how we process information (e.g. Unconscious bias)

Behaviors, Symbols,
Rituals, Rules,
Institutions

Values, norms,
beliefs

Assumptions,
Schemas,
unconscious
bias, mental
shortcuts

- Deeper into the surface...
 - Assumptions and orientation towards life
 - Perception of conflict (normal vs. crisis)
 - Locus of control



How does culture influence negotiations?

- Culture may influence the communication process
- It affects the preferences of the parties on various issues
- It affects the decision-making process
- Cultural values may also affect the development of trust and relationship between parties (Who do we trust? Who tends to compromise?)

How does culture cause conflicts?

- Culture may impact a party's preference structure, their interpretation of the negotiation experience, of the social action
- When parties from two different cultures negotiate
- Differences in conflict strategy and interpretations of the other party's intentions result in process losses during the negotiation.
 - Example, when two parties from high and low context cultures negotiate, they may sacrifice and agree to a suboptimal outcome, because neither is getting information in the way that is culturally comfortable.
- Cultural representations, encodings, symbols are internalized by people. Some are associated with strong emotions. These can instigate behavior by being connected to desires, goals etc.

BARNINGA!!!

- Rules of the game
- Each table will receive the rules of the game at their table
- Read the rules for 5 minutes silently and make sure you understand them
- 5 minutes practice in your group. I'll then collect the instruction sheets.
- After that point NO verbal communication is allowed at the table.
- Start the tournament and play until you hear my end sound.
- Score to see who received the highest and lowest number of hands

Culture as norms and values

More difficult to observe

We are aware of the values, we act by them, but usually habitually, not necessarily aware of the fact that we do it because it is a norm

Rights and wrongs accepted by the collective/group

Group conformity to norms is usually expected

Individualism-collectivism: Decision-making styles are different

Individualism

- Individual incentives rewarded
- Individualism is grounded in Protestant ethic and Enlightenment, individual rights and freedoms
- Individualism values self-expression, freedom of expression, individual rights, personal enterprise
- Litigation is frequent, conflicts are resolved through the courts rather than by group opinion
- Guilt culture

Collectivism

- Group as a whole rewarded
- Collectivism is based on group rights, face saving, cultures of shame
- Conflicts are often resolved with group decision
- Individuals actions are not separable from group actions
- Individual's humiliation is considered as group humiliation

Time perception:
Different cultures
have different
perceptions of time

- Monochronic
 - Time is linear,
 - Time is money,
 - Task focused,
 - Close the deal quickly and move on
 - One thing at a time
- Polychronic concept of time
 - more leisurely approach to time,
 - sense of little control,
 - history dominates,
 - build relations first and then get to the matter,
 - several activities can be done at the same time

High context vs low context communication



LOW CONTEXT:
STRAIGHTFORWARD, WHAT
IS SAID IS WHAT IS MEANT,
DIRECT, RESULTS ORIENTED
CONVERSATION



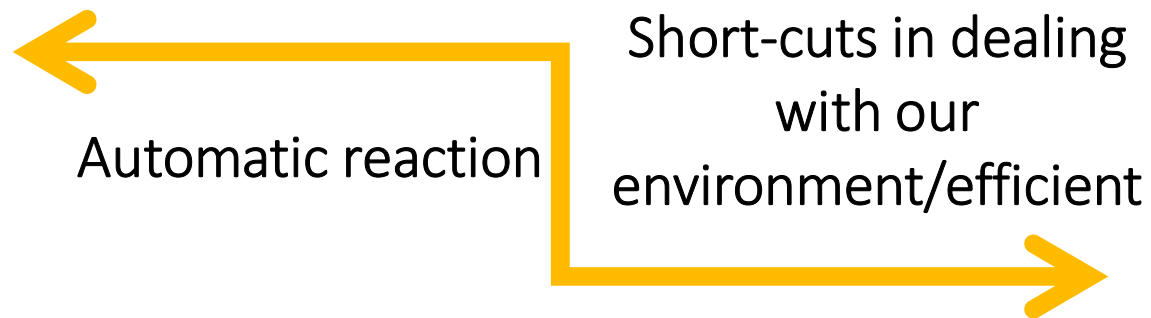
HIGH CONTEXT: INDIRECT,
WHAT IS SAID IS NOT WHAT
IS MEANT, READ BETWEEN
THE LINES, NON-VERBALS
SAY A LOT, RELATIONSHIP
ORIENTED CONVERSATION

Values and negotiation strategy

- Values:
 - Individualism or collectivism
 - Egalitarian- hierarchical
 - Doğrudan-dolaylı
- Negotiation Strategy:
 - Goal: Adopt a person centered or a group centered strategy (individual gain, competitive)
 - Power: BATNA and social status in society as a standard
 - How you communicate? Direct or indirect

Cultural bias affects?

We have a tendency to automatically judge and make decisions about people based on our cultural background





Karl Dallenbach

Understand
your cultural
background
better

Choose an event that had
impact you in the past

How did this event affect
your perception of the world?

How does it affect your
relations with others?

John Ridley Stroop, 1935

John Ridley Stroop, 1935
