

'Getting to yes' in the cross-cultural-context: 'One size doesn't fit all' – A critical review of principled negotiations across borders

Dr. Raphael Schoen, MBA
HHL Leipzig Graduate School of Management, Chair of International Management,
Jahnallee 59, 04109 Leipzig, Germany
Contact: +49 1633268326
Corresponding author email: Rafael.schoen@hhl.de
ORCID ID: <https://orcid.org/0000-0003-3057-8594>

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Abstract

'Getting to yes' belongs to the most influential literature in negotiation. However, concerning its applicability in a cross-border-context, there exists uncertainty. This review sheds light on this topic by investigating the cross-cultural applicability of the method of 'Getting to yes' and its single principles. Therefore, existing cross-cultural-negotiation literature has been systematically searched for findings indicating a higher or lower likelihood of Fisher and Ury's advice in different cultural environments, i.e., the cultural dimensions of Hofstede or The Globy Study. These findings were categorized into a matrix, aggregated, and synthesized concerning their conceptual origins. This paper finds that the implicitly understood universality of the method of 'Getting to yes' and its single principles are not supported. Instead, a dichotomy of the principles' applicability along the bi-polar continuum of Hofstede's individuality dimension was found. Hence, the quote 'It depends on which principle is used and which border is crossed' rather reflects the reality of 'Getting to yes' in a cross-cultural-context. Further, it was found that High-Individualistic cultures show more integrative behavior – a prerequisite for the successful application of the method of 'Getting to yes' -, however, more integrative outcomes and higher joint-gains are ascribed to collectivistic cultures. Further, additional findings, controversies, and research gaps are shown. The paper concludes by discussing future avenues of research from a Cross-Cultural-Perspective and implications for practice and teaching.

Keywords Negotiation · Principled negotiations · 'Getting to yes' · Principled bargaining · Interest-based negotiations · Cross-cultural-negotiations · Hofstede · The Globe study · Cultural dimensions · Integrative negotiations · Fisher and Ury

JEL Classification F51 · F53 · M14

Introduction

Almost 40 years have passed since Fisher and Ury published their seminal book 'Getting to yes', offering with Principled negotiations a new perspective and approach on negotiations. While its focus may be more of a conceptual nature (Lewicki et al. 1992), practical, or anecdotal (White 1984), its impact on the academic world is very significant. The citation metrics speak for themselves; for example, Google Scholar (Retrieved 07/25/20) counts 12904 citations of 'Getting to yes'. This alternative negotiation approach celebrated its distribution all over the world, used by trainers and practitioners (Bond 2013), with more than ten million copies sold and translations into thirty languages (Google Books). Hence, the book can be considered without exaggeration as one of the most influential pieces of literature in the field of negotiations.

However, the method has also been exposed to some critics. Especially the fact that the method of principled negotiation is presented as universally applicable that omits the Cross-Cultural-Dimension of negotiation (e.g., Bond 2013, King and Segain 2007, Antaki 2006, Kahane 2004, Senger 2002, Hofstede 2001, Bercovitch and Elgström 2001, Avruch 2000, Tinsley et al.1999). However, any approach to negotiations must take cultural factors into account if successful agreements are sought across cultures (Bangert and Pizarra 1992). In their first edition in 1981, culture was not even mentioned by the authors, even though research speculated early that it is an important factor in Cross-Cultural-Negotiations (e.g., Druckman 1976, Sawyer and Guetzkow 1965). In the second - 1991 - edition, Fisher, and Ury added a chapter with answers to ten frequently asked questions about the first edition. The topic of culture was blended in together with personality and gender: "Making assumptions about someone based on their group characteristics is insulting, as well as factually risky. It denies that person his or her individuality." (Fisher, Ury, and Patton 2012: 170). First, this understanding of the authors seems to confirm that the Principled Negotiation approach is the product from a western concept based on values of individuality (Gelfand et al. 2015, Antaki 2006, Kahane 2004, Avruch 2000). It reflects the U.S. culture (Hofstede 2001) with its rational approach where cultural variables do not fit and overlook the diversity of behaviors and values around the

globe (Bercovitch and Elgström 2001). Second, by this statement, the authors ignore groundbreaking research of culture that at the time had been already disseminated that confirms common characteristics of individuals of a culture. Hofstede (1980) showed by data of more than 117000 IBM managers that there are significant cultural differences in management, although not directly applicable to negotiations, at least raised serious questions about the non-differentiated approach of 'Getting to yes'. Furthermore, the authors also ignored available findings that showed significant differences in negotiations across cultures (e.g., Tung 1982, Graham 1983, Campbell et al. 1988, Graham et al. 1988, Graham 1988, Adler and Graham 1989). It suggests that individuals see negotiations and disputes through culturally shaped lenses that result in different behavior at the negotiation table (Salacuse 1999, Saunders 1982), which harbors the risk of cultural clashes (King and Segain 2007). To negotiate with different cultures eventually means to deal with different practices at the negotiation table (House et al. 2004). To reflect this development, the authors merely conclude with the general advice to look for "differences in behaviors and custom but avoid stereotyping individuals" (Fisher, Ury, and Patton 2012: 169). This is by far not enough to meet the complex phenomenon of Cross-Cultural-Differences in negotiations.

Now, almost 40 years after the publication of 'Getting to yes', research has further extended this body of evidence (e.g., Brett et al. 2017; Saorín-Iborra and Cubillo 2016; Aslani et al. 2016; Lügger 2015, Liu et al. 2012, Vieregge and Quick 2011, Docherty 2004, Avruch 2004, Thompson and Leonardelli 2004, Brett 2007, Adair et al. 2001, Gelfand and Dyer 2000, Gelfand and Christakopoulous 1999, Brett and Okumura 1998, Lituchy 1997). Regardless of the vast evidence, the authors still seem to be convinced of the universal applicability of their concept, as in the following editions, culture is still omitted. Furthermore, the author's stated in the preface of the German edition (2013): "Every foreign edition of the book sold has convinced us of its general applicability and the transferability of our suggestions into very different cultures" (Fisher, Ury, and Patton 2013: 13). Besides the strong evidence of Cross-Cultural-Differences in negotiation around the world, research also reveals that the degree of an individual's capability to adapt to cultural diversity in negotiation serves as a predictor for more effective integrative negotiations and higher

joint-gains (Imai and Gelfand 2010). That is, applying a universal approach in negotiations around the world would disregard a powerful lever of integrative outcomes and potentially higher joint-gains.

Ignoring cross-cultural-differences does not meet the challenges of the twenty-first century. Undoubtedly Cross-Cultural-Negotiations are fundamental for companies engaged in international business activities (Gulbro and Herbig 1994) and “is one of the most important global business skills a manager can possess” (Adler and Gunderson 2008). In parallel, continuous growth in the world's merchandise trade volume underlines the importance of Cross-Cultural-Negotiations as a vital element for value creation. Especially with the change in the global economy – with the continuous rise of China – research, but especially practice and teaching need to widen the view for different approaches to negotiations that lie beyond the conceptual boundaries of ‘Getting to yes’. To harvest the business opportunities that lay beyond our national borders, it is fundamental to know in which cultures the method of ‘Getting to yes’ as a whole or its single principles can be applied with a high likelihood of success and where one needs to safeguard against possible downsides of the proposed approaches and look for alternatives. This review envisages to address these gaps and give more certainty to employ principled negotiations in the Cross-Cultural-Context.

Research questions, approach, and contributions

In continuation, six research questions had been raised to investigate how the method of ‘Getting to yes’ and its single principles are consistent with an application in the cross-cultural context. To address the research questions in continuation, the following systematic approach had been carried out: A matrix containing the principles of ‘Getting to yes’, as advocated by Fisher and Ury (1981), has been created. The principles’ underlying ‘to do’ advice as specified by the authors have been categorized into the respective principles of the matrix. As a next step Cross-Cultural-Negotiation literature has been systematically searched for findings that support or reject the advice of ‘Getting to yes’ in a Cross-Cultural-environment. The literature findings had been compartmentalized into the ‘Getting to yes’ matrix by a semantical match with the authors’ advice. During the advice-characteristics analysis, it resulted that nearly all advice of the four principles represents a specific culturally shaped communication pattern, i.e. the low-context-Communication style of Hall (1976). In order not to distort the results concerning the meaning of the

principles in the Cross-Cultural-Negotiation-Context, communication has been considered as a precondition for a successful application of the method and hence sorted into a prerequisites section of the ‘Getting to yes’ matrix. Further, the findings in Cross-Cultural-Negotiations research also showed findings that indicated a cultural propensity towards negotiation attitude according to Salacuse (1999), i.e. an inclination towards integrative vs. distributive negotiation behavior, as well as findings for the outcomes and joint-gains achieved in negotiation experiments. Hence, both had been added to the ‘Getting to yes’ matrix. Negotiation attitude to the prerequisites section, and outcomes and joint-gains into a separate section concerning the resulting agreements and joint-gains. Lastly, the findings in each section had been divided into a higher (+) or lower likelihood of a successful application column (-). In total, the ‘Getting to yes’ matrix consists of 7 rows with 14 compartments where the findings of Cross-Cultural-Negotiation research were sorted into. Lastly, the findings were aggregated according to the used conceptual constructs of culture of Hofstede’s framework and The Globe Study. This approach allowed a detailed analysis to answer the following research questions.

Key findings

Universal applicability of principled negotiations?

RQ1: Is there evidence in Cross-Cultural-Negotiation research that supports universal applicability of the method or its single principles of ‘Getting to yes’? The findings of this review give a clear answer to these questions: No, neither the method nor its single principles indicate universal applicability. However, the findings show – besides inconclusiveness, controversy, or voids in the research landscape – a dichotomic situation, dividing the world into two parts along the Hofstede Individuality dimension.

Successful application of principled negotiations in the ‘western world’?

RQ2: Are there findings in the literature that support or reject the plausible assumption that the method or its principles can be applied more successfully in the so-called ‘western world’? The findings show that cultures with High-Hofstede Individuality scores (High-IND) - the so-called ‘western world’ – show a higher propensity towards integrative negotiation behavior. Further, the findings show that the Low-Context-Communication style in negotiation is also predominantly used in cultures with High-IND scores,

whereas in Low-IND cultures, High-Context communication is used (e.g., Adiar et al. 2001). A similar situation exists in the principle ‘Separate the People from the Problem’: A higher likelihood to successfully apply this principle is found in High-IND cultures and a lower likelihood in Low-IND cultures. Summarized, in the western world, integrative negotiation attitude (Salacuse 1999) and low-context-Communication (Hall 1976) is more prevalent and eases the application of the method of ‘Getting to yes’. Of the four principles, however, only one – ‘Separate the People from the Problem’ – indicates a successful application in the western world. The other findings either show the contrary, are controversial, or indicate research gaps.

Controversial findings and research gaps

RQ3: Does the body of literature reveal controversial findings and research gaps that path the way to future research? The findings of this review show several controversial findings and research gaps. Of the 14 investigated compartments of the ‘Getting to yes’ matrix 3 are populated with controversial findings: Negotiation attitude in the distributive orientation compartment (-), the Nature of outcomes and joint-gains/distributive orientation compartment (-), and the principle ‘Insist on Using Objective Criteria’ / lower likelihood of a successful application compartment (-). These compartments are populated by both, High-IND and Low-IND cultures that show the respective characteristic, which prevents any conclusive statement concerning a cultural trend. In the displayed areas, future research is necessary to provide more clarity. Further, knowledge research gaps had been discovered due to insufficient data: The principle ‘Focus on Interests, Not Positions’ on both compartments (-/+ and the principle ‘Insist on Using Objective Criteria’ the compartment of a higher likelihood of a successful application (+) are also classified as a research gap. In these areas, more research is necessary. For each of these controversies and research gaps, conceptual approaches for future research departures are proposed in the discussion chapter.

Individualistic cultures and integrative outcomes: High potential – Poor yield

RQ4: Does Cross-Cultural-Negotiation research reveal a relationship between culture, negotiation behavior, and outcomes? Concerning negotiation attitude (Salacuse 1999) High-IND cultures show more integrative behavior compared to Low-IND cultures. This plausible finding should predict that High-IND

cultures consequently achieve higher integrative outcomes and joint-gains in negotiation experiments. However, the findings show the contrary: Low-IND cultures achieved more integrative outcomes and higher joint-gains. This surprising finding is discussed, possible interpretations and conceptual paths for future research are presented in the discussions chapter.

‘Invent Options for Mutual Gain’ in the western world less successfully

RQ5: Do the findings indicate a higher likelihood of a successful application of a principle of ‘Getting to yes’ in cultures that are ascribed to the non-‘western world’, i.e. in Low-IND cultures? One central principle of ‘Getting to yes’ is the ability to ‘Invent Options for Mutual Gain’, i.e. to engage in a creative process with the other side (T.O.S). The data show that the plausible assumption that in the western world, the creative process to ‘Invent Options for Mutual Gain’ would be applied with a higher likelihood of success is refuted. High-IND cultures show a lower likelihood of a successful application of this principle, and Low-IND a higher likelihood. In the discussion chapter, several underlying authors’ advice that leads to this finding are presented, analyzed, discussed, and pathways for future research introduced.

‘Getting to yes’ in the Cross-Cultural-Context mainly seen through one cultural lens: Hofstede’s IND dimension

RQ 6: Does the distribution of the cultural dimensions that populate the ‘Getting to yes’ matrix reveal possible deficiencies of methodological approaches? Concerning this research question, the findings show a strong distortion towards Hofstede’s IND dimension. It displays a share of 83.51 % of all compartmentalized findings compared to all other dimensions of Hofstede’s framework and The Globe Study that were gathered in this review. What, on the one hand, allows by aggregation the comparison and analysis of the findings distort, on the other hand, systematically the view on the investigated research field by a one-dimensional conceptual construct of culture. In the discussion chapter alternative, dimensional constructs are presented that allow addressing the shown inconsistencies, controversies, and research gaps from a different methodological perspective.

Literature Review

'Getting to yes': Principled negotiation

The knowledge of the literature of 'Getting to yes' as put in context in this review is assumed. Nevertheless, the most important content that is subject to this review, i.e. the four principles of 'Getting to yes', will be briefly introduced: 'Getting to yes, negotiating an agreement without giving in' was published by Roger Fisher and William Ury in 1981. It introduced a new conceptual approach to negotiations: Principled negotiation. It was conceived as an alternative to positional bargaining to overcome difficult negotiation situations, deadlocks and provide a basis for win-win agreements. Therefore, in the book in chapter 2, 'The Method' four principles are introduced that ease negotiation and create win-win outcomes. '*Separate the People from the Problem*' introduces an alternative way of how to think about the negotiation process and deal with a negotiation partner. It advocates that issues, i.e., the substance to be negotiated, should be considered separately from relationship concerns. Hence, negotiators should be "soft on the people, [but] hard on the problem" (Fisher, Ury, and Patton 2012:13), "proceed independent on trust" (Ibid.: 13, 134), and taking time to develop a relationship to "turn a stranger into someone you know" (Ibid.: 40). '*Focus on Interests, Not Positions*' aims to overcome positional bargaining. It focuses on a new conceptual idea to search behind positions for underlying interests. In other words, positions represent the ,What', i.e., the desired outcome of a negotiator, whereas interests represent the ,Why', i.e., the underlying motive why a certain outcome is desired. The authors assume that „for every interest, there usually exist several possible positions that could satisfy it“ (Fisher, Ury, and Patton 2012: 44). Finding common ground, i.e., shared underlying interests, paves the road for integrative agreements (Fisher, Ury, and Patton 2012). In the following steps, options can be invented for mutually satisfying these interests. '*Invent Options for Mutual Gain*' focuses on the concept to begin a creative process analyzing what could generate value to the other side (T.O.S.). This is achieved using, e.g., open communication, conditional sentences as 'what if', or brainstorming techniques. The goal envisaged is first to create different options and, in a second step evaluating and selecting them by applying a joint problem solving approach. The goal is to increase the

proverbial pie by this win-win approach instead of merely dividing it. *'Insist on Using Objective Criteria'* is the fourth principle of 'Getting to yes'. It focuses on the issue that the negotiating parties' offers or proposals are often biased, i.e., the parties ascribe more value to owned items than they are valued objectively. To avoid this, the authors advocate looking for objective and fair standards, e.g., data, facts, numbers that allow a neutral, non-subjective evaluation (Fisher, Ury, and Patton 2012).

Reference frameworks of Cross-Cultural-Negotiation research: Hofstede and The Globe Study

Cross-Cultural-Negotiation research mostly bases its conceptual approach on two reference models of culture: The Hofstede framework can be considered as one of the largest studies up to date, with more than 117000 managers polled in an intracompany setting (Hofstede 1980, 2001). It has been developed in the 1970s, been first published in 1980, updated, and enhanced since then. It culminated in data from more than 50 countries and derived 5 cultural dimensions that found large application in international management, but also negotiation research: Individuality (IND), Power Distance (PDI), Masculinity (MAS), Uncertainty Avoidance (UAV), and Long-Term-Orientation (LTO). The Globe Study has been designed in the 1990's and bases part of its dimensions and methodology on Hofstede but enhanced and updated its approach. The Globe Study polled more than 17000 managers from nearly 1000 companies from three different industries. It culminated in 9 cultural dimensions: Assertiveness (G-AS), Future orientation (G-FO), Performance orientation (G-PO), Gender Egalitarianism (G-GE), In-Group Collectivism (G-G-COLL), Institutional Collectivism (G-I-COLL), Power Distance (G-PDI), Uncertainty Avoidance (G-UAV), and Humane Orientation (G-HO).

'Getting to yes' and Hall's concept of Context-Communication

In negotiation, communication plays a fundamental role in processing information. The authors of 'Getting to yes' define negotiation as "back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed" (Fisher, Ury, and Patton 2012: XXV). Communication as a means of sharing information is a particularly important factor in applying the interests strategy for exploiting joint-gains (Tinsley 2001, Bangert and Pizarda 1992). The

authors advocate to discuss preferences explicitly to probe the negotiation partners preferences, employing a style of communication as “Clear two-way Communication” (Fisher, Ury, and Patton 2012: 23), “Be specific” (Ibid.: 58), “Ask for their preferences” (Ibid.: 77), “Discussion of objective criteria” (Ibid.: 84), “Educating each side about the concerns of the other” (Ibid.: 65), “Ask why?” and “why not?” (Ibid.: 46), and “Discuss each other's perceptions” (Ibid.: 27). The authors assume implicitly that this style of communication is universal and hence can be applied across cultures. By this assumption, the authors omit evidence that existing different cultural scripts also influence the way of communication across the negotiation table (e.g., Aslani et al. 2016, Adair et al. 2001, Brett and Okumura 1998, Adler et al. 1992). The conceptual basis for differences in communication across cultures has been laid by Hall (1976). He introduced the notion of context-communication, where two fundamentally different ways are distinguished how cultures communicate: Low-Context communication and High-Context communication. High-context is characterized by implicit forms of communication where individuals are involved in dense relationships associating communication with a commonly shared but unspoken and implicit meaning (Hall 1976, Ting-Toomey 1985). In a high-context culture, information about interests is transferred verbally but also in the design of offers, where interests and priorities are inferred from the history of prior offers. Changing options may underline flexibility, whereas options that do not change over time reflect a stronger preference for a particular subject (Adair et al. 2007). High context communication is predominantly used in collectivistic cultures, as, e.g., Asian countries, Arabic, and Latin American countries (Hall, Hall, 1990, House et al. 2004, Hofstede 2001). In low-context-cultures, communication is explicitly and directly shared to be understood without linking context. Low-context communication is more prevalent in individualistic cultures (House et al. 2004, Hofstede 2001). Specifically, according to Hall, the U.S.-Americans, Germans, and individuals from Northern European countries communicate low context. The model of context communication is crucial to enable a deeper understanding of how communication is understood in ‘Getting to yes’. The authors’ advice resembles most Edward T. Hall’s (1976) interpretation of low-context communication rather than high-context (e.g., Tinsley and Brett 2001, Adair et al. 2001). In ‘Getting to yes’, communication is not understood as a variable, rather than one universal way of information exchange.

Concerning communication in cross-border negotiation, the authors merely state that „where the parties speak different languages, the chance for misinterpretation is compounded“ (Fisher, Ury, and Patton 2012: 36).

Communication in the Cross-Cultural-Context, however, is far more complex. For example, several authors doubt the appropriateness of the low-context Communication style in Asia (Lee and Hwee 2009) or the middle- east (Gelfand et al. 2015). The implication in Cross-Cultural-Negotiations when the two different communication styles, High-/ and Low-context meet is that the likelihood of misunderstandings increases that limit the discovery of opportunities to create joint-gains (Movius et al. 2006). Especially individuals from a Low-Context culture have difficulties in understanding the concern of their high-context counterparts since they are not used to decode the nuances of implicit context Communication (Brett and Okumura 1998). In High-Context cultures, on the other hand, the negotiators assume that T.O.S. understands the information that is sent about priorities and interests, which may lead to wrong assumptions about the progress of negotiations (Movius et al. 2006).

Methodology

To investigate the applicability of the method of ‘Getting to yes’ and its principles in the Cross-Cultural-Context, the following approach has been selected. First, Cross-Cultural-Reference frameworks: To incorporate most findings in a systematic review, the two largest empirical cultural studies were used: Hofstede (Hofstede 2001) and The Globe Study (House et al. 2004). A prior systematic review showed that most literature in Cross-Cultural-Negotiation research base its conceptual approach on these two frameworks (Schoen 2020). Hence, these two studies also promise a large base of findings for the scope of this review. Using the methodology of Schoen (2020), empirical Cross-Cultural-Negotiation findings had been analyzed that use Hofstede and The Globe Study as a conceptual construct of culture to compartmentalize and aggregate these findings along with the four principles of ‘Getting to yes’. For the operationalization, the findings of Cross-Cultural-Negotiation research had been semantically matched with

the principles' underlying authors' advice. The review process had been designed as advocated by Rousseau et al. (2008) and operationalized by the systematic approach according to the following literature: Macpherson and Jones (2010), Denyer and Tranfield (2008), Tranfield et al. (2003), Webster and Watson (2002), and Mulrow (1994). To avoid possible bias, the process of selection and categorization of the literature findings has been processed following a review protocol as advocated by Tranfield et al. (2003).

Segmentation of the method and its principles

To investigate the research questions, the method of 'Getting to yes' was segmented into its four principles: 'Separate the People from the Problem', Focus in Interests, Not Positions, 'Invent Options for Mutual Gain', and 'Insist on Using Objective Criteria' (Fisher, Ury, and Patton 2012). Further, each principle had been analyzed for the authors' advice concerning its successful application. This advice had been compartmentalized and added as sub-characteristics to each of the four principles. Hereby two additions had been introduced that connect Cross-Cultural Literature findings to the existing authors' advice. The first concerned the advice 'Proceed independent of trust' (Fisher, Ury, and Patton 2012: 13). Trust is an essential element in negotiation as the findings of Kong et al. (2014) and Kimmel et al. (1980) show: Trust is negatively related to distributive behavior and positively related to integrative behavior. Based on this, the finding of Gunia et al. (2011) had been added that puts trust in a cross-cultural-context, indicating that the level of trust is a function of culture. A second addition has been made based on the assertion of Fisher, Ury, and Patton (2012) concerning the principle 'Invent Options for Mutual Gain' that it is advisable to avoid premature judgment. According to Thompson and Leonardelli (2004), time pressure is a catalyst for premature judgment. Hence, findings of Cross-Cultural-Negotiation literature that indicate a cultural trend to use more or less time pressure had been included since it decreases or increases the likelihood of a successful application of the principle.

Further, as shown by Schoen (2020), there exists a large body of findings in the Cross-Cultural-Negotiation literature that allows further analysis of 'Getting to yes' in the cross-cultural-context: The cultural predisposition towards integrative agreements, following Salacuse's definition of negotiation

attitude (Salacuse 1999), allowing an analysis about a cultural predisposition for integrative or distributive agreements. The richness of Cross-Cultural-Negotiation experiments and simulations also allowed an analysis of outcomes and joint-gains collected. For this purpose, both have been added to the 'Getting to yes' matrix. Additionally, as an authors' advice analysis of the principles revealed that low-context Communication, according to Hall (1976), is central to all four principles. Hence, the respective authors' advice concerning Communication was separated from the principles and sorted into the prerequisites section. This enabled an analysis of the four principles based on their meaning concerning the negotiation process.

Finally, as the matrix has been divided along with the four principles and Communication into a higher (+) and lower likelihood of a successful application (-) column, negotiation attitude has been divided into a predisposition to integrative agreements (+) and a predisposition to distributive agreements (-). The same has been done for the outcomes: more integrative outcomes and higher joint-gains (+) and more distributive outcomes and lower joint-gains (-). Hence, the matrix consists of 14 compartments divided into seven rows and two columns, as seen in Table One.

Search strings

Concerning the search strings, existing approaches of Schoen (2020) had been used, and additional search terms that encompass the context of principled negotiations were added. Table B in the appendix shows the search strings used for the collection of the literature. The search strings consist of words and synonyms of three-word groups: Principled negotiations, Negotiations, and Culture. These word groups have been combined, each with the boolean logic 'AND'. The search has been conducted in the major journal sources; additionally, literature from the reference lists from experts in the field had been added. Further, as Tranfield et al. (2003) suggest, the search has been further operationalized in Google and Researchgate.

Selection of literature

In total, the search produced 552 publications. For the selection of literature, a two-step approach according to Becheikh et al. (2006) had been applied: In the first step, only quantitative studies according to Tranfield

et al. (2003) and Engel and Kuzel (1992) had been considered. Further, only research findings were included that showed links to dimensional constructs of culture as defined by the two largest studies conducted: Hofstede (1980, 2001) and The Globe Study (House et al. 2004). The selection of literature focusing on the period from 1980 until 2017, including and limit it to literature in the English language. The literature selection process revealed 195 publications.

Findings categorization

In the second step, according to Becheikh et al. (2006), Tranfield et al. (2003), and Mulrow (1994), the findings had been compartmentalized into the ‘Getting to yes’ matrix: In the prerequisites section – Negotiation attitude (Salacuse 1999) and Low-Context Communication (Hall 1976), followed by the four principles of ‘Getting to yes’ (Fisher, Ury, and Patton 2012) in the main section, and finally the outcomes of negotiation experiments. The compartmentalization process had been operationalized, investigating and selecting findings that are semantically similar or identical with the principles’ underlying author advice. For the definition of the eligibility of a finding, the following criteria had been applied: Findings that are the result of a supported hypothesis or an element of a partially supported hypothesis with a significance level of $p < 0.05$. As a result of the search process, 97 findings of 49 publications had been identified from the years 1992 until 2016.

Definitions

In this review, several contradictory findings and research gaps had been identified. For a consistent identification during this review, the thresholds for contradictory findings and research gaps had been defined in the review protocol. Contradictory finding: A contradictory finding exists if cultural dimensional findings in a compartment of the ‘Getting to yes’ matrix show an equal amount of findings of one cultural dimension (e.g., High-IND and Low-IND) or a maximal difference of findings +/- two. Research gap: A research gap has been defined as a compartment of the ‘Getting to yes’ matrix that shows less than two findings. Abbreviations of cultural dimensions: As The Globe Study and Hofstede’s framework use partly dimensions with identical names, abbreviations as defined in Schoen (2020) had been used to operate with

unambiguous identification of the cultural dimensions (Table C in the appendix). Finally, the term ‘universal application’ of the method or its principles are defined as follows: A universal applicability of the method would be given if in all six compartments – the two prerequisites compartments and the four principle compartments – a diversity of cultural dimensions existed on the higher likelihood of a successful application column (+) and no or very few findings in comparison on the lower likelihood of a successful application column (-). A nearly identical definition exists concerning its single principles: A universal applicability of a principle could be assumed if the respective compartment on the (+) column would be populated with a diversity of dimensions and on the (-) column with few or no cultural dimensions. Since Hofstede’s IND dimension is present in this review with 83,51% of all findings, universal applicability may also be assumed with the existence of a similar number of High- and Low-IND dimensions in a compartment of the (+) column.

Findings

Overview of findings

In continuation, the findings of each area of the ‘Getting to yes’ matrix are presented. A complete overview of the findings is presented in Table One, and with detailed tables of the findings in each following paragraph. Table A in the appendix shows the dimensional distribution of the findings. Implications for research, practice, and teaching are discussed in the discussions and implications for practice and teaching chapter.

Negotiation attitude

Integrative or win-win agreements are the intent of individuals to maximize their economic gain while attempting to keep their negotiation partners satisfied (Adler et al. 1992) as a win-lose strategy does not lead to productive and satisfactory outcomes (Fisher and Ury 1981). In the international context, however, negotiators often seem to fail to realize integrative agreements (e.g., Gelfand and Dyer 2000). Researchers observe increased difficulties of negotiators to achieve integrative agreements when negotiating cross-

border (Brett 2007). Principled negotiations require orientation to integrative problem solving approaches, which may be absent due to different cultural frames, perceiving negotiations as a zero-sum game.

Concerning a cultural predisposition towards negotiation attitude, the findings in Cross-Cultural-Negotiation literature show a mixed image. The literature was searched for findings that match the characteristics of negotiation strategies, tactics, and behavior. 26 findings could be compartmentalized to negotiation attitude. Associated with distributive behavior (-) 19 findings were identified with 12 findings linked to the IND dimension: Seven findings associate High-IND cultures with distributive orientation with the attributes of claiming more value (e.g., Graf et al. 2010, Gelfand and Christakopoulos 1999), showing more distributive behavior (e.g., Metcalf et al. 2007, Liu 2011), and five findings associate Low-IND cultures to distributive orientation (e.g., Pickle and Thanh Van 2009, Brett et al. 1998b). Based on the definition in the research protocol, this situation of findings is classified as controversial, i.e., neither High-IND nor Low-IND could be associated with a significantly higher number of findings indicating a distributive negotiation orientation.

Table One
Overview of findings
Integrative Orientation (+)
High-IND
Higher Likelihood of successful application (+)
High-IND
Higher Likelihood of successful application (+)
High-IND
Research gap
Low-IND
Research gap
Integrative/ Higher (+)
Low-IND

Prerequisites**Distributive Orientation (-)**

Negotiation attitude

Controversial findings

Lower Likelihood of successful application (-)

Low-Context Communication

Low-IND

Principles of ‘ Getting to yes’**Lower Likelihood of successful application (-)**

Separate the people from the problem

Low-IND

Focus on Interests, Not Positions

Research gap

Invent Options for mutual gain

High-IND

Insist on using objective criteria

Controversial findings

Nature of outcomes/ Joint-gains**Distributive/ Lower (-)**

Controversial findings

Concerning the findings associated with integrative behavior (+), there exists a more clear situation. In total, seven dimensional findings could be associated with this compartment. Six findings point to Hofstede's IND dimension with five findings associating integrative negotiation orientation with High-IND cultures (e.g., Oetzel and Ting-Toomey 2003, Baber and Ojala 2015, Liu 2011) and one finding to Low-IND (Snir 2014). Hence, the findings indicate that integrative orientation is more prevalent in High-IND cultures.

Low-Context Communication

The style of communication that the authors of 'Getting to yes' advocate for a successful application of their principles is mostly identical with low-context communication, according to Hall (1976). Whereas, High-Context is contrary to the advice of Fisher and Ury and indicates a lower likelihood of a successful application of the principles of 'Getting to yes'. The findings in Cross-Cultural-Negotiation research show a clear picture of the situation: 12 findings in the literature could be compartmentalized to communication styles. To Low-context communication, nine findings were identified, of which eight findings associate High-IND cultures with Low-Context Communication: Sharing more information (Aslani et al. 2016, Brett et al. 1998b), more direct information sharing, and its reciprocation (Adair et al. 2004, Adair et al. 2001, Adair 1999), more exchange of integrative information (Graf et al. 2010, Brett and Okumura 1998), a generally higher preference of discussing the parties interests (Tinsley and Brett 2001), and higher use of the word "No" (Adler et al. 1992). One finding shows a higher exchange of integrative information for Low-IND cultures (Graf et al. 2010). At the same time, three findings show that Low-IND cultures communicate High-Context in negotiations (Adair et al. 2001, Adair 1999, Adair et al. 2004). These results show a clear picture that High-IND cultures tend to communicate low-context, which increases the likelihood of a successful application of the four principles of 'Getting to yes' in this cultural environment, and Low-IND cultures that communicate High-Context that decreases the likelihood of its successful application. These findings are consistent with the findings of Hofstede (2001) and The Globe Study (House et al. 2004).

Table Two

Findings of Prerequisites for integrative agreements^a: Negotiation attitude^c

Findings indicating distributive orientation (-)	References	Cultural Dimension^b	Findings indicating integrative orientation (+)	References
Higher degree of distributive negotiation behavior	Metcalf et al. 2007	High-G-HO	Higher likelihood of use of integrative behavior	Lügger et al. 2014
Higher probability of use of distributive transformational sequences	Liu 2011	High-IND	Higher likelihood to use of an integrating conflict style	Oetzel and Ting-Toomey 2003
Claiming more value	Graf et al. 2010	High-IND	Higher likelihood of use of Negotiation Strategy "Explore/ Solve - Win/Win"	Baber and Ojala 2015
Claim more value for themselves	Gelfand and Christakopoulous 1999	High-IND	Higher probability of use of integrative transformational sequences	Liu 2011
Higher likelihood of using competitive and questionable negotiation behaviors	Volkema 2004	High-IND	Higher probability of use of integrative reciprocity	Liu 2011
Higher likelihood to use forcing and legalism	Lin and Miller 2003	High-IND	Higher probability of use of integrative complementary negotiation strategy	Liu 2011
Higher probability of use of distributive complementary negotiation strategy	Liu 2011	Low-IND	Increased trend to use integrative negotiation strategy	Snir 2014
More self-promotion: Use of threats, warnings, comparisons, and putdowns	Gelfand and Christakopoulous 1999			
Higher likelihood of using competitive and questionable negotiation behaviors	Volkema 2004			(continues)

Table Two (continued)

Findings of Prerequisites for integrative agreements^a: Negotiation attitude^c

References	Cultural Dimension^b	Findings indicating integrative orientation (+)	References	Cultural Dimension^b
Metcalfe et al. 2007				High-G-AS
Brett and Okumura 1998				High-IND
Lügger et al. 2014				High-IND
Aslani et al. 2016				High-IND
Elahee et al. 2002				High-IND
Pickle and Thanh Van 2009				High-IND
Brett et al. 1998b				High-IND
Ma 2010				High-IND
Volkema 2004				High-IND
Volkema 2004				High-IND
				High-IND
				High-MAS

^a Prerequisites for a successful application of the method of ‘ Getting to yes’

^b Cultural Dimensions of Hofstede (2001) and The Globe Study (House, et al. 2004).

IND=Hofstede Individuality, PDI=Hofstede Power Distance, MAS=Hofstede Masculinity,

UAV=Hofstede Uncertainty Avoidance, G-AS= The Globe Study Assertiveness, G-HO= The

Globe Study Humane Orientation

^c Negotiation attitude as win/ win vs. Win/ Lose orientation according to Salacuse (1999)

Table Three

Findings of Prerequisites for integrative agreements^a:

Successful application more likely	References	Cultural Dimension ^b	Findings indicating distributive orientation (-)
Low-Context-Communication (+)			
More information exchange	Aslani et al. 2016	High-MAS	Higher likelihood of distributive negotiation behavior
More information exchange	Brett et al. 1998b	High-PDI	Higher likelihood of distributive tactics
Higher integrative "information flow"	Brett and Okumura 1998	Low-G-AS	Higher likelihood of use of distributive tactics
More exchange of integrative information	Graf et al. 2010	Low-IND	Greater competitive aspirations
More reciprocation of direct information sharing	Adair 1999	Low-IND	Greater preference for engaging in competitive bargaining
More use of direct information exchange	Adair et al. 2001	Low-IND	Higher distributive orientation in negotiations
Higher likelihood of use of direct information exchange	Adair et al. 2004	Low-IND	Higher likelihood of adoption of distributive tactics
Higher prevalence of discussing parties interests	Tinsley and Brett 2001	Low-PDI	Higher likelihood to use ethically questionable strategies
More use of "No"s	Adler et al. 1992	Low-UAV	Higher likelihood of using competitive and questionable negotiation behaviors

^a Prerequisites for a successful application of the method of ' Getting to yes'

^b Cultural Dimension of Hofstede (2001). IND=Hofstede Individuality

^c Context Communication according to Hall (1976)

Successful application less likely			
Cultural Dimension ^b	High-Context-Communication (-)	References	Cultural Dimension ^b
Low-IND	More use of indirect information exchange	Adair et al. 2001	High-IND
Low-IND	More reciprocation of indirect information sharing	Adair 1999	High-IND
Low-IND	Higher likelihood of use of indirect information exchange	Adair et al. 2004	High-IND
			Low-IND
			High-IND
			High-IND
			High-IND
			High-IND
			High-IND

‘Separate the People from the Problem’

Fisher and Ury seek to minimize the human factor of emotions and entangled relationships in negotiations. Correctly they conclude that human nature is often irrational, emotional, taking decisions based on value systems, and is prone to cognitive biases (e.g., Tversky and Kahneman 1974). This principle is designed to make negotiations more rational and predictable, focussing on the substance of negotiations (Fisher, Ury, and Patton 2012). Relationships are a fundamental element in negotiations around the world. It is considered a universal element of effective negotiations (Senger 2002). Where on the one hand, in an individualistic culture, as, e.g., the U.S. the negotiation subject can be separated from the relationship and reduced to a

strictly rational enterprise (e.g., Benjamin 1998) in other – non-individualistic cultures - this approach is more difficult to realize: For example, the Japanese consider relationships as inseparable from negotiation subjects (Gelfand and McCusker 2017, Hofstede 2001).

Cross-Cultural-Negotiation research shows 16 findings that are associated with the authors' advice. Six findings were sorted in the higher likelihood of a successful application compartment (+), of which four indicate High-IND orientation versus one of Low-IND. For the lower likelihood of a successful application compartment (-), the situation is as follows: Ten-dimensional findings were linked with the respective characteristics containing eight findings that show a Low-IND cultural orientation and two High-IND. Both findings show the global dichotomy of the authors' advice along Hofstede's IND dimension resulting in a higher likelihood of a successful application of this principle in High-IND cultures and a lower likelihood in Low-IND cultures. However, these findings are less surprising when investigating the single authors' advice. The advice 'Be soft to the people and hard on the problem' (Fisher, Ury, and Patton 2012:13), and deal with people problems directly, but separate it from substantive concessions making (Fisher, Ury, and Patton 2012) is, e.g., problematic in China, a low-IND culture, where concession making is linked with relationships (Lee et al. 2011, Lee et al. 2005). Concerning this advice in Cross-Cultural-Negotiations, it might be especially problematic that High-IND cultures avoid concessions, whereas Low-IND cultures, such as most Asian countries, prefer small concessions to nurture relationships (Hendon 2007). Giving few or no concessions in this context may undermine the relationship-building process, which is vital in Asia to achieve integrative agreements (e.g., Tse et al. 1994, Baber and Ojola 2015).

Another important element in this context is trust. Research assumes near-universal importance of trust that global negotiators cannot ignore (Gunia et al. 2014), as, e.g., the exchange of information in negotiation depends on interpersonal trust (Bangert and Pizarra 1992). A meta-analysis shows that trust is positively related to integrative behavior and joint-gains, whereas lack of trust inhibits communication and hence leads to distributive negotiation behavior that includes sharing less information, which increases the likelihood of lower joint-gains or even the break-off of negotiations (Lopez-Fresno 2018, Kong 2014, Kimmel 1980). The author's advice, 'Unless you have good reason to trust somebody, don't [...] proceed independently of

trust (Fisher, Ury, and Patton 2012: 134), ignores not only these findings but also may have different effects in the cross-cultural negotiation arena. Findings of Chua et al. (2009) suggest that there seem to be two different roads to how trust is established in different cultures: Cognitive trust, where trust is based on competence, and affect-based trust, where trust is based on shared experiences and private interests. Interestingly there is a distinction between the application of cognitive-based trust and affect-based trust: For the US - a High-IND culture - cognitive trust and affect-based trust are separated, whereas in China - a Low-IND culture - cognitive and affect-based trust are both associated (Chua et al. 2009). These findings indicate that one can not separate the people from the problem in China and possibly other Low-IND cultures. This is strong evidence that a universal application of this principle is hardly possible. I.e., effectively building trust over cultural boundaries requires the adaptation of trust-building approaches. A similar situation exists for the advice “Turn a stranger into someone you know” (Fisher, Ury, and Patton 2012: 40). Findings in research indicate that in Low-IND cultures, there exists an in-group/ out-of-group separation that leads to different preferences in placing trust: What earlier research already speculated (Bangert and Pizarra 1992) the findings show that Low-IND cultures seem to have a greater preference to negotiate with individuals from their own country (Elahee et al. 2002), whereas High-IND cultures have more positive expectations towards the common interest with out-group members (Liu et al. 2012) and are more comfortable to negotiate with strangers (Ready and Tessema 2009). This dichotomy on trust may be explained by the conception of Trompenaars and Hamden-Truner (1997), that trust might be a universal word, but – seen through different Cross-Cultural-Lenses - has its different meanings and roads, how trust is established.

Table Four

Findings: 'Separate the People from the Problem'^a

Cultural Dimension^b	Successful application less likely^c(-)	References	Cultural Dimension^b	Successful application more likely^c(+)	References
Low-IND	Concession making linked with relationships	Lee et al. 2011			
Low-IND	Concession making linked with relationships	Lee et al. 2005			
Low-IND	Higher likelihood of favoring concessions in small doses	Hendon 2007	High-IND	Higher likelihood of avoidance of concessions in small doses	Hendon 2007
Low-IND	Trust T.O.S. less	Gunia et al. 2011	High-IND	Trust T.O.S. more	Gunia et al. 2011
			Low-IND	More time spent on rapport	Vieregge and Quick 2011
			High-LTO	Long-term orientation of negotiation goals	Cai 1998
Low-IND	Greater preference for placing more trust in a negotiator from their own country than from a foreign country	Elahee et al., 2002	High-IND	Higher likelihood of expectation of interest compatibility in negotiations with out-group members	Liu et al. 2012
			High-IND	Higher comfort negotiating with a stranger	Ready and Tessema 2009
					(continues)

Author's advice

Be soft on people -
hard on the problem

Deal with problems
directly, don't use
concessions

Proceed independent
of trust^d

Time for developing a
relationship

Forward-looking

Turn a stranger into
someone you know

Table Four (continued)

Findings: 'Separate the People from the Problem'^a

Cultural Dimension^b	Successful application less likely^f(-)	References	Cultural Dimension^b	Successful application more likely^f(+)	References
Low-IND	Lower likelihood of acceptance of a proposal from a negotiator displaying negative emotion	Kopelman and Rosette 2008			
Low-IND	Higher level of emotions of agitation in unsuccessful business negotiations	Luomala et al. 2015			
High-IND	Higher level of emotional volatility in unsuccessful business negotiations	Luomala et al. 2015			
Low-IND	Show of greater emotions	Triandis et al. 2001			
High-IND	Higher display of negative emotion	Semmani-Azad and Adair 2011			

^b Cultural Dimensions of Hofstede (2001). IND=Hofstede Individuality, LTO=Long-Term-Oriented (Hofstede and Bond 1988)

^d Trust negatively related to distributive behavior and positively related to integrative behavior (Kong et al. 2014, Kimmel et al. 1980)

^f Cross-Cultural-Negotiation Research findings indicating that a successful application of the shown author advice is less or more likely in negotiation in the cross-cultural-context

Author's advice

Make emotions
explicit

Another finding in this context suggests that independently of in-group/ out-of-group concerns, individuals in Low-IND cultures seem to trust T.O.S. less compared to individuals in High-IND cultures (Gunia et al. 2011). These phenomena may be explained by the finding of Vieregge and Quick (2011) that shows that Low-IND cultures seem to focus more on trust-building as they spend more time on rapport compared to High-IND cultures. This is plausible since Low-IND cultures may perceive negotiations as more challenging due to missing trust, hence they intent to balance this disadvantage by dedicating more time to trust-building procedures. This is another finding that suggests the additional level of complication when meeting other cultures on the negotiation table. Further, the principle ‘Separate the People from the Problem’ seems especially relevant when negotiators show emotions. The authors of ‘Getting to yes’ advise “expressing emotions” (Fisher, Ury, and Patton 2012:23). This may be dangerous because of two reasons: First, Steinel et al. (2008) showed that especially negative emotions have a different effect depending on their direction, i.e., on the substance or the person. Following the advice of Fisher and Ury would presuppose a shared understanding when emotion is directed towards the substance or a person. Based on the findings of Chua et al. (2009) that showed that task and affect-based trust is entangled in Low-IND culture, it is plausible that this also holds for expressing emotions. In this context, Kopelman and Rosette (2008) showed that in Low-IND cultures, there is a lower likelihood of acceptance of a proposal from a negotiator displaying negative emotions. Second, connected with this finding, the following advice by the authors gets increasing relevance “each person involved to let steam off” (Fisher, Ury, and Patton 2012: 24). By following this advice, there is the risk that the emotions expressed may either be hard to control or difficult to ensure that they are perceived as directed towards the substance of a negotiation and not taken personally. Concerning both advice, it may be difficult for a negotiator to control the level and estimate the meaning of emotions to T.O.S., especially in a Cross-Cultural-Context, as also the intensities of showing emotions vary across cultures: Low-IND cultures show on the one hand greater emotions (Triandis et al. 2001); however, the display of negative emotions seem to be more prevalent in High-IND cultures (Semnani-Azad and Adair 2011). Seen from a Cross-Cultural-Perspective, both advice bear incalculable

risks that emotions are perceived as inappropriate or negative. By omitting this advice in cross-border situations, negotiators minimize the risk of misunderstandings and cultural clashes. These findings show that the application of the principle finds an increased degree of complication and makes success less likely when crossing borders from High- to Low-IND cultures.

Focus on Interest, Not Positions

The distinction of interests and positions is vital in the principled negotiation concept when moving from a value-claiming to a value-creating negotiation phase. A successful application of this principle is ensured by the use of low-context communication to identify interests behind positions and a not-too-large PDI score (Hofstede 2001). In hierarchical cultures, however, there exists an inherent focus on power (Adler and Gunderson 2008) and status differences, given by the hierarchy orientation (Brett et al. 1998b) that might undermine the ability of low-status parties expressing their underlying interests (Tinsley and Brett 2001, House et al. 2004, Hofstede 2001). Overall there is a higher likelihood that the flexibility in revealing interests is inhibited and negotiation parties are locked to an assumed position, since „in High-PDI cultures negotiation positions are often linked with power issues, which are of primary importance; [where] vital interests are sacrificed to the maintenance of power positions“ (Hofstede 2001, p. 436). Findings that can be associated with this principle and its author's advice are scarce and classify for a knowledge research gap. The few findings concentrate on the advice of ‚avoiding a bottom line‘ in negotiations (Fisher, Ury, and Patton 2012: 13). Instead of having a bottom line in positional negotiations, the authors of ‚Getting to yes‘ introduce the concept of the BATNA as the - best alternative to a negotiated agreement - in principled negotiations (Fisher, Ury, and Patton 2012). Ready and Tessema (2009) found that Low-IND cultures seem to show a prevalence of determining a bottom line before negotiations, which complicates a successful application of the concept of BATNA in this cultural environment. Further, concerning the author's advice to “explore interests” (Fisher, Ury, and Patton 2012: 13), it has been found that the process of exploring interests is more immanent to High-IND cultures and therefore shows an increased likelihood to apply this principle in these cultures successfully (Tinsley 2001). There might be a western view behind this finding

exploring interests as Fisher and Ury only referred to individual interests rather than a collective approach (Tinsley and Brett 2001). Because of the few findings concerning this principle

Table Five

Findings: 'Focus on Interests, Not Positions'^a

Successful application less likely^f(-)	References	Cultural Dimension^b	Successful application more likely^f(+)	References
Determination of bottom line prior negotiations	Ready and Tessema 2009	High-IND	Higher use of interest strategy	Tinsley 2001

High-IND Higher use of interest strategy Tinsley 2001

Determination of bottom line prior negotiations Ready and Tessema 2009

^b Cultural Dimensions of Hofstede (2001). IND=Hofstede Individuality

^f Cross-Cultural-Negotiation Research findings indicating that a successful application of the shown author advice is less or more likely in negotiation in the cross-cultural-context

		Cultural Dimension^b	
	Authors' advice		
	Explore interests		
	Avoid having a bottom line		Low-IND

future research is recommended. In the discussion chapter, several conceptual approaches are proposed.

'Invent Options for Mutual Gain'

One core element of integrative negotiations is the principle of 'creating options for mutual gain'. For a successful application of this principle, it is necessary to get information about T.O.S.'s preferences that require intensive information exchange (Liu et al. 2016) to the trade-off of issues that hurt little and serves both sides (Fisher, Ury, and Patton 2012). The greater the difference is between the trade-offs, the higher the dormant creative potential can be activated to achieve joint-gains (Bangert and Pizarda 1992). Especially Cross-Cultural-Negotiations harbor the potential for joint-gains due to different cultural frames that foster systemic creativity to unfold the potential for creative agreements (Raiffa 1982). However, these different existing frames may also complicate the process, as they distract from perceiving the value of the proposed options (Tinsley et al. 1999). Further, there should be a tolerance for new solutions, i.e., a not too-High UAV score that potentially excludes some cultures from a successful search for creative solutions, as they may search for a single answer to a problem (Hofstede 2001, Thompson and Leonardelli 2004).

The findings in this review concerning this principle are abundant as 25 findings could be compartmentalized to it. Of which 11 findings are linked with authors' advice that indicates a lower likelihood of a successful application (-) of this principle of which High-IND shows 6 findings in this regard versus 1 Low-IND finding. To a higher likelihood of a successful application (+) of this principle, 14-dimensional findings are linked with 11 findings that point to Hofstede's IND dimension that allow an aggregated evaluation: 7 findings are linked to Low-IND cultures, whereas four findings

are linked to High-IND cultures. This finding is surprising, which signifies that one central principle of ‘Getting to yes’, ‘Invent Options for Mutual Gain’, seems to promise more success in a Low-IND and less in a High-IND environment. Further implications of this finding are addressed in the discussion chapter.

Analyzing the author's advice of this principle, there are more surprising insights. One central advice within this principle is ‘joint problem-solving’ (Fisher, Ury, and Patton 2012: 65). In the ‘Getting to yes’ matrix on the higher likelihood of a successful application column (+), the findings concerning this advice are abundant but also controversial. Four findings link this advice to Low-IND cultures (Mintu et al. 2011, Graham et al. 1994, Adler et al. 1992), and three to High-IND cultures (Lin and Miller 2003, Tinsley and Pillutla 1998, Graham et al. 1994). Aggregated these findings of High- and Low-IND cultures indicate on one hand controversy, but on the other hand, they could also be interpreted that problem solving approaches are nearly universal since they can be successfully applied in High- as well as in Low-IND cultures. Further, no findings were associated with the IND dimension on the lower likelihood of a successful application column (-) that reinforces the meaning of this finding. Concerning the assumed universality of ‘Getting to yes’, this is the only advice where research findings support this assumption. This aspect will be further addressed in the discussion chapter.

Another approach to successfully apply this principle, the authors advocate avoiding a fixed pie error, i.e., a bias that in negotiations, the proverbial pie can only be divided where one party gains what the other loses (Fisher, Ury, and Patton 2012). Research findings concerning this phenomenon are scarce and controversial: Two findings indicate that High-IND cultures are associated with a higher fixed-pie perception (Drake 2001, Gelfand and Christakopoulous 1999) whereas Liu et al. (2012) found a higher fixed-pie perception in Low-IND cultures, however only with out-group members. This finding further supports the body of evidence that establishing a relationship with Low-IND cultures to turn the perception of T.O.S. from an out-group member to an in-group member is a necessary basis for creating options for mutual gain. Another authors’ advice within this principle is ‘establishing accordance with legitimacy to

the views of T.O.S.’ (Fisher, Ury, and Patton 2012). Gelfand and Christakopoulous (1999) found that High-IND cultures lack attentiveness to concerns of the T.O.S. more compared to Low-IND cultures, which inhibits the perception of needs of T.O.S. This is complemented by a finding that High-IND cultures show a higher likelihood of a negotiation style that reflects a high concern for self, whereas Low-IND cultures show more concern for the needs of T.O.S. (Gelfand and Christakopoulous 1999, Pearson and Stephan 1998). Further, the authors recommend ‘avoiding premature judgments’ (Fisher, Ury, and Patton 2012: 59). One catalyst, however, for premature judgment is time pressure (Thompson and Leonardelli 2004). Cross-Cultural-Negotiation research findings show that High-IND cultures are associated with a higher likelihood of using time pressure (Saorín-Iborra and Cubillo 2016) that hence, decrease the likelihood of creating a multitude of options. In total, the aggregated evidence concerning this principle underscores that the successful application of the authors’ advice is less likely in High-IND cultures and more likely in Low-IND cultures. Implications are addressed in the discussion chapter.

‘Insist on Using Objective Criteria’

Independent, objective criteria debias the negotiating parties by making claims more realistic (Fisher, Ury, and Patton 2012). These include such things as scientific evidence, professional standards, expert opinion, market value, and other data (Fisher, Ury, and Patton 2012). For a mutually acceptable solution, objective criteria endow a proposal with legitimacy and, hence, increases the probability that it is perceived as fair by both parties (Fisher, Ury, and Patton 2012). However, in cross-cultural research exist concerns that the interpretation of the notion of “fairness” is influenced by different cultural frames (Trompenaars and Hamden-Turner 1997). A similar influence applies to the notion of “objectivity”: „Insisting on using objective criteria assumes that there is shared objectivity between the parties. [...]What is objective to one party is subjective from a Cross-Cultural point of view“ (Hofstede 2001: 436). Based on the findings of Cross-Cultural-Research, it is plausible to assume that in cross-border negotiations, the likelihood of acceptance of ‘objectivity’ and a similar valuation of ‘fairness’ decreases compared to intra-cultural negotiations. Objective criteria would require the acceptance of universal rules, that is given in a

universalistic culture like the U.S., however in Japan – and many other cultures - with their particularistic rules, negotiators may find difficulties in discovering shared objectivity and possibly disagreeing which criteria are more legitimate (Gelfand and McCusker 2017, Wolski 2012).

Findings in Cross-Cultural-Negotiation research concerning the acceptance of objective criteria in negotiations is scant. To this principle, in total, five findings could be compartmentalized, of which four findings reside in the lower likelihood of a successful application compartment (-). An undermining factor of fairness is self-serving bias (Gelfand and Christakopoulous 1999).

Table Six

Findings: 'Invent Options for Mutual Gain'^a

Cultural Dimension^b	Successful application less likely^{f(-)}	References	Cultural Dimension^b	Successful application more likely^{f(+)}	References
High-IND	Higher fixed pie error: Gain knowledge about the others priorities	Gain Gelfand and Christakopoulous 1999	High-IND	Higher prevalence of synthesizing multiple interests	Tinsley and Brett 2001
Low-IND	More fixed pie perceptions in negotiations with out-group members	Liu, et al. 2012			
High-IND	Fixed Sum error	Drake 2001			
High-IND	Lack of attentiveness to concerns of the T.O.S.	Gelfand and Christakopoulous 1999	Low-IND	Higher likelihood of preference styles of negotiation reflecting a high concern for others	Pearson and Stephan 1998
High-IND	Higher likelihood of preference styles of negotiation reflecting a high concern for self	Pearson and Stephan 1998	Low-IND	Attend more to the others interests and needs	Gelfand and Christakopoulous 1999
High-IND	View of self-oriented behaviors as more appropriate	Tinsley and Pillutla 1998	Low-IND	View of equality-oriented behaviors as more appropriate	Tinsley and Pillutla 1998

(continues)

Table Six (continued)

References	Cultural Dimension^b	Successful application more likely^f(+)	References
Graham and Mintu-Wimsat 1997	High-IND	Higher use of problem solving approach	Lin and Miller 2003
	High-IND	Higher negotiators' individual profits when problem solving approach is used	Graham et al. 1994
	Low-IND	Higher positive effect on cooperative problem solving behaviors	Mintu et al. 2011
	Low-IND	Greater use of cooperative problem solving	Mintu et al. 2011
	Low-IND	Higher use of problem solving approach	Graham et al. 1994
	High-IND	View of joint problem solving as more appropriate	Tinsley and Pillutla 1998
	Low-IND	Negotiators problem solving approach leads to partners problem solving approach	Adler et al. 1992
	High-LTO	Higher tendency towards a problem solving approach	Graham and Mintu-Wimsat 1997
	High-LTO	Higher tendency towards a problem solving approach	Graham et al. 1994
	High-PDI	Higher tendency towards a problem solving approach	Graham et al. 1994

(continues)

Authors' advice

Develop multiple options

Avoid fixed-pie error

Accord legitimacy to the views of T.O.S./ Avoid shortsighted self-concern

Table Six (continued)

Cultural Dimension^b	Successful application more likely^c(+)	References
Joint problem solving	Authors' advice	Successful application less likely ^c (-)
	Cultural Dimension ^b	High-LTO
	Problem solving	Problem solving approach doesn't lead to profits

^b Cultural Dimensions of Hofstede (2001) and The Globe Study (House, et al. 2004). IND=Hofstede Individuality, UAV=Uncertainty Avoidance, PDI=Power Distance, LTO=Long-Term-Oriented (Hofstede and Bond 1988), G-G-COLL= The Globe Study In-Group-Collectivism

^c Time pressure is a catalyst for premature judgment (Thompson and Leonardelli 2004).

Authors' advice	Cultural Dimension^b	Successful application less likely^c(-)	References
Avoid premature judgment - Time pressure ^e	High-IND	Higher likelihood of use of time pressure	Saorín-Iborra and Cubillo 2016
	Low-G-G-COLL	Greater use of time pressure	Saorín-Iborra and Cubillo 2016
	High-LTO	View of time as more condensed	Salmon et al. 2016
	High-UAV	Greater use of time pressure	Saorín-Iborra and Cubillo 2016

Two findings in research show the association to High-IND cultures with self-serving bias, i.e., the perception that 'I am fair' and 'T.O.S. is unfair' (Gelfand and Christakopoulous 1999). Both findings undermine the ability or willingness to search for an acceptable and fair standard for both sides and hence reduce the successful application of this principle. Another finding in this compartment fits with the authors' advice of persuasion by reason: "Reason and be open to reason" (Fisher, Ury, and Patton 2012: 90). Ghauri (2003) argues that there are different styles of persuasion across cultures. Here already early research showed a difference in styles of persuasion, differentiating between the factual-inductive style that is prevalent in the U.S., an axiomatic-deductive style that has been ascribed to the former soviet union, and an intuitive-affective style to be prevalent in Arab countries (Glenn et al. 1977). The findings in Cross-Cultural-Negotiation research support the claim that this advice by the authors is a product of a western orientated tradition of thinking, as Aslani et al. (2016) show that Low-IND cultures have a higher tendency to use influence in negotiation compared to reason. Influence is understood above all as emotional expression (Brett and Crotty 2008) and emotional appeals (Brett and Gelfand 2006). Further, Drake (1995) found that the Taiwanese - a Low-IND culture - show a normative negotiating style. A normative negotiation style is understood as perceiving the facts according to a set of personal values and appealing to emotions to reach a 'fair' deal (Harris and Moran 1991). On the other hand, an analytic and factual inductive negotiating style is ascribed to negotiators in the U.S. (Drake 1995) - a High-IND culture where the negotiators use logical analysis and empirical facts that lead to universally true conclusions (Harris and Moran 1991). This additionally confirms that 'Getting to yes' is a product of a western conception. Based on these aggregated findings, the overall situation within this compartment is controversial and had to be classified as such. On the higher likelihood of a successful application column (+), there is one High-IND finding associated with the use of reason and openness to reason (Drake 1995). Hence, this compartment is classified as a research gap where further research is indicated.

The Nature of Agreements and Joint-Gains

This paragraph focuses on the outcomes and joint-gains that allow an analysis of aggregated findings obtained from Cross-Cultural-Negotiation experiments and simulations. The goal has been to investigate whether there is a cultural orientation that is more successful at the bargaining table

Table Seven

Findings: 'Insist on Using Objective Criteria'^a

Cultural Dimension^b	Successful application likely^f(-)	References	Cultural Dimension^b	Successful application more likely^f(+)	References
High-IND	Self-serving bias (i.e. perception of "I" fair and "they" unfair)	Gelfand et al. 2002			
High-IND	Projection of self-serving bias to a third party (i.e. "I" fair and "they" unfair)	Gelfand et al. 2002			
Low-IND	Higher tendency of using influence in negotiation	Aslani et al. 2016			
Low-IND	Normative style of negotiation	Drake 1995	High-IND	Analytical and Factual Style of negotiation	Drake 1995

^b Cultural Dimensions of Hofstede (2001). IND=Hofstede Individuality

^f Cross-Cultural-Negotiation Research finding indicating that a successful application of the shown author advice is less or more likely in negotiation in the cross-cultural-context

Authors' advice

Fair standards

Reason and be
open to reason

achieving higher joint-gains and more integrative agreements. In total, 10 research findings could be obtained from the literature, of which 3 were sorted into the distributive agreements and lower joint-gains compartment (-) and 7 into more integrative agreement and higher joint-gains compartment (+). When aggregating these findings on the (+) compartment, a majority of findings show that Low-IND cultures achieved higher joint-gains and more integrative outcomes (Arunachalam et al. 1998 and 2001, Potter and Balthazard 2000, Cai et al. 2000, Gelfand et al. 2002, Lituchy 1997), whereas only two findings show higher joint-gains and more integrative outcomes in High-IND cultures (Tinsley and Brett 2001, Natlandsmeier and Rognes 1995). The compartment of distributive outcomes and lower joint-gains (-) shows controversy: Two findings link High-IND cultures with lower joint-gains and distributive outcomes (Semnani-Azad and Adair 2011, Lituchy 1997) versus one finding that show these results for Low-IND cultures (Rosette et al. 2011). Summarized, these findings are surprising, as Low-IND cultures seem to be more successful in negotiating higher joint-gains and more integrative outcomes and not High-IND cultures. This finding, its link, and interpretations, especially concerning the findings of the compartment of integrative negotiation attitude (+), and implications, will be discussed in the next chapter.

Discussion and future avenues of research

Methodological Limitations

There are several methodological limitations given by the nature of this review. It aims to create comparability of findings of Cross-Cultural-Negotiation research. Therefore, findings had been compartmentalized, aggregated, and analyzed that link to cultural dimensional constructs of the largest quantitative studies in Cross-Cultural-Management: Hofstede's framework and The Globe Study. By this focus, other cultural studies were omitted. Hence, this review does not represent the entire picture of the research landscape, but findings that point to these two frameworks that display a relatively large portion of it. Another limitation is the unclear definition of culture. Since the findings of Cross-Cultural-Negotiation research use Hofstede and The Globe Study as a conceptual construct, their definition of culture inherently

exists in this review, too. Both studies, as well as most publications in Cross-Cultural-Negotiation research, understand culture mainly as "national culture", ignoring that other "cultures" do also exist. For example, organizational culture is an important variable in this context (Hofstede 1985) since it "reflects the societies in which they are embedded" (House et al. 2004: 37) and should also be considered when investigating culture (Kale 1996). Hofstede's data represent the culture of one organization only – IBM -, however, The Globe Study intends to minimize the organizational cultural influence by polling individuals of nearly 1000 companies. Since most studies in Cross-Cultural-Negotiation research refer to Hofstede's dimensions as a conceptual construct (Schoen 2020), it complicates cross-study comparison in this review. A similar situation exists with countries' regional cultures that are an important variable, too, as a national culture cannot be regarded without it (House et al. 2004). Hofstede ignores regional cultures, but The Globe Study included a small number of countries' regions and found significant differences.

The same applies to variables of departmental, educational, and professional culture. Since the influence of these cultural variables on individuals in negotiations is plausible, their frequent omission by research poses a limitation in this review. This also applies to cultural dynamics. All research findings had been gathered at a certain time frame. The dynamics of culture, i.e., the evolution of culture over time, is rarely controlled for in experiments. As a consequence, the findings and results presented in this review should be considered as a snapshot of culture on the time scale only. Research conducted in a different time frame may result in different findings. Hence, these frequently unaddressed variables represent a blurriness concerning the aggregation and comparison of the findings in this review. Another limitation is given by the fact that culture is often conceptualized as a bipolar continuum. The narrowing focus of negotiation research on Hofstede's IND dimension practically reduces the notion of 'culture' to only one conceptual construct in this review. Culture, however, consists of more facets that one bipolar construct could display. To render a more complete picture of culture, some authors assume a by far higher number of dimensions to represent culture more entirely (e.g., Triandis 1982a, Triandis 1982b).

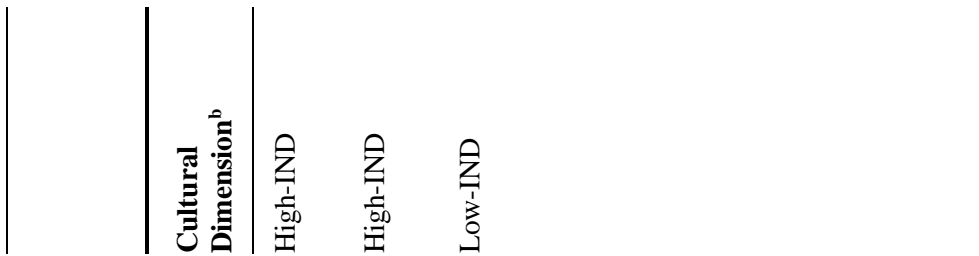
Table Eight

Findings: Nature of Outcomes^{d/} Joint-gains

Distributive/ Lower (-)	References	Cultural Dimension^b	Integrative/ Higher (+)	References
Higher likelihood of distributive outcomes	Lituchy 1997	High-IND	Tendency for integrative outcomes	Natlandsmeyer and Rognes 1995
Lower joint-gains	Semmani-Azad and Adair 2011	High-IND	Higher degree of integrative outcomes	Tinsley and Brett 2001
Higher distributive outcomes in email negotiations	Rosette et al. 2011	Low-IND	Higher joint-gains	Arunachalam et al. 1998
		Low-IND	Higher joint-gains	Arunachalam et al. 2001
		Low-IND	More integrative outcomes	Potter and Balthazard 2000
		Low-IND	Negotiation dyads propensity to achieve higher joint profits	Cai et al. 2000
		Low-IND	Higher amount of joint profits	Gelfand et al. 2002
		Low-IND	Higher likelihood of integrative outcomes	Lituchy 1997

^b Cultural Dimensions of Hofstede (2001). IND=Hofstede Individuality

^d Outcomes in Cross-Cultural-Negotiation Research from 1992 - 2016



Further, when findings are presented as High-IND or Low-IND orientation that are based on publications that collected data from two cultures only – one individualistic and one collectivistic – it may result that findings are generalized when applied to other, non-measured, cultures along the same bi-polar continuum. Further, there are contextual factors that research often misses to address, which limits the comparability of the results shown: One exemplary factor is the role of a negotiator. For example, Graham (1983) shows that there are large differences in negotiation outcomes between buyer and seller in the Japanese culture, but not in the U.S. culture. This is not covered consistently in research. Some studies control for roles, others do not, which affects the comparability of findings gathered in this review. Another factor is the different personalities of negotiators. This variable is also absent in most Cross-Cultural-Negotiation studies. Exceptions exist by Liu et al. (2005) that refer in this context to the five-factor model or Kale (1996) that uses the MBTI - Myers-Briggs-Type-Indicator. Independently of quantitative cultural numerical data, the individual factor frequently represents an unknown variable. A further limitation may be given by the nature of a single author review by the process of compartmentalization and operationalizing the semantic fit of the findings from the literature with the authors' advice of 'Getting to yes'. To address this, the process had been meticulously operationalized, according to the research protocol, and double-checked. Another limitation in this context is the classification of research gaps and controversial results obtained by this review. The classification is based on the definitions made in the research protocol that used threshold values that were defined upon the discretion of the author. The fitting criteria and threshold values had been defined prior to the process of data analysis and consistently applied in this review accordingly.

Discussion of findings and future avenues of research

This review brought to findings that may change the way we perceive 'Getting to yes' in the Cross-Cultural-Context. Concerning RQ1, the question of the universal applicability of 'Getting to yes' the collected data

was analyzed on two levels. First, on the method level: Based on the findings in Cross-Cultural-Negotiation research, universal applicability for the method is not supported. Second, the principle level: When investigating on principle level together with low-context communication and the negotiation attitude, the findings do not support universal applicability either. When investigating the situation in the 'Getting to yes' matrix on the single author advice level, then there is one advice within the principle 'Invent Options for Mutual Gain' where near-universal applicability may be assumed: Joint problem solving. However, the principle 'Invent Options for Mutual Gain' that contains this advice also comprises further authors' advice with connected findings that outweigh this effect. Summarized, the findings to the research question of universal applicability only allows as an answer a clear 'no' on the method and the principle level. These findings have important implications for practice and teaching, as 'one size does not fit all'. The data shows that it is not recommendable to use the method as a whole in a cross-cultural-context. A more differentiated approach is needed. On a principle level, the situation is identical: Applied universally without any regard to the target culture decreases the likelihood of a successful application and may result in distributive agreements, lower joint-gains, or the break-off of negotiations.

RQ2 builds on the findings of RQ1. It analyzed findings that support or refute the plausible assumption that the method of 'Getting to yes' or its principles can be applied more successfully in the so-called 'western world'. This research question originates from assumptions in research that 'Getting to yes' is a product of a western conception of negotiation (e.g., Antaki 2006) and hence may be more successfully applied in western cultures. Therefore its applicability on a method and principle level was investigated. The body of evidence gathered in this review is two-fold: On the method level, this assumption can be rejected. There are too many controversial findings and research gaps that inhibit an affirmative answer for the method as a whole. On a principle level, however, there exists a more differentiated situation. The analysis of the aggregated findings shows a dichotomy along Hofstede's IND dimension (High vs. Low) in the following compartments of the 'Getting to yes' matrix: Integrative negotiation attitude (+): High-IND, Low-Context-Communication (+): High-IND, High-Context-Communication (-): Low-IND, the principle 'Separate the People from the Problem' (+): High-IND, 'Separate the People from the Problem' (-): Low-

IND, 'Invent Options for Mutual Gain' (+): Low-IND, and 'Invent Options for Mutual Gain' (-): High-IND.

Regarding the single compartments, the situation is as follows: Concerning the compartment of integrative negotiation attitude, a majority of findings indicate that High-IND cultures have predominantly an integrative mindset. A similar situation exists for low-context communication that is predominantly found in High-IND cultures and High-Context in Low-IND cultures. Hence, the prerequisites for a successful application are given in High-IND cultures only. A similar situation exists for the principle "Separate the People from the Problem", where the authors' advice for a successful application of this principle is supported for High-IND cultures – the so-called western world - and refuted for Low-IND cultures. Concerning the principle 'Invent Options for Mutual Gain' the data indicate the opposite: A successful application is indicated for Low-IND cultures and refuted for High-IND cultures. For the other principles, no conclusive statement concerning this research question can be made because of the existence of controversies and research gaps. Summarized, the prerequisites for a successful application in the western world are given by an integrative negotiation attitude and low-context Communication style. However, just with one principle, the findings indicate promising applicability in the western world and one in the 'non-western world'.

RQ3 focussed on the question of whether the literature reveals controversial findings and research gaps that opens the gate for future research. Given the success of 'Getting to yes' and its importance in research publications around the world, one would assume that there are relatively few inconsistencies, controversies, and gaps in the research landscape concerning its Cross-Cultural-applicability. However, the opposite is the case. Findings in Cross-Cultural-Negotiation literature show several areas of controversial findings, inconsistencies, and voids in research, which leads to avenues for future research. In three areas, controversial findings are shown. In the compartment of distributive negotiation attitude (-), a large number of findings that point to High-IND and nearly the same number of findings to Low-IND cultures. Assuming that a balanced mix of cultural dimensions in one area indicates universality, the situation in this area in the 'Getting to yes' matrix – viewed isolated - may be interpreted as a universal orientation towards a

distributive negotiation attitude. It is also remarkable that in the compartment of integrative negotiation attitude (+), a similar amount of findings indicate High-IND orientation. Seen holistically, both elements in the area of negotiation attitude indicate foremost inconsistency. Another interpretation of the data that may interface with many research results that cultures seem to universally achieve more distributive outcomes and lower joint-gains in an intercultural context compared to an intracultural context, as shown, for example, by Lügger et al. (2015), Liu et al. (2012), Gelfand and Dyer (2000), Adair et al. (2001), Brett and Okumura (1998), Lituchy (1997), and Adler and Graham (1989). For both areas, future research may use the following constructs of culture as conceptual points of departure: G-PO, G-AS, and MAS. They all show conceptual characteristics of competition versus cooperation orientation and may provide more clarity (As seen in Table Nine). Another area of controversial findings is the principle 'Insist on Using Objective Criteria', where findings indicate an inconclusive state of research showing a lower likelihood of the successful application (-) compartment of this principle for High-IND and Low-IND cultures. Especially The Globe Study, with its two collectivism dimensions, represents the potential as a starting point for future research. The dimensions G-I-COLL and G-G-COLL dimensions are both attributed to a higher emphasis on rationality versus a higher emphasis on relatedness to groups (House et al. 2004). Another area with potential for future research is the principle 'Focus on Interests, Not Positions'. In this principle exist a lack of research findings. Hofstede's framework could mitigate this situation with its PDI dimension that is attributed to more, respectively less concentration of authority, as concerns for authority and status are assumed to influence the application of this principle (Hofstede 2001). Also, the inclusion of The Globe Study's G-PDI dimension into future research designs might be promising. Summarized, there is ample space for the dedication of future research in the 'Getting to yes' matrix to address the controversies and research gaps. A framework for future research is shown in Table Nine, where suitable dimensions from a cross-cultural perspective are listed for each of the investigated areas of this review.

A possible relationship between culture, negotiation behavior, and outcomes is investigated in RQ4. High-IND cultures show a propensity towards integrative behavior. This is not surprising, taking into account that 'Getting to yes' is a product of the western world, and most cultures showing High-IND scores

can be ascribed to the 'western world'. One would consequently expect that this orientation cumulates in more integrative outcomes and higher joint-gains. However, this is not the case. The findings show that Low-IND cultures seem to achieve more integrative outcomes and higher joint-gains compared to High-IND cultures. This is a surprising finding. The plausible assumption that High-IND cultures show more integrative behavior and consequently achieve more integrative outcomes and higher joint-gains does not find support. An interpretation may be that High-IND cultures have higher integrative values and aspirations but fall short in converting them into joint-gains. In other words, they may have cultural values that enable more integrative behavior, but in practice, these values don't translate into integrative outcomes. A possible explanation may be that High-IND cultures adapt their negotiation style from a value claiming to a value-creating tactic, depending on the negotiation situation. This may be important to achieve higher joint-gains, as many negotiation situations are mixed-motive with integrative potential (Weingart et al. 1990).

Therefore it is even more surprising that Low-IND cultures achieve high joint-gains. Possibly these cultures achieve their performance on a negotiation table with so far unknown tactics or strategies that a western perspective may not have been able to capture yet.

Another explication maybe that possible variables in experiments, which are not controlled for, have a negative effect on High-IND cultures but not on Low-IND cultures. Given the number of experiments where these findings are based, it indicates that instead of one variable, several variables may lead to this effect. This phenomenon may have its origin in the designs of negotiation questionnaires and experiments that may have been based on the use of one style per negotiation and not as practitioners recommend using both styles in negotiations, i.e., a value claiming and a value-creating tactic. Future research may address this subject to provide more clarity. Independently, there is also research that found that culture does not influence joint-gains in negotiation at all (Brett et al. 1998a). This also indicates that more research is recommended shedding more light on this surprising topic to explain the success of Low-IND cultures compared to High-IND cultures at the negotiation table and to reveal possible underlying

factors. The following dimensions may help in this endeavor: The MAS dimension (Hofstede 2001), but especially those of The Globe Study of G-HO and G-AS (House et al. 2004) are recommended as they focus conceptually on competition versus cooperation orientation. Especially The Globe Study, with its conceptual division of values “should be” and practices “as is,” may serve as an analytical tool that could be used to investigate these inconsistencies between negotiation behavior and outcomes (Mahadevan 2013). Exemplary approaches that use The Globe Study in a similar methodological approach can be seen, e.g., by Sharma et al. (2017) and Metcalf et al. (2007).

Table Nine

Pathways for future research

Conceptional Constructs of Culture^b	Characteristics	References
G-PO	Value assertiveness, competitiveness vs. Value Harmony	House et al. 2004
G-AS	Value competition vs. Value cooperation	House et al. 2004
MAS	Resolution of conflicts through denying them or fighting until the best “ man” wins vs. Resolution of conflicts through problem solving, compromise, and negotiation	Hofstede 2001
G-AS	Speak indirectly and value ambiguity vs. Value direct and unambiguous communication	House et al. 2004
	Value detached and self-possessed conduct vs. Value expressiveness and revealing thoughts and feelings	
	Value ambiguity and subtlety in language and Communications vs. Value being explicit and to the point in communications	
G-G-COLL/ G-I-COLL	Communication is indirect vs. Communication is direct	House et al. 2004 (continues)

Research area

Negotiation attitude

Low-Context
Communication

Table Nine (continued)

Conceptual Constructs of Culture^b	Characteristics	References
G-PDI	Information is localized vs. Information is shared	House et al. 2004
PDI	Information is constrained by hierarchy vs. Openness with information	Hofstede 2001
G-G-COLL/ G-I-COLL	Focus more on relationship vs. Focus more on task	House et al. 2004
G-AS	Value people, warm relationships, and cooperative spirit vs. Emphasize results over relationships	House et al. 2004
UAV	Relationship orientation - Task orientation	Hofstede 2001
PDI	More concentration of authority vs. Less concentration of authority	Hofstede 2001
UAV	Innovations welcomed vs. Innovation resisted	Hofstede 2001
G-UAV	Show more resistance to change vs. Show less resistance to change	House et al. 2004
G-G-COLL/ G-I-COLL	People emphasize rationality vs. People emphasize relatedness with groups	House et al. 2004

^b Cultural Dimensions of Hofstede (2001) and The Globe Study (House, et al. 2004). IND=Hofstede Individuality, MAS=Hofstede Masculinity, PDI=Hofstede Power Distance, UAV=Hofstede Uncertainty Avoidance, G-PO=The Globe Study Performance Orientation, G-AS=The Globe Study Assertiveness, G-G-COLL=The Globe Study In-Group Collectivism, G-I-COLL=The Globe Study Institutional Collectivism, G-PDI=The Globe Study Power Distance, G-UAV=The Globe Study Uncertainty Avoidance

Research area
Low-Context Communication
Separate the people from the problem
Focus on Interests, Not Positions Invent Options for mutual gain
Insist on using objective criteria

RQ5 focussed on the question of whether there is a principle in ‘Getting to yes’ that shows a higher likelihood of a successful application in Low-IND cultures. Concerning this question, there is a surprising finding: As this topic already had been discussed in combination with RQ2, the assumption that in High-IND cultures, the principle ‘Invent Options for Mutual Gain’ can be applied with a higher likelihood of success is refuted. The findings indicate the contrary: A higher likelihood in Low-IND cultures and lower in High-IND cultures. This is surprising since the authors of ‘Getting to yes’ seem to have developed an idealistic principle that doesn’t meet the reality in negotiations in countries that show a High-IND orientation, as, e.g., the U.S. culture. Regarding the single authors' advice, however, the findings are less surprising: High-IND cultures show a higher propensity for the fixed pie error, i.e., the perceptual orientation towards claiming value. The same applies to the lack of attentiveness of concerns of T.O.S. and more self-oriented behavior that results both in difficulty to discover the priorities of T.O.S. as a base for the development of creative solutions. Further, the inhibiting factor of higher premature judgments is shown by one of its catalysts, according to Thompson and Leonardelli (2004) that are also ascribed to High-IND cultures: Time pressure (Saorín-Iborra and Cubillo 2016). Due to the strong orientation of negotiation research towards one of Hofstede’s dimensions – IND – the possible limits of its unilateral use are shown. Other cultural dimensions may serve as conceptual foundations that could shed light on these findings from a different angle. Future research may use, e.g., Hofstede’s UAV dimension (Hofstede 2001) as a conceptual construct that indicates a higher versus lower tolerance for new solutions, which enables or inhibits the process of inventing new ideas (Hofstede 2001), as well as The Globe Study’s G-UAV dimension (House et al. 2004). This finding has implications for practice and teaching, as will be discussed in the respective chapter.

RQ6 focussed on the question of whether there are resulting deficiencies in methodological approaches that have implications for the research field. A major implication is given by the unilateral use of Hofstede's IND dimension as a conceptual construct of culture in research: It represents 83,51% of all findings in this review. It shows that 'Getting to yes' is mainly seen through the one-dimensional lens of Hofstede's IND dimension (Table A in the appendix). This is consistent with the findings of Schoen (2020) that Cross-Cultural-Negotiation research is generally dominated by this cultural dimension. All areas in the 'Getting to yes' matrix are predominately populated with this dimension. The other dimensions of Hofstede's framework are only marginally considered by research, as well as the dimensions of The Globe Study, which represents a methodological research gap. Further, several dimensional constructs are not used at all by Cross-Cultural-Negotiation research: UAV, G-PDI, G-I-COLL, G-GE, G-PO, G-FO. This fact is a mixed blessing: What, on the one hand, allows to compartmentalize, aggregate, and compare the findings to deliver insights into the research field leads, on the other hand, to a methodological research gap that distorts its findings. Also, the frequent use of the IND dimension may be responsible for several areas of controversy: Distributive outcomes and lower joint-gains, distributive negotiation attitude, as well as the principle 'Insist on Using Objective Criteria'. By the use of alternative dimensions, as shown in Table Nine, these inconsistencies in the 'Getting to yes' matrix may be addressed. Research should incorporate The Globe Study with its high diversity of dimensions more into research designs. Compared to Hofstede's framework, The Globe Study disposes of several methodological characteristics that could be advantageous in closing the mentioned research gaps and eliminate the shown controversies and inconsistencies.

Implications for practice and teaching

The findings of this paper house several implications for practice and teaching. A book with this degree of distribution and importance around the globe must deliver a more thorough dedication to its impacts in Cross-Cultural-Negotiations. It is plausible to assume that many practitioners will negotiate across cultures in their business life. Hence, practical approaches and teaching should reflect the limitations of 'Getting to yes' and its principles, as shown in this review.

For practitioners, the findings of this review mean, first of all, additional complexity, as ‘one size doesn’t fit all’. The reality of Cross-Cultural-Negotiations is far more complex than it would allow being addressed by the unilateral approach as outlined in ‘Getting to yes’. As the method is based on non-realistic premises for universal use, practitioners must safeguard against possible downsides when using the method on a global stage. Used unreflectively lower joint-gains, and the possible break-off of negotiations may be a consequence. On the principle level, the data show a dichotomy of a successful application of two principles along Hofstede’s IND dimension. The data collected in this review suggests that a part of the method of ‘Getting to yes’ can be applied in one part of the world successfully: In High-IND cultures. In these cultures exist an integrative negotiation attitude, a cultural trend towards low-context communication, and a higher likelihood of a successful application of the principle ‘Separate the People from the Problem’. That eases its use in this cultural environment. In Low-IND cultures, however, practitioners need to be cautious when applying principled negotiations. Table D in the appendix contains a selection of the respective cultures where caution is indicated. Concerning the other principles, there is either insufficient data, controversy, or indication of the contrary, as is the case with the principle ‘Invent Options for Mutual Gain’. Individuals of High-IND cultures show characteristics that inhibit the successful application of this principle. Hence, based on the findings of this review, independent of the provenience of their negotiation partner, it is recommendable for individuals of High-IND cultures to do the following prior negotiations: Questioning the own orientation towards a fixed pie error and believe in the potential of win/ win agreements, avoiding self-oriented behavior, refrain from using time pressure, and showing attentiveness to concerns of T.O.S. For individuals of Low-IND cultures when facing a negotiation partner from High-IND cultures, it is recommended to safeguard by preparation for the shown characteristics of High-IND cultures and observe T.O.S. closely whether the research findings emerge in the actual negotiations. Concerning time pressure and ultimatum, the best advice is to ignore it and continue with the own course of action. Further, to meet a possible lack of attentiveness by T.O.S., it is recommendable to use low-context communication, explain and repeat own interests, and possible pathways for creative solutions. To break the fixed pie error of T.O.S., awareness should be created that joint-gains enlarge the proverbial pie, and in

consequence, both parties can achieve more by creating value than by claiming value. Summarized, practitioners need to be aware of the possibilities and limitations of each principle by taking the cross-cultural perspective into account when preparing for an upcoming negotiation.

Concerning the teaching of principled negotiations, there are also significant implications. Teachers and trainers need to be aware that the conventional process of teaching the method without taking into account the Cross-Cultural-perspective doesn't meet the state-of-the-art research about the limits of 'Getting to yes' across cultures. As the data shows, High-IND cultures represent the negotiation attitude and the appropriate communication style that shows the potential for successfully applying the principles of 'Getting to yes'. Further, the data shows that only one of the four principles can be used with a high likelihood of success in High-IND cultures, such as the U.S. For the principle 'Invent Options for Mutual Gain', the data have shown that in a High-IND environment, this principle shows a lower likelihood of a successful application compared to Low-IND cultures. Since many negotiations take place in the international environment, negotiation trainers and lecturers, as a consequence, must incorporate the Cross-Cultural-Perspective into the teaching of the method. As this review shows, there is no support for the assertion that the method can be applied universally. Therefore, a suitable teaching approach, as 'it depends on which principle is used and which border is crossed' is needed. It is important to transfer this knowledge to students, executives, and policymakers to enable them to recognize the limits when seeking negotiations on the global stage. Further, it is important to develop an aligned approach in teaching to deal with these limits: First, to show where which principles can be applied successfully and secondly, develop alternative approaches to deal with the cultures where the successful application of the principles is less likely. By this, teaching meets the ethical standard to transfer knowledge to the audience based on the latest research findings.

Concluding remarks

'Getting to yes' is without doubts one of the most influential books in negotiations of the last forty years. It has shown new creative ideas and concepts that practitioners can adapt to improve the negotiation process. However, 'Getting to yes' is far away from being the universal tool as it is presented by the authors. The

findings of this review show that the reality of cross-border-negotiation is far more complex than being sufficiently covered by a 'one size fits all' approach. Further, the findings also show that there is significant potential for future research in this area. With a book of such high conceptual impact on negotiations, combined with the importance of international negotiations for the global economy, it is essential to eliminate the inconsistencies in the research landscape and close the research gaps. Future research is indispensable since the findings have shown an incomplete picture of 'Getting to yes' in the Cross-Cultural-Context. In this area, Cross-Cultural-Research, with its richness of cultural dimensions, delivers a suitable source for addressing these issues. Namely, Hofstede and especially The Globe Study with its cultural constructs represent sound conceptual departure points for this endeavor. Given the impact of this book, additional effort to further explore this area is well invested time.

Appendix

Table A
Dimensional distribution of the findings

Hofstede Dimensions		The Globe Study Dimensions										% per Compart ment		
IND	PDI	MAS	UAV	LTO	G-AS	G-PDI	COLL	G-I-	G-GE	G-UAVG-PO	G-FO		G-HO	Sum
18	2	2	1		2							1	26	26,80%
12													12	12,37%
15			1										16	16,49%
2													2	2,06%
18	1	1	4			1							25	25,77%
5													5	5,15%
11													11	11,34%
81	3	2	2	5	2	0	1	0	0	0	0	1	97	
	83,51%	3,09%	2,06%	5,15%	2,06%	2,06%	1,03%	1,03%	1,03%	1,03%	1,03%	1,03%		

^a Predisposition for integrative agreements according to negotiation attitude (Salacuse 1999), Low-Context-Communication (Hall 1976), Four principles of 'Getting to yes' (Fisher and Ury 1980), and cumulated nature of cross-cultural-negotiation experiments of the period 1992 - 2016

Investigated Compartments^a	Predisposition for integrative	Low-Context Communication	Separate the people from the problem	Focus on Interests, Not Positions	Invent Options for mutual gain	Insist on using objective criteria	Nature of outcomes/ Joint-Gains	Sum	% per Dimension
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Table B

Search strings and sources

Primary search terms	Boolean logic	Secondary search terms	Boolean logic	Tertiary search terms	Journal Sources ^a
Interest-based	AND	Negotiation	AND	Global	Ann. Reviews Electronic Back Vol. Coll.
Principled		Bargaining		Cultur*	Blackw. Pub. Journ.Backfiles (Wiley Onl.)
Relationship				International	Business Searching
Positional				Intercultur*	Business Source Complete
Win-Win					Cambridge Journals Digital Archives
Integrative					China Academic Journals
Creative					Columbia International Affairs Onl.
Problem Solving					De Gruyter Online Journ. Archive
Communication					Directory of Open Access Journ. - DOAJ
Competitive					Ebook Central by ProQuest
Cooperative					Ebsco eBook Collection
Trust					Elsevier Journal Backfiles (ScienceDirect)
Fairness					Emerald Fulltext Archive Database
Objective					Google Scholar
Emotions					Google
Objective Criteria					IMF eLibrary
Fixed Pie					Nexis Uni
Pareto Optimum					OECD working paper series
Mutual Gain					OECD.Stat
‘Getting to yes’					Oxford Journals Digital Archive
Fisher and Ury					Oxford Scholarship Online
					Periodicals Archive Online – PAO
					Research Gate
					Sage Journals Online
					ScienceDirect (Elsevier)
					Springer ebooks
					Springer Online Journal Archives

Statista

Taylor and Francis Online Archives

University Press Scholarship Online

^aThe search had been operationalized in more databases than displayed. Only important and relevant databases are displayed in this overview

Table C
Abbreviations of cultural dimensions

Hofstede Framework		The Globe Study Framework	
Abbreviation	Dimension	Abbreviation	Dimension
IND	Individuality Index	G-AS	Assertiveness Score
PDI	Power Distance Index	G-FO	Future Orientation Score
MAS	Masculinity Index	G-GE	Gender Egalitarianism Score
UAV	Uncertainty Avoidance Index	G-HO	Humane Orientation Score
LTO	Long-Term Orientation Index	G-G-COLL	In-Group Collectivism Score
		G-I-GOLL	Institutional Collectivism Score
		G-PO	Performance Orientation Score
		G-PDI	Power Distance Score
		G-UAV	Uncertainty Avoidance Score

Table D
Selected countries of Hofstede's Low-IND dimension^a

Countries	Scores
India	48
Japan	46
Argentina	46
Iran	41
Brazil	38
Arab Countries	38
Turkey	37
Mexico	30
Malaysia	26
Hong-Kong	25
Singapore	20
South-Korea	18
Taiwan	17
Costa Rica	15
Indonesia	14
Venezuela	12

^aHofstede (2001): Value range from 91 (U.S.) to 6 (Guatemala).

Selected countries of the score of 48 and less are displayed where the application of principled negotiation is less likely

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