

	American	Chinese	French	Japanese	Mexican	Nigerian	Saudis
Basic Concept	competitive offers/counter offers	distributive bargaining	competitive confrontational	contingency bargaining indirect	distributive bargaining	distributive bargaining	Problem-solving distributive bargaining
Type of Issue	substantive	relationship-based	mostly substantive	relationship-based	relationship-based personal-internal	relationship-based personal-internal	relationship-based
Negotiators Selection	ability criterion	large teams meticulous	status criterion	status and knowledge criteria	status and personal attributes criteria	status and personal attributes criteria	status and loyalty criteria
Individuals' Aspiration	individualistic	collectivist	individualistic	collectivist	individualistic (business) collectivist (relationship)	individualistic ethnic collectivism	individualistic (but with family ties)
Decision Making	consensus/ majority voting	centralized	centralized	consensus	centralized	centralized	centralized but consultative
Time Orientation	monochronic compartmentalized	long view delays	punctuality long view	punctuality long view	polychronic relaxed	flexible	casual
Risk Taking Propensity	risk taking	risk aversion	risk aversion	risk aversion	risk aversion	risk takers	risk aversion
Bases of Trust	experience available legal enforcement	experience	actions of counterpart	past records	intuition first then past records	friendship past records	personal friendship
Concern with Protocol	mostly informal	extremely formal	formal	formal	formal	formal	formal
Communication Complexity	low complexity	high complexity	mild complexity	high complexity	mild complexity	complexity	high complexity
Persuasion Nature	rational detail oriented	experience dogma	skillful rhetoric	detailed information	emotional bases	emotion, experience, intuition	emotion, intuitive, experiential, ideological
Form of Agreement	written	written	written	written	implicit	written	oral