

Contract Negotiations from a Cultural Standpoint

Working Effectively with US Americans

Danish-American Business Forum

Date: Wednesday, March 2, 2011

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Aperian.
GLOBAL



**Developing capabilities of individuals,
teams, and organizations to work
effectively across cultures.**

Global Talent Development

- Global Leadership
- Global Teams
- Global Diversity & Inclusion
- Global Innovation
- Executive Coaching

Global Business Transformation

- Global Mergers & Acquisitions
- Global Joint Ventures
- Global Outsourcing/Offshoring
- Global Collaboration
- Global Projects



Global Assignment Services

- Strategy Consulting
- Candidate Assessment
- Thriving in Your New Culture
- Repatriation

Global Business Training

- Working Globally
- Working Effectively with Country X

Web Tools

- e-Learning Tools
- Assessment Tools
- GlobeSmart®

Kimberly Blanchard-Cattarossi

Practice Group Leader, Global Business Skills



- **Senior Consultant** at Aperian Global for past 7 years
- Experience at two **US-based international employment law firms** in Atlanta and Boston
- Focus on group and virtual training programs to improve **cross-border collaboration and virtual communication**
- **Facilitated trainings around the world** in over 20 countries throughout the Americas, Europe, Asia Pacific, and the Middle East
- **MA in Intercultural Relations** with a focus on Training and Consulting and **BS in Psychology**
- Lived and worked in **US, Germany, Switzerland, India, Italy & Jordan**
- Currently based in **Amman, Jordan**



- **Overview and Objectives**
- Understand **the key dimensions of culture** that impact cross border business interactions
- **Effective collaboration between US vs. Danes** and Key Skills in Working Effectively with US Americans
- **Interactive exercise:** Style switching discussion

- ✓ **Share** your perspectives, experiences and challenges
- ✓ **Raise your hand** to alert the on-site facilitator if you have a question or comment
- ✓ **Say your name** before speaking

Working Effectively with the USA

*“The single greatest cause of **difficulties in global business transactions** is not a lack of technical expertise, hard work or good intentions – it is a **lack of people skills** for relating successfully across style differences attributed to factors such as national culture, organizational culture, job function, and personality.”*

Ernest Gundling, PhD, author of *Working GlobeSmart*



Exercise: Challenges in Working with US Counterparts

Discuss the following:

- **What are some current or anticipated challenges in negotiating with counterparts in the US?**
- **How may culture be impacting your US colleagues' behavior?**



Common Business Challenges in Doing Business with US Americans

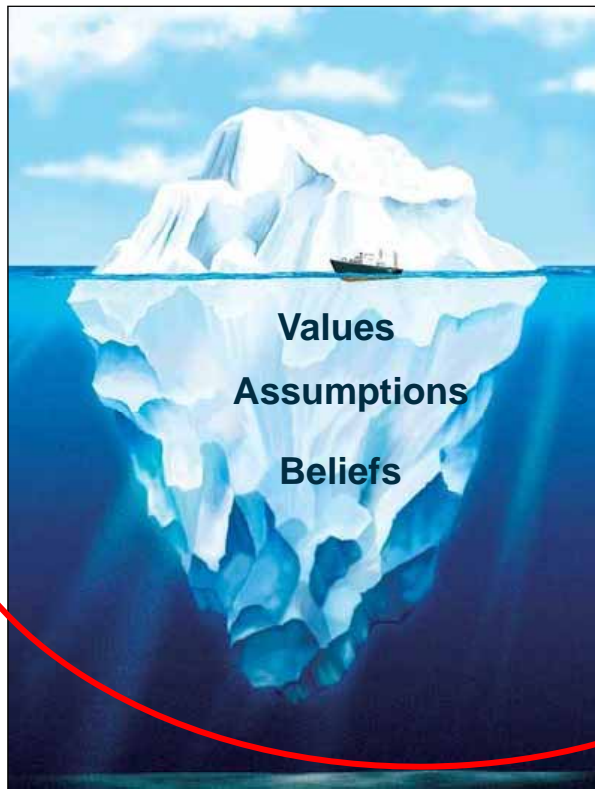
- **Being rushed** and in a hurry
- Tends to be "**either/or**" culture
- **Sales-oriented** culture
- Many are **open, enthusiastic, friendly** – to a limit
- Being **very informal**
- Understanding **American idioms and expressions**



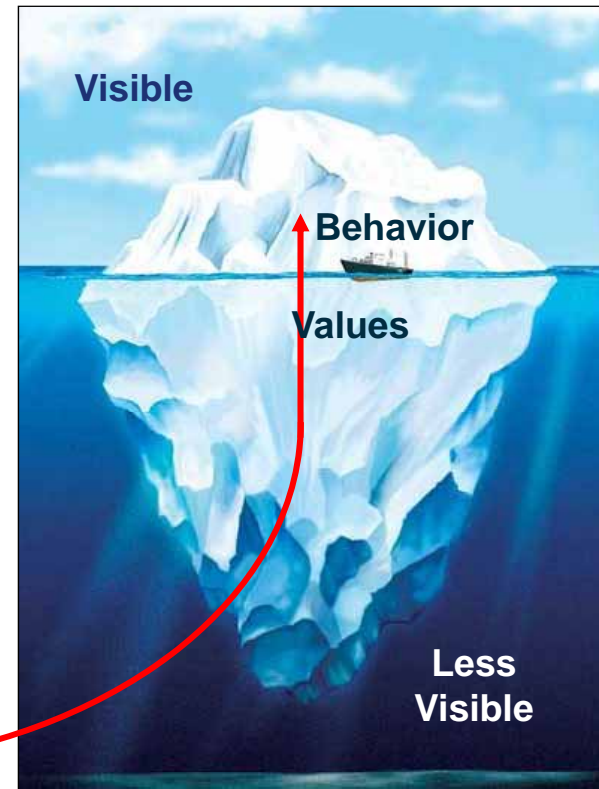
The Lens of Culture

**"We don't see things as they are,
we see things as we are."**

Culture A



Culture B





Dimensions of Culture

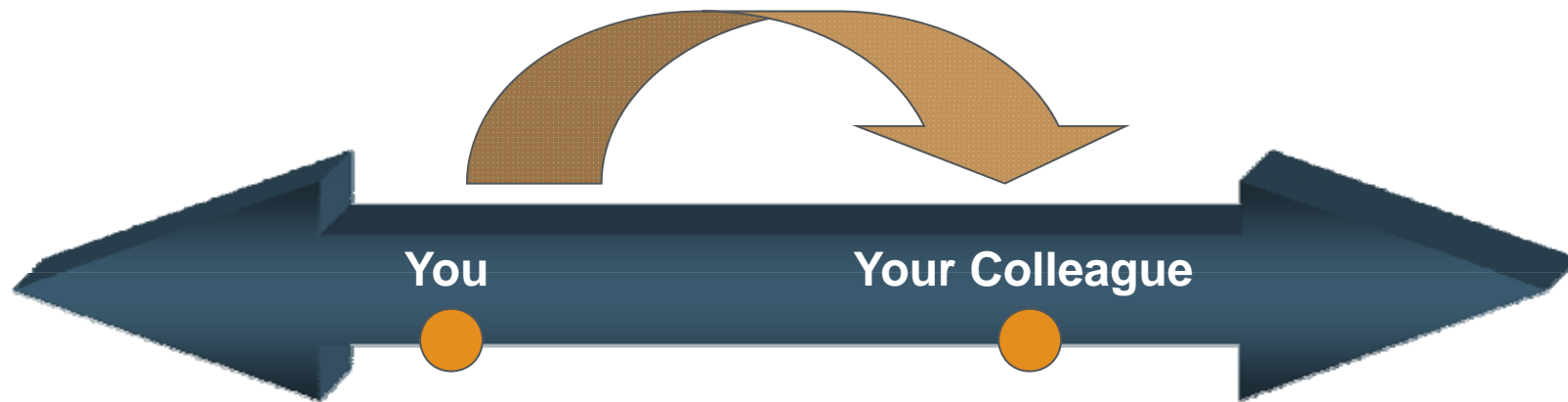
A web-based tool that provides instant access to information on conducting business effectively in over 60 countries

Key Features:

- ✓ **Practical advice** to improve global business interactions
- ✓ GlobeSmart **Assessment Profile**
- ✓ **Tests and Case Studies** of actual business scenarios
- ✓ **Field Notes** from global business professionals

The screenshot displays the GlobeSmart website interface. At the top, the logo 'GLOBESMART®' is on the left, and navigation links 'ABOUT GLOBESMART | HELP | FEEDBACK | LOG-OUT' are on the right. Below the logo is a horizontal menu with tabs: 'SELF - ASSESSMENT', 'GLOBAL ADVICE', 'MY BRIEF CASE' (with a 'New!' badge), 'RESOURCES', and 'CUSTOM CONTENT'. A user welcome message reads: 'Welcome Sonya Kaleel! If you are not Sonya Kaleel, [click here](#).' A button 'GO TO MY BRIEF CASE FOLDER' is also present. The main content area features a 'Get Started Here' section with a 'EXPLORE A REGION' dropdown menu listing 'EUROPE', 'ASIA PACIFIC', 'THE AMERICAS', and 'MIDDLE EAST & AFRICA'. Below this is an 'EXPLORE GLOBAL ADVICE' section with a 'GET GLOBAL ADVICE' button. A 'SELF-ASSESSMENT PROFILE' section includes an 'ASSESS YOURSELF' button. On the right side, there is a 'What's New' section with a 'Recently Viewed Topics' tab. The 'What's New' section contains several updates: 'Take our brief [GlobeSmart Tour](#).', 'New countries added: [Slovakia!](#) [Morocco!](#)', 'The [Diversity & Inclusion Collaboration Forum](#) presentation and audio files are now accessible in the Resources Tab.', and 'New **National Diversity** content! Learn the business impact of each unique set of diversity variables and gain recommendations for developing employees and realizing local opportunities in these countries: [China](#), [Egypt](#), [India](#), [Japan](#), [Mexico](#)'.

How to Use the GlobeSmart® Dimension Profile



YOUR GOAL!

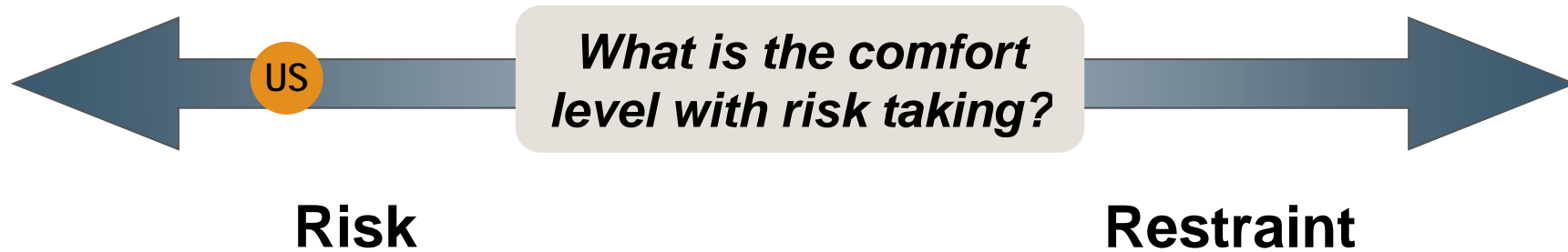
Know the profile of you and your colleague in order to leverage similarities and bridge gaps

- Dimensions are on a continuum
- There is no “right” or “wrong” style
- Profile result is not a predictor of success

GlobeSmart Country Comparison



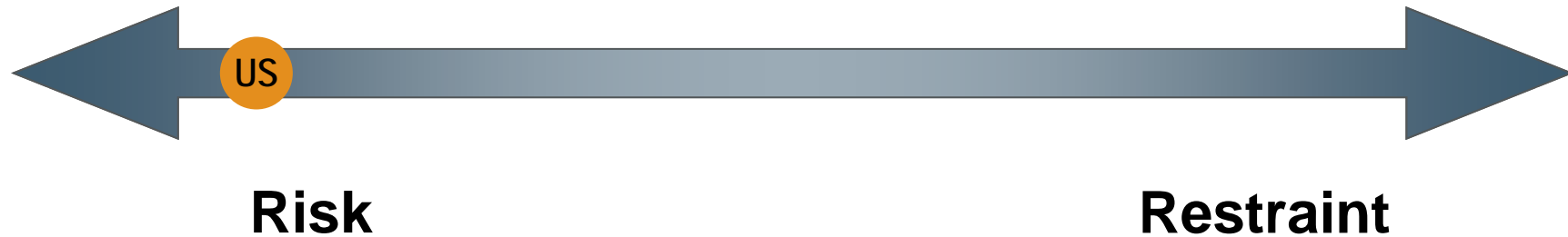
Key Dimensions of Culture: Risk ♦ Restraint



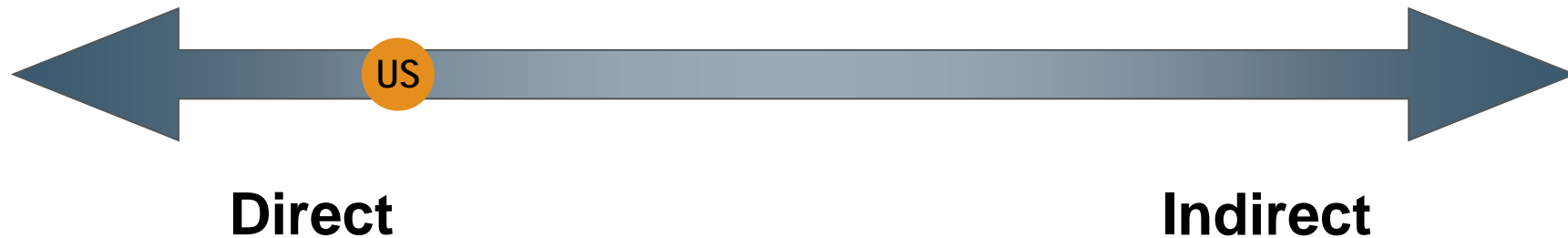
- Demonstrate quick results
- Flexibility and speed valued more than thoroughness

- Spend time on research before making change
- Establish proper processes and systems





- “Just do it”
- Tend to make quick decisions
- Comfortable in speculating or making generalizations
- May also use past experience as a basis for trusting their intuition



- Get to the point quickly
- Be specific, talk in clear terms
- Being too direct and frank can have negative outcomes
- Managers: give constructive feedback, use “coaching” style



Low

- Silence is uncomfortable
- Response should be immediate
- Usually 2-3 seconds is “long time”

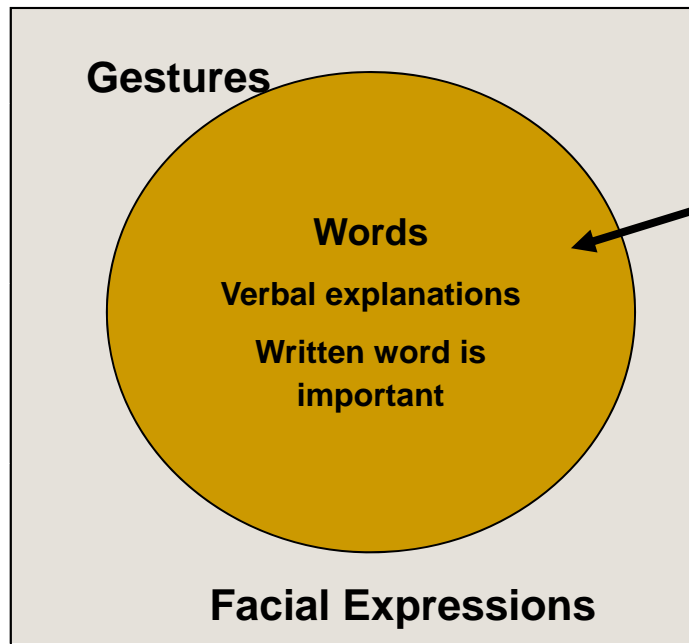
High

- Take time to think before speaking
- Reflect on what was said
- Could be up to 30 seconds before responding

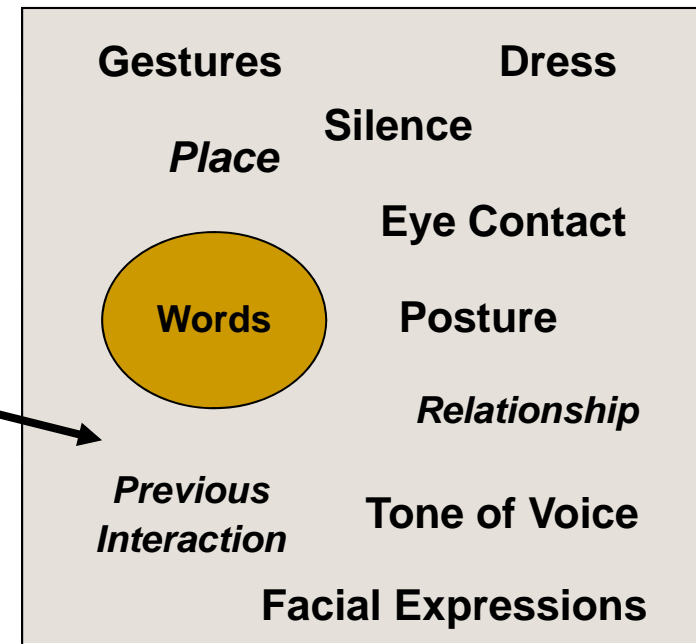
Communication Style and Context

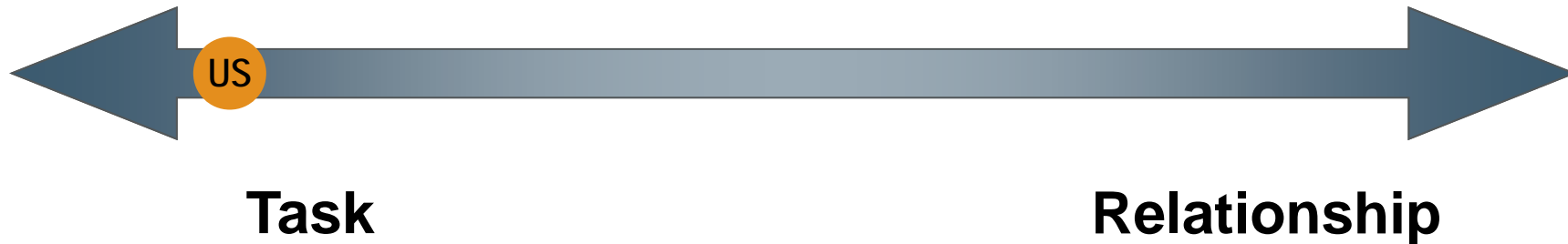


Low Context



High Context

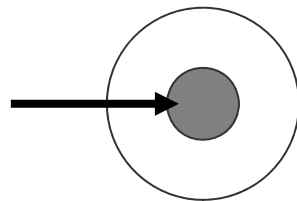
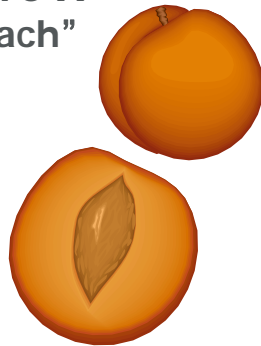




- Focus on getting down to business
- First discuss what you can deliver, more than who you are, your qualifications and your network
- Scheduled meetings with agendas
- In sales, relationships better formed with company or group, not specific individuals

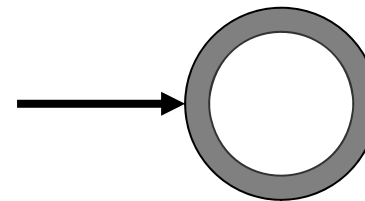
The Peach and the Coconut

Culture X
"A Peach"

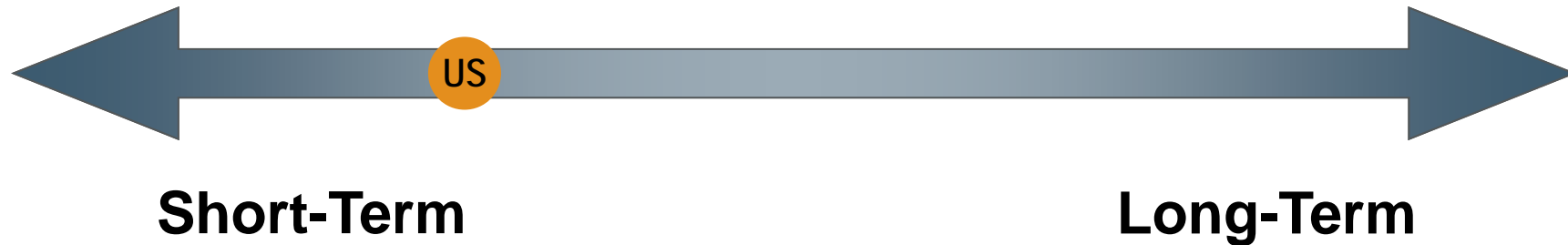


- *Warm and fuzzy on the outside, but with a hard pit at the center*
- **Friendly, but difficult to know well; private at the center**
- **May be considered "Superficial"**

Culture Y
"A Coconut"



- *Hard on the outside and hard to break through, but warm and sweet on the inside*
- **Difficult to get to know, but very close once you get "inside"**
 - *Sticky*



- Focus: short-term results vs. long-term relationships
- Work with those who can provide immediate value / results
- However, stability created by having strong long-term relationships is becoming increasingly recognized

- Preparation
 - Quick move to sale
 - Avoiding ambiguity
 - Identify needs and decide on bottom line
 - Anticipate others' side and objections
 - Negotiating Team
- During Negotiations US Americans tend to:
 - Have high confidence
 - Put proposal on the table quickly and explain later
 - Be prepared to offer concessions
 - Prioritize issues and handle one at a time
- Cues for Closing the Deal include
 - Detailed technical Questions
 - Pricing Questions
- Follow up with Written Contract



Communication Styles

Best Practice Tip from

GLOBESMART[®]

Get more at www.globesmart.com

- Low context
- Directness
 - “Net it out” or “Give me the bottom line”
 - Executive Summaries or “Top 10 Lists”
 - However, they often “Sandwich” negative feedback between positive feedback
- Informality
- Use of exaggeration
- Use of emotions and humor
- Avoid ambiguity



Establishing Credibility

Best Practice Tip from
GLOBESMART®
Get more at www.globesmart.com

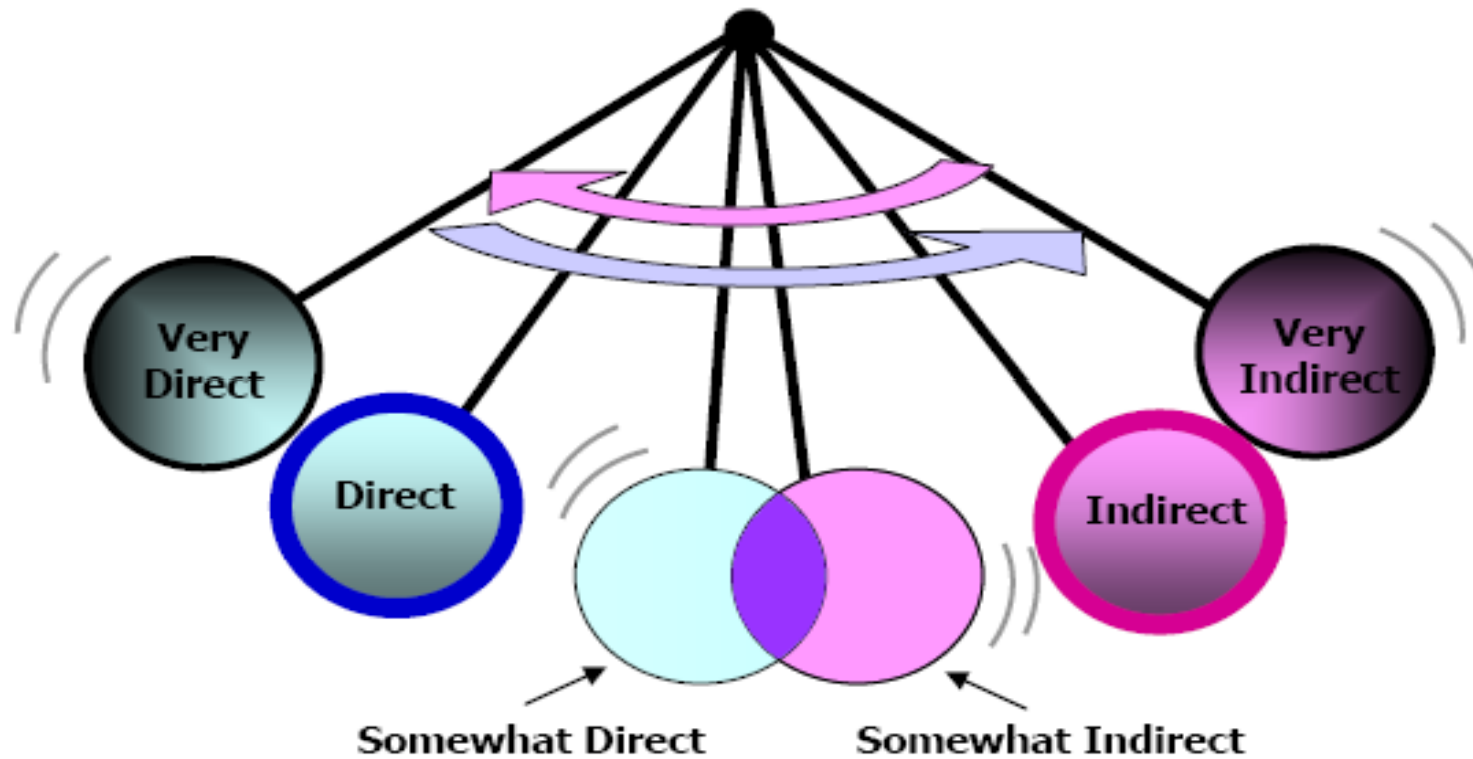
- Credibility in the U.S. is based as much on how you project yourself as on what you actually accomplish.
- Common ways to establish credibility:
 - Take initiative
 - Project confidence
 - Speak up
 - Treat people of every age with respect





Style Switching & Tools

A tactic that allows you to adapt your style in order to bridge cultural gaps



Discuss the following:

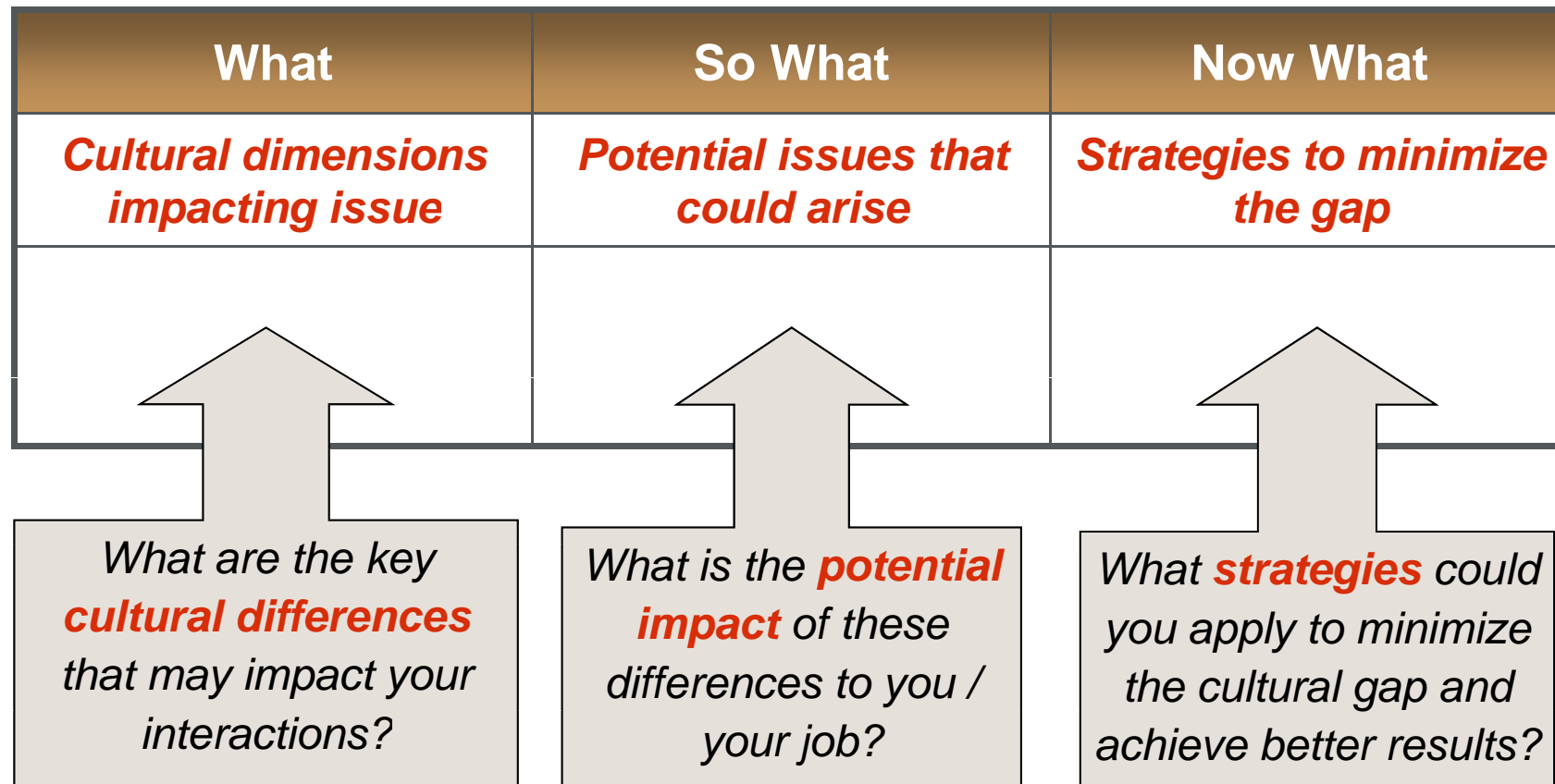
1. What are the **key similarities and differences** between the **Danish and US American cultures** that may impact your collaboration?
2. Based on that, what will be your approach for **communicating effectively and developing a successful working relationship with your US counterparts** in order to set the stage for successful negotiations?

Be prepared to report out on a summary of the key points.



What – So What – Now What

A tool to help you identify the underlying cultural issues, the impact and what to do next





Summary

Advice for Working Across Cultures

Be Aware of Your Own Lens

Be aware that you may be making judgments that work in your culture; Consider alternative interpretations

Constantly Seek Advice and Enhance Knowledge

Talk to a “cultural bridge”, read, use GlobeSmart

Develop a Range of Approaches

Identify ways to “style switch” or use a “Third Culture” Way



Thank You for Your Participation!

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