

Let me start by disclosing a potential conflict of interests: in some of my own work, I am collaborating with the authors of *Global Negotiation*, William Hernández Requejo, a successful international business consultant, and John Graham, a professor at the University of California in Irvine and author of several books. One might argue that I am biased. Indeed, I am. After all, there is a reason why I am collaborating with these experts: they do good work.

*Global Negotiation* is ample proof of that. Here is a book that takes a new and refreshingly different look at the complex challenge of negotiating across cultures.

In an honest assessment of preferences and risks in the negotiation approach that is most common in the United States, the book starts by describing what the authors call the John Wayne style. “The ten traits of the American negotiation style” summarize values and risks associated with this approach. Hernández and Graham then launch into an extensive discussion of cultural differences in values, rituals, and symbols, helping readers understand how they impact business systems, negotiation attitudes, styles, strategies, and tactics.

Part II, “The Global Negotiation – A Creative Process”, is likely the book’s most valuable

section. It excels at conveying the importance of two critical elements, creativity and process-orientation. While staying focused on the necessary structure and flow of the negotiation, the authors expertly illustrate how innovative thinking during and after the negotiation exchange leads to better outcomes.

In-depth discussions of three country examples, namely India, Mexico, and China, follow in part III of the book. Each emphasizes a critical message: adapting to local values and practices is essential for negotiation success. Hernández and Graham close with a short but thought-provoking outlook on the future of negotiation in the age of globalization.

What sets this work apart is its rich mix of business cases, factual presentation, structured analysis, and, last not least, stories. Scenes like the one where an office chair gets thrown into a meeting room wall in Korea convey crucial points much better than any how-to list ever could.

Those looking for a simple manual of do’s and don’ts for international negotiations might be disappointed. The subject area is complex and success in this field requires solid skills and a deep understanding of cultural influence factors. In *Global Negotiation*, Hernández and Graham take us to faraway places and tell us what might happen if we do not prepare well. Fortunately, they also give rich advice on how to make it work. Read this book if you want to learn how to negotiate effectively and creatively in today’s global world.



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Lothar Katz is the founder of Leadership Crossroads. He has a wealth of experience in achieving productive cooperation across cultures and driving business success on a global scale.

A seasoned former executive of Fortune 500 company Texas Instruments, he regularly interacted with employees, customers, outsourcing partners, and third parties in more than 25 countries around the world, including many parts of Asia. Mr. Katz is the author of “Negotiating International Business – The Negotiator’s Reference Guide to 50 Countries Around the World”.

