

JISN NEGOTIATIONS RESEARCH  
WORKSHOP, 2020



Hosted by  
Graduate School of Management, Kyoto University, Kyoto



**京都大学経営管理大学院**  
Graduate School of Management, Kyoto University

October 16, 2020  
Official Program

## JISN Negotiations Research Workshop, 2020

### Hybrid format

The Workshop will follow a hybrid approach combining Zoom and face to face interactions. A small number of participants will join in person on the campus of Kyoto University, depending on best practices regarding Covid at that time. Other participants will join remotely through Zoom. Zoom spaces and screens will be open for casual interactions during registration and breaks. After the event, those participating in person can discuss further.

Organizers: William W. Baber (Kyoto University, Japan) & Tatsuzo Higashikawa (Japan International Society for Negotiation, JISN)

Venue: Mizuho Hall, Basement floor of Faculty of Law and Faculty of Economics East Building (see #5 on map), Yoshida Campus of Kyoto University

Campus Map: <https://www.kyoto-u.ac.jp/en/access/main-campus-map.html>

Conference website: <http://jisn.jp/>

Zoom: To be announced.

### Welcome Message from the Dean of the Graduate School of Management

Dr. K. Toda, Dean of the Graduate School of Management, Kyoto University

### Workshop Goals

The 2020 Workshop has two primary goals, improving research plans and establishing a new venue for discussion. The first goal relies on bringing together experienced and newer researchers to interact. They will consider research goals, methodology, and specific points of improvement to projects. On a broader scale, we expect the conversation to guide all participants toward topics of importance in negotiation research.

At the same time, we intend to create a meeting that will happen repeated in the future encouraging researchers in Japan and the region to interact globally. As host, JISN hopes to build up its contribution to the worldwide conversation around negotiation.

### List of Speakers and biographies

<b>Speaker</b>	<b>Affiliation</b>
<b>Esteban Aceituno</b>	Kyoto University, Graduate School of Business

<b>William Baber</b>	Kyoto University, Graduate School of Business
<b>Daniel Druckman</b>	George Mason University, Schar School of Policy and Government
<b>Ariel Hernandez</b>	German Development Institute
<b>Tatsuzo Higashikawa</b>	Retired as lecturer at Ritsumeikan University, Graduate School of Business
<b>Eikichiro Kano</b>	Shinko Engineering & Maintenance Co.
<b>Fernando Parrado</b>	Sergio Arboleda, Santo Tomas, Javeriana, CESA and Andes University
<b>Stephen Weiss</b>	York University, Schulich School of Business

**Esteban Aceituno** started his working life as a construction field engineer in Chile, and included project management and optimization and real estate project coordinator; currently he is pursuing an MBA degree at Kyoto University. His experience includes teaching a one semester course on project control and optimization to undergraduate students. His current interests and goals target business negotiation and conflict resolution, with focus on corporate negotiations' analysis and process mapping.

**William Baber** has combined education with business throughout his career. Currently he is teaching and researching negotiation and business models as an Associate Professor in the Graduate School of Management, Kyoto University. He has also taught as a visiting professor at University of Vienna and University of Jyväskylä. Additional experience includes economic development in the State of Maryland and supporting business starters in Japan. He is lead author of the textbook Practical Business Negotiation and co-editor of Transforming Japanese Business. Recent articles include Transition to Digital Distribution Platforms and Business Model Evolution as well as Identifying Macro Phases Across the Negotiation Lifecycle. Negotiation simulations include Mukashi Games and Pixie and Electro Car Merger, both available through TheCaseCentre.org.

**Daniel Druckman** has published widely on such topics as negotiating behavior, nationalism and group identity, human performance, peacekeeping, political stability, nonverbal communication, and research methodology. He is a board member or associate editor of eight journals and co-edits a new book series on International Negotiation. He received the 1995 Otto Klineberg award for Intercultural and International Relations from the Society for the Psychological Analysis of Social Issues for his work on nationalism, a Teaching Excellence award in 1998 from George Mason, an award for the outstanding article published in 2001 from the International Association for Conflict Management (IACM), and the 2006 outstanding book award for Doing Research: Methods of Inquiry for Conflict Analysis. He is the recipient of the 2003 Lifetime Achievement award from the International Association for Conflict Management.

Daniel Druckman was formerly the Vernon M. and Minnie I. Lynch Professor of Conflict Resolution at George Mason, where he coordinated the doctoral program at the Institute for Conflict Analysis and Resolution. He is also a professor at the University of Queensland in Brisbane, Australia, a member of the faculty at Sabanci University in Istanbul, and a visiting

professor at National Yunlin University of Science and Technology in Taiwan and at the University of Melbourne in Australia. He has held senior positions at several consulting firms as well as at the U.S. National Academy of Sciences in Washington D.C.

Dr. Druckman received his Ph.D. from Northwestern University and was awarded a best-in-field prize from the American Institutes for Research for his doctoral dissertation.

**Ariel Hernandez** is currently a researcher at the German Development Institute. His research interests include negotiation and decision analysis, governance of transformation to sustainability, sustainable energy and transport, foreign aid policies of emerging countries, environmental and climate politics, sustainable development, transformation and transitions, and voluntary sustainability standards. He is also a lecturer on negotiations (peace and conflict research) and foreign aid policies at the University of Duisburg-Essen, Germany. He holds two PhDs from the University of Vienna, Austria and University of Cologne, Germany. He was a research fellow at the Institute for Advanced Sustainability Studies (Potsdam), Käte Hamburger Kolleg/Centre for Global Cooperation Research (Duisburg), Fraunhofer Center for International Management and Knowledge Economy (Leipzig), Institute for Infrastructure and Resources Management of the University of Leipzig, and the Processes of International Negotiations (PIN) Program at the International Institute for Applied Systems Analysis (Austria).

**Tatsuzo Higashikawa** is General Manager of Shinjyu GLOBAL IP Patent Law Firm in Osaka, Japan. He is also Executive Director of Japan International society for Negotiation, (<http://jins.jp/index.html>) and member of International Negotiation and Teaching Research Association (INTRA). He is a 2012 graduate of the MBA program at the University of Wales and has published numerous articles on negotiation topics, for further detail see <https://orcid.org/0000-0003-2098-1451>.

**Eikichiro Kano** is General Manager of Shinko Engineering & Maintenance Co., a subsidiary of Kobe Steel Ltd. He started his career at Moka Plant of the Aluminum & Copper Division in Kobe Steel and moved to the Corporate Purchasing Department of the headquarter. He worked as a buyer and a manager in contracting mainly machinery and equipment purchase of steel works, plants, and power stations. For nearly 20 years he made more than 10 thousand trade contracts with no less than 1 thousand complex team negotiations with domestic and overseas suppliers, which amounted to at least 1 billion US dollars. His most important achievement was the introduction of jizen kobai 事前購買, agreement in advance, into the Iron & Steel Division. He put the whole process of negotiation prior to budget approval or ratification of investment so that negotiators secure time for negotiation and support from back table. In jizen kobai, managerial decision-making about whether to spend money or not and how much runs in parallel with negotiation. After transfer to a subsidiary in 2009, he produced “Negotiation Game for Seller and Buyer” and confirmed its success in his department. He read European Studies in Kobe Institute of St Catherine’s College in 1992 and Management Studies at RIAM, Kobe

University in 2012.

**Fernando Parrado** presented his intercultural research at the CLADEA conference in Rio de Janeiro in 2013, AIB Conference in 2016 and 2018 in USA, Sietar Buenos Aires 2017, ABEM – Costa Rica- 2019, ANZIBA Australia 2020 and had been selected to present in BALAS 2020 in Bogotá and AIB Global 2020. He has been a trainer to C-level executives in Fortune 500 companies, regarding how to work in Colombia, USA, Europe, Brazil, Emirates Arabs and Latin America. Currently he is professor at the Sergio Arboleda, Santo Tomas, Javeriana, CESA and Andes University in Master's and specialization programs. He teaches intercultural negotiation, intercultural management and intercultural communication. He has designed and delivered a range of executive training programs and conference examining the cultural impact in business, cross-cultural communication and competitiveness across culture. He leads a university research group in intercultural negotiation in Colombia ([www.negociadorglobal.com](http://www.negociadorglobal.com)).

**Stephen Weiss**, an international negotiation specialist, is a tenured associate professor of strategy and international business at the Schulich School of Business in Toronto, Canada. He previously held a full-time appointment at New York University's Stern School of Business in the USA and several visiting professorships outside North America, including a decade at HEC Paris in France. An award-winning teacher at Schulich, he received the International Management Division's Outstanding Educator Award, a career distinction, at the Academy of Management in 2015. In his research, Dr. Weiss focuses on complex, international negotiations and covers macro-strategic, contextual considerations as well as the behavior of individual negotiators. His best-known work includes case studies of multinational enterprises, analytic frameworks for cultural factors, and comprehensive surveys of the field of international business negotiation. As a consultant and coach, he has delivered negotiation programs for companies such as AT&T, American Express Canada, Celestica, Citigroup (India), and Dassault Aviation as well as government organizations such as the European Patent Office, Beijing (China) municipal officials, and the Southern African Development Community. The <http://weissnegotiation.com/> website is a window to this work, a site for resources, and a channel for dialogue and action.

## Program

Time	Event	
12:00-13:00	Registration and Open Zoom	
13:00	Dean Toda	Welcoming Remarks
13:10-14:00	Keynote Speaker Dr. Stephen Weiss	Review of Negotiation Research 1970-2020
Session 1		
14:00-14:15	Presentation 1 Baber	Impact of training on negotiators

14:17-14:32	Presentation 2 Higashikawa	Negotiation research and negotiation education survey 2020 in Japan
14:35-14:50	Presentation 3 Hernandez	Inter- and Transnational Cooperation: Environmental Governance and Sustainability
14:50-15:00	Coffee break	
Session 2		
15:00-15:15	Presentation 4 Aceituno	How negotiations fail: Case analysis on how negotiations reach a dead end
15:17-15:32	Presentation 5 Druckman	Who is Best at Mediating a Social Conflict? Comparing Robots, Screens and Humans
15:35-15:50	Presentation 6 Parrado	Analysis of Culture's Impact on Negotiation Process: Framework for Intercultural Negotiation and Decision (FIND)
15:52-16:07	Presentation 7 Kano	How to get reluctant bureaucrats to the negotiating table
16:07-16:20	Coffee break	
Panel Session		
16:20-17:20	Panel	
	Closing Comments	

## Abstracts

### E. Aceituno

The interest in “failed” negotiations is born from the need to understand not why, but how negotiations come to a non-agreement, and how relatable or comparable to each other are the mechanisms that lead to a dead end (“failure”). The understanding of success and failure will be addressed.

### W. Baber

This research seeks to determine the impacts of negotiation training, specifically for credit university courses, on the ability of negotiators. Survey methodology will attempt to determine whether negotiators use skills they were exposed to classes. Implications will help to improve design and delivery of training.

### D. Druckman

The impacts of various mediation platforms on negotiation outcomes and perceptions are compared in this article. The mediator platforms contrasted were a teleoperated (Telenoid) robot, a human, and a computer screen. All of these platforms used the same script for process

diagnosis, analysis, and advice on how to resolve an impasse in a hostile, gender-charged negotiation. A fourth experimental condition consisted of a no-mediation control. Negotiators played roles of representatives of the male or female partners of a high-tech company seeking to de-merge. The partners differed on their preferences for investing resources in one (cure for diabetes) or another (cure for Alzeimers) disease. More agreements and more integrative agreements were attained by the Telenoid robot than by the other types of mediator platforms and the control. The Telenoid mediators also produced more non-structured agreements, which consisted of decisions made outside of the scenario options. Negotiators in this condition had more positive perceptions of the mediation experience, were more satisfied with the outcome, and thought that the mediator's advice was more useful. Implications of the findings are discussed in terms of responses to novelty, which include creative and divergent modes of thinking. These implications open several new lines of research on electronic mediation.

#### A. Hernandez

This article introduces an analytical framework to highlight the various negotiation processes that occur as the transformation to sustainability unfolds. This framework can provide new insights on transformative pathways by focusing on the dynamics behind the discerning of a "negotiated choice."

#### T. Higashikawa

An outline of negotiation research and negotiation education in Japan, the current situation. This survey relies on Internet searches and data published by the Ministry of Education, Culture, Sports, Science and Technology. Higher education institutions (universities, graduate schools), seminars by private companies, private qualification tests, research institutes, individual researchers, etc. are contributing to the progress of negotiation science and negotiation techniques. There are various approaches and conversations among those organizations.

#### E. Kano

To adjust an official's standpoint for negotiation, their mindset should be improved by reducing subservience. A matured or uplifted mindset enables the person to implement the practices shown by Kolb & Williams to impact their resistance and get them to the negotiating table.

#### F. Parrado

Culture influence the negotiation process. FIND is a model, where the Globe, Hofstede, Schwartz are used to analyze how cultural dimensions influence a negotiation model, special research in the introduction phase. Negociador Global, it is a system that use FIND as an

algorithm to explore how culture impacts negotiation.

S. Weiss

To be done...



## Access

### Campus Map showing Building 5.



### Travel info

Yoshida Honmachi, Sakyo-ku, Kyoto-shi  
Kyoto 606-8501, Japan

Take bus or taxi from Kyoto Station. Several bus lines stop at Hyakumanben, the most convenient station to the venue, Building 5, on Yoshida Campus (main campus).

For details, see <https://www.kyoto-u.ac.jp/en/access/>.

Zoom information  
To be announced.