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 研究課題名(和文) Cognitive Schemata in Experienced Negotiators: A Comparison Across Cultures, Industries, and Skill Levels
 研究課題名(英文) Cognitive Schemata in Experienced Negotiators: A Comparison Across Cultures, Industries, and Skill Levels
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 交付決定額(研究期間全体)：(直接経費) 2,300,000円

研究成果の概要(和文)：結果には、日本のビジネスと政府で豊富な経験を持つ優秀な交渉担当者のベストプラクティスが含まれています。さらに、これらの優秀な交渉担当者間で行われているスキーマ、つまり考え方が特定され、調査されました。これらの果実は、京都大学経営大学院の私の講義の交渉教材に使われています。ヨーロッパと日本の大学や学術イベントで、16の異なる学術プレゼンテーションが行われました。

研究成果の学術的意義や社会的意義

Social significance: learning by emulation of high performance behaviors improves self-efficacy which in turn improves performance and confidence.
 Academic: Better understanding of cognitive schemata in negotiation and communication.

研究成果の概要(英文)：Results include best practices of high performing negotiators with deep experience in Japanese business and government. Additionally, the schemata, or mindsets, in place among these high performing negotiators were identified and examined. These fruits have made their way into negotiation teaching materials in my courses. Other research output: Baber, W. W. (2018). Team Positions in Negotiation. In Proceedings of the 18th International Conference on Group Decision and Negotiation. pp 461-468.

Book chapter: Baber, W. W. (2019). Glover the Scotsman in Nagasaki: An industrialization deal in 1868 Japan. In Landmark Negotiations from around the World. Ed. E. Vivet. Intersentia: Cambridge, UK. Pp. 219-228. DOI: 10.14989/245552 Journal articles in progress:

An article on insights from leading negotiators in relation to Japan and Japanese negotiators. A quantitative analysis of the survey data. This article will be with Dr. Michele Griessmair, University of Vienna.

研究分野：Management Science, Negotiation

キーワード：Negotiation Conflict Management Management Science Organizational Behavior

1 . 研究開始当初の背景

This research project arose due to the lack of insight into the thinking of experienced and successful negotiators who are Japanese. A simultaneous lack of up to date information about Japanese negotiators from the point of view of non-Japanese working with Japanese negotiators. The bulk of information available, even in 2020, is based largely on recycled content from the Bubble Era.

2 . 研究の目的

The intent of this research project was to gain insights into the skills, thinking, and approaches used by Japanese negotiators and perceived by their counterparts from other cultures. With this information, it was hoped to gain the insights to train new Japanese negotiators to work constructively on behalf of their industries, government agencies, and Japanese society as a whole. At the same, it was expected to gain insights that would be of use to non-Japanese working in Japan or with Japanese partners.

3 . 研究の方法

The award proposal included a qualitative and a quantitative approach. The qualitative approach was based on interviewing of negotiators with remarkable experience and successes. Accordingly, fifteen appropriate individuals with senior experience in international business and government were identified and interviewed. All had some experience of negotiating with Japanese businesses or government; most had many years or entire careers of experience in a Japanese context. The main criterion for selection was experience in remarkable and challenging international negotiations. Criteria with lower weighting included seniority, multilingualism, international experience, and relative successfulness. Lastly, an effort was made to distribute the participants among business, government, and international aid agencies or NGOs.

The interviews were analyzed through textual analysis

The study included a quantitative aspect. A survey of IT workers in various cultures was planned. It proved quite difficult to get survey respondents. Initial snowballing efforts, outreach through direct and indirect personal networks stalled. Finally, a market research firm with good reputation was engaged in Austria. This firm was recommended by a fellow academic at University of Vienna who confirmed that the company has worked successfully on academic projects in the past. The work was completed in time and budget, providing a suitable number of data points for analysis. Processing of these data has included regression analysis and is ongoing.

4 . 研究成果

Key learnings from interviews

The cycle of interviews revealed a number of insights. Many of these have not been treated in the literature around negotiation.

Table of learnings from each interviewee

Name	Key negotiation thinking
Filippi, Bert	Most important is the ability to listen and thereby understand interests of the other parties. Technical knowledge of the details of the negotiation are vital to success. Exhibiting reliably deep knowledge of the information and technologies makes the negotiator indispensable and valued. Power relationships are not a consideration because the parties are intending to conduct business.
Foster, Jim	Managing complexity, especially in trade and diplomatic negotiations, is a challenge to overcome by long work and attention to detail.
Gane, Kieran	Balancing relationship as well as price points is important even when one side has clearly more power. Relationships are built off site.
Iqbal, Arif	Attaining high levels of comfort with the language and the cultural made it possible to attain negotiation goals while satisfying Japanese counterparts.
Khalid, M.	Identify and react constructively to the deepest interests, tangible and intangible, of the other parties. In the process of recognizing, respecting, and resolving their issues, you can accomplish your own.
McCrohon, Luke	Negotiation successes were gained through making counterparts aware of standards around conducting the work and retaining the workforce. The necessary requirement was to reliably deliver successes on the technical tasks.
Miyake, K.	Picking the best possible reasonable position for all and not deviating from that package made it possible to win the needed gains. Managing detail and fully understanding the environment is necessary to do this well. Complexity comes from constituents and the chief negotiators must gather much detail in order to construct a possible package.
Murakami	Emphasis on a two phase approach. The first phase is to deeply understand the technical aspects of the negotiation as well as the needs and interests of the parties. The second phase is to present a proposal that is within the acceptable range of the counterparties, but better for your own side. After this presentation, very little compromise is allowed, and that only at the end.
Nikkila, Sakari	Take the time to build relationships. Relationships based on technical detail and mutual problem-solving result in best benefits for the parties. Evaluation of the negotiating team should take place during and after negotiations.
Orr, Robert	Managing the public appearance of the negotiation process and the media

	appearance of the negotiators made it possible to gain access to the important parties in the right way. Insensitivity towards Japanese organizations, public posture, or to individuals would damage the negotiation and its outcomes. Frequent evaluation of the situation with his immediate teammates and key stakeholders made it possible manage new developments and uncertainty in general.
Suhr, Hans	Seek to help the other side, when they see that you can help them, they will help you to do that. You can accomplish objectives in this process with their support. This is a long term, high investment process and requires significant cultural accommodation and adjustment to gain the necessary insights and relationships.
Tokeshi, Joji	Pay attention to detail. Never underestimate the abilities or desires of the other side. The counterparty is a partner. Be prepared to accept failure.
Uze, David M.	Preparation and keeping multiple alternatives alive. Keep legal staff involved in order to avoid serious errors.
Vacher, Charles	Willingness to help and support the other side is likely to gain their support and admiration. Deep attention to technical detail leads to success and to unlocking the interests of the counterparties.
Yamashita, N.	Management of the relationship is key. The relative positions and roles in the team and across the table can be managed to your own benefit with experience. Training of younger staff should be on the job and with much input from the senior staff person.

Several main themes emerged from the interviews. These are briefly reviewed below with tables showing

Project Status

upon Kakenhi submission (Fall 2017)

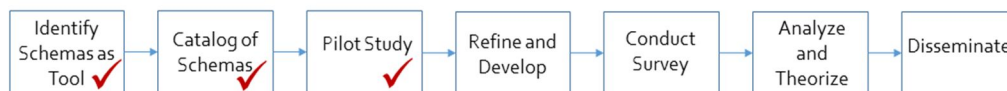


Figure 1 Status in 2017

upon Kakenhi completion (Spring 2021)

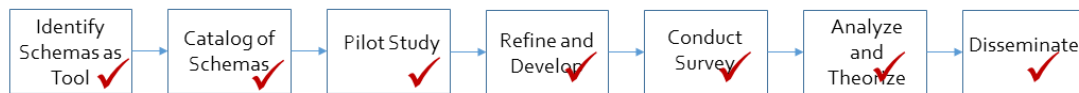


Figure 2 Status in 2021

The main goals have been accomplished and the targeted process has been completed. Nonetheless, the last phases, involving analyzing, theorizing, and dissemination, are ongoing and will continue as long as new understanding can be drawn from the data.

5. 主な発表論文等

〔雑誌論文〕 計0件

〔学会発表〕 計9件（うち招待講演 8件 / うち国際学会 3件）

1. 発表者名 Baber, W. W.
2. 発表標題 Mindsets around negotiation
3. 学会等名 Research Invitation Aalto University (招待講演)
4. 発表年 2019年

1. 発表者名 Baber, W. W.
2. 発表標題 Negotiation in Software Business: Failure, Teams, & Mindsets
3. 学会等名 Research Invitation Technical University of Munich (招待講演)
4. 発表年 2019年

1. 発表者名 Baber, W. W.
2. 発表標題 How we negotiate in business: Our mindsets and actions
3. 学会等名 Research Invitation University of Oulu (招待講演)
4. 発表年 2019年

1. 発表者名 Baber, W. W.
2. 発表標題 Japan: Business negotiation
3. 学会等名 Research Invitation Heidelberg University (招待講演)
4. 発表年 2019年

1. 発表者名 Baber, W. W.
2. 発表標題 Business and Negotiation in Japan. EM Lyon
3. 学会等名 Research Invitation (招待講演)
4. 発表年 2019年

1. 発表者名 William Baber
2. 発表標題 Mindsets: Negotiation Thinking.
3. 学会等名 Business and Organization Research Conference, Safranbolu, Turkey (招待講演) (国際学会)
4. 発表年 2018年

1. 発表者名 William Baber
2. 発表標題 What do they have in mind? Cognitive schemata in negotiation
3. 学会等名 Japan International Society for Negotiation - 日本交渉学会 (招待講演) (国際学会)
4. 発表年 2018年

1. 発表者名 William Baber
2. 発表標題 Japanese Business in the Digital Age. Schemata in Negotiation.
3. 学会等名 The Japan Society for Research Policy & Innovation Management, Tokyo Institute of Technology (招待講演)
4. 発表年 2018年

1. 発表者名 William Baber
2. 発表標題 Negotiator Thought Patterns: Cognitive Schemata
3. 学会等名 . International Negotiation Research and Teaching Association (国際学会)
4. 発表年 2019年

〔図書〕 計1件

1. 著者名 E. Vivet (editor)	4. 発行年 2019年
2. 出版社 Intersentia	5. 総ページ数 316
3. 書名 LANDMARK NEGOTIATIONS FROM AROUND THE WORLD	

〔産業財産権〕

〔その他〕

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6. 研究組織

氏名 (ローマ字氏名) (研究者番号)	所属研究機関・部局・職 (機関番号)	備考
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7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8. 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関
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