

**MIND: INTERCULTURAL MODEL OF NEGOTIATION FOR DECISION-MAKING
AND ITS APPLICATION TO THE COLOMBIA-CHINA CASE**

**INTERCULTURAL NEGOTIATION
UNDERGRADUATED RESEARCH GROUP**

ABSTRACT

Today's world is a communications network where business and international trade take place. Day by day, technological advances facilitate communication between people, but the cultural barrier is a decisive factor in the success of a negotiation if it is not handled with care. Taking into account the above, MIND is a model where the research of important authors of interculturality (Hofstede, Trompenaars, House, T. Hall) is unified, which allows taking into account the dimensions or key aspects of a culture, in a way that these can intervene in a negotiation from its preparation to the culmination. This model is faced with an analysis of the culture of China and Colombia, where there are important similarities in the type of communication, power perception and group relations, but, on the other hand, there are differences in the handling of uncertainty, time and the type of negotiation. Thus, the recognition of these aspects becomes a significant tool to explain, understand and predict the behavior of the parties and the results of a negotiation process.

KEY WORDS: *Intercultural negotiation Model, Cultural differences in Negotiation, Intercultural Dimensions, Integrative / distributive negotiatiin, China Colombia Negotiation.*

INTRODUCCTION

Peter Drucker, considered the greatest philosopher of administrative science of the twentieth century, stated that: "The most important thing in communication is to listen to what is not said" and good communication is the way by which a successful negotiation is achieved. However, it is impossible to say that a negotiation is summarized in the development of strategies and agreements between two parties, even more, if we talk about intercultural negotiation. If the exchange of proposals and concessions is the core of a negotiation between two parties with different cultures, that "which is not said" would be its periphery. And what is not said, is all that set of rituals, beliefs, customs and values that define the culture of each party.

The differences between people who are part of an intercultural negotiation are definitely perceived, but often they are not known in depth or not given enough importance. However, these differences are decisive in this process, so much so that, if not taken into account, it could end in the premature termination of the negotiation, without a successful outcome. From the language, to the conception of time, among other types of beliefs, these are aspects that must be contemplated, because if they do not, the development of the negotiation can be impaired.

Intercultural researchers such as Geert Hofstede, Fons Trompenaars, Robert J. House, Edward T. Hall, Manoella Wilbaut, have developed models and dimensions that facilitate the "measurement" of cultures and their impact on negotiation. For this reason, it is considered necessary to unify the information provided by each of these exponents in order to create a tool that facilitates the negotiation between different cultures, with access to anyone interested

in venturing into international business. This is how MIND was born, the Intercultural Model of Negotiation for Decisions is a proposal that aims to be applied in the counterpart of any culture, in such a way that planning and decision-making is improved during the negotiation process. MINDS mainly takes culture and its impact on negotiation. Additionally, this guiding model will be applied to the negotiation case in which the parties belong to the Chinese culture and the Colombian culture.

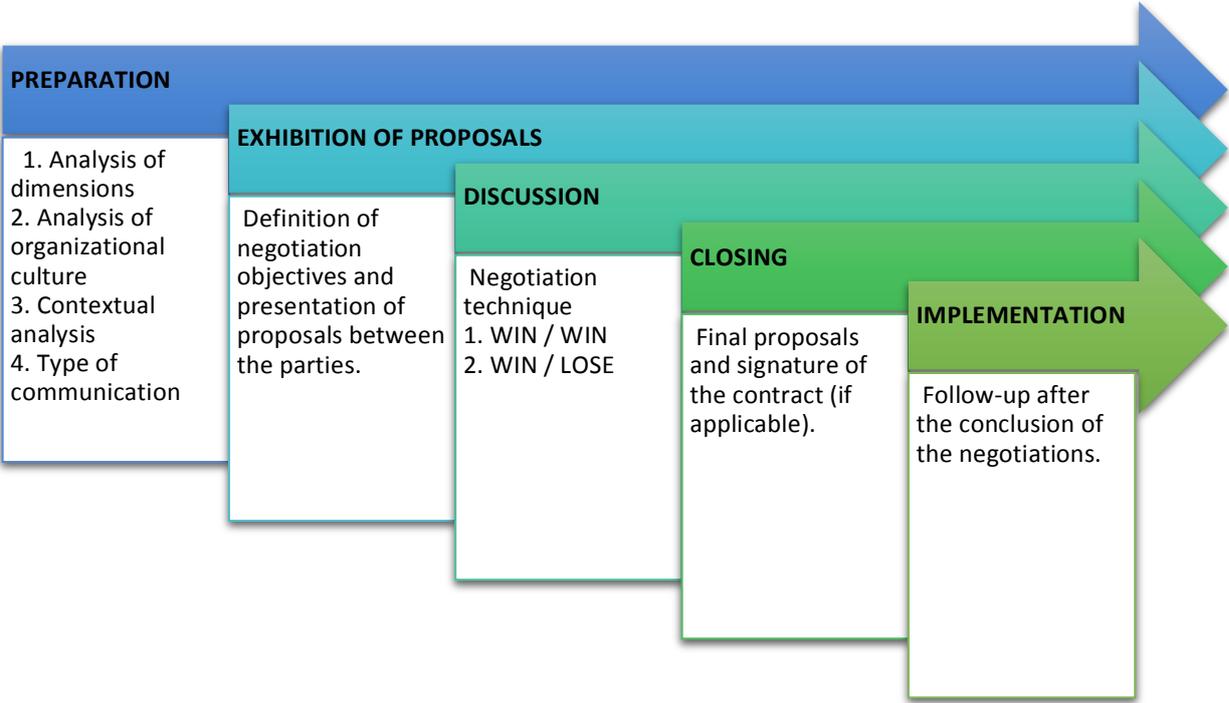
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MIND: INTERCULTURAL MODEL OF NEGOTIATION FOR DECISION MAKING

The model proposed below is based on the SNA (Successful Negotiation Activator) by Manoella Wilbaut. In the SNA, certain guidelines, steps and variables are offered that the employer should take into account in order to prepare a negotiation in an organized and favorable manner, so that it can later be applied to any type of negotiation. But along with the

research of other authors (Hofstede, Trompenaars, House, Hall), a new negotiation and culture model is created that considers the most salient aspects of culture that can be decisive in the success of a negotiation within an international environment. This is how the Intercultural Model of Negotiation for Decision Making, MIND, is born from the synergy of more than 30 years of research and multiple theories, hypotheses and points of view.

The objective of the model is to become a tool for consultation and support for people who want to venture into international business or who wish to have greater understanding, control and, therefore, success in their negotiations. In this way, the interested party would be provided with a complete description of the country according to the phases and variables that intervene in the negotiation model, leaving an optional space for the person to supplement the information of the investigation according to their negotiation case.



The phases proposed by MIND, above graphic, consist in segmenting the negotiation in the following phases: 1) Preparation, 2) Exhibition of proposals, 3) Discussion, 4) Closing and 5) Implementation.

PHASES OF THE MODEL

1. PREPARATION

For MIND, preparation is a crucial phase that allows a thorough and thorough analysis to the negotiating counterpart, laying the foundations for the way in which the meetings will proceed, guiding points to identify to design convenient negotiation strategies and also to anticipate negotiation patterns, as well as possible novelties and potential conflicts that may arise during the following stages. The foregoing, because it is vital not to fall into stereotypes, or predispositions for lack of knowledge and / or negligence to obtain it.

In this way, the first stage will be divided into three parts:

1.1. Analysis of dimensions

Geert Hofstede, Fons Trompenaars and Robert J. House (creator of the GLOBE model: Global Leadership & Organizational Behavior Effectiveness), are pioneering researchers in theories related to culture, from which the study of a series of dimensions referring to cultures has arisen . With this analysis, it is intended to give a general look at the characteristics of the cultural group or nation to which the counterpart belongs. Understanding by cultural group a series of countries and / or regions that can be grouped

by their history, geographical location, language or beliefs; and understanding by nation, according to the Royal Spanish Academy (2017), the "set of inhabitants of a country governed by the same government and the group of people of the same origin, who generally speak the same language and have a common tradition". For greater accuracy, MIND suggests making the analysis based on the nation to which the counterpart belongs.

The dimensions that the model contemplates are:

a) Distance of power

According to Hofstede, this dimension expresses the degree to which the less powerful members of a society accept and expect power to be distributed unequally (Hofstede, 2001). In societies with a high degree of distance to power, power is seen as an instrument to provide social order; they accept a hierarchical order in which everyone has a place reflected in the differentiation between social classes; Upward social mobility is limited and resources are available for a few (Virkus, 2009). In societies with low distance to power, people strive to equalize the distribution of power. Society has a broad middle class; Upward social mobility is common and there is greater access to resources and information (Virkus, 2009).

b) Individualism vs. Collectivism

Individualism is the preference of an individual to take care of himself and his family and / or closest people. On the other hand, in collectivism, individuals expect their relatives or members of a particular group to deal with them in exchange for unconditional loyalty (Hofstede, 2001). If the result of this dimension is high, it refers to an individualistic society, and if it is low, to a collectivist society.

According to the GLOBE model (House et al., 1999), it is important to consider two types of collectivisms.

i) **Collectivism I (Institutional collectivism):** it reflects the degree to which the organization's practices encourage and stimulate the collective distribution of resources and collective action. For individuals with a high level of institutional collectivism, members assume that they are highly interdependent with the organization; loyalty is encouraged, group decision making and the fulfillment of the interests of the group beyond the individual ones. In addition, the rewards are based on equity within the group (Virkus, 2009).

For those with a low level, members assume that they are quite independent of the organization; Critical decisions are made by individuals and the pursuit of goals and the maximization of individual interests are fostered, even at the expense of group loyalty. In addition, the rewards are based on the merit of each person (Virkus, 2009).

ii) **Collectivism II (In-group collectivism):** Aversion to Uncertainty expresses the degree to which members of a society feel uncomfortable / anxious about uncertainty and ambiguity, as well as the way they treat it (Hofstede, 2001). Societies that have a high level in this dimension, demonstrate great resistance to change, handle established procedures and policies, maintain rigid codes of beliefs and behavior and are intolerant of non-orthodox behaviors and ideas. They use formality in interactions with others and take moderate and carefully calculated risks. By contrast, those with a low level maintain a more relaxed attitude in which practice counts more than

principles. They show moderate resistance to change and take more risks, while not limiting themselves to following formalities (Virkus, 2009).

iii)

a) Uncertainty Avoidance

Uncertainty avoidance expresses the degree to which members of a society feel uncomfortable / anxious about uncertainty and ambiguity, as well as the way they treat it (Hofstede, 2001). Societies that have a high level in this dimension, demonstrate great resistance to change, handle established procedures and policies, maintain rigid codes of beliefs and behavior and are intolerant of non-orthodox behaviors and ideas. They use formality in interactions with others and take moderate and carefully calculated risks. By contrast, those with a low level maintain a more relaxed attitude in which practice counts more than principles. They show moderate resistance to change and take more risks, while not limiting themselves to following formalities (Virkus, 2009).

b) Time perspective (Long/short term)

Societies with long-term orientation (high level) prefer to maintain traditions and norms respected by time while contemplating social change with suspicion. They have a propensity to save for the future and emphasize work for long-term success. A culture with short-term orientation (low level), on the other hand, adopts a more pragmatic approach: they encourage economics and efforts in modern education as a way to prepare for the future. In addition, they have tendencies to spend in the present, instead of saving, because they prefer gratification as soon as possible (Hofstede, 2001).

c) Universalism vs. Particularism

Universalism is the belief that ideas and practices can be applied everywhere and with any member of a society without losing validity, whereas particularism is the belief that circumstances dictate how ideas and practices should be applied. Cultures with high universalism see a reality and focus on formal rules. Business meetings are characterized by rational and professional arguments with a proactive attitude. Cultures with high particularism see the more subjective reality and place greater emphasis on relationships (Montt & Rehner, 2012).

d) Neutral vs. Emotional

A neutral culture is one in which emotions are kept under control and decisions are made objectively, while in an emotional culture emotions tend to be expressed in an open and natural way (Montt & Rehner, 2012).

e) Sequential vs. Synchronous

This dimension refers to the management of time, then a sequential culture is one in which events will happen in a logical and orderly manner, usually according to a plan. Contrary to this, synchronous cultures tend to work on several events at the same time without adhering to a specific plan that is modified when necessary (Mindtools, 2014)

f) Gender equality

It is basically the degree to which gender inequality in a society is minimized.

Societies with a high level in this dimension have more women in positions of authority, lower occupational sex segregation, and similar levels of educational attainment for men and women. On the other hand, those with a low level present the opposite (Virkus, 2009).

1.2 Organizational culture analysis- (optional)

Geert Hofstede (1990) defines the organizational culture as: "the way in which the members of an organization relate to each other, their work and the outside world in comparison with other organizations". In this sense, this analysis works as an opportunity to reinforce and / or rethink the strategies that have been developed to advance the negotiation, because not only would the nation or culture of those involved in the process be taken into account, but also also the specific company from which they come. However, precisely as it refers to the particular case of the company / institution with which it is negotiating, it is an analysis that corresponds to the interested party.

Next, the dimensions that are suggested to take into account:

a. Media oriented vs. Objectives oriented

According to Hofstede et al. (1990) in a culture oriented to the media, the key feature is the way in which the work has to be carried out, avoiding risks during the process as long as possible and people identifying with the "how". In a goal-oriented culture, people identify with the "what", employees are mainly dedicated to achieving specific objectives or internal results, even if they imply greater risk.

Key questions:

- What are the objectives of the counterpart?
- What is more important? The process or the result?
- How much are they willing to give in order to close the negotiation?
- What kind of risks or sacrifices are they willing to take?

b. Simple work discipline vs. Strict work discipline

Hofstede et al. (1990) refers to this dimension as the amount and complexity in the internal structure, control and discipline in a company. However, a very relaxed culture (easygoing) reveals a loose internal structure, lack of predictability and little control and little discipline; There is a lot of improvisation and surprises. A very strict work discipline reveals the opposite. People are very aware of the costs, they are punctual and serious.

Key questions:

- How close are the people who are part of the negotiation group?
- How committed and loyal are people to the company / institution to which they belong?
- Does the professional relationship or personal relationship between the negotiation group prevail?
- How is the internal structure of the company?

c. Open system vs. Closed system

This dimension is related to the accessibility of an organization. In a very open culture newcomers (both the company and external people) are immediately welcome. While, in a very closed organization, it is basically the opposite (Hofstede et al., 1990).

Key questions:

- What issues related to the counterpart company, but not related to the negotiation are mentioned?
- Is it possible to know the internal panorama of other areas of the company during the negotiation?
- Is it possible to establish a relationship beyond the professional with the members of the negotiating group?
- Is it possible to relate to other people in the company outside the negotiation group?

1.3. Contextual analysis

To start a negotiation, it is crucial to understand who is going to be treated and what kind of culture it comes from. This is why a contextual analysis must also be carried out in which a proper identification of symbols, rituals, and customs of the culture of the counterpart, "the upper part of the iceberg", is made. It is also important to take into account the current panorama, both of the country, and of the company from which they come, emphasizing issues that may be sensitive or that it is advisable to avoid. Once the

information has been compiled and analyzed, the most suitable personnel can be defined to be part of the negotiation, the way to approach and discuss issues and, finally, to choose a strategy and negotiation style to apply in the first formal meeting.

The suggested format for condensing the information related to the contextual analysis of a culture is the following:

CONTEXTUAL ANALYSIS (COUNTRY) _____	
COMPANY: _____	
LANGUAGE	
PRACTICES AND RELIGION	
HISTORY	
POLITIC ENVIRONMENT	
CURRENT CRISIS WITH ANOTHER COUNTRY	
MAIN ALLIED COUNTRIES	
POSITION AGAINST CLIMATE CHANGE	
CURRENT SITUATION OF THE COMPANY (Goals, crisis, projects)	

1.4. Communication type: high or low context

Taking into account the research of Edward T. Hall, in a high context communication, most of the information is taken from the physical surroundings, from the social context, implicit and non-verbal messages. High context cultures do not rely on verbal communication to understand the full meaning of a given interaction. In contrast, low context cultures rely mostly on the explicit verbal message and rarely seek additional information in the environment. In these cultures, personal relationships usually occur because people engage in certain activities and it is necessary for people to provide more contextual information in the daily interaction, that is, to provide additional information through other spoken or written communications (AFS, 2011).

HIGH CONTEXT VS LOW CONTEXT		
The counterpart handles a high use of non-verbal elements, voice tones and varied gestures that they consider an important part of the conversation.	1 2 3 4 5	The counterpart handles a low use of non-verbal elements. Messages are transmitted more through words than through non-verbal means.
People interpret non-verbal expressions unilaterally.	1 2 3 4 5	People do not give much importance to non-verbal expressions. The words are what are taken into account.
The verbal message of the	1 2 3 4 5	The verbal message of the

counterpart is implicit and the context is more important than the words.		counterpart is explicit and the context is not relevant in the communication.
The verbal message is indirect; They tend to address several issues related to the main topic.	1 2 3 4 5	The verbal message is direct; The fear is addressed in an exact and concrete way.
The communication is considered as a tool to get involved with the counterpart in a closer way.	1 2 3 4 5	Communication is considered as a way of exchanging information, ideas and opinions with the counterpart.
<p>TO CONSIDER:</p> <p>What is more important, information or dialogue?</p> <p>What languages are spoken?</p> <p>What non-verbal expressions do they handle?</p>		

2. EXPUSURE PROPOSALS

After carrying out the analysis corresponding to the topics dealt with in the preparation phase, the way in which the first meeting with the counterpart will proceed will also mark the beginning of the negotiation. In this planning, it is already possible to have an idea of how to approach the counterpart efficiently, contemplating gestures and conversation topics to avoid, possible negotiation conditions, expectations of a person of the culture in question; and anticipating the requirements and / or setbacks that may arise with said culture. Even more so

if they have opposite results in the preliminary evaluation of dimensions. The dimension of high context and low context is placed as one of the main ones to impact this part of the negotiation process.

3. DISCUSSION

At this stage, it is important to ratify how the counterpart negotiates, emphasizing the type of communication (high or low context) mentioned above and the negotiation technique that they handle, which can be:

- **Win-win negotiation or win-lose negotiation.**

The negotiation wins / wins or integrative seeks to achieve the best distribution of benefits between the parties and create value between them. On the other hand, in the win / lose or integrative negotiation there is a tendency for one of the parties to try to take advantage over the other, ending in a situation of conflict of interests (Rojas & Bertran, 2010).

Among the variables to identify to impact on the negotiation technique practiced by the counterpart, it is advisable to take into account the balance of power, management of the environment, notion of trust, synchronous or asynchronous communication that establish the rhythm of the negotiation process.

4. CLOSING

This stage requires permanent observation in the dimensions of: Uncertainty avoidance and long-term orientation vs. Short-term orientation, since in this phase the final provisions of the contract are determined such as when it will start, when it will be signed, the way in which the interests of the parties will be respected through clauses and / or compliance policies, penalties, among others. Likewise, the closing includes the final offers and the result of the discussions and conflicts that took place during the entire negotiation process. In this stage, the balance of power between both parties will be materialized and will normally conclude with the signing of a contract that supports the agreement. The contract according to the universality or particularist culture can be interpreted differently as a strict document to be followed or as an intention to start working together.

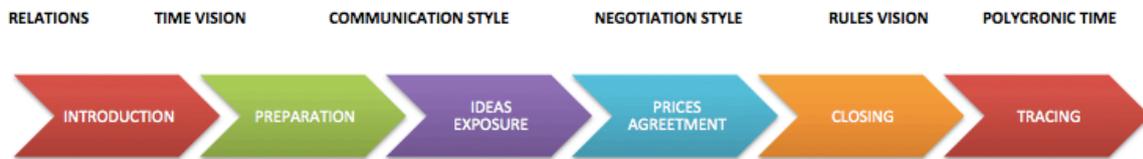
5. IMPLEMENTATION

Between what was discussed in the previous phases, it is advisable to determine the manner and time in which the negotiation will begin to be applied. The empowerment or the embrautable of the culture. This is how in this phase the implementation of the contract and its respective commitments are monitored. Taking into account how well the agreement is carried out, the parties could enter into other negotiations in the future and / or take the decision to renegotiate or add more conditions to the agreement..

CONCLUSIONS

The negotiation is influenced in all its phases by culture as the following graph demonstrates:

NEGOTIATION PROCESS IMPACTED ON CULTURE



CULTURE (TIME- COMMUNICATION)

MIND is a model that will allow to prepare and create successful negotiations, the next phase will be tested the model in the case of Colombia-China negotiation.

NEXT STEPS :

EVALUATION OF THE DIMENSIONS OF THE MODEL

The questionnaire handled in MIND in the preparation phase, is based on the one proposed by Hofstede; which consists of a series of 5 questions per dimension and / or aspect to be evaluated, but in this case, from the point of view of the negotiators. The answers are determined by a scale of 1 to 5, to which the respondent will respond according to the statement with which they agree. The chosen answers must be added and multiplied by 4 to determine a representative value of each dimension or aspect on a scale of 1 to 100. In addition, each worksheet contains open questions in the lower part whose objective is to expand the perspective of the dimension , contemplating more specific aspects that are identified during a negotiation process.

Now, the objective of this questionnaire is to give a more particular approach to the interpretation of the dimensions proposed by Hofstede, Trompenaars and House (GLOBE),

directing them towards intercultural negotiation. All the questions designed for the questionnaire applied in the analysis of dimensions of MIND (see annex 1), as well as the key questions for the analysis of organizational culture and the type of communication, are framed in a negotiation environment between individuals from different backgrounds. countries For this reason, the sample to evaluate the panorama of each country should be of people who have already had experience and significant immersion in this field.

After carrying out the surveys and a focus group for the evaluation of a country, a proper analysis of data is made to complement the study of the theoretical dimensions of the country under observation. In this way, when a person wants to do the follow-up of a negotiation based on MIND, he will be provided with the theoretical framework of the country with which he wants to negotiate, corresponding to the first stage.

APPLICATION OF MIND: CHINA CULTURE VS COLOMBIAN CULTURE

The Colombian culture, starting from the first cry of independence, is not more than 300 years old but there are data from settlers in the region of what is now Colombia with over a thousand years old. As a result of the process of discovery, conquest and colony, the inhabitants of the Colombian territory adopted a certain amount of European practices and customs that ended up merging with those of the native indigenous peoples. Thus, the use of the Spanish language is evident, and the practice of Catholicism, Christianity and indigenous values due to the miscegenation that took place in the territory today comprises Colombia and most of its almost fifty million inhabitants (DANE, 2017).

China is a country with a millenary history that permeates all aspects of the life of more than 1'370,000,000 people living in its territory (The World Bank, 2017), being almost one fifth of the total population of the world . The culture of the Asian country has its own characteristics that differ from the Latin American culture in most aspects (language, religion, rituals, and origins). It is influenced mainly by its ethical and philosophical roots derived from Confucianism, as well as from Buddhism and Taoism in some regions. Likewise, it is worth mentioning that the political transformations that have suffered in the last century have turned it into a quite nationalistic society and proud of its origins (Ávila Marcué, 2008).

China's participation in the international arena dates back to 1987, when Deng Xiaoping, the Republic's top leader managed to extend its modernization plan, and only three decades later its economy ranks as the second in the world in terms of wealth (Wang & Woo, 2010), only after the United States.

During that time, the approach of Colombia to the Asian country began in the midst of an international context influenced by the Cold War. From those moments, the giant has become a strategic ally of the Latin American country in its entry to the Asian continent, an alliance promoted by the diplomatic approaches that both governments have had during the last years. Efforts that at the same time have managed to consolidate a relationship of mutual support in different areas such as education, economic, cultural, and commercial (Vélez, 2010).

This approach was greatly facilitated by the transformation of both countries towards a more open economy oriented towards globalization. The latter has been considered a complex process that requires the analysis and development of adequate tools that promote and facilitate a path of cooperation among the nations of the world. In this way, international trade and business play a fundamental role in relations, allowing the construction of bilateral and multilateral ties that foster lasting economic growth. Businesses derived from Colombia's trade with China have positioned the Asian country as one of the largest and most important trading partners, since China represents a great potential for national exports. In the consolidated 2016, this market accounted for 3.6% of total exports (Mincit, 2016); while, in imports, China contributes 19.2% of total purchases (Mincit, 2016).

Taking into account the importance of establishing links between China and Colombia, there is a need to know their culture and, based on it, to identify possible obstacles that may directly or indirectly affect a negotiation process. Therefore, with the Intercultural Negotiation Model for Decision-Making (MIND), an attempt is made to analyze cultural aspects of each nation and how this context influences the decision-making process within the execution of a negotiation agreement, contemplating the six fundamental phases previously delimited in the

course of the investigation, namely: 1) Introduction 2) Preparation, 3) Exhibition of proposals, 4) Discussion, 5) Agreements, 6) Closing 7) Implementation.

1. PREPARATION

1.1. Dimensions analysis

From the perspective of Geerf Hofstede and the development of his theory about the environment, the dimensions and the cultural values, these aspects interfere in the behavior of the people, that is why, understanding their characteristics can help the negotiators to understand the trend and the social practices that determine the negotiation process. Next, the analysis of the dimensions considered in MIND

a) Power distance

In the case of Colombia, and taking into account the analysis from the model of the dimensions exposed by Hofstede, it is possible to determine a high index in this dimension, since for the culture there is a high degree of inequity and distrust, the inequality between people are accepted throughout society, where relations between those considered superior and those located at the bottom of the hierarchy prevail (Hofstede, 2001), that is, power is distributed unequally, this phenomenon is similar in the leaders business and high positions in government

In the same way, China is determined, from the model developed by Hofstede, as a society in which inequality presents itself as a tendency to be accepted and there is no defense against the abuse of power imposed by superiors towards individuals in the lowest degree of hierarchy (Hofstede, 2001), likewise people are influenced by authority and suppose that one should not have aspirations that transcend the functions and activities of their rank.

b) Individualism vs. Colectivism

For this dimension, China presents a high degree of collectivism from which people act in accordance with the interests of the group to which they belong. Within this culture, individuals reflect a trend of preferential treatment and attitude of commitment towards the members of their closest groups, which makes a better work performance possible. Likewise, harmony between groups and cooperation tend to be highly effective, prevailing relationships over tasks (Triandis, 2004).

Contrary is the behavior with external groups where hostility, competition and distrust prevail. The benefits of social trust are even considered to be paramount before economic benefits, since a lower level of uncertainty generates mutual guarantees and reduces the exploitation or profit of a single part in the negotiation (Yamagishi & Yamagishi, 2004).

In the case of Colombia, society in general presents a low level of individualism, that is, it is a collectivist culture (Mindtools, 2014), in which individuals tend to belong to groups and therefore to respond and be accepted by these under the influence of a series of strongly marked values and identities from which their behavior derives,

loyalty plays a fundamental role in the harmony and dynamics of the groups, there is a near long-term commitment with the group of members to whom a person belongs. Therefore, within this dimension, China and Colombia converge, prevailing relationships on the objective of negotiation, in this type of cultures greater integrity is achieved among the multiple social bonds, resulting in prolonged bonds and solid relationships (Barley, 2004).

c) Uncertainty avoidance

The countries with aversion to uncertainty are characterized by high anxiety and low confidence in the institutions that regulate society, the danger is constantly perceived and the search for security is persistent, within this group is Colombia. Taking into account the Inglehart World Value Surveys Survey from 1997 to 2012 (DNP, 2012) the cultures with the greatest aversion to uncertainty are inclined towards a lower confidence in bureaucracy and justice, as well as a slight propensity to participate in associations because they have a low civic education or lower social capital. In contrast, China is identified by the existence of an administrative regime based on Confucianism and oriented to general principles with flexible practices and adaptability (Montt & Rehner, 2012).

d) Orientation to the future (long/short term)

In societies such as China, people are motivated to save and invest, to be cautious and persevering with the profits and achievements of their work, they adapt to the traditions and conditions of modern contexts, time is considered linear and focuses in the future (Montt & Rehner, 2012); In societies with short-term orientation, as in the case of Colombia (Hofstede, 2001), traditions are honored but there is no culture or

education towards saving and they focus mainly on spending and earning immediate profits.

e) Universalism vs. Particularism

Universalism and particularism refers to the scope and coverage of the validity of norms and rules within a society, which are homogeneous and are interpreted as good education, contracts and legal norms are respected; while in particularism the rules are modified according to the relationship between the people that make up society. Within this last behavior are the Chinese and Colombian culture, although it is more notorious in the Asian country. In both cultures, circumstances dictate how practices and ideas should be applied, that is, they depend on the context, legal contracts are individualized, are made to the measure of negotiation and are executed according to the trust that exists between the parties. (Montt & Rehner, 2012).

f) Neutral vs. Emotional

Asian cultures have a tendency towards neutrality, that is, to hide their emotions, however, this dimension can be subjective depending on the negotiator, they do not reveal tension and they make a great effort to control any type of emotion, since reason influences his actions much more than his feelings. On the other hand, affective cultures, like Latin American cultures, in this case, Colombia, tend to reveal their thoughts and feelings through verbal communication, expressiveness is frequent and they try to maintain an environment outside of tension (Mindtools, 2014).

g) Sequential vs. Synchronous

China is a culture with a tendency to be sequential, follow linear patterns and work on one task before moving on to the next. Likewise, for them the time is considerable, measurable and of great importance, appointments or meetings are strict with respect to time and are usually scheduled in advance; unpunctuality is unacceptable; a previously established chronogram is constantly followed and there is a strong preference to follow the initial plans; On the other hand, Colombia is part of the synchronous group, and tends to perform different actions or works at the same time, appointments are subject to grant time to significant persons within the negotiation, schedules and the evolution of the negotiation is determined by relationships (Trompenaars & Hampden-Turner, 1997).

g) Gender equality

Colombia has done an arduous job in ratifying international treaties on human rights and especially on women, has made significant progress in the development and implementation of laws in favor of gender equality, such as the Public Policy for Equity of Gender or Law 1257 that promulgates the norms of sensitization and sanction against violence and discrimination against women. However, there are still gender gaps, especially in the political and economic sphere, which positions the country as a society with low gender equality. Colombia is one of the countries with the lowest female representation in politics, in 2015 only 14% are councilors, 17% deputies, 10% mayors and 9% governors (UN, 2015).

On the other hand, their participation in the labor market is reduced, for 2013 it was 20.94%, the unemployment gap was 5.30% and in 2012 the gender wage gap was 23.28% (UN, 2015). In terms of education, women in Colombia have a higher rate of

education compared to men, however, women still face difficulties in accessing employment and significant salary differences (Piñeros, 2009), which in turn work within of high indexes of informality and frequently they are victims of threats, assassinations, tortures, involuntary disappearances, slavery and a number of deplorable situations within society.

In China equality between men and women is stipulated within the law, however, the reality is different, women still suffer from gender discrimination and inequality, displacement and violence. At present, although the number of employed women has increased, there is still a wide gap between their income and that of working men, as well as the development of hard work (Yiping, 2012).

1.2 Organizational culture analysis

The organizational culture, ie the activities, values and beliefs within a company are relevant to achieve competitiveness and performance levels according to the objectives of the companies, in Colombia, the organizational culture is defined by internal rules, which They tend to be inflexible. These characteristics influence the perception of individuals, which ultimately affects productivity, commitment, emotional well-being and financial results (Denison, 1990). The research on organizational culture in Colombia focuses its study on concrete realities with an emphasis on innovative companies and exporters in specific sectors and is interested in understanding the culture and how it affects other organizational variables (Ruíz & Naranjo, 2012).

a) Media oriented vs. Objectives oriented

Colombia is a country characterized by a culture with high anxiety and distrust towards the institutions that regulate society, and, within organizations, it is likely that culture is oriented to the media rather than to the objectives because they consider that in a delimited process there is greater certainty and consequently better results are obtained. Although it is a society with a low level of tolerance to changes (conservative), over time this factor tends to change according to the opinion of the group to which it belongs (Hofstede, 2001).

On the other way, China is more prone to change and flexibility compared to Colombia, therefore, culture is focused on the objectives and on achieving specific internal results within the organization (Hofstede, 2001).

b) Simple work discipline vs. Strict work discipline

In Chinese culture, the principles of work and relationship are based on the family, which makes it possible to apply these teachings and customs in society and government, as a result, all individuals are cared for and have defined responsibilities, this thesis is consolidated from Confucianism. In their work environment, the capacity and resistance at work is considered relevant to talent or creativity, they work intensively and rigorously during the preparation of a negotiation and opt for long sessions with the aim of clarifying doubts through the exchange of questions, they are very patients and delay decisions to the maximum without appearing to be weak and insecure, reinforcing trust and cooperation through stable and long-lasting relationships helps to reduce competitive attitudes outside the in-group (Hofstede, 2001).

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1.3. Contextual analysis

CONTEXTUAL ANALYSIS : <u>CHINA</u>	
COMPANY: _____	
LENGUAGE	Article 19 of the Constitution promotes the use of Mandarin Chinese, however, there are six other main languages such as wu, yue, min, xiang, gan, and hakka, which are spoken depending on the region (MAEC, 2017).
PRACTICES & RELIGION	Chinese society has freedom of worship, but the majority is based on the ethical doctrines of Confucius, according to which the supreme duty

	<p>is the obedience of subordinates against superiors (Giraldo, 2015). However, Buddhism and Taoism are also practiced in an important way.</p>
<p>HISTORY</p>	<p>-1976, Death of Mao.</p> <p>-1978, Deng Xiaoping launches the policy of economic reform and openness abroad.</p> <p>-1979, the process of reforms results in a political system framed by socialism and mixed economy, that is, market economy, but with control of public property (Trade, 2017).</p> <p>-1988, The legalization of private property in the means of production is guaranteed (Trade, 2017).</p> <p>-1998, the Constitution was entrusted and included the socialist State of law, with this there was a significant development of the legal system of the country (Trade, 2017).</p> <p>-In the 1990s, China's good economic performance brought millions of peasants out of poverty and maintained an average annual GDP growth rate of 11%.</p> <p>-2013, Xi Jinping rises to power.</p>
<p>POLITIC ENVIRONMENT</p>	<p>Communist state, centralized unitary, administered by the Chinese Communist Party, large national bureaucracy and authoritarian in its</p>

	structure as an ideology (Trade, 2017).
CURRENT CRISES WITH OTHER COUNTRIES	<p>- Maritime dispute between the US and China in the South China Sea (Broder, 2016), as well as the domination of the world economy.</p> <p>- India and China border dispute between Tibet, the Indian state Sikkim and the kingdom of Bhutan (Iriarte, 2017)</p> <p>-Conflict with Taiwan for independence wishes (HispanTV, 2017).</p>
MAIN ALLIED COUNTRIES	Main commercial customers in 2016: United States (18.2%), European Union (16.20%), Hong Kong (13.70%), Japan (6.06%), South Korea (4.48%) (MAEC, 2017).
POSITION AGAINST CLIMATE CHANGE	<p>China is considered one of the biggest polluters in the world, however, it is currently taking measures to prevent the increase in temperature due to gas emissions, as well as environmental pollution.</p> <p>China supports the Paris Agreement in order to build a cleaner country and create green jobs for industry (BCN, 2017).</p>
CURRENT SITUATION OF THE COMPANY (Achievements, crises, projects)	

Within the contextual analysis, the Chinese negotiators consider guanxi (Gelfand & Cai, 2004) as a determining element in their relations, for this reason it is considerable to follow this logic to adapt to the rules of the game proper to their culture. This practice is carried out to ensure social harmony, order and stability, and is defined as relationships or social connections based on mutual interest and benefit (Bian, 1994). The Chinese society observes guanxi as a bidirectional relationship that must be maintained through constant contact between the parties, which leads to the success of the negotiation.

... Within the framework of negotiation, it is important to analyze the role of the State in China, because, this can have a significant influence on the way of doing business of Chinese companies and consequently a greater understanding of the behavior of the Asian partner or customer.

CONTEXTUAL ANALYSIS :<u>COLOMBIA</u>	
COMPANY: _____	
LENGUAGE	Spanish (official) and numerous indigenous languages (MAEC, 2017).
RELIGION & PRACTICES	The main religions in Colombia are Catholicism, Protestantism, and large conglomerates of Christian churches, Jews, Muslims, among others (MAEC, 2017).

<p>HISTORY</p>	<p>-1985, Taking of the palace of justice by the M-19.</p> <p>-1993, End of the Medellin cartel; death of Pablo Escobar.</p> <p>-2012, Beginning of peace dialogues.</p> <p>-2016, Signing of peace dialogues.</p> <p>-2017, The Odebrecht case is known</p>
<p>POLITIC ENVIRONMENT</p>	<p>Colombia is a democratic state of law. Currently, the Colombian internal policy has been marked by the signing and endorsement and implementation of the peace agreement with the FARC. In 2018 the next presidential elections will take place (MAEC, 2017).</p>
<p>CURRENT CRISES WITH OTHER COUNTRIES</p>	<p>-2017, Colombia presents two counterclaims to Nicaragua in the Hague in the litigation over the limits of the Caribbean Sea (Week, 2017).</p> <p>-2016-2017, Border Crises with Venezuela.</p>
<p>MAIN ALLIED COUNTRIES</p>	<p>Main commercial clients in 2016: United States (25.4%), China (8.7%), Spain (4.9%), Venezuela (3.6%) (MAEC, 2017).</p>
<p>POSITION AGAINST CLIMATE CHANGE</p>	<p>Currently, Colombia generates 0.46% of the world's greenhouse gas emissions; Even so, the following public policy tools are being managed: 1) The Low Carbon Development Strategy, the National Adaptation Plan for Climate Change, among others</p>

	(Chancellery, 2016).
CURRENT SITUATION OF THE COMPANY (Achievements, crises, projects)	

1.4. Type of communication: high or low context

By defining high-context cultures as those in which words are less important than context and low context cultures, in China, business is less agile and it is necessary to establish a personal relationship where The trust between the negotiators, within this type of communication is also located Colombia, since as is known is a culture in which much of what is communicated is implicit in the message (Ogliastri, 2001). It is worth mentioning that China is a society influenced by communism and, therefore, the loyalty within its society and culture is absolute and the relationships are strong fostering the responsibility of the members of the group (Cerde-Hegerl, s.f.).

2. EXHIBITION OF PROPOSALS

Colombians are characterized by a cheerful attitude and are used to making extensive visits by foreign negotiators, usually using bargaining depending on the situation in which they find themselves, with the aim of finding a middle ground between the different offers that arise in the development of the negotiation. For Ogliastri (2001), Colombians are emotional and

always act kindly, constantly make extensive informal talks, through which it is possible to analyze the culture and particularities of their counterparts, are prone to soften and modify their key points in the negotiation

In Colombia there is a tendency to apply a short-term approach, seeking immediate results, as well as managing an informal environment where there is no proper order with long preambles and lacking detailed and important information, the Colombian negotiator starts with exaggerated demands and usually the disinterested one in reaching an agreement, does not grant information and only to the end relents in his proposals (Ogliastri, 2001).

Chinese entrepreneurs are characterized by always wanting to obtain the greatest possible advantage in all the variables that exist within the negotiation, whether in terms of price, time, quantities and deliveries, in turn they are rooted in their culture and therefore it is indispensable have adequate considerations about it. Unlike other cultures such as the United States, which has a strong inclination for individualism, Chinese culture focuses on group negotiations, considering this aspect as a strength when conducting a negotiation process (Gelfand & Cai, 2004).

3. DISCUSSION

In a negotiation process, each person has different ways of carrying it out, these means are obtained as a result of their own experiences, their family life and relationships with people outside their immediate environment, this is how, in general, Two methods can be defined to negotiate: the traditional one, characterized by competitiveness and where only a part reaches its objectives and hopes to obtain the greatest possible benefit; On the contrary, the new

negotiation theory focuses mainly on being integrative, in which individuals work cooperatively to fulfill their interests and acquire mutual benefits (Ogliastri, 2001).

It is therefore essential to know the way of negotiation of both cultures in order to establish comparisons between them and finally develop tools that contribute to an adequate realization of the negotiation process.

- **Negotiation wins / wins or wins / loses**

The method of distributive negotiation is also called win / lose, this is essentially a bargaining process as colloquially attributed to it, in which there is a priority to distribute the benefits that can be obtained within the negotiation, for Colombians fundamentally it is what one gains the other loses, that is, negotiating is the process by which conflicts are resolved kindly, but one of the parties receives less benefits. The Colombian is distinguished by his little preparation, but excellent improvisation, does not risk and does not give confidence if there is no affinity and friendship, which reduces the creation of mutual value to negotiation (Ogliastri, 2001), however, this analysis is subject to experiences and tends to be subjective.

This system is inefficient and cumbersome when it comes to closing agreements because it creates an environment of attrition and confrontation that prevents a dynamic and far-reaching negotiation.

On the other hand, integrative negotiation offers mutual benefits, within the strategy it is intended to meet and satisfy the interests of all parties in the course of the negotiation process, in this method long-term relationships are established, as

demonstrated by the culture Chinese, who establish verbal empathy, verbal communication, while using communication through gestures and nonverbal expressions, control chaos, are persistent and tolerant. However, they are difficult in their position and consider the end of the negotiation as the beginning of it, it is important to take into account their punctuality and commitment, their basis for establishing trust is developing according to the development and experience of the negotiation, its Patience is the fundamental tool (Pablos, 2004).

4. CLOSING

Regarding the model, the closing stage involves completing the negotiation, commonly through a written contract. It is important to be cautious with the negotiators and to prevent the possible discounts that will be requested as the negotiation process progresses, even though this is the last phase, patience must be maintained on each point in order to sustain the relationship and trust. A characteristic element of the business culture in China is the *mianzi* or the reputation that people have within the groups to which *guanxi* belongs (Gelfand & Cai, 2004). The most frequent ways to make him lose this status are, for example: interrupting while speaking, confronting directly or refuting his ideas, it is therefore advisable to be respectful and cordial, trying to reach an agreement within the negotiating groups.

According to Michael Wenderoth, an American son of a Chinese mother, who has 15 years of experience in advising western companies in China, when closing a contract, it is essential to ensure that there are no possible disagreements or spaces within it that may cause the reopening or modification of the signed, likewise, in the east the signature does

not have the same value granted in the West, on the contrary, it is necessary the official seal of the company so that the contract has sufficient validity to be enforced (BLÁZQUEZ, 2015).

5. IMPLEMENTATION

The implementation phase of the MIND model consists of the application of the above, from this the process of validation of the agreement defined within the contract begins, the opportunity to continue developing long-term negotiations depends on the results obtained according to to due compliance. This stage can be reinforced with information collected from surveys which allow obtaining updated data with a better specified focus and based on experiences obtained by people closely related to the world of business and culture of China.

PERSPECTIVES FOR THE FUTURE

The MIND model hopes to be applied in a practical way for the case of China and Colombia in the course of 2018 together with the members that are going to succeed the present investigation in the Intercultural Negotiation Seedbed of the Sergio Arboleda University. This practical application will be handled with a series of surveys in which the questionnaires proposed in this model are used and with the realization of two focus groups; one for each culture / country worked. In the same way, it is intended to define MIND as the base model with which the next analyzes of the different cultures and / or countries that are designated as the object of study of the seedbed will be carried out. The theoretical basis that is provided to interested persons to carry out the model and can be consulted by those who intend to

establish business relationships with other cultures will be available on the website of the seedbed: <https://www.negociadorglobal.com/>.

CONCLUSIONS

- As a result of the research carried out, it is possible to conclude that, although the information collected shows data validated by different scientific sources, it is important to clarify that these characteristics about cultures and societies are generalized, in addition, these are in constant transformation and change, Taking into account the above, these characteristics vary depending on the way in which the values and beliefs are relevant for each individual and the extent to which these influence their behavior, as well as in the decision making process in a negotiation process
- The research of Hofstede and Trompenaars dates from the end of the 20th century and the beginning of the 21st century, which is why it is necessary to update what cultures are today as well as taking into account more dimensions and / or aspects to evaluate a culture in a globalized world and connected by business and international, not to mention that among the models there tend to be certain differences and gaps in the evaluation results of each dimension.
- The MIND model proposes a series of phases of negotiation proces based on the SNA (Successful Negotiation Activator) of Manoella Wilbaut, with which it is possible to develop a negotiation through defined parameters, in such a way that the interested parties achieve compliance of its objectives within it. However, it is possible that there are still discrepancies between the proposal of the model and the experience of the people or a modification of the model according to the culture, therefore it is necessary to

continue researching and seeking advice regarding the negotiation process and the necessary considerations to carry out an adequate understanding among the participants.

- According to the authors, China is a country with a high degree of distance to power, a low degree of individualism, a low aversion to uncertainty and high long-term orientation. In the same way, it still presents problems of gender equality, it has a tendency to particularism and neutrality; It is a culture of sequential type and additionally, of high context.
- Colombia is a country with a high degree of distance to power, a low degree of individualism, a high aversion to uncertainty and low orientation in the short term. In the same way, it still presents problems of gender equality, it has a tendency to particularism and to be an emotional, synchronic and additionally, high context culture.
- China is a country characterized by having a millenary culture whose beliefs predominate and influence all areas of society, in this sense, negotiations are framed by respect and the consolidation of relationships through trust, determining this way the success or failure of the negotiation process. For the Chinese, knowledge of their culture by the opposing negotiating group is of the utmost importance, in fact, they give it more value than knowing how to speak in their language, or at least in the same terms.
- China and Colombia can establish wide-ranging relationships with long-term objectives through their similarity in the dimension of individualism vs. collectivism, since both cultures are considered within this as highly collectivist, relations prevail before objectives and There is greater integrity among the members of the group. However, just

as it can be an advantage, it can also generate conflicts and therefore can become a cumbersome negotiation due to the unbreakable integrity of each negotiating group that could cause obstacles during the process.

- Inequity, inequality and mistrust play a decisive role in all aspects of society in Colombia, this as a consequence of the system and the perception of people about justice and the agencies of power within the territory, on the other hand, is China, where individuals accept the hierarchy and are governed by rules and authority.
- While it is true, the organizational culture is limited by certain values and general beliefs, these change depending on each company according to its strategy and objectives as an organization, therefore, within this aspect is likely to find discrepancies and there may be difficulty. When trying to understand and analyze this aspect, it is therefore appropriate that when entering into business relationships with a company, different scenarios are planned and foreseen in order to be prepared and obtain the productivity and efficiency expected in the negotiation.

ANNEXES

(1) QUESTIONNAIRE FOR DIMENSION EVALUATION

1. POWER DISTANCE

POWER DISTANCE

In the negotiating group, the leader is seen as an equal despite his position or formal title.	1 2 3 4 5	In the negotiating group there is a certain authority figure and the rest of the people are subordinates.
The opinion of each person that is part of the negotiation is worth as much as the opinion of who leads the group.	1 2 3 4 5	The opinion of who leads the negotiation group is unquestionable.
In the organization / negotiating group, each person defines their role and functions according to the circumstances.	1 2 3 4 5	All the people that are part of the organization / negotiating group have their roles and functions defined permanently.
The decisions / actions of the leader of the negotiating group can be questioned when necessary.	1 2 3 4 5	The decisions / actions of the leader of the negotiating group are final and accepted.
The leader delegates functions or activities in consensus with the members of the negotiating group.	1 2 3 4 5	The orders of the negotiating group leader to his subordinates are followed without protest.
<p>TO CONSIDER:</p> <p>How is power distributed in the negotiating organization / group?</p> <p>How is the organizational chart of the negotiating organization / group?</p>		

2. INDIVIDUALISM VS COLECTIVISM

INDIVIDUALISM VS COLECTIVISM

<p>The members have personal freedom and their behavior does not depend on the vision of the negotiating group to which they belong</p>	<p>1 2 3 4 5</p>	<p>The conventions and / or rules of the negotiating group influences the behavior of its members</p>
<p>The members of the negotiating group are concerned about their own rules and objectives</p>	<p>1 2 3 4 5</p>	<p>The members of the negotiating group are worried about what they think of them</p>
<p>The members care about the interests of the counterpart taking into account their common beliefs and tastes.</p>	<p>1 2 3 4 5</p>	<p>The members have great loyalty to the negotiating group to which they belong</p>
<p>In negotiation, people refer to themselves with the name of the entity they represent or "us".</p>	<p>1 2 3 4 5</p>	<p>In negotiation, people refer to themselves personally or "I".</p>
<p>People also take into account the interests of society / interest groups</p>	<p>1 2 3 4 5</p>	<p>People put their interests before those of society / interest groups</p>

TO CONSIDER:

What are the interests of the negotiating groups?

How much does the negotiating group care about the interests of the counterpart?

3. UNCERTAINTY AVOIDANCE

UNCERTAINTY AVOIDANCE		
Most negotiated topics are done verbally.	1 2 3 4 5	Most negotiated topics are left in writing (minutes / contracts).
The negotiating group knows how to face an ambiguous and confusing negotiation.	1 2 3 4 5	The negotiating group prefers to make agreements in clear and organized terms, avoiding ambiguities.
The negotiation style is dynamic, innovative and risky.	1 2 3 4 5	The negotiation style is methodical and logically planned.
Decision making is impulsive and when it is considered necessary to advance in the negotiation.	1 2 3 4 5	Decision making is prudent and takes as much time as necessary before advancing in the negotiation.
People consider the strengths and opportunities of a business, rather than its weaknesses and risks.	1 2 3 4 5	People are aware of the risks and weaknesses of the business before making any decision.
<p>TO CONSIDER:</p> <p>Are you trying to minimize risks through rules?</p> <p>How is risk taking considered?</p>		

4. ORIENTATION TO THE FUTURE

ORIENTATION TO THE FUTURE		
The negotiating group proposes its short-term plans (three years or less).	1 2 3 4 5	The negotiating group proposes its long-term plans (more than three years).
The negotiating group prefers short-term gains and quick results.	1 2 3 4 5	The negotiating group prefers to obtain profits and concrete results, taking into account the time in the background.
People do not tend to define specific commitments during discussions.	1 2 3 4 5	People demonstrate a greater willingness to acquire commitments with the counterpart.
People are more interested in the "why" of each topic to be negotiated.	1 2 3 4 5	People are more interested in the "how" of each topic to be negotiated.
People limit their relationship with the counterparty to the duration of the contract / negotiation.	1 2 3 4 5	People show great interest in remaining in contact with the counterpart for future projects.
<p>TO CONSIDER:</p> <p>What is the average term of the business / contract?</p>		

5. UNIVERSALISM VS PARTICULARISM

UNIVERSALISM VS PARTICULARISM		
The contract is final and non-negotiable.	1 2 3 4 5	The contract is lent to be negotiated according to the interests of the parties.
The actions of the parties are strictly based on what is written in the contract.	1 2 3 4 5	The contract is lent for re-interpretation at the convenience of the parties.
The ethical standards in negotiation should be common for both negotiation groups.	1 2 3 4 5	The ethical standards in negotiation depend on the culture and the situation.
During negotiations, exceptions are very rare.	1 2 3 4 5	Depending on the circumstances and the subject to be negotiated, exceptions may be taken into account.
There is a greater focus on the rules than on the relationships with the counterpart.	1 2 3 4 5	There is a greater focus on relationships with the counterpart than on the rules.
<p>TO CONSIDER:</p> <p>What rules apply to both parties in the negotiation?</p> <p>What rules would be considered only for one of the parties?</p> <p>What exceptions can be presented in a contract?</p>		

6. NEUTRAL VS EMOTIONAL

NEUTRAL VS EMOTIONAL		
Decisions and actions are influenced by reason rather than emotions.	1 2 3 4 5	Decisions and actions are influenced by the emotions of the moment rather than by reason.
People do not pay much attention to the way the counterpart expresses their emotions.	1 2 3 4 5	People interpret and give great importance to the way the counterpart expresses their emotions.
The members of the negotiating group take into account what the counterpart says and expresses in a literal and objective manner. (What).	1 2 3 4 5	The members of the negotiating group give greater importance to the way in which the counterpart speaks and expresses. (How).
People control their body language to prevent the counterpart from knowing what they think.	1 2 3 4 5	People express themselves spontaneously and use body language effectively.
Conflicts and discussions are handled with cold heads and objective arguments.	1 2 3 4 5	Conflicts and discussions are emotionally charged and have a good level of persuasion.
<p>A TENER EN CUENTA:</p> <p>¿Qué emociones predominan en la contraparte?</p>		

7. SEQUENTIAL VS SYNCHRONIC

SEQUENTIAL VS SYNCHRONIC		
During the negotiation, the issues are discussed one by one and in order.	1 2 3 4 5	During negotiation, several issues can be discussed at the same time, and even more so if they are related.
The topics to negotiate are defined according to a schedule and at certain times.	1 2 3 4 5	Negotiation does not stick to a schedule, and changes to plans are acceptable.
Punctuality is a sign of discipline and respect, crucial in the negotiation.	1 2 3 4 5	It is acceptable to be flexible with punctuality and time management in negotiation, without forgetting its importance in achieving objectives.
Time is limited and a resource that must be handled efficiently during negotiation.	1 2 3 4 5	In negotiation, time is a tool that adjusts to the needs.
The focus of the negotiating group is to fulfill the tasks / objectives	1 2 3 4 5	The negotiating group's approach is to create a good relationship with

programmed in each discussion. The priority is the speed of execution.		the counterpart that will then allow it to effectively meet its objectives.
<p>A TENER EN CUENTA:</p> <p>¿Cuál es la importancia que se le da al pasado, presente y futuro respectivamente?</p> <p>¿Qué significa “estar a tiempo”?</p>		

8. GENDER EQUALITY

GENDER EQUALITY		
The negotiating group is composed of a predominant gender.	1 2 3 4 5	The negotiating group is composed of people of both genders in a balanced way.
A gender tends to make the major decisions during negotiations.	1 2 3 4 5	Both genders tend to make decisions in consensus.
One gender tends to have the word more than the other.	1 2 3 4 5	Both genders have the same word in negotiation.
People feel more comfortable negotiating with people of a certain gender.	1 2 3 4 5	People feel comfortable negotiating with people of both genders.

<p>The highest positions in the negotiation group tend to be occupied by people of the same gender.</p>	<p>1 2 3 4 5</p>	<p>The highest positions in the negotiation group tend to be occupied by people of both genders.</p>
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TO CONSIDER:

What is the role of a man or woman within the family and society?

What behaviors are accepted or rejected for a man / woman?

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