

## About the Authors

**Howard B.** and **Teresita C. Schaffer** both had careers of over three decades in the U.S. Foreign Service. Recognized as the State Department's principal experts on South Asia, they both served as deputy assistant secretary of state for South Asia.

He is senior counselor at the Institute for the Study of Diplomacy at Georgetown University, where he teaches courses on diplomatic process and South Asia. Before retiring from the U.S. Foreign Service, he served as U.S. ambassador to Bangladesh and as political counselor in both New Delhi and Islamabad. His earlier assignments were to Kuala Lumpur and Seoul. His publications include *Chester Bowles: New Dealer in the Cold War*, *Ellsworth Bunker: Global Troublesooter*, *Vietnam Hawk*, and *The Limits of Influence: America's Role in Kashmir*, which won the American Academy of Diplomacy's 2009 Douglas Dillon Award for the best book on the practice of U.S. diplomacy. He speaks Urdu, Hindi, and French, and is a graduate of Harvard College.

She served as U.S. ambassador to Sri Lanka and as economic officer in Islamabad. Other diplomatic posts included Tel Aviv and New Delhi. She directed the South Asia Program at the Center for Strategic and International Studies from 1998–2010. Her publications include *Pakistan's Future and U.S. Policy Options*, *Kashmir: The Economics of Peace Building*, and *India and the U.S. in the 21st Century: Reinventing Partnership*. She has taught at Georgetown University and American University. She speaks French, Swedish, German, Italian, Hebrew, Hindi, and Urdu and has studied Bangla and Sinhala. She is a graduate of Bryn Mawr College.



# About the Cross-Cultural Negotiation Series

In the early 1990s the United States Institute of Peace initiated a series of both conceptual and country-specific assessments on the theme of cross-cultural negotiating (CCN) behavior. In addition to the most recent volume in the series, *How Pakistan Negotiates with the United States: Riding the Roller Coaster*, previous volumes have explored American, Iranian, Chinese, Russian, North Korean, Japanese, French, German, and Israeli and Palestinian negotiating behavior. The basic assumptions that underlie the studies in the CCN series are that negotiating is the usual, if not always the preferred, technique of international problem solving, and that greater understanding of the dynamics of negotiating, greater appreciation of the cultural and institutional influences of a counterpart's behavior, and greater self-awareness will help make specific negotiating encounters more productive. This objective of making negotiations more fruitful—and thus preventing, reducing, or eliminating the use of violence to settle political disputes—conforms with the Institute's congressional mandate to promote the peaceful management and resolution of international conflicts.

- *American Negotiating Behavior: Wheeler-Dealers, Legal Eagles, Bullies, and Preachers* by Richard H. Solomon and Nigel Quinney
- *Negotiating with Iran: Wrestling the Ghosts of History* by John W. Limbert
- *India-Pakistan Negotiations: Is Past Still Prologue?* by Dennis Kux
- *Case Studies in Japanese Negotiating Behavior* by Michael Blaker, Paul Giarra, and Ezra Vogel
- *How Israelis and Palestinians Negotiate: A Cross-Cultural Analysis of the Oslo Peace Process* by Tamara Cofman Wittes, editor
- *French Negotiating Behavior: Dealing with La Grande Nation* by Charles Cogan

196 How Pakistan Negotiates with the United States

- *How Germans Negotiate: Logical Goals, Practical Solutions* by W. R. Smyser
- *Chinese Negotiating Behavior: Pursuing Interests through 'Old Friends'* by Richard H. Solomon
- *Negotiating on the Edge: North Korean Negotiating Behavior* by Scott Snyder
- *Russian Negotiating Behavior: Continuity and Transition* by Jerrold L. Schecter
- *Arts of Power: Statecraft and Diplomacy* by Chas. W. Freeman, Jr.
- *Culture and Conflict Resolution* by Kevin Avruch
- *Negotiating Across Cultures: International Communication in an Interdependent World* by Raymond Cohen



Copyright by the Endowment of the  
United States Institute of Peace

# United States Institute of Peace Press

Since its inception, the United States Institute of Peace Press has published over 150 books on the prevention, management, and peaceful resolution of international conflicts, among them such venerable titles as Raymond Cohen's *Negotiating Across Cultures*; *Herding Cats* and *Leashing the Dogs of War* by Chester A. Crocker, Fen Osler Hampson, and Pamela Aall; I. William Zartman's *Peacemaking and International Conflict*; and *American Negotiating Behavior*, by Richard H. Solomon and Nigel Quinney. All our books arise from research and fieldwork sponsored by the Institute's many programs. In keeping with the best traditions of scholarly publishing, each volume undergoes both thorough internal review and blind peer review by external subject experts to ensure that the research, scholarship, and conclusions are balanced, relevant, and sound. As the Institute prepares to move to its new headquarters on the National Mall in Washington, D.C., the Press is committed to extending the reach of the Institute's work by continuing to publish significant and sustainable works for practitioners, scholars, diplomats, and students.

VALERIE NORVILLE  
DIRECTOR



# Board of Directors

**J. Robinson West** (Chair), Chairman, PFC Energy, Washington, D.C.

**George E. Moose** (Vice Chairman), Adjunct Professor of Practice, The George Washington University

**Anne H. Cahn**, Former Scholar in Residence, American University

**Chester A. Crocker**, James R. Schlesinger Professor of Strategic Studies, School of Foreign Service, Georgetown University

**Kerry Kennedy**, President, Robert F. Kennedy Center for Justice and Human Rights

**Ikram U. Khan**, President, Quality Care Consultants, LLC

**Stephen D. Krasner**, Graham H. Stuart Professor of International Relations, Stanford University

**Jeremy A. Rabkin**, Professor, George Mason School of Law

**Judy Van Rest**, Executive Vice President, International Republican Institute

**Nancy Zirkin**, Executive Vice President, Leadership Conference on Civil Rights

## Members ex officio

**Michael H. Posner**, Assistant Secretary of State for Democracy, Human Rights, and Labor

**James N. Miller**, Principal Deputy Under Secretary of Defense for Policy

**Ann E. Rondeau**, Vice Admiral, U.S. Navy; President, National Defense University

**Richard H. Solomon**, President, United States Institute of Peace (nonvoting)