

Cross cultural negotiation

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Negotiation characteristics

Two or more parties w/ conflicting interests

Common need for agreement because of expected gain from such agreement

Initially undefined outcome

Means of communication between parties

Control / decision-making structure on either side

Rules of cross-cultural business

Rules for cross-cultural business or negotiations

Rule 1:

Seller adapts to buyer

You're the seller, your mission is to "sell" the product (us policies and goals)

Rule 2:

Visitors expected to observe local customs

You're the visitor

Cross cultural business behavior

Four key ways to divide all cultures

Deal-focus vs relationship-focus

Fundamentally task oriented

Gets right to business at hand

Relationship focused

More people oriented

Need to develop relationship or report before doing business

Clarity vs harmony language

Deal focused – us / Europe

Relationship focused most of rest of world

Formal vs informal

Formal cultures

Tend to be organized in steep hierarchies

Major differences in status / power

Informal cultures

Values egalitarian organizations

Smaller differences in status / power

Informal cultures

Values egalitarian organizations

Smaller differences in status / power

When in doubt go formal to start

Informal – us / Europe

Formal – much of rest of world

Rigid-time vs fluid-time

Rigid-time – monochronic

Punctuality is critical

Schedules set in concrete

Agendas fixed

Meetings rarely interrupted

Fluid-time – polychronic

Less emphasis on strict punctuality

Not obsessed with deadlines

Rigid time – U.S./Europe/east Asia

Fluid time – mid-east / s.asia/lat America/Africa

Emotionally expressive vs reserved

Emotionally expressive

Tend to be more animated

Talk more and faster

Use more body movements

Emotionally reserved

Tend to be opposite

Expressive behavior can cause unexpected problems

Emotionally expressive – mid-east / lat America

Emotionally reserved – Asia / Europe

Face to Face encounters

Team leader

Primarily responsible for conduct of interview

Supervises pre combat checks (PCCs)

Leads rehearsals with team and interpreter

Psychological operations sergeant

Assistant team leader

Primary responsible for security

Coordinates with supported unit security assets

Psychological operations specialist

Primary responsibility of recording / taking notes

Providing security or staying in vehicle for quick exit

Planning considerations

Confirms the local threat

Impact of prior operations/ dissemination

Confirms name of community leader

Meet with community leader to facilitate dissemination within area

Coordinate with friendly / adjacent units

Who will speak with TA, pull security, record the meeting serve as interpreter

Interviewer's responsibility

Verifies restrictions on local populace

Curfews

Restricted movement

Confirms details of rewards programs

Cash rewards for weapons

Cash rewards for HVT information / capture

During encounters

Ask about exposure to PSYOP/ adversary propaganda

Conduct posttest

Collect information on enemy propaganda

Confirm PSYOP products have been disseminated

Pretesting products

If purpose of F2F mission is to persuade key communicator to disseminate products

Ensure prototype is available

Giving prototype to key communicator provides opportunity to pretest products

Face to face encounter outline

FFEO is used to organize and plan encounters

Generated as part of series development

Addresses each of four parts of F2F encounter

Introduction and report building

Presenting PSYOP argument

Answering questions / overcoming objections

Exit strategy and closing

Advantages of face to face communications

Relationship

Audience selection

Assessment of impact

Requirement for limited support

Credibility

Presentation

Expeditious

Disadvantages of face to face communications

Limited use in tactical situations

Close control necessary

Limited use in unsecured areas

Limited range

Effective communication

Most important weapon in PSYOP arsenal

It is impossible to understand complexities involved in inducing or reinforcing behavior of selected TAs

Communication

Transfer of a thought, a concept, or an idea from one person to another

Requires an understood meaning involves both production and consumption of meaning

Verbal

Words and vocal cues

Nonverbal

Body language, facial expressions, gestures, visual behavior, appearance

Elements of communication

Always requires at least 3 elements

Sender

Individual speaking, writing, producing

Message

Spoken or written word

Gesture, motion, or signal

Receiver

Individual who actually receives message

Verbal communication

Involves language

Words

Can have more than one meaning

Mean different things to different cultures

Communication problems

Paralanguage

Involves vocal cues

Emphasis, tempo, enunciation, volume, vocal pitch, disruption

Nonverbal communication

Involves body language

Facial expressions

Personal space

Body positions

Gestures

Appearance

Eye contact

Used every day to express emotions

Usually subconscious

Cross cultural communications

Process of transmitting facts, ideas, or feelings to a person of a different culture, religion, language or social organization

Requires communicator to have a number of specialized skills

Foreign language proficiency

Nonverbal communications skills

Interpersonal communication skills

Culture and area orientation

Cultural knowledge

Culture is body of knowledge passed on from one generation to next through process of learning

Foundation of human interaction

Encompasses behavior patterns, arts, beliefs, institutions, all other products of human work and thought

Influences word choice, body language, behavior

Socialization

Process by which people acquire basic information, skills, beliefs, and values

Takes place through both formal and informal social institutions

Society

A group of people who occupy a specific geographical area and share same cultural patterns

Organized social systems designed to regulate politics, education, and religion

Common characteristics

Culture has characteristics that cross societies

Is symbolic

Is shared

Is adaptive

Cultural grouping

Culture has two groupings

Material

Human technology

Anything made / used

Nonmaterial

Sum of knowledge, beliefs, values, and rules for appropriate behavior

Normative culture

Cognitive culture

Normative culture

Consists of rules for doing things

Specified rules of behavior that set limits of acceptable behavior

Society Has three basic types of norms

Codified

Laws, regulations based upon morale values

Desire for uniformity, safety or simplicity

Mores

norms with moral connotation based on core values

folkways informal rules of behavior

etiquette or mode of dress

Cognitive culture

Consists of shared beliefs and knowledge of what world is like

Includes values

Idea of what is good and bad

What is desirable and undesirable

Standard by which members lead their lives

Often related to society's religion

Cultural sensitivity

Entails knowledge of and respect for norms of local culture

Accepting the fact that people behave the way they do for a reasons

Culture is comparable to an iceberg

Visible section above waterline

Larger, invisible section below water line

Can only be assumed

Ethnocentrism versus cultural relativism

Ethnocentrism

Belief that your culture is superior to others

Barrier to communication, leads to misunderstandings, hinders report building

Cultural relativism

View culture s simply different instead of right or wrong

Pitfalls and solution

Avoid political correctness

Distinguish between tolerance / relativism

Cultural awareness

Cultural communication styles

Numerous differences in communication styles from culture to culture

Most important and most studied distinctions in communication style:

Direct / low context

Indirect / high context

Comparing communication styles

Direct communication style

Say what they mean mean what they say

Straightforward language honestly highly valued

Indirect communications style

Imply or suggest what they mean

Understatement is valued

Practicing indirectness

Direct statements may be appropriate in some situations

In meetings where allowing people to main their dignity is important, use indirect communication techniques

Decoding in directness

In communicating across cultures, PSYOP soldiers entertain possibility that speaker may mean something other than what he or she has said

building report

Rapport: relationship built with TA built on mutual trust and emotional affinity