

*GETTING PAST "HAI:"*

*NEGOTIATING WITH*

*THE JAPANESE*



*presented  
at the*



Asia/Pacific Business Outlook 2007

*by*

**Diana Rowland**

*of*

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# NEGOTIATION STAGES



Rapport building

Exchange of information

Persuasion

Concessions

Agreement

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## **POSSIBLE TOPICS FOR BUILDING RAPPORT**

Activities of mutual friends

Travel

Long airline flights

Weather

Golf and other sports

Schools

Foods

Arts and entertainment

Hobbies

General business climate

\* Families

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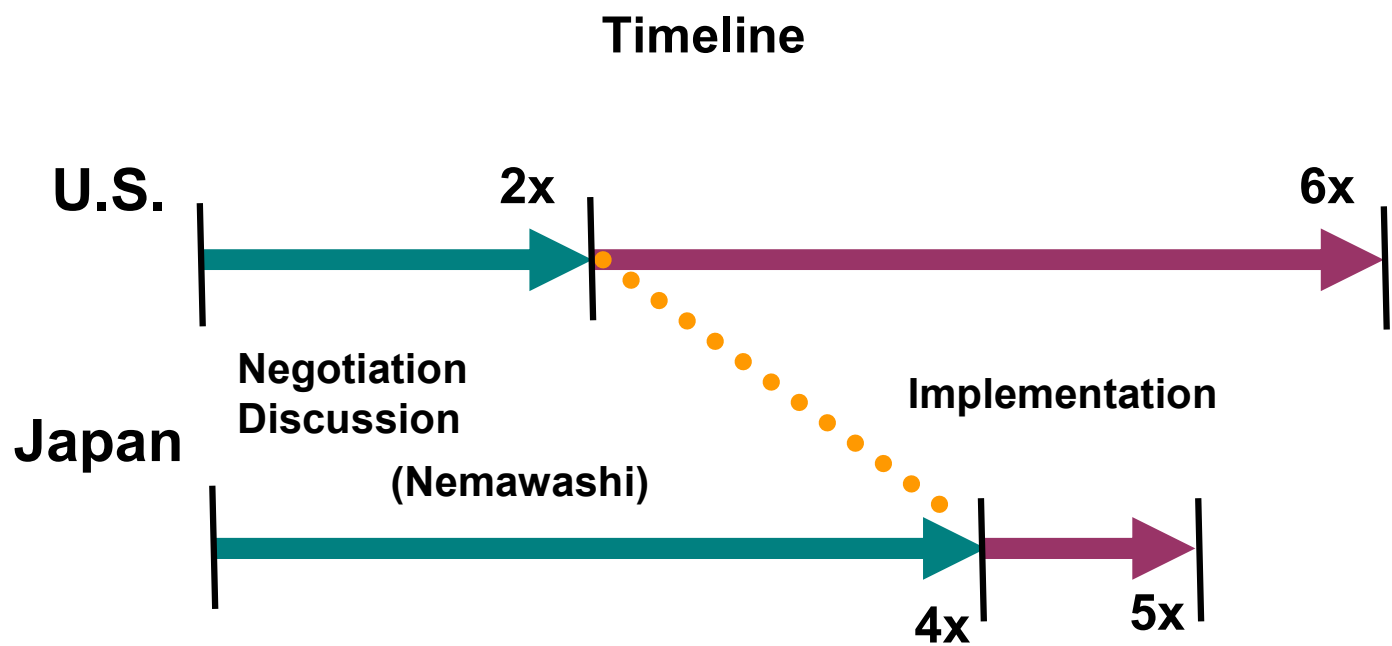
## TIPS FOR GIVING PRESENTATIONS

- Speak slowly, pause often – and long.
- Be formal -- Avoid an overly animated style.
- Be willing to explore issues in a multi-dimensional way.
- Use charts, graphs and other visuals when possible.
- Use verbal imagery.
- Include a slide to indicate a new topic.
- Provide a hard copy of your material in advance, if possible. Stick closely to your handouts.
- Use bilingual materials whenever possible.
- Don't push a rational argument. Let the data speak for itself.

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# Decision Making Process In the U.S. and JAPAN



**Source:** Edwardo Carmago, Ph.D., University of Southern California and *Japanese Management Tradition and Transition*, Arthur M. Whitehill, New York, Routledge, 1991

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# EFFECTIVE PERSUASION TECHNIQUES – 1 CONNECT



- Be a good listener.
  
- Build a good relationship in advance.
  
- Use *nemawashi* to connect and confer.
  
- Pay attention to your counterpart's needs.
  
- Offer emotional support.

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# EFFECTIVE PERSUASION TECHNIQUES – 2 REDIRECT



- Present positive points and highlight joint benefits.
  
- Find models of what you are proposing that have succeeded in the past.
  
- Identify a pattern that supports what you propose.
  
- Use questions to gather information and to guide the meeting.

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# EFFECTIVE PERSUASION TECHNIQUES – 3 DRAW



- Use humility to encourage cooperation.
  
- Utilize and respect silence.
  
- Make use of intermediaries.
  
- Link your case to Japanese values.

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## CONFLICT RESOLUTION

- Avoid confrontation.
- Focus on fixing problem -- not blame.
- Strive to preserve harmony and relationship, not prove you were right.
- Think about the issues in a nonjudgmental way.
- Look for creative solutions.
- Use informal setting to talk more frankly.
- Encourage mutual empathy.
- Save face for the other party by allowing a way out.
- Use apologies (on both sides) to put it behind you.
- TABAR (Take A Breath And Reflect).

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## DIANA ROWLAND



Diana Rowland is a cross-cultural trainer specializing in Japanese-American business, relying on 30 years of experience in working with the Japanese. She lived abroad for ten years, nine of which were spent in the Asia/Pacific area and seven of which were spent in Japan, and has traveled in fifty-six countries. After her return from Japan, she functioned as a liaison for a Japanese trading company. Her current work focuses on lecturing, training, and consulting with companies who want to do business more successfully with the Japanese.

Ms. Rowland is author of the best-selling book, *Japanese Business Etiquette: A Practical Guide to Success with the Japanese* (Warner Books 1993). This definitive work in the field, which focuses on effective interaction with the Japanese, has sold 100,000 copies and is currently in its second edition, seventeenth printing. By popular demand, a third edition is in the works. The new edition will examine ways Japanese behavior and expectations have changed over the last ten years and will include a more in-depth negotiation section.

Ms. Rowland is also co-author of *International Excellence: 7 Breakthrough Strategies for Personal and Professional Success*, (Kodansha International, 1996). Her television appearances include the MacNeil/Lehrer Newshour and has been interviewed on Australia radio. She is often featured in publications such as *Fortune*, *Esquire*, *Business Tokyo*, *Japan Newsweek*, *Journal of the American Chamber of Commerce in Japan*, *the International Herald Tribune* and *Asian Wall Street Journal*.

Since 1986 she has been on the faculty of the Pacific Rim Management Programs at the Graduate School of Business Administration, University of Southern California, as well as on the faculty of USC's Asia/Pacific Conference. She has also taught programs at Mercer College, West Georgia College School of Business, and the University of California in San Diego. Additionally, she teaches courses at various Japan America Societies Societies and is on the Board of Directors of the Japan Society of San Diego and Tijuana.

She is the only non-Japanese to have completed a two-week sky diving course instructed entirely in Japanese by Self Defense Forces personnel. She has made 1,200 sky dives and has organized and participated in numerous world record jumps, including the largest formation to be completed at night.

Ms. Rowland is president of Rowland & Associates, a globally respected consultancy providing essential international business skills to multinational corporations. The trainings are designed to facilitate productive communication and effective business interaction. Clients include: American Airlines, Arco, AT&T Bell Labs, Bell Northern Research, Beckman Instruments, BellSouth, Boise Cascade, Callaway Golf, Chevron, Deloitte & Touche, Electronic Industry Association, GE Capital, Georgia Power, Goodyear, Hughes Electronics, Hughes Space & Communications, Idaho Power, IDI, Intel, International Paper, ITOCHU International, ITT, Japan America Society of Georgia, Japan Society of New York, Johnson & Higgins, La Costa Resorts, Levi Strauss, Lincoln National, Litton Guidance Systems, Louisiana Power & Light, Matsushita, Medtronic, Merrill Lynch Realty, Mobil, Motorola, National Association of Realtors, NEC America, Nippon Express, Nortel, NYNEX, Panasonic, Pacific Telecom, Public Relations Society of America, Raytheon, Roland Corporation, Southern California Gas, TDK, Toshiba, Toyota, TRW, Unisys, UPS and Weyerhaeuser.

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