



**PennState**  
College of Agricultural Sciences

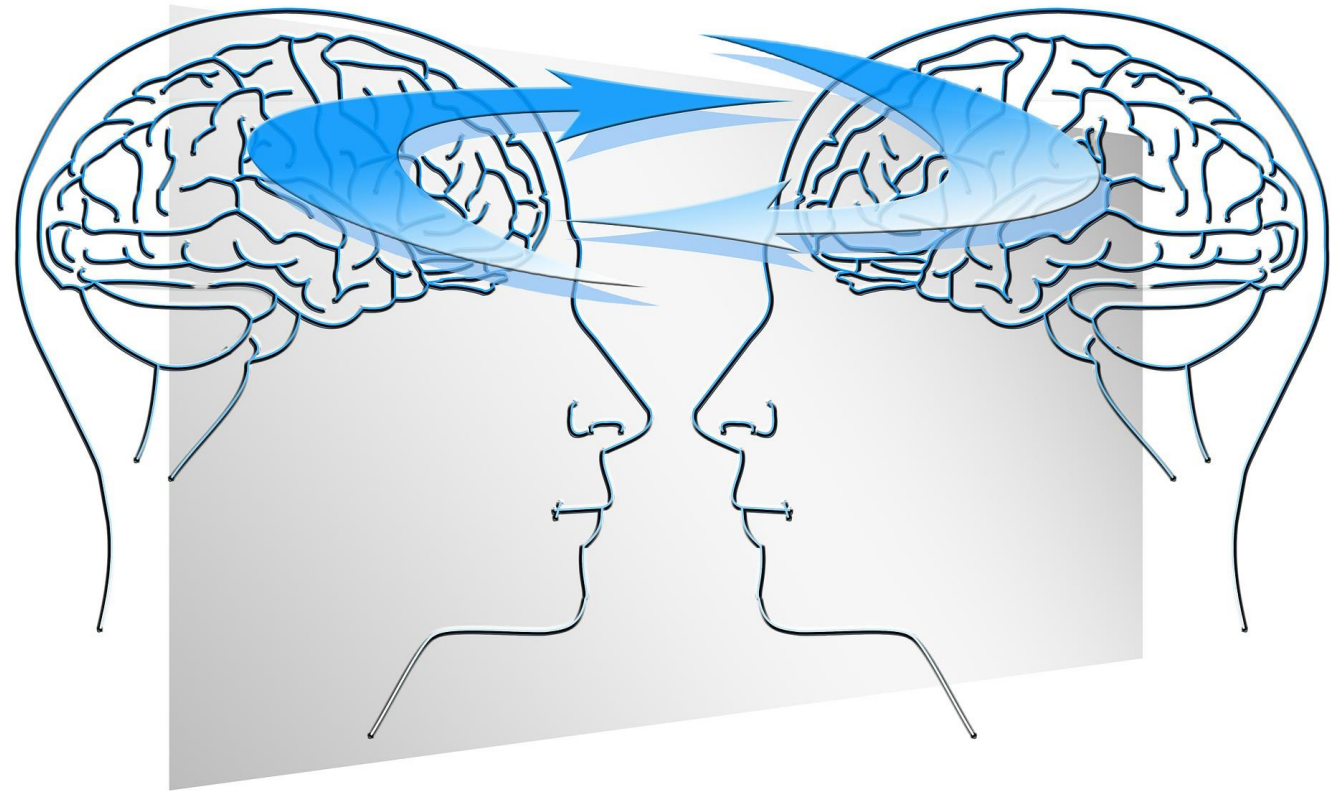
# Negotiation Across Diversity: Application for Extension Work

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Suzanna Windon, Ph.D.

Department of Agricultural Economics,  
Sociology, & Education

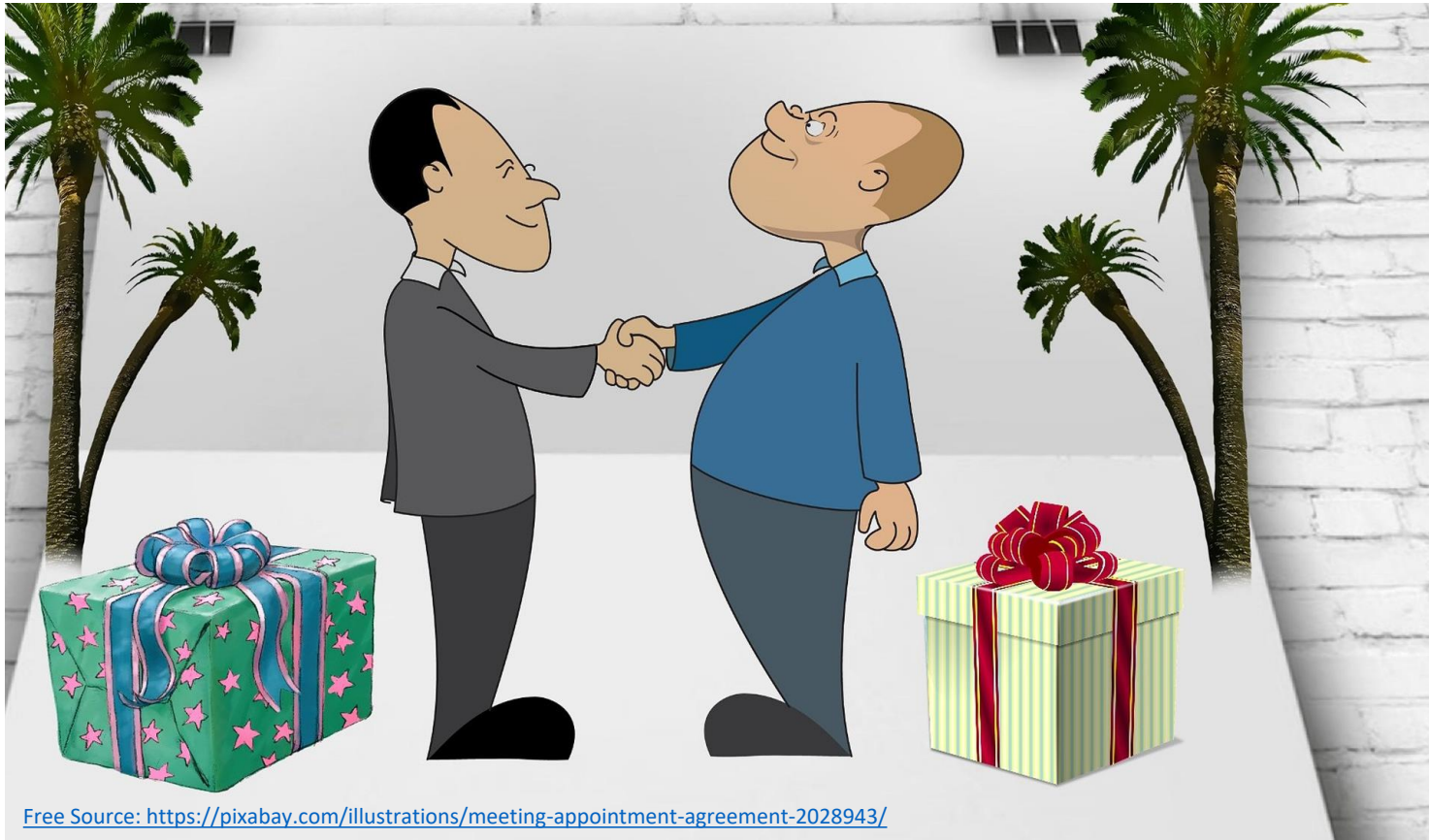
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# Objectives

- **Introduction to a Negotiation** (domains, problem, ZOPA, key differences, risks, application for Extension)
- **Individual Differences I** - (Gender & Negotiation, Application for Extension: Tips)
- **Individual Differences II** — (Personality & Ability & Negotiation: Behavior, Interventions; Application for Extension: Tips )
- **Negotiation Across Culture** (Hall's model of culture & Schwartz's 10 cultural values; Shared values concept; Culture & Negotiation, Tis; Application for Extension: Latino Talent & Strategies for Negotiation)



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We negotiate with ...

- Family
- Children
- Friends
- Colleagues
- Government
- Agencies
- Organizations

## Question for audience

### **Poll question :**

**How often do you experience difficulties during a negotiation?**

- Often
- Sometimes
- Never



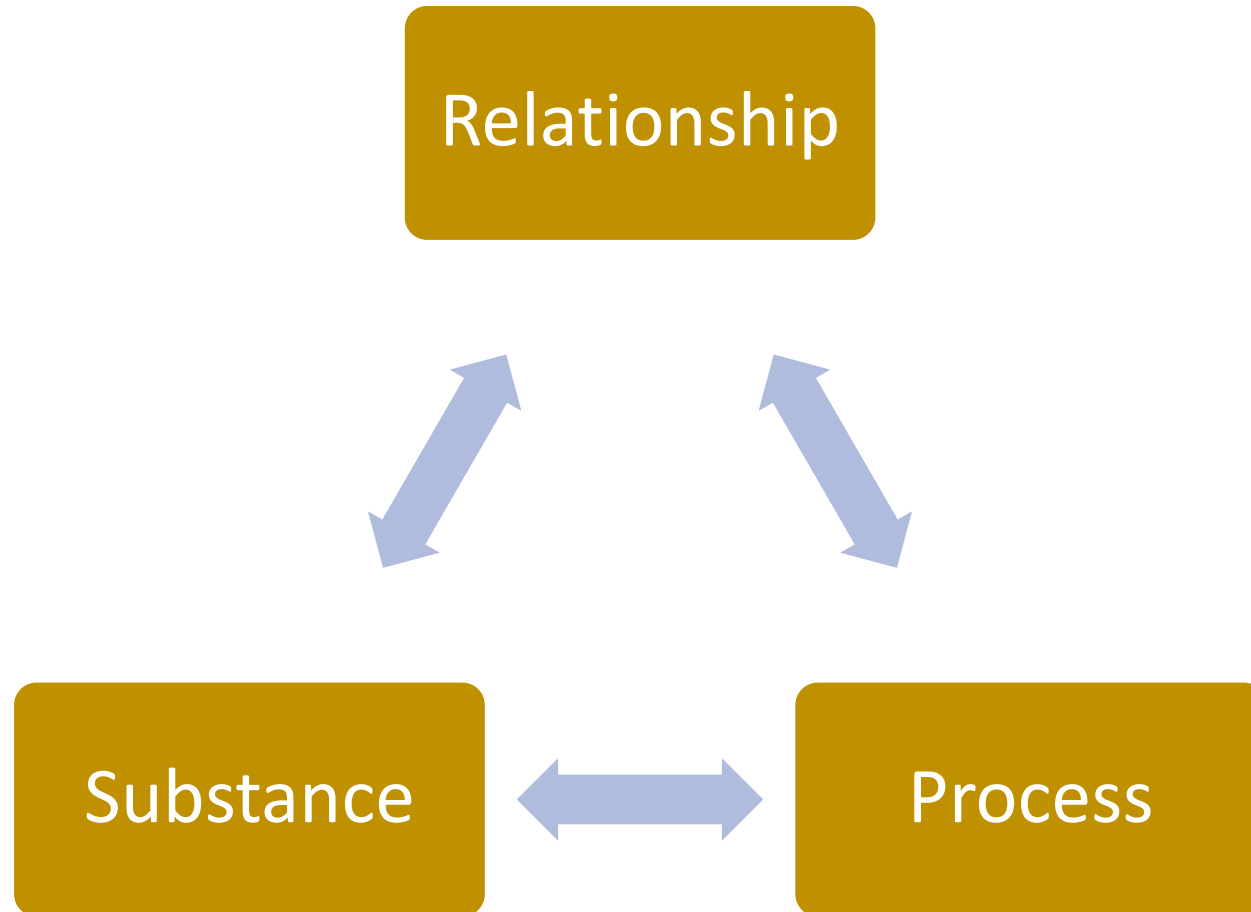
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# Negotiation

The Latin root of the word “negotiates” – means “to carry business”

Negotiation is a form of decision making in which two or more parties talk with one another in an effort to resolve their opposing interests (Pruitt, 1981 p. xi in Coleman, Deutsch, & Marcus, 2014)

## Domains of negotiation





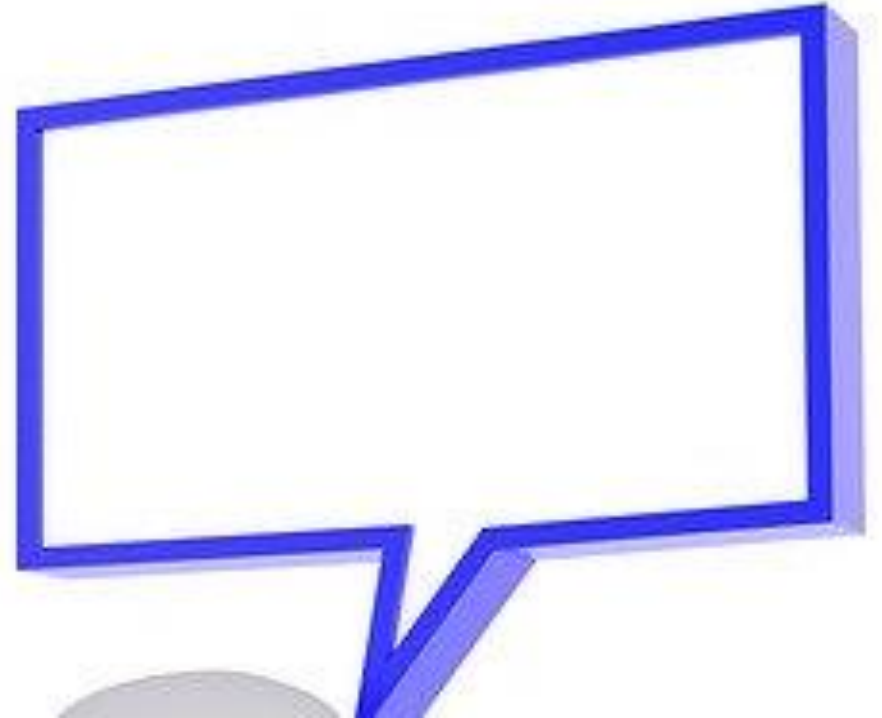
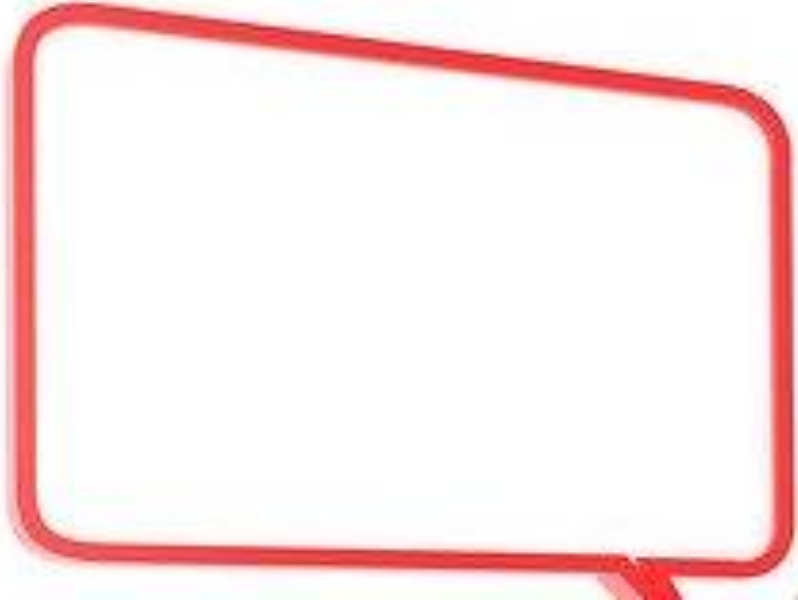
# The Problem

- Relationship damaged
- Deals are not made
- Money wasted
- Time wasted
- Trust?

## **Zone Of Possible Agreement (ZOPA)**



Lewiscki, R.J., Barry, B., & Sounders D.M. (2010)



*Using a chat box please share:*

In your opinion, what are obstacles and complicating factors that affect the negotiation process?

# Key differences among negotiators

- In interests
- In judgments about the future
- In risk tolerance
- In time preference
- In culture
- In gender
- In personality
- In ability
- In communication style

# Dilemma: What information to disclose?

## RISKS



Without Disclosure	With Disclosure
Risk of Missed Opportunities	Risk of Exploitation

# Application for Extension Work:

**Start from yourself** (Green & Howe, 2011)  
**Ask the following questions:**

# How are you part of the problem?

- Maybe you are very frustrated or impatient which leads to high-self-orientation
- Your credibility is low
- You are not being transparent
- You are not delivering your message in a way that is easy for your partner to hear it.
- You are too concern about convincing the person but are not thinking about the power of empathetic listening, forgetting the power of reciprocity
- You are just spending time to be very responsive to your work partner's tactical request.
- You make assumptions based on your observation
- You are focusing on your agenda but not really listening to what matters to your partner

# What barriers are preventing your work partners from thinking strategically?

Consider how your partner would answer the following questions:

- ✓ How does the work look from here?
- ✓ What are the demands on my time?
- ✓ What distractions/challenges/ pressures am I dealing with that make it difficult to focus on strategic issue?
- ✓ How does it feel to be in my seat?

# What really matters to your partner?

Look at the situation from your partner's point of view.

- ✓ What is important to me professionally? What is behind that?
- ✓ What is important to me personally? What is behind that?
- ✓ How does my tactical orientation serve me?
- ✓ Would a strategic orientation help me?

# How can you help clear the path for what matter to your partner?

Your job is to engage your partner by presenting your point of view in way that aligns with her /his interest, not the way around

- ✓ What is the connection between what matter to me and what matter to stakeholder, collaborator, work partner?
- ✓ What, if anything, about those connections are compelling from her /his vantage point?
- ✓ Does it make sense to proceed? With whom?
- ✓ How could I open the conversation in a way that is both respectful and compelling?

# Application for Extension:

## Tips for successful negotiation agenda

**PREPARATION is a KEY**

- Introduction
- Expectation
- Purpose of meeting
- **Substantive points** to discuss
- Tentative agreement on issue and time frame
- **Options**
- **Interests**
- **Objectives /Criteria / fairness**
- Positive propositions/**communication**
- Tentative agreement
- Next step

# Individual Differences I

Gender & Negotiation

## Question for audience

### Poll Question:

Do you believe that women and men approach negotiation differently?

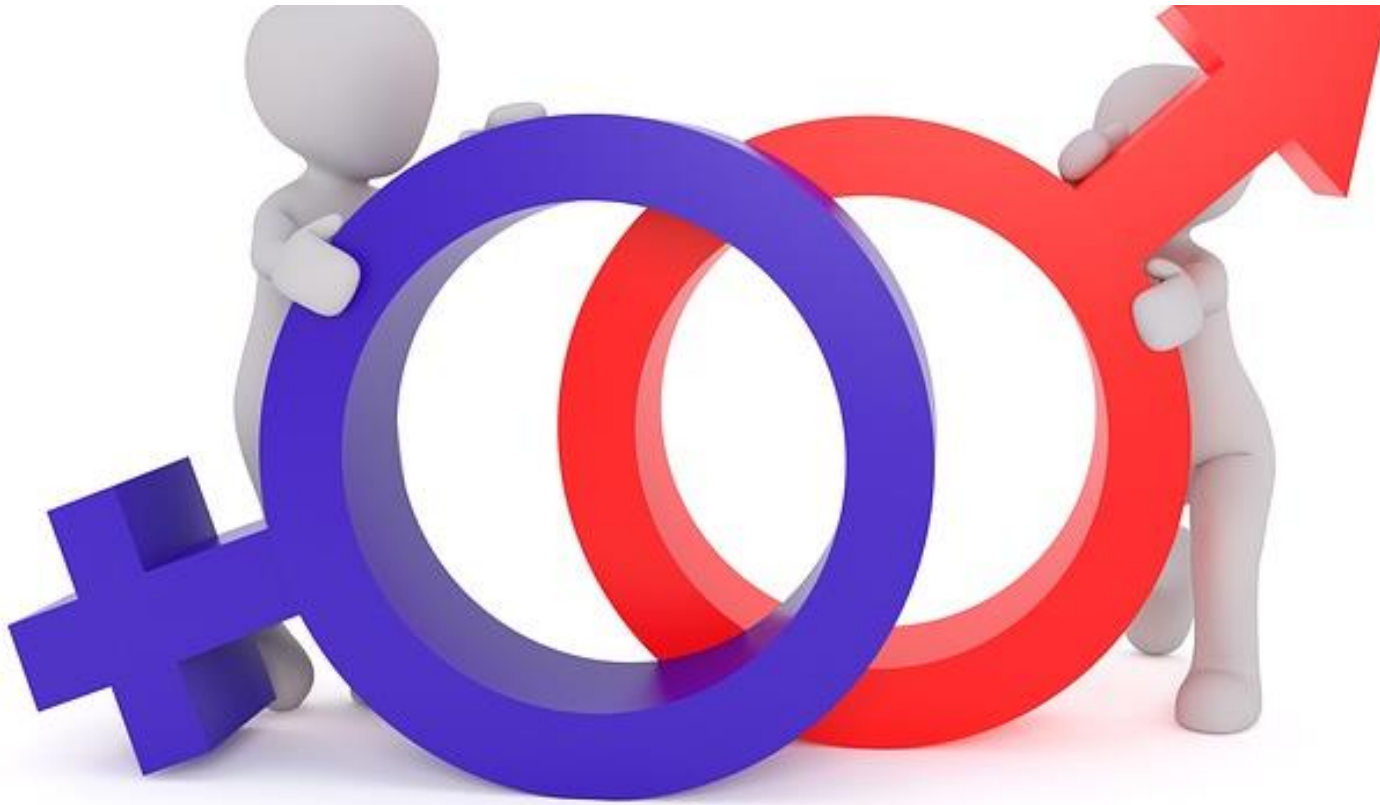
- Yes
- No

# Defining Sex & Gender

Sex is “the property or quality by which organisms are classified as female or male on the basis of their reproductive organs and functions”

(Compact American Medical Dictionary, 1998, p.413)

Gender refers to cultural and psychological markers of the sexes – the aspects of role or identity (rather than biology) that differentiate man from woman in a given culture or society (Kray, & Babcock, 2006).



Source: <https://pixabay.com/illustrations/equality-gender-woman-duality-sky-2110559/>

## How Can Gender Affect Negotiation?

1. Relational view of others
2. Embedded view of agency
3. Beliefs about ability and worth
4. Control through empowerment
5. Problem solving through dialogue
6. Perceptions and stereotypes

(Kray, & Babcock,  
2006).

# Men & Women

## Conceive of Negotiation in Different Ways

(Kray, & Babcock, 2006).

How conflict is framed & interpreted?

### Three dimensions:

- Relationship vs. Task Orientation
- Emotional vs. Intellectual
- Compromise vs. Win

## Example: Average Car Dealer Profit (Ayres & Siegelman, 1995)

Experimenter	Initial offer Profit	Final offer Profit
Male	\$1,019	\$564
Female	\$1,127	\$657

# Women Don't Ask (Babcock & Laschever, 2003)

Starting point: Woman & Man— 22 Years Old

Women accepted \$25,000/year

Man negotiated offer up to \$30,000/year

Annual raise- 3%

**By age 65** – Man's earning will exceed the women's by more than \$360,000

Saved and investing at 3%

**By age 60** - Man's extra earning - \$568,000

## Application for Extension:

Tips how to overcome the disadvantage of gender differences

➤ Motivational Intervention

➤ Cognitive Intervention

➤ Situational Intervention

Kray & Babcock (2006); Galinsky, Gruenfield, Magee (2003)

## Application for Extension: Tips for negotiators (all genders)

- Stop to stereotype yourself
- Don't replicate male style of negotiation (for women)
- Equip yourself with information
- Make a business case to support your arguments (role & add values)
- Improve your negotiation skills & practice
- Strive for a reasonable middle ground that capitalized on talents & strengths
- Be oriented toward cooperation (not competition) & relationship building, and you will gain advantage

# Individual Differences II

Personality & Ability

# Personality & Negotiation

Personality traits are stable tendencies to think, feel, or behave in certain ways that can be identified and measured

Lewiscki, Barry, & Sounders (2010)

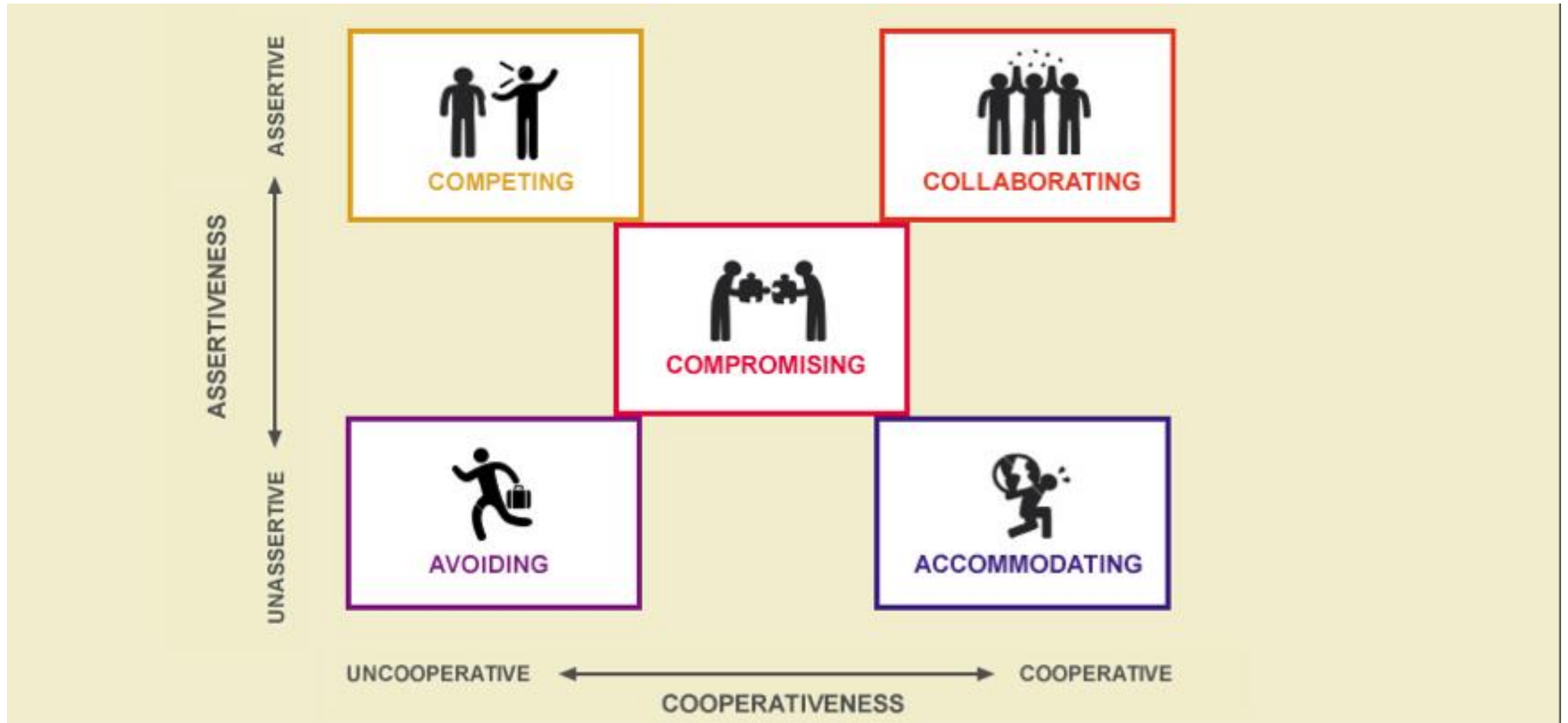
# Predictors' of Negotiation Behavior

Lewiscki, Barry, & Sounders (2010)

- Conflict Style
- Social Value Orientation
- Interpersonal Trust
- Self-Efficacy
- Self-Monitoring
- Face Threat Sensitivity

# Conflict Style

# Thomas-Kilmann Conflict Style



# Predictors' of Negotiation Behavior

Lewiscki, Barry, & Sounders (2010)

- Conflict Style
- Social Value Orientation
- Interpersonal Trust
- Self-Efficacy
- Self-Monitoring
- Face Threat Sensitivity

# Predictors' of negotiation behavior

## The “Big” five personality factors or Five-factor model of personality

Factor	Description
Extraversion	Being sociable , assertive, talkative
Agreeableness	Being flexible, cooperative, trusting
Conscientiousness	Being responsible, organized, achievement orientation
Emotional stability	Being secure, confident, not anxious
Openness	Being imaginative, broad –minded, curious

(Barry and Friedman, 1998)

# Ability in Negotiation

- Cognitive Ability
- Emotional Intelligence
- Perspective Talking Ability

Application for Extension:  
Tips How to be Successful Negotiators

# Foster behavior of superior negotiator

## Stage I: Pre-Negotiation Planning:

- Consider more outcome options for the issues being discussed
- Spend more time looking for areas of common ground
- Think more about long-term consequences of different issue
- Prepare their goals around ranges rather than fixed point
- Do not form their plans into strict sequential order

(Rackham, 1980)

# Foster behavior of superior negotiators (Rackham, 1980)

## Stage II. During Face-to-Face Negotiation

- Make fewer immediate counterproposals
- Describe less their offers in glowingly positive terms
- Avoid defend-attack style
- Use behavior labeling, except when disagree
- Ask more questions, especially to test understanding
- Summarize compactly the progress made in the negotiation
- Do not dilute their arguments by including reasons when they were trying to persuade the other party



<https://pixabay.com/photos/number-ad-yellow-color-asphalt-437928/>

# Top 10 information gathering tactics

Latz (2004, p.47)

1. Leave your ego at the door
2. Be sincere
3. Establish trust
4. List your information list
5. Do the “Big Schmooze” – appear friendly, establish personal and professional rapport
6. Ask Questions!
7. Use the Funnel – open-to close-ended questions
8. Actively listen and use the power of silence
9. Ask “why” – get to interest, not position
10. Evaluate and use nonverbals/body language

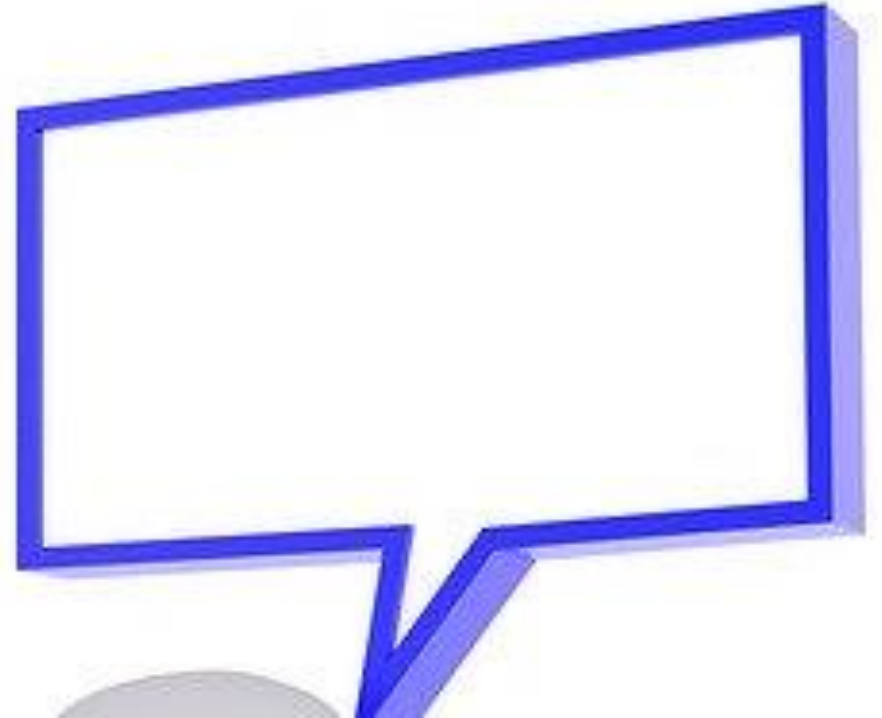
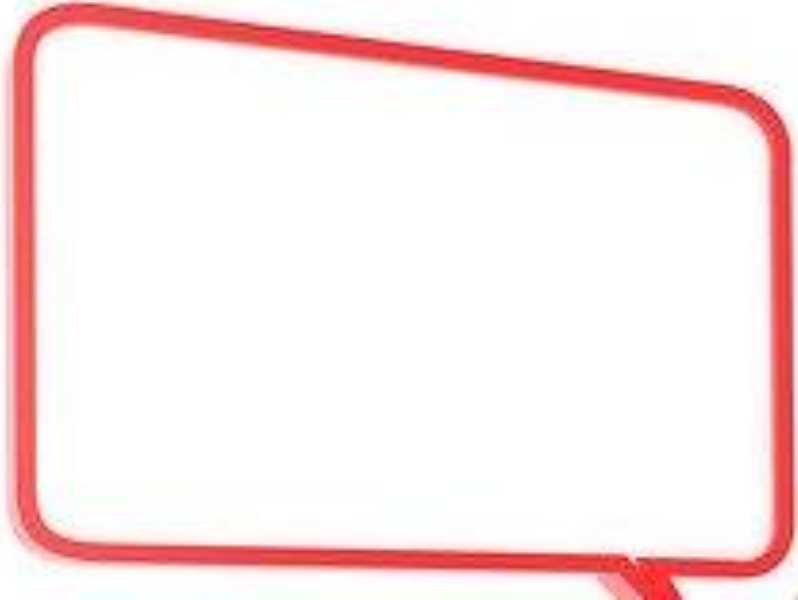
Tips how to dealing with emotional counterparts? Latz (2004, p.300)

- Don't react – go to the “balcony”
- Don't argue – step to their side
- Depersonalize the situation with independent standards



# Negotiation Across Culture

Source: <https://pixabay.com/photos/shaking-hands-handshake-skyline-2974789/>



*Using a chat box please share:*  
**In your opinion, what are cultural barriers?**



Source: <https://pixabay.com/illustrations/brand-pepsi-drink-cold-sticker-2625450/>

Come alive! You're In the  
Pepsi Generation!

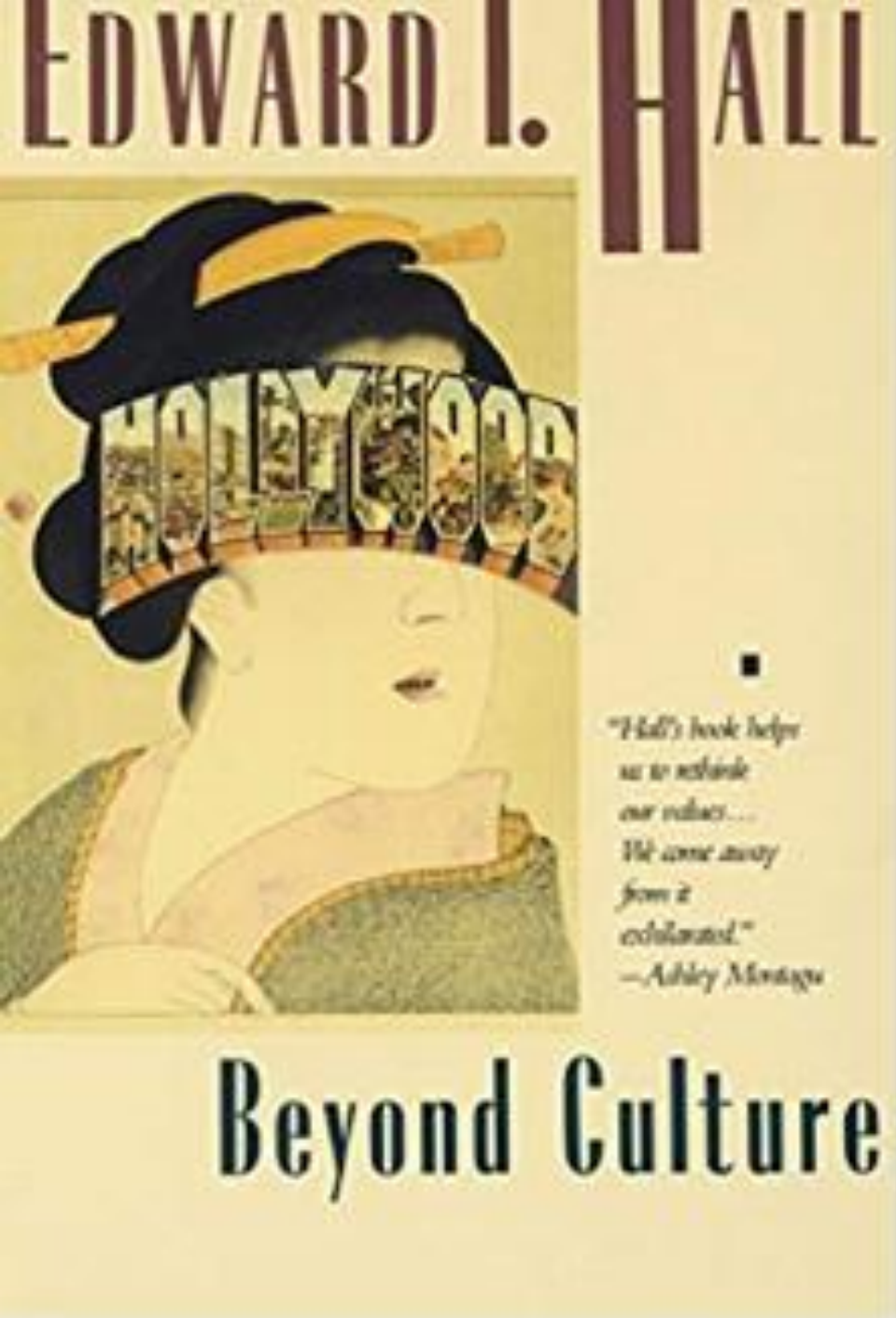
- Pepsi will bring your ancestors back from the dead (Taiwan)
- Resurrection (Chinese)



Source: <https://www.autoinfluence.com/classic-car-profile-chevy-nova/>

Chevrolet, Chevy Nova or  
Chevy II

- In Spanish – “No va” means - “It won’t go.”



# Hall's Model of Cultural Values

(Hall & Hall, 1987)

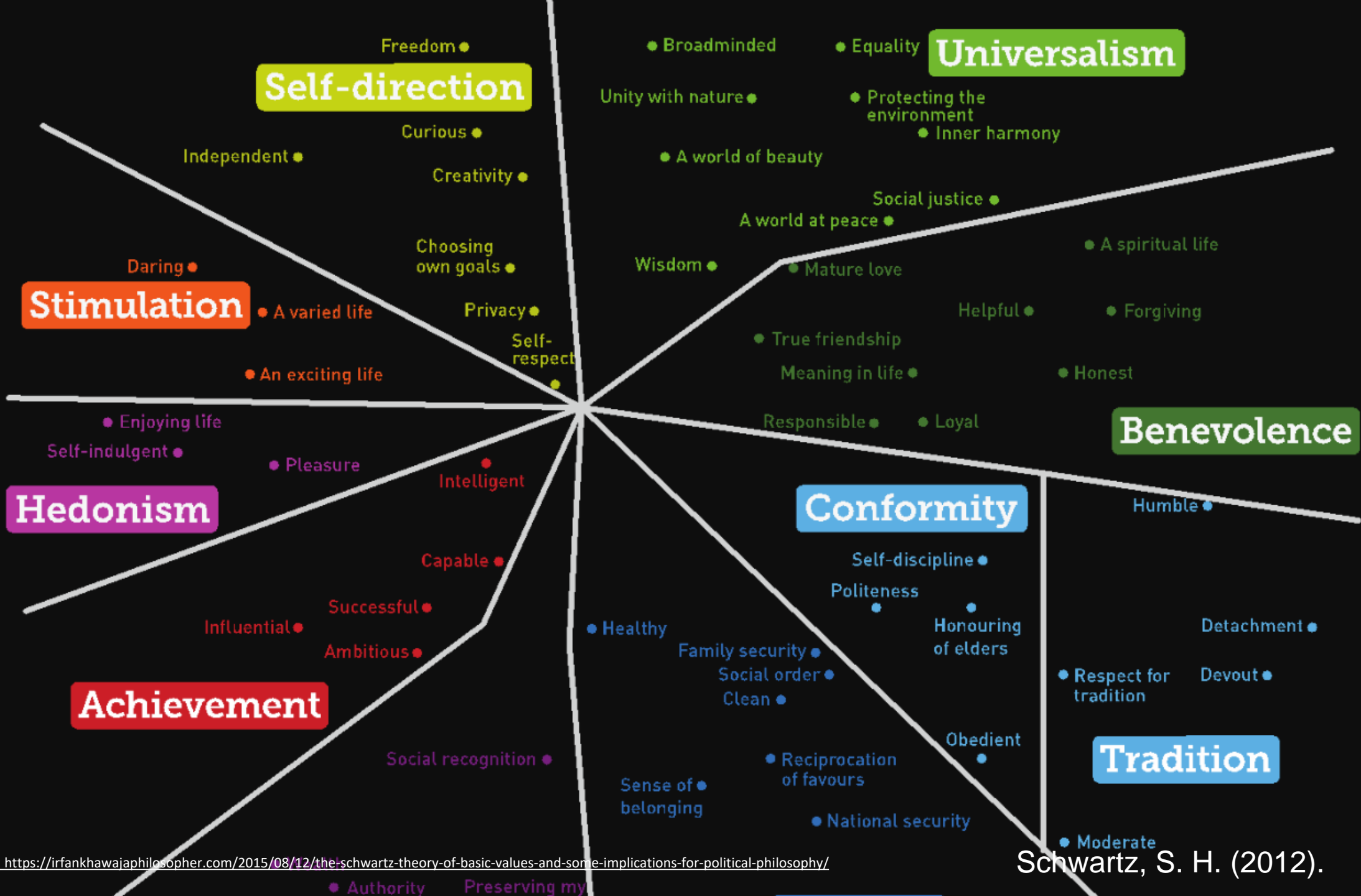
- 
- Communication Context
  - Time
  - Space

## 10% Visible culture

External culture: food, facial expression, language, music, visual arts, festivals

## 90% Invisible culture

Internal culture: norms, rules, notion of “self”, beliefs, perceptions, assumptions, thought process, etiquette, attitude, values, expectations, desires, attitude toward social status, emotional response, nature of friendship, gender roles, religion, views on raising children, leadership style



**TABLE 16.1** | Cultures Ranking in the Top 10 on the Cultural Dimensions Reported by Hofstede (1991)

Individualism	Power Distance	Assertiveness	Uncertainty Avoidance
1. United States	1. Malaysia	1. Sweden	1. Greece
2. Australia	2. Guatemala	2. Norway	2. Portugal
3. Great Britain	Panama	3. Netherlands	3. Guatemala
4. Canada	4. Philippines	4. Denmark	4. Uruguay
Netherlands	5. Mexico	5. Costa Rica	5. Belgium
6. New Zealand	Venezuela	Yugoslavia	Salvador
7. Italy	7. Arab countries	7. Finland	7. Japan
8. Belgium	8. Ecuador	8. Chile	8. Yugoslavia
9. Denmark	Indonesia	9. Portugal	9. Peru
10. France	10. India	10. Thailand	10. Argentina
Sweden	West Africa		Chile
			Costa Rica
			Panama
			Spain

Source: Based on G. Hofstede, *Culture and Organizations: Software of the Mind* (London, England: McGraw-Hill, 1991). Reproduced with permission of the McGraw-Hill Companies.

(Lewicki, Saunders & Barry. 2011)

# Effect Culture on Negotiation:

- Outcomes
- Process and Information Exchange
- Negotiator Cognition
- Negotiator Ethics and Tactics
- Conflict Resolution

Source: <https://pixabay.com/photos/thanks-gratitude-smile-appreciation-1209247/>



Source: <https://pixabay.com/photos/asia-asian-ceremony-culture-3013765/>



# Tips & Strategies

## Important to Understand Negotiator's :

- Cultural context
- Biases, strengths, weaknesses
- Individual characteristics

# Culturally Responsive Strategies for Negotiators

based on the level of familiarity with the other's culture

Lewiscki, Barry, & Sounders (2010)

## Low familiarity:

- Employ advisers (unilateral strategy)
- Bring in a mediator (joint strategy)
- Induce the other negotiator to use your approach (joint strategy)

## High familiarity:

- Embrace the other negotiator approach (unilateral strategy)
- Improvise an approach (joint strategy)
- Create a new approach together (joint strategy)



Application for Extension

Latino Talent: Strategy to Negotiation

# Latino Community within the U.S.

## Six Subgroups:

- Cubans
- Mexicans
- Puerto- Ricans
- Spaniards
- Central Americans
- South Americans

## Spanish-Speaking Countries

- Argentina
- Belize
- Bolivia
- Brazil
- Chile
- Columbia
- Costa Rica
- Cuba
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Puerto Rico
- Spain
- Uruguay
- Venezuela

# The Latino Cultural Spirit

Rodriguez, (2007).

**Interaction tendencies:** Collectivism, Communication, Maintain Positive Social Relationship, Friendly & Respectful

**Spirituality & family:** Familism, Avoiding Personal Conflict, Religion, Time (to be engage)

**Sense of identity:** Ethnic Identity, Cultural Identity, Assimilation, Acculturation

# Value Differences

Latino Values	Anglo Values
Based on Catholicism, Spanish colonialism, & respect for tradition	Based on Puritan, Protestant , and Calvinistic Thinking of a new & free America
Interdependence	Independence
Family First	Me First
Family helps family	Helping self helps family
Work hard	Work smart
Sacrifice	Pay your duties
Stability	What's new? What's next?
I accept life's problem	I solve life's problem
Small success is good	Big success is better
Whatever God wants	The sky is the limit
I hope to achieve	I believe I will achieve
Give respect	Earn respect

## What to TAKE into consideration?

- Unique experience
- Ethnic roadblocks may limit their ability
- Fear of rejection
- Opportunity may see as a risk
- Cultural factors may discourage take risks/higher responsibility (prefer to play it safe)
- Wait patiently for improvements (less aggressive behavior)
- A tendency to be misunderstood
- Feel uncomfortable to receive individual acknowledgement (credit their family & friends for success)

## Tips for cross-cultural negotiation

- Emotional support that meets their empathy, kindness, love, and trust needs
- Instrumental support that helps them do their job more effectively
- Informational support to deal with personal and professional problems
- Appraisal support that is relevant for self-examination and cultural comparison

# Resources:

- Ayres, I., & Siegelman, P. (1995). Race and gender discrimination in bargaining for a new car. *The American Economic Review*, 304-321.
- Babcock, L., & Laschever, S. (2009). *Women don't ask: Negotiation and the gender divide*. Princeton University Press.
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- Green, C. H., & Howe, A. P. (2011). *The trusted advisor fieldbook: A comprehensive toolkit for leading with trust*. John Wiley & Sons
- Kray, L., & Babcock, L. (2006). Gender in negotiations: A motivated social cognitive analysis. *Negotiation theory and research*, 11, 203-224.
- Latz, M.E. (2004) *Gain the Edge*. St. Martin's Press, New York, NY
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- Harvard Business Essentials (2003). *Negotiation*. Harvard Business School Publishing Corporation. Boston. Massachusetts.
- Pickett, J. P. (1998). *Compact American medical dictionary*. Houghton Mifflin Company, NY
- Rodriguez, R. (2007). *Latino talent: Effective strategies to recruit, retain and develop Hispanic professionals*. John Wiley & Sons.
- Schwartz, S. H. (2012). An overview of the Schwartz theory of basic values. *Online readings in Psychology and Culture*, 2(1), 2307-0919.

# RESOURCES



PennState Extension

Department of Agricultural Economics, Sociology, and Education

# Volunteer Management & Leadership Tip Email

April 2020

*Dear Readers,*

Our thoughts are with all Extension and outreach educators who are navigating the COVID-19 crisis, as information changes day-to-day. We are diligently working to provide strategies and resources to help educators and leaders of volunteers deal with this quickly evolving situation. We encourage you to stay healthy to protect yourself, your family, and communities by learning new ways to work individually and collectively while adhering to social distancing. Use this situation as an incredible opportunity to be reflective and insightful in terms of how we can learn and grow from this experience. We would encourage you to think of this also as an opportunity for personal and professional growth in dynamic ways. This issue is devoted to best practices for virtual teamwork. As you read the tip email, consider strategies you may want to utilize to improve telework with your teams and volunteers.

As you know, the purpose of this Tip Email series is to provide you with brief information about specific topics in volunteer management and leadership. In this



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## RESEARCH IN BRIEF

Volume 1 Issue 2

VOLUNTEER RECRUITMENT  
& RETENTION

## Volunteer Management and Leadership Tip Email

- <https://mailchi.mp/e637d988734d/volunteer-management-tip-email-march2020-2710010>

## Research in Brief

- <https://mailchi.mp/3db50cd4dbd2/research-in-brief-volume-1-issue-2>

# Penn State Extension Leadership Network

<https://www.facebook.com/psuleadership>

# Extension Articles

<https://extension.psu.edu/suzanna-windon-ph-d>

**Growth and Hope: A Recipe for Optimism and Organizational Success (March 30, 2020)** <https://extension.psu.edu/growth-and-hope-a-recipe-for-optimism-and-organizational-success>

**Negative Factors Affecting Telework and Strategies for Virtual Teamwork (April 13, 2020)** <https://extension.psu.edu/negative-factors-affecting-telework-and-strategies-for-virtual-teamwork>

**Positive Youth Development / Strategies for Creating a 4-H Welcoming Environment October 25, 2019** <https://extension.psu.edu/positive-youth-development-strategies-for-creating-a-4-h-welcoming-environment>

# Extension Articles

## **Working with College Student Volunteers (March 3, 2020)**

<https://extension.psu.edu/working-with-college-student-volunteers>

## **Establishing an Effective and Motivated Virtual Team (April 13, 2020)**

<https://extension.psu.edu/establishing-an-effective-and-motivated-virtual-team>

## **Burnout in the Workplace (November 5, 2020)**

<https://extension.psu.edu/burnout-in-the-workplace>

## **Tips How to Foster Creativity Skills in Agriculture**

<https://extension.psu.edu/tips-how-to-foster-creativity-skills-in-agriculture>

Thank You!  
Suzanna Windon  
Email: [SXK75@PSU.EDU](mailto:SXK75@PSU.EDU)

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**NEGOTIATE SMART!**

