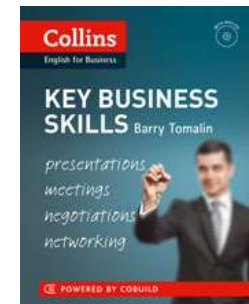


Culture: what matters, why it matters and how to make it part of your training

ETAS Brugg, Switzerland

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Programme

- 1 What do we mean by 'culture' in a business situation?
- 2 What culture is important in a business context?
How do we present ourselves?
- 3 How is culture relevant to negotiations?
- 4 The Harvard Negotiation Strategy in business English teaching.
- 5 Tips to convince business communities to accept cultural training as part of business English training.

1 Culture in a business situation

- A drunk man is to appear in court.
- His hair is untidy.
- His clothes are dirty.
- He can't speak clearly.
- **YOU ARE HIS LAWYER?**
- **HOW CAN YOU GET HIS SENTENCE OR FINE REDUCED OR 'GET HIM OFF?'**



Culture is about. . .

- Meeting expectations
- Making the right impression
- Delivering the business successfully
- Improving business performance

2 Culture in a business context what we need to teach

E Expectations

C Communication patterns

O Organisation

L Leadership and decision making

E Etiquette

ECOLE- DRIVERS

EXPECTATIONS

- Relationship/tasks
- Equality/hierarchy
- Risk embracing/risk adverse

COMMUNICATION

- Direct/indirect
- Formal/informal
- Emotional/neutral

Critical incident 1

- You walk into the client's office.
- You sit down.
- After a couple of minutes you start explaining what you want.
- Your client listens then asks politely; 'Would you like a cup of tea first?'

Where would your approach be appropriate?

Where would it be wrong?

ECOLE- DRIVERS

ORGANISATION

- Teams/ individuals
- Time tight/time loose
- Holidays/daily organisation
- Stay late/leave on time

LEADERSHIP

- Top down/delegation
- Implementation/delegation
- Gender and ethnicity in management

Critical incident 2

- Lee is a design engineer.
- He finishes a job and shows it to his manager.
- The manager says, 'Not good enough. Spend more time on it.'
- Lee sits at his desk and does absolutely nothing for three hours.
- Then he shows the manager the design again.
- 'Excellent' says the manager.
- **WHAT WAS GOING ON? HOW COULD LEE HAVE AVOIDED THE DELAY?**

ECOLE- DRIVERS

ETIQUETTE

- Greeting and leave-taking
- Dress code
- Gift-giving
- Hospitality

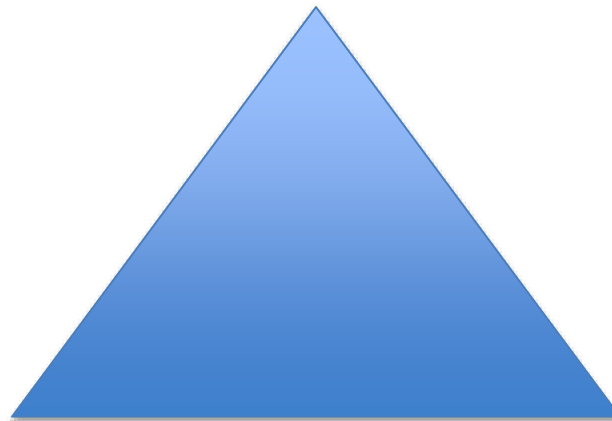
3 Negotiations in international communication



The overview

International negotiators need:-

Language skills



Communication
skills

Intercultural
skills

- The Business + approach (Communication skills, Cultural skills and Language skills)

Critical incident 3

- You are asked by a company to help a Swiss sales manager who will be conducting a negotiation in AsiaPac.
- Think of one cultural business issue he/she will need to consider.
- Think of one communication issue he/she will need to consider.

How culture relates to negotiations

- Transparency
- Linearity
- Clarity
- Agreement by contract or by verbal understanding
- Flexibility
- Negotiation tactics

Critical incident 4

- A US company walked into an Egyptian meeting.
- They introduced their team, including two lawyers.
- ‘What’s the matter?’ asked the Egyptian leader. ‘Don’t you trust us?’

HOW WOULD YOU DEAL WITH THIS?

International negotiation drivers

1 WHAT'S THE RELATIONSHIP?

RF/DF RELATIONSHIP FOCUSED (RF) DEAL FOCUSED (DF)

2 HOW DO THEY WORK?

IT/OT DELIVERY IN TIME (IT) and ON TIME (OT)

3 WHO DECIDES?

ID/TD INDIVIDUAL DECISIONS (ID) TEAM DECISION (TD)

4 HOW DO THEY DECIDE?

TD/DL TOP DOWN (TD) and DELEGATION (DL)

International Negotiations

The 5 Stages

- PREPARE
- DEBATE
- PROPOSE
- BARGAIN
- AGREE

‘You are always at one stage and may revisit a stage several times.’ Gavin Kennedy

What do you do at each stage?

STAGE 1

Prepare. Explain what you want, your expectations of the negotiation.

STAGE 2

Debate. Question the other on their Assumptions.

STAGE 3

Propose. Make a proposal.

STAGE 4

Bargain. Discuss options, make concessions to reach agreement.

STAGE 5

Agree. Reach agreement to Proceed along agreed lines.

The problem

'You are always at one stage and may revisit a stage several times.'
Gavin Kennedy'

- Negotiation is never linear.
- People frequently go back to PREPARE without warning.
- You need to identify their position. Not always easy in a foreign language.
- You need to bring them to the AGREE point.
- You have to do it step by step from the point they have gone back to.

The solution

Listen and list.

Find a typical phrase that would indicate a negotiator is at a particular stage of the negotiation. Create a list of phrases.

PREPARE

DEBATE

PROPOSE

BARGAIN

AGREE

Language of negotiation

- PREPARE PHASE - SET OUT YOUR STALL
- Our situation is.....
- What we want to achieve is....
- The problem we face is.....
- The key issue in our market is.....

- DEBATE PHASE
- Tell me what you feel....
- Tell what you think about.....
- One the one hand On the other hand.....

- PROPOSE PHASE
- I propose
- I suggest
- What would happen if we did this?
- Suppose we did this , would it be acceptable?
- How about ...?

- BARGAIN PHASE
- If we do this will you....?
- If you agree to this we'll
- If you can't agree to this we'll.....
- This is a deal breaker for us.
- I'm not happy with that.

- AGREE PHASE
- I'm comfortable with that.
- I'm happy with that.
- I can live with that.
- I think we can proceed along these lines.

- CONTRACT LANGUAGE
- The use of 'shall' not 'will'
- Time is of the essence.
- (Legal sanctions may apply in case of late delivery.)
- We will use our best efforts to assure...
- (Not legally actionable)

Points to be aware of

- When do you 'declare your hand?' (beginning or end)
- Do you start with the business at hand or with socialising?
- Do you listen first or speak first?
- What are you looking for – honesty, sincerity, facts, agreement, compromise?
- Are concessions a sign of weakness?
- Do you signal agreement verbally or in writing?
- Do you signal agreement indirectly or directly?
- How do you signal disagreement?

Critical incident 5

A senior business leader said, 'Never make concessions. They are a sign of weakness.'

What country do you think he is from?

What strategy would you recommend to his negotiating partner?

4 Negotiation

Harvard Negotiation project

- Developed by Roger Fisher (Harvard Law Professor) d. 2012
- Peace negotiator in international conflict situations
- Outlined his system of 'Principled Negotiation' in 'Getting to Yes' with William Ury. (3 million copies sold)



Principled Negotiation

The five rules

RULE 1 INTERESTS Look for interests not positions.

RULE 2 PEOPLE Separate the person from the problem.

Be hard on the problem but soft on the person

RULE 3 OPTIONS Look for mutual gain

RULE 4 CRITERIA Insist on objective criteria

RULE 5 BATNA Always have an escape route

Critical incident 6

The Scotland referendum

- INTERESTS not positions
- PEOPLE hard on the problem not the people
- OPTIONS
- CRITERIA
- BATNA

Principled Negotiation

Key negotiation principles

Situational

- Separate the people from the problem.
- Be hard on the problem but soft on the people.
- Separate real interests from assumed positions.
- Focus on the real underlying interests.
- Look for different solutions before agreeing one.

Personal

- Listen actively (the words and the emotions).
- Recognise the other person's emotions.
- Try to get inside the others psyche.
- Try and build a rapport. (shaking hands, eating together)

Separate the people from the problem.

Problem

- Be **HARD** on the problem but **SOFT** on the people.
- Acknowledge the three **PEOPLE** areas.
 - Perception
 - Emotion
 - Communication

Strategy

- Put yourself in the other person's shoes.
- Pay attention to others' **SELF IMAGE**.
- Accept emotion but **DON'T RESPOND** to it.

Invent options for mutual gain. (win-win scenarios)

Avoid the 4 problems

- Premature judgement
- Searching for a single answer
- 'Fixed pie' assumption
- Solving the problem is their problem not yours.

Strategies

- Separate inventing options from judging options.
- Broaden the options, don't limit them.
- Search for mutual gains – look for shared interests.
- Invent ways for making decisions easy.
- BRAINSTORM

Four steps to invent options

- REAL WORLD – Identify the problem.
- ANALYSIS – Analyse the problem.
- STRATEGIES – Identify a range of possible solutions.
- ACTION – What SPECIFIC steps can you take to resolve the problem?

Insist on objective criteria

Key criteria

- Market value
- Precedent
- Scientific judgement
- Professional standards
- Efficiency
- Cost

Strategies

- Frame each issue as a joint search for objective criteria.
- Reason and be open to reason on the objective standards to apply.
- Never yield to **PRESSURE**, only to **PRINCIPLE**.

BEST PRACTICE

5 How to convince the client



TASK: EXCHANGE ONE PIECE OF ADVICE WITH YOUR NEIGHBOUR.

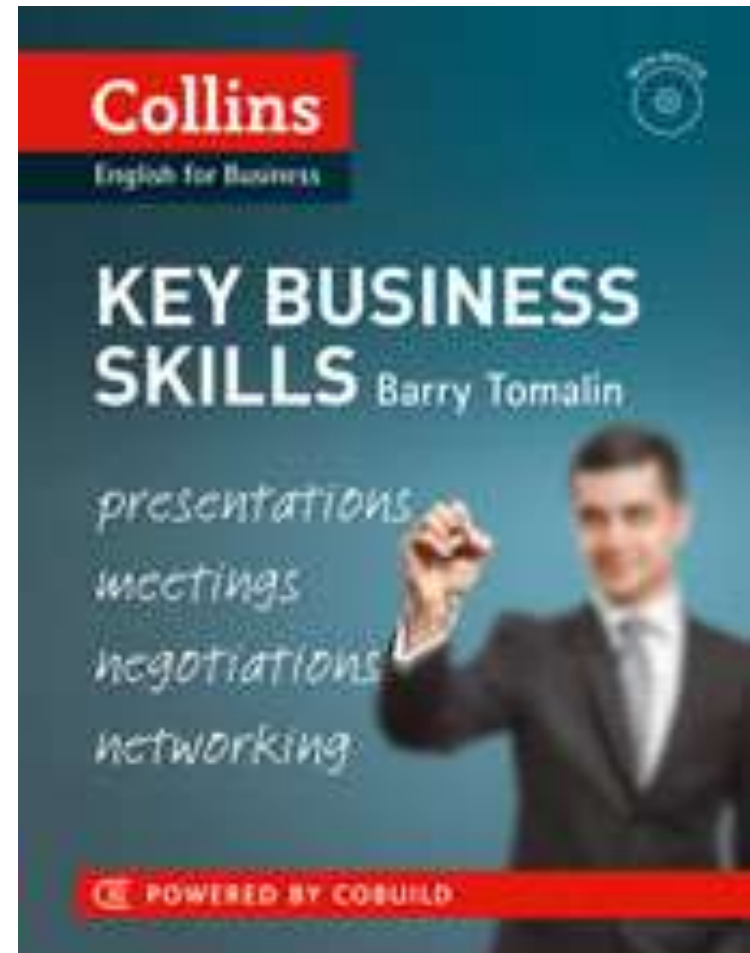
Tips to convince the buyer

‘Client fit is the key.’

- Your best customer is your last firm or existing client.
- Distinguish your service – new business card, new website pages.
- Find out what the communication problems are
- Find out what the new markets are.
- Offer two hours, half day or full day cultural briefings.
- Price your ‘rack rate’ at Management training not Language training.

ACKNOWLEDGEMENTS AND READING

- Tomalin B 2012 'Key Business Skills' HarperCollins ELT (Negotiations, Presentations, Meetings, Networking)
- Fisher R and Ury W 2011 'Getting to Yes' New York RH Books
- Kennedy Gavin Perfect Negotiations London Arrow Books
- Tomalin B and Nicks M 2014 'World Business Cultures –a Handbook' London, Thorogood Publishing



THANK YOU

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