

THE PORTRAIT OF THE ROMANIAN NEGOTIATOR: A COMPARATIVE ANALYSIS BETWEEN THE DISTRIBUTIVE AND THE INTEGRATIVE TYPE OF ROMANIAN NEGOTIATOR THROUGH CULTURAL DIMENSIONS

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Abstract

The article aims at drawing a portrait of the actual Romanian negotiator starting from the cultural characteristics of Romanian as they appear in the anthropological models of Hall, Hofstede and Trompenaars. The author examines two types of Romanian negotiators: the one to be found in the vegetable market and the one representing a well-established company. Both these negotiators are then compared to the portrait determined based on cultural models so as to answer the article's questions: which of these negotiators is closer to the theoretical portrait based on cultural models, is national culture more important than organizational and professional cultures and how the Romanian negotiator adapted to context.

Keywords: Romanian negotiator, integrative, distributive, cultural dimensions

1. Introduction

The entire thesis has three parts, the first one approaching the Romanian negotiator through cultural dimensions:

- Power distance, individualism, masculinity, uncertainty avoidance, long term orientation, indulgence;
- Universalism, specificity, neutrality, achievement orientation;
- High/low context, attitude towards time.

In the second part, two case studies are presented, the first being an analysis of the bargaining style from the market, made through observations and a series of interviews. The directions of analysis were:

- Goal – contract vs. relationship;
- Attitude – win-lose vs win-win;
- Personal style – formal vs informal;
- Communication – direct vs indirect;
- Time sensitivity – high vs low;

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- Emotionalism – high vs low;
- Agreement form – specific vs general;
- Agreement building – bottom up vs top down;
- Team organization – one leader vs consensus;
- Risk taking – high vs low.

The second case study represents an analysis of the corporate negotiation style from a Romanian IT company with more than 700 employees, conducting a survey which follows the same directions as the first case study.

The third part is a comparative analysis of the findings from the two case studies, followed by comparing the two styles identified and the Romanian negotiator through the eyes of cultural dimensions.

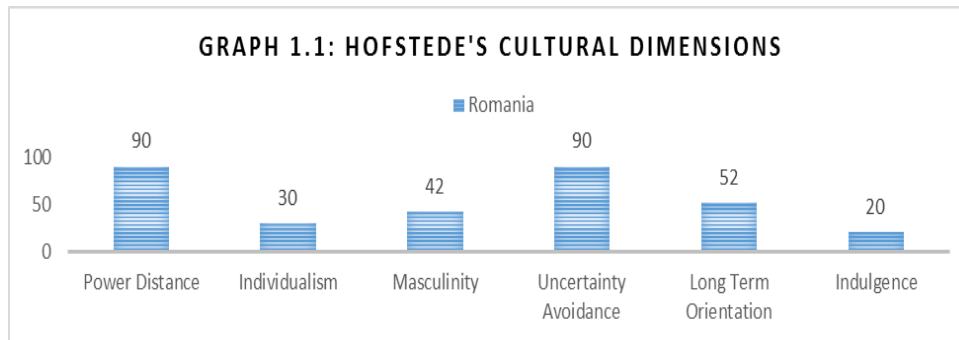
2. The Romanian Negotiator According to Cultural Dimensions

2.1 Geert Hofstede and Michael Harris Bond

According to the fundamental dimensions of Hofstede, the Romanian culture can be described as:

- large power distance, scoring 90. There is a large difference between hierarchical levels, the attitude towards inequalities is positive, people having no problem with centralization of power. Even if there are a lot of exceptions, and Romania has started to be more and more rebellious, the reality is that communism has succeeded in creating an ordinary reaction towards inequalities;
- a mainly collectivistic view, emphasizing the need to belong to a community, to be integrated in a group, but also solidarity and protecting face. Moreover, Romanians focus on strong relationships and loyalty has a high place in their lives;
- a relatively feminine approach to life, meaning that people are characterized by harmony, consensus and placing high importance on relationships. The focus is on “working in order to live”² and well-being;
- a very high preference for avoiding uncertainty. As their neighbors, the Hungarians, Romanians have a high degree of anxiety and a more acute aggressiveness; they prefer stable and rigid structures and circumstances, which are easy to control.

² According to ITIM International: <http://geert-hofstede.com/romania.html>



In the graph above, two more dimensions are presented: long term orientation and the level of indulgence.

Romania has an intermediate score in time orientation, meaning that the people focus on values as perseverance, taking a more pragmatic approach, but also respect traditions and norms and are interested in protecting their personal image. When it comes to the level of indulgence, having a very low score, the country is defined by restraint. Restraint as a cultural value tends towards a perception of helplessness, thus people do not put emphasis on leisure time and tend to believe social norms control their lives, which leads to a pessimistic and cynical approach towards life.

2.2 Fons Trompenaars

One of the most known European specialists in intercultural relations, Trompenaars takes into consideration seven criteria to mark the differences between countries, according to the types of problems people inflict with: relationships, time orientation and how they relate to the environment³.

Romania is characterized as **particularistic**, meaning that the population do not consider that a solution which has resolved a problem at a certain time, can be applied in the future as well. Thus, they offer more attention to personal obligations and circumstances when they make a decision. As regards to specificity, the study made by Sergiu Bălan and Lucia Ovidia Vreja on the cultural model orientation of Romanian students in management⁴ concludes that the respondents have a **diffuse orientation and diffuse point of departure**, meaning that they don't put barriers between different aspects of their lives. Furthermore, 93 per cent of Romanian respondents would show emotions openly, thus they are **emotional**, meaning that

³ Retrieved at 20 March 2016 from: <http://www.mindtools.com/pages/article/seven-dimensions.htm>

⁴ "The Trompenaars' seven dimension cultural model and cultural orientations of Romanian students in management", Retrieved at 21 March 2016 from: <http://conference.management.ase.ro/archives/2013/pdf/11.pdf>

they have a lower degree of objectivity, being less rational and expressing their feelings rather easily. At last, when it comes to achievement v. ascription, Romanian respondents prefer an **ascribed** status. This, together with the high power distance, leads to the conclusion that Romanians believe in the social status assigned by age, origin, profession, diplomas.

2.3 Edward Thomas Hall and Mildred Reed Hall

Considering the behavioral criteria identified by Hall, which have an important impact on working attitude and professional relationship building, Romania is characterized as:

- being higher contextual than western countries, thus it is more prone to spontaneity and less organized manner of undertaking a meeting or negotiation. In the same time, the people are less governed by reason than by intuition;
- being essentially a polychronic culture, having a rather relaxed attitude towards time, a slow negotiation process, a long decision taking process.

3. Methodology and instrument of analysis

3.1 Methodology of the study

The two case studies will be analyzed using an instrument of evaluation of the negotiator. The instrument was created using information from a negotiation style assessment retrieved from “Negotiation Planner”⁵, by George Siedel. In the assessment there are ten traits of a person’s negotiating style and approach, which can be applied on the cultural models as well: orientation towards goal or relationships, win-lose or win-win attitude, level of formality, directedness in communication, perception of time, treating with emotions, agreement form and building, team organization and aversion towards risk. The ten traits were retrieved and built into an integrated instrument, which will help evaluate the negotiators and situations analyzed in the case studies in several approaches (observations, private interviews, quantitative survey).

Beforehand, using the evaluation instrument, a portrait of the Romanian negotiator through cultural models will be created. The ten traits correlate to the twelve criteria presented in the previous chapter. After creating the theoretical portrait of the Romanian negotiator through the cultural dimensions of Hofstede,

⁵ Retrieved at 2 April 2016 from: http://negotiationplanner.com/assessing_negotiation_style.html, with special thanks to Jeswald Salacuse, Henry J. Braker Professor of Law and former Dean of The Fletcher School at Tufts University, for permission to reprint this assessment on George Siedel’s website.

Trompenaars and Hall, and the analysis within the two studies, the last chapter will draw a comparison between the findings and the portrait, in order to answer the questions:

- Which is closer in style and approach to the theoretical portrait of the Romanian negotiator through cultural dimensions: the distributive negotiator from the market or the integrative negotiator from the corporation?
- Is the national culture more important than the organizational and the professional ones?
- How did the Romanian negotiator adapt to the context?

3.2 The portrait of the Romanian negotiator according to the cultural models

After analyzing the ten traits of personality, I created a matrix to match them with the cultural dimensions of Hofstede, Trompenaars and Hall, in order to create the portrait of the Romanian negotiator starting with them. From the matrix we can conclude that the portrait of the Romanian negotiator through the cultural dimensions is the one in the table below:

Table 1 The Portrait of the Romanian Negotiator through Cultural Dimensions

Category	Trait	Cultural dimensions
Goal	Relationship	Feminine, medium term orientation, particularism, emotional, diffuse, high contextual
Attitude	Both win-lose and win-win	Collectivist, feminine, medium term orientation, high contextual
Personal style	Medium level of formality	High power distance, medium term orientation, ascribed
Communication	Indirect	High power distance, feminine, diffused, ascribed, high contextual, polychromic
Time sensitivity	Low time sensitivity	Feminine, medium term orientation, diffused, high contextual, polychromic
Emotionalism	High emotionalism	Feminine, low indulgence, particularistic, diffused
Agreement form	Medium level of specificity	High power distance, high uncertainty avoidance, medium term orientation
Agreement building	Top down	Collectivist, feminine, medium term orientation, emotional, diffused
Team organization	One leader	Ascribed, collectivist, high uncertainty avoidance
Risk taking	Low risk taking	Collectivist, feminine, high uncertainty avoidance, low indulgence, ascribed

4. Case Study: Distributive Negotiation (at the market)

4.1 Background

At the marketplace you will find a different type of negotiator, a more aggressive oriented to win one, who desires to sell his groceries or other supplies that he has in a specific time, since they are dealing with perishable aliments. Moreover, as you enter the market you will see a lot of people wondering around, negotiating to get the lowest price for the products needed, wanting to finish shopping as fast as they can, since it is probably during the weekend and there are many other house chores to do. You will see the seller, who is ready to make the best sale of his life, but you will also see the old lady at the corner who just wants to sell her small amount of groceries. Since that is an exception and the sellers of the marketplace are usually doing a business out of it, comparing with the old lady who only wants to sell in order to live through another day, the case study does not approach the old lady, but the former ones. The behavior of a person who goes to the market every week, which is the type of customer under analysis in this case study, changes according to the flow of the market, this being a strong environment which requires you to be alert and focused, but also might seem chaotic.

Thus, the two typologies of persons found to be close to the market are the business seller and the usual customer, which are the ones analyzed in the study. The analysis is made through observations and questions addressed to both buyers and sellers. Moreover, the market chosen to be analyzed is Obor market, since, in behavior/people/style, it seems like a normal market you will find everywhere.

4.2 Findings

From the observations, there are people oriented to make the sell now and who do not care about consequences or about future sales; the most important for them is to sell their products by the end of the day. In opposition, there are sellers who know how loyalty works and prefer to sell good products and create a relationship with their customers. Usually, we can find nice people at the marketplace who talk to you about the weather or might tell you a gossip or give you a tip beforehand, which is similar to ice breakers from formal negotiations. As well, there are buyers who have been to the market several times and know exactly what to buy and from where. Usually buyers prefer to find the best ratio of quantity, quality and price and if they find it, they will stick to the seller whom they created a relationship with, as long as the products and/or price have not changed. If this is the case, they will flee to find another seller presenting this ratio. Thus, both sellers and buyers are oriented to creating relationships as long as the other party offers what they expect, loyalty, and respectively good ratio of quantity-quality-price.

As all distributive negotiations, their attitude towards the other is win-lose, since no matter if they are buyers or sellers, they expect to get as much as they can from the transaction, whether getting/giving the amount of products they want at the expected price or creating a relationship to ease up the further transactions. When they are not be content with the other party, they will change their attitude immediately, not taking into considerations the other's interests, wants or desires. The style is definitely an informal one. People feel comfortable to be themselves, whether they want to bargain or not, they have a relaxed attitude, posture and even clothing, prefer addressing the others by their name, unless there is a special occasion, like, for example, if one of the known politicians comes at the market, the seller will definitely address him as Mister or Madame. Similar to the informal style, the direct approach to communication comes hand in hand with it. Everybody knows what they want and asks for it directly, concisely and not caring if they disturb the other or not, which leads us to the level of emotions shown. Likewise, from the lack of formal attire and basically caring for the others' problems, interests etc., people show their emotions freely and are indulged to act like that, since everybody feels free to be themselves and be emotional, as Romanians are in general and as Trompenaars states in his studies.

When it comes to the agreement, there is no written agreement, but the terms and conditions are specific, the transaction being made on the spot. In the same way, people do not usually talk about values and principles, the questions being directly: "*How can I help you?*" or "*How much is a kilo of potatoes?*". Thus, there is no build up for the negotiation, people going directly to business. At a stand there is usually one person who sells and serves you. There are sometimes two persons, but in this case, one is the assistant and is usually younger than the primary seller, thus he does not have authority to make a decision, decisions being made by the one leader responsible for the sale and not by consensus. Talking about decisions, people make them on the spot, usually buyers hurry up to finish all the transactions, but the sellers have all day long. Neither of the two groups minds about staying awhile to talk with the other about trivia, thus they do not have a high time sensitivity. But time is important, nevertheless, buyers are pressured to return home and sellers to sell a specific quantity of products so that they don't get rotten. However, risk aversion is low. People tend to make quick decisions and do not need much information to do it.

According to the observations, we can sum up the portrait of the Romanian negotiator at the market:

Table 2 The Portrait of the Distributive Romanian Negotiator

Category	Trait
Goal	Between contract and relationship
Attitude	Win-lose
Personal style	Informal
Communication	Direct
Time sensitivity	Medium level of time sensitivity
Emotionalism	High level of emotionalism
Agreement form	Specific
Agreement building	Bottom up
Team organization	One leader
Risk taking	Low risk aversion

5. Case Study: Integrative Negotiation (in a corporation)

5.1 Background

The company analyzed was Teamnet, a Romanian IT company founded in 2001 by four students with a great passion for IT. Today the company is a regional player, with a revenue of over 100 mil Euro. Teamnet is a company which specializes mainly in the development and implementation of the software applications based on the technologies that meet the client's requirements. Teamnet values and mission support the company as a good employer. It encourages people to have ownership over their own projects and strive for continuous improvement. Teamnet intends to be a company that cares for its employees, that offers them a positive place to work and collaborate and have their own view regarding the workplace. The company believes that its high performances are a direct result of its approach to staff recruitment, training, development and motivation.

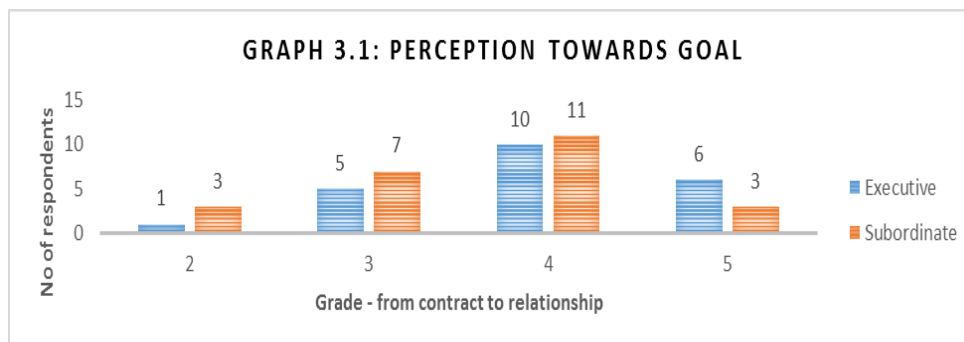
5.2 Findings

The analysis of the Romanian corporate negotiator was made through personal interviews and a questionnaire with both closed and open questions. The survey was successfully completed by 46 people, having different job positions within the company. Some of them have direct contact with external clients and negotiate mostly outside the company, while the others negotiate internally over tasks, requirements, allocation, but also in what the application developed is concerned: features, functionalities, modules and even aesthetics. The job positions under the name "Other" are in Marketing or HR department. From the 46 respondents, 39 (85% of the total number of respondents) have a direct contact with external clients and have daily base negotiations mentioned in their job description, have been enrolled in negotiation courses and even having studied it academically. The others negotiate only internally, within their teams, and may have opportunities to

negotiate with clients while in the production phase of the projects they are involved into.

However, the hypothesis is that executives and subordinates have different style of negotiations because of the level of experience in negotiation, the seniority in the company and the closeness to the client. The executive positions are Department Manager (8), Technical Project Manager (7) and Project Manager (7), leaving the other positions as subordinate: Business Analyst (14), Developer (5), Tester (2) and the positions in HR and Marketing under Other (2). Thus the repartition of the two categories is almost equally distributed which allows for an easier analysis of the data. With 24 subordinates and 22 executives as respondents, we can start analyzing their perception towards the ten traits of the instrument. In the same time, there will be a description of the responses gathered from the personal interviews conducted on six people, one of each category presented above.

In the first graph, we take into consideration their responses at the first question, concerning the goal orientation *“What is your goal in a negotiation: signing a contract or building a long term relationship”*. We can observe that almost half of the executives and subordinates perceive themselves as more oriented towards relationship building than contracting. However, it can be seen that most executives are even more inclined to relation building than subordinates.



Moreover, when answering the question *“What is usually your goal in a negotiation?”*, the executives responded that they prefer getting to a win-win solution, a fair agreement, a convenient agreement for both parties and a long term relationship with both the client and the technical team. Some of them have answered they want to accomplish their objectives, while making sure the long term relationship with the partner of negotiation does not suffer, others emphasizing the necessity of obtaining maximum advantage under financial constraints. On the other side, the subordinates also focus on win-win long term relationships, getting to a common understanding and an agreement and an environment which satisfies both parties, mentioning compromises and the identification of direct/indirect interests, which must be made clear, but they also

signaled they have to focus on the problem at hand rather than the people and make the customer sign the contract.

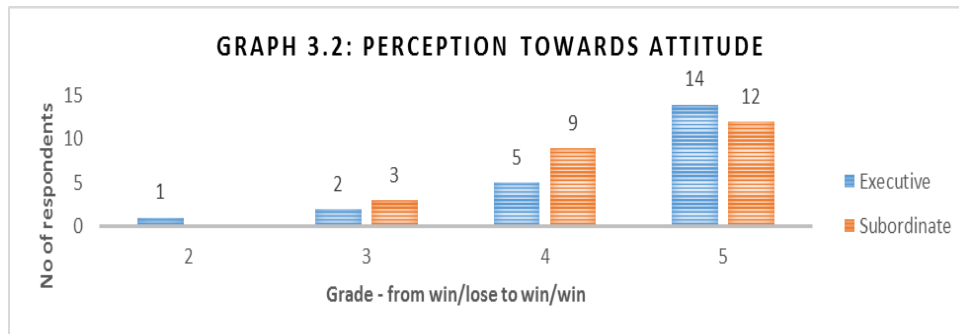
In Teamnet, there is the acceptance phase of the project, when the client forms an acceptance board, at which both subordinates and executives have to present the application that has to work according to their expectations and needs. That is why people mention the need to make the client sign the contract and might also be inclined to choose the contract over the people in those stressful moments.

When asking them to give examples of goals they aspired at in a past negotiation, the conclusion was that they are more goal oriented, since the answers were from turnover, security, ROI, discounts to obtaining support and proper allocation in a project. One of the respondents answered his primary goal during a certain negotiation was to obtain a discount for acquired goods, while obtaining more scope for the same amount of money and another respondent said that he wanted to obtain support from a certain company to solve all problems identified on the core of the application free of cost and within a week. Some negotiated for a proper allocation for a project with a department manager, in order to satisfy the final client's need to have 75% of the observations resolved on the first draft of the presentation. Seemingly, most of the respondents negotiated to obtain as much as they could from the negotiations they were involved into and presented in the interview/survey, when it comes to resources allocation, deadline agreements, budget allocation, low risk split of work in shared projects, terms of delivery for certain documents etc. Thus, it might be said that they are not as relationship oriented as they perceive themselves. However, there were still some subordinates who focused on working with the best professionals, being part of a team with lovely people and grow professionally together, giving mutual advantages one to the other and also executives who inclined the balance towards continuity, solution simplification, increasing customer experience.

Nevertheless, when asked to describe themselves in a negotiation when it comes to goal orientation, most of them declared they are whether relationship orientated or both and in the majority of times, after the negotiation, they become friends with their partners or at least try to consolidate the relationship they created so far. As a summary, the average grade of the executives is higher than the subordinates' by 0.37 and above the average of total number of respondents (Executive 3.95, Subordinate 3.58, Total People 3.76).

The second question "*When in a negotiation, do you aspire to win as much as you can out of it or are you focused on a more collaborative, problem-solving process*" had even clearer answers, since 64% of the executives and 55% of the subordinates chose a win-win attitude towards a negotiation and a total of 87% of respondents chose in grading 4 or 5, thus it can be said the people surveyed from Teamnet have a standing win-win attitude in a negotiation, focusing on compromise and mutual

understanding, collaboration, problem solving, cooperation with the other party to reach both parties' goals. They consider both sides should feel comfortable with the final solution. Some of them conveyed the message that they come up friendly at first, but if the other party turns out to be an "opponent", they tend to become competitive. Thus, professionally they indulge into win-win negotiation, even if as individuals they consider themselves rather competitive, the negotiation is not a competition, "it is the first brick of a long term partnership", as one of the interviewees declared.



When they received the questions "Give me an example when you disagreed with an action/behavior of the representative of the other party. How did you react? Is this your normal behavior?", the respondents answered unanimously that they try to find a way to solve the disagreement. Some of them propose other solutions with calm, other express their concerns and if there is no way of returning to an agreement, they prefer not to continue the negotiations. Of course, it depends on the attitude the other party has. The respondents described situations when they might become bitter themselves or in disagreement with the other's attitude, as raising the voice, adopting aggressive language, rushing the negotiation, which might lead to mistakes, which "cost money". One of the respondents described how they reacted in these types of tensed situations: "My first reaction was to ask politely to return to a civilized, professional and respectful behavior. This is my usual behavior. In extreme cases I choose to end the negotiation as the emotions are too negative and intense and postpone it on other occasions, better prepared in advance."

In any case, the respondents, both executives and subordinates, have an average of 4.41, which is almost 5, designating a strong preference for win-win negotiations and attitudes (Executive 4.45, Subordinate 4.38, Total People 4.41).

The third question of the survey was: "Are you more focused on formality of behaving, procedural, or do you prefer a more informal, relaxed way of negotiating?". While executives are in between formal and informal and have the

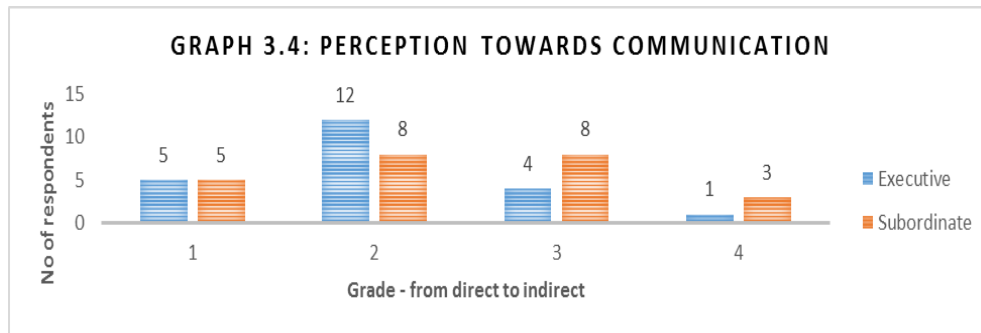
tendency to be more formal, the subordinates are distributed from informal to formal, being more informal than the executive, which is an expected result.



Neither usually use titles when addressing somebody. Some of them said it depends, since in the case they do not know the other person or if the relationship is just developing, they might feel obliged to use titles, especially if the other person has a known title, as a general or other military ranks. One of the respondents laughed and affirmed: “if I negotiated with the Queen of England, I would use the title Your Majesty”. However, in most of the cases and especially if the relationship with the other party has developed and built trust, they do not use titles unless it is absolutely necessary, like in the example with the Queen of England. It is not only a matter of etiquette used in corporations like Teamnet, but a matter of preference of the people. Since personal style is also defined by other ways of communication than verbal, as non-verbal, para-verbal, but also by clothing, posture, another open question of the interview was related to the way they dress at a negotiation, The respondents answered they dress smart casual or casual, some of them saying they dress the same as usual; only a few of them answered they dress business or formal. Moreover, most of them perceive themselves as casual, informal, relaxed and even unconventional.

The overall conclusion is that they are usually informal, but when it is necessary they can have a business attire, thus being in between formal and informal, with a total average grade of 2.63 (Executive 2.91, Subordinate 2.38, Total People 2.63).

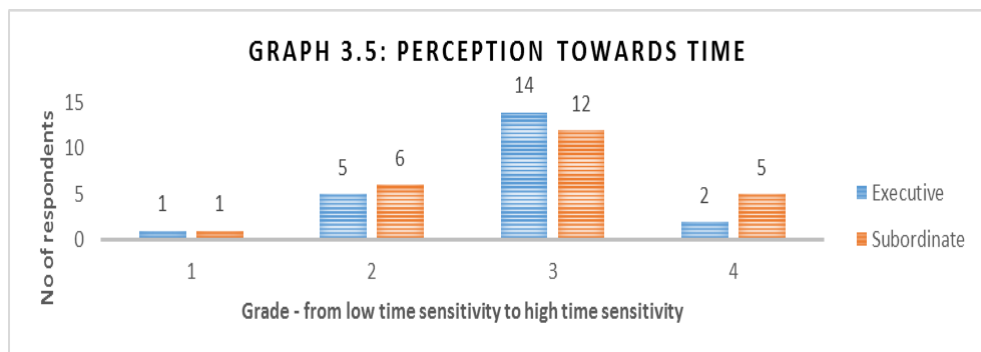
In the fourth part of the survey, the respondents answered the question: “Do you have a direct (clear, definite answers) or indirect (vague, evasive, incomplete answers) way of communicating in a negotiation?”. The majority of the executives (17 respondents) stated that they have a more direct style of communicating, while the subordinates are again distributed from direct to indirect, most of them being in between styles, choosing one style against the other, as they affirmed, depending on the situation.



When it comes to metaphors, personal anecdotes or Romanian insights, they stated they use them, but not in a negotiation, they prefer being clear and concise. In the same time, half of them said they are afraid of not disturbing the other, while the other half are not, but all of them believe that they should think before speaking and also choose their words not to make the other uncomfortable, even if in some situations spontaneous reactions and replies might be valuable and create a sincere relationship with the other. Some of them said they are not afraid of saying what they have to say, but that does not mean they do it without control and prefer putting themselves in the other’s shoes before talking or reacting in a certain way.

To sum up, the average grade is 2.22, which leads us to the conclusion that Teamnet employees have a direct approach to communication, preferring a more precise and clear style, but that does not mean that they want to disturb the other, thus they control what they say to make sure the other understands the message they send (Executive 2.05, Subordinate 2.38, Total People 2.22).

When it comes to the perception towards time, the respondents were asked: “During a negotiation, do you feel pressured by time and try to seal the deal quickly or not?”. As it can be seen, most of them have medium time sensitivity.

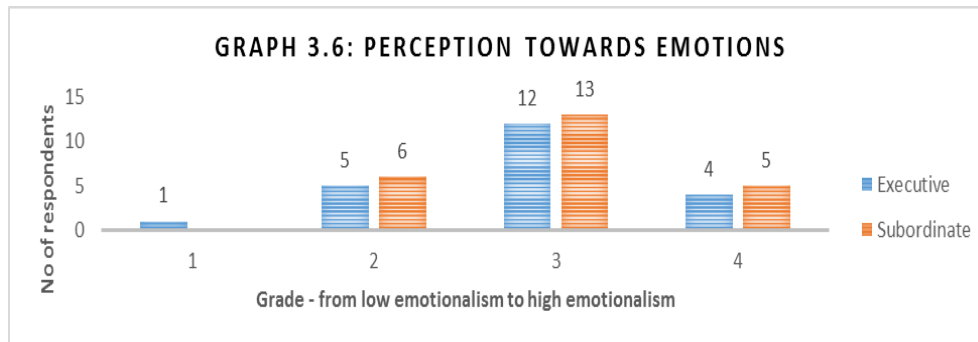


Even though in a percentage of 99% they believe time is important, this does not mean they have a sensitivity towards time, meaning they do not mind that much if

the other is late (here the 15 minutes rule applies) and rely more on the quality of the relationship and work done than if it is in time or not, but in a reasonable timeframe. One of the respondents answered that his natural drive is to achieve better results more than faster results; in many situations, not having time to do the things right, can lead to incomplete, incorrect, unsatisfactory results, ending with the fact that, however, dealing with time constraints is a daily challenge so time is equally important to achieve results timely. Answering why time is important to them, the respondents stated that “*we all have deadlines to meet*”, or that it is the most valuable resource they juggle with every day. Compared to the US orientation towards time, the respondents said that they will not mind if reaching a conclusion takes a long time if the goal of the negotiation is important. Most projects, tasks and activities are time constrained, so successful accomplishment of daily responsibilities or medium term objectives implies dealing with time challenges. Focusing on time constraints and prioritization can increase the success of your efforts as they are delivered when they can be best used and leveraged. Achievement of most of the goals is time framed and missing the deadline may make any achievement not relevant. Some of the subordinates had a more personal reaction to the question, saying that they intend to make the most out of their lives, which is limited, thus it is influenced by time, but they do not care that much about time if they do something they love or deal with creative activities. The bottom line is that time is a resource we all share, thus as a sign of respect, we should all respect our deadlines. Out of ten times, they are barely late at meetings, especially if these are formal ones. The respondents stated that they prefer to control the flow of the negotiation. In general they are focused on reaching an agreement in the planned time and on trying to avoid unnecessary discussions and debates. However, if the negotiation appears to need a longer time for bringing appropriate arguments, debating relevant issues and finding feasible win-win solution, they are open to leave the flow of negotiation as it is, as long it stays in the “practical” zone.

There is a big difference between respecting other’s time and your own and getting pressed easily by time. From the study it appears the respondents do care about time, but do not feel pressed if they invest it in something they like and this also applies to negotiations, since they are prepared to allocate more time if the negotiation asks for and if not all the objectives have been accomplished (Executive 2.77, Subordinate 2.88, Total People 2.83).

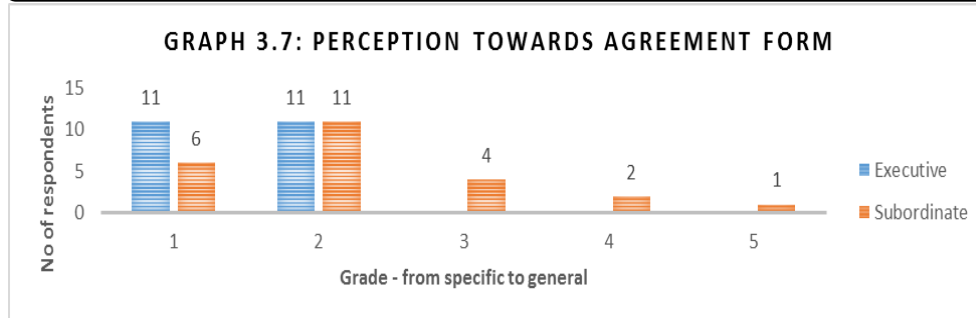
Emotions were questioned through: “*Do you express your emotions in a negotiation or prefer to hide them?*”, at which the answers were mainly towards medium emotionalism, since 25 of the respondents graded the question with 3, which is more than half. The distribution of the executives’ and of the subordinates’ answers is similar.



When it comes to posture, they prefer a relaxed, confident posture, open for the other party, trying to get through the idea they target mutual agreement. Moreover, most of the subordinates stated they would react accordingly if the other party says or does something that strikes them, as one respondent said *“I cannot be a poker face”*. On the contrary, the executives stated they would try to understand what caused the reaction in the first place in order to address the problem and not the symptom, they would try to avoid getting into a conflict and stick to the collaborative attitude. They adopt an attitude of cooperation, since they understand they cannot impose their own resolution to someone who is in a defensive pose. The other person must become part of the solution by being included, through a cooperative effort, by both parties to find a mutual resolution.

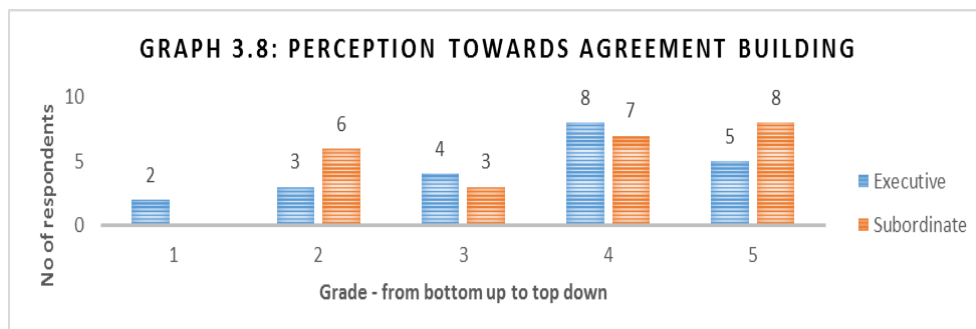
Nevertheless, the matter of showing emotions or not was also addressed and resulted in a balanced response from both categories. They stated they prefer to show them, but in a negotiation they package them in compliance with the situation, maybe even partially hide them, since they might not help with the good happening of the negotiation. They show their emotions, but not without control, believing this is a way to be honest to yourself and the others and to build a relationship during a negotiation. Thus, emotions might help for the parties to bind and know each other better, but if they inflict in the course of negotiation, they prefer to hide them. The most important is to reach a constructive agreement and build a good relationship with the other party, thus the quantity of emotions showed is controlled not to disturb the other or somehow ruin the negotiation, since the average grade was 2.91, a balanced result (Executive 2.86, Subordinate 2.96, Total People 2.91).

The seventh trait of the negotiator focuses on agreement form and answers the question *“In a written agreement, do you tend to include all the details possible or only some of them, considering it enough to agree on the others verbally?”*. The largest number of respondents, especially the executives, prefers a specific agreement form, trying to anticipate all the circumstances in order to include them in the contract before signing it.



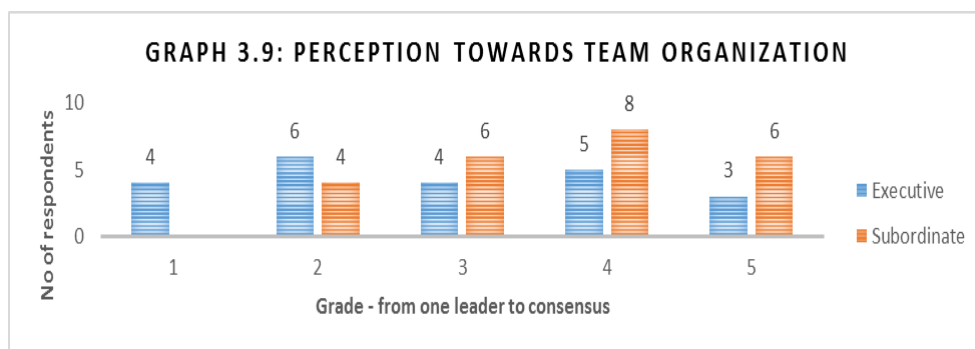
Besides that, they take into consideration both the contract signed and the other things talked about during the negotiation when making a decision, but mainly what was signed, since the other things might have been forgotten or misunderstood. In formal external contracts, the contract is the main base for decisions. For internal collaboration or long term partnerships verbal agreements can also be considered in the decision process. The last open question of this part was *“Do you believe in gentlemen’s agreement?”*, in order to emphasize if they usually trust the others they are doing business with or not. The answers were mainly *“Yes”*, but there were also answers like *“Yes, up to a certain moment”*, *“To some extent”*, *“Yes, if used with moderation”*, *“It depends on the people I am dealing with”* or even *“Not in this life”*. One person responded that he would rather not, since experience taught him Romanians rarely have such a thing. Thus, the opinions are different depending on the experience they had so far. When it comes to an internal negotiation, people tend to trust the other, since he is their colleague, but in a formal negotiation, they prefer having a specific agreement and not giving all the trust to the other party, which can also be observed in the averages, executives, being involved in more formal external negotiations, opted for the specific agreement form, unlike subordinates who were not that categorical (Executive 1.50, Subordinate 2.21, Total People 1.87).

Most of the respondents answered they preferred a top down agreement building when asked the question: *“Do you view negotiations as bottom up (reach agreement on details first) or top down (begin with agreement on general principle)?”*.



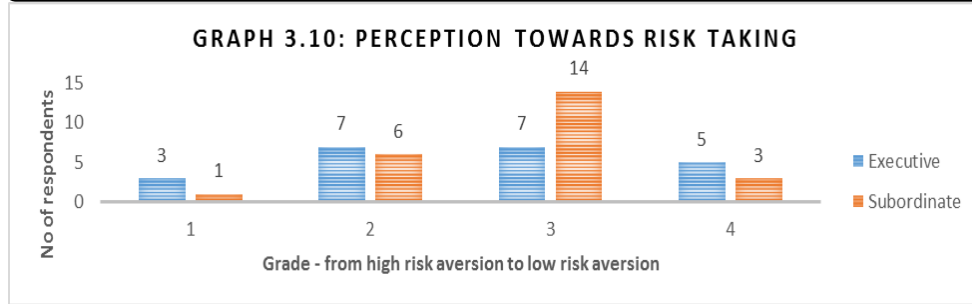
Almost unanimous they stated they prefer talking about general principles (values, procedures, behaviors) in the first part of the negotiation, since it is also part of the brief. They also believe it is important to create a frame of the meeting at first before starting the actual negotiation, to break the tension if any, or lower the defensive barrier of the other party. Clearly, Teamnet respondents prefer a top down agreement building, having a greater than average score for executives (3.5) and also for subordinates (3.71), the total average being 3.61.

When it comes to team organization, the respondents had to answer the question: “Do you prefer having a leader of the negotiating team or making decisions by consensus?”. From the responses, we can draw the conclusion that they prefer making decisions by consensus. This does not mean they do not want to have a leader; they rather have a leader, but to represent the group’s decisions. However, they recognize the need of a single leader who takes a difficult major decision sometimes, if he knows the business or the situation better than the others.



The majority of the respondents prefer being in a team of negotiators, even if sometimes it is better to be alone, especially in a small negotiation. This is for the sake of efficiency mainly, from not wanting to waste too much time, which is the case of decisions taken only by one leader. Thus, subordinates prefer to take decisions by consensus, while executives are in between and recognize the power and responsibility of the decisions taken by one person, which leads to an average score overall (Executive 2.86, Subordinate 3.67, Total People 3.28).

The last question reflects risk aversion: “Do you tend to take high risks during negotiations?”. From the responses, both groups have a medium risk aversion towards high.



Unlike the executives, who prefer to stick to best practices if they exist, the subordinates prefer to try new approaches, which is why they have a slightly higher score than the executives. In the same time, neither of the two groups uses risky techniques of negotiation, only rarely and in extreme cases. When it comes to tolerance to uncertainty, they have high uncertainty avoidance, as in Hofstede's results about the Romanian culture. Depending on the stake they might use their gut feeling, but prefer to have enough information to make a relevant and informed decision. As a preliminary conclusion, both groups have a medium to high aversion to risk totaling a score of 2.72, lower than average (Executive 2.64, Subordinate 2.79, Total People 2.72).

To sum up, the following table reflects the portrait of the corporate Romanian negotiator from the point of view of the Teamnet employees questioned⁶:

Table 3 The Portrait of the Integrative Romanian Negotiator

Category	Executive grade	Subordinate grade	Overall grade	Trait
Goal	3.95	3.58	3.76	Relationship
Attitude	4.45	4.38	4.41	Win-win
Personal style	2.91	2.38*	2.63	Medium level of formality
Communication	2.05	2.38	2.22	Direct
Time sensitivity	2.77	2.88	2.83	Medium level of time sensitivity
Emotionalism	2.86	2.96	2.91	Medium level of emotionalism
Agreement form	1.50	2.21	1.87	Specific
Agreement building	3.50	3.71	3.61	Top down
Team organization	2.86	3.67	3.28	Both one leader and consensus
Risk taking	2.64	2.79	2.72	Medium risk aversion

*subordinates are informal, but the overall results tend to a medium level of formality.

⁶ Under the grade 2.5 is the first option. Between 2.5 and 3.5 is a medium level. Above 3.5 is the second option.

6. Correlation between findings and cultural dimensions

After drawing up the portrait of the Romanian negotiator through the cultural dimensions of Hofstede, Trompenaars and Hall and analyzing the behavior of the Romanian negotiator at the marketplace (the distributive negotiator) and the Romanian negotiator from a corporation, we can draw a parallel between them in order to answer to the questions of the study (see chapter 3.1).

Table 4 The Portrait of the Romanian Negotiator – Comparison

Category	Romanian Negotiator – in theory	Romanian Distributive Negotiator	Romanian Integrative Negotiator
Goal	Relationship	Between contract and relationship	Relationship
Attitude	Both win-lose and win-win	Win-lose	Win-win
Personal style	Medium level of formality	Informal	Medium level of formality
Communication	Indirect	Direct	Direct
Time sensitivity	Low time sensitivity	Medium level of time sensitivity	Medium level of time sensitivity
Emotionalism	High emotionalism	High emotionalism	Medium level of emotionalism
Agreement form	Medium level of specificity	Specific	Specific
Agreement building	Top down	Bottom up	Top down
Team organization	One leader	One leader	Both one leader and consensus
Risk taking	Low risk taking	High risk taking	Medium risk taking

From Table 4, we can observe at first that there are several differences from the portrait created through cultural models and there is no trait which is directly the same for all of the portraits identified, but there are total or partial similarities and differences.

Between the portrait of the Romanian negotiator in theory, which will be named “*the cultural portrait*” from now on and the portrait of the Distributive negotiator, which will be named “*the distributive portrait*”, there are two direct similarities (high emotionalism and one leader approach), five partially similar traits (goal, attitude, personal style, time sensitivity and agreement form), leading to three total differences (communication, agreement building and perception towards risk). In comparison, between the cultural portrait and the portrait of the Integrative Romanian negotiator, which will be named “*the integrative portrait*” from now on, there are three direct similarities (relationship orientation, medium level of

formality and top down agreement building), but six partially similar traits (attitude, time sensitivity, emotionalism, agreement form, team organization and risk taking), leaving us with one difference (approach towards communication).

Thus, the integrative portrait has more similarities with the cultural portrait than the distributive portrait has. As it can be seen, we can confirm that the national culture has a high impact on the behavior of professionals, no matter the environment, since almost all the traits are partially similar, but a bit adapted to the background.

In order to answer the last question, the partially similar traits and the differences will be taken into consideration. In Table 4 we can clearly observe the similarities and differences between the two portraits, cultural and distributive. As all distributive negotiations, the distributive portrait is based on win-lose approach, since at the marketplace both the seller and the buyer want to get as much as they can from the transaction. Romanians use both depending on the situation, this being an example of win-lose scenario. In the same time, they are more directed to a contract based goal. A small difference can be noticed in personal style, which at the market is 99% informal. As the transaction is made on the spot, the verbal agreement form is very specific, since we are dealing with quantities and prices.

Meanwhile, the biggest differences are in communication, agreement building and risk taking. Even if Romanians are high contextual culturally, at the marketplace they do not rely on metaphors and personal anecdotes, preferring a more direct and concise style, which is why time sensitivity is also higher than in usual cases and there is no building up in a negotiation, people get directly to the point, thus the agreement building is bottom up. When it comes to risk aversion, Romanians have a high uncertainty avoidance, but in this particular environment, where the transactions are not very large and expensive, the risks are not that high, thus both the sellers and the customers assume risks in order to get what they want and if they do not succeed, then they will find another buyer/seller who will present the right requirements, since the pool of buyers and sellers is big.

On the other hand, when it comes to the integrative portrait, Romanians in corporations adapt to the Western way of doing business, which is why they are prone to having a win-win approach, a higher level of time sensitivity and a higher level of neutrality. The agreement forms are specific mainly because of lack of trust and the quantity of agreements signed daily. The Western approach takes into consideration making decisions by consensus and presents a lower aversion to risk, as Romanians from corporations have adapted. The only big difference is the approach towards communication. As at the marketplace, the Romanians who are doing specific business at the corporate level prefer a more direct way of communicating their interests, wants and desires, but also in order to make the other understand what they are asking for and the message they are trying to convey.

7. Conclusions

In the first part of the study, I drew up the portrait of the Romanian negotiator through existing cultural models, using a matrix to link the dimensions with the negotiator's traits pinpointed in the chapter where I presented the instrument.

Afterwards, I studied the behavior of Romanian sellers and buyers from Obor market using the same instrument through a series of observations and discussions I had with participants in the marketplace on the spot, but also with friends, family and coworkers, in order to make a more precise portrait. Throughout the analysis, I remained an observant and tried not to get directly involved in transactions, in order to get as much unbiased information as I could. Moreover, I analyzed my coworkers from Teamnet, through an online survey, which I spread within the company to people from the two categories I was following, but also through a couple of personal interviews to gather even more information about the Romanian integrative negotiator, how I perceived it from the beginning. In the end, I compared the two portraits identified through the analysis at the marketplace and at the corporation with the cultural portrait created previously in the fourth chapter.

Overall, Romanians have a cultural model I can relate to and culture has a large impact on the way we are entering into negotiations regardless of the environment we have adapted to in time. There are also differences, in communication approach (for both portraits), agreement building and risk taking, which come from the adaptation to the peculiar environment, especially at the marketplace.

What I found out most interesting was that the way people do business in the environment where they spend the most time reflects the way they behave in real life in most of the cases. I found out my coworkers are reliable people, who want to mix quality and quantity in the time and budget established at first, that they want the client to be satisfied about the results and build a strong relationship with him. They are friendly and have a direct style when they communicate something, appreciate making decisions by consensus and try to take some risks now and then, trusting their gut feeling, especially if they have some information to start with. This is actually the experience I will take further at another level within the company and, as I handle internal processes as my daily job, try to refine the processes to be more appropriate to their particular style.

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