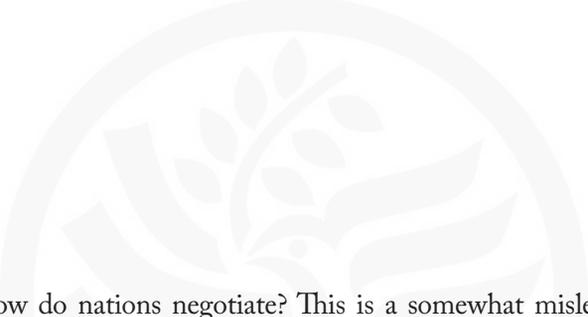


# Preface



**H**ow do nations negotiate? This is a somewhat misleading way to characterize the growing series of studies of national negotiating practices of which this volume on Pakistani negotiating behavior is the most recent. “Nations,” as abstractions, do not negotiate. But their officials do, and they bring to negotiating encounters more than personality styles and understandings of issues at play. Their behavior is structured by the institutional context in which decisions are made and implemented, by an understanding of their country’s history and its place in the world, and by distinctive cultural negotiating patterns—such as the uses of language, approaches to pressuring or enticing adversaries and friends, and attitudes toward compromise and assertions of authority.

Why study such institutional and cultural influences on negotiating practice? Our research has disclosed that most governments, indeed societies, devote little effort to systematic assessments of negotiating counterparts, be they governments, business enterprises, or organizations of civil society. Most negotiators bring to their task techniques learned by doing, or by having observed seniors whom they have supported in junior roles. With little formal training but perhaps considerable professional practice, such officials are all the more likely to reflect the norms and practices of their society. In the world of the seventeenth and eighteenth centuries, there was in Europe something of a distinctive class of diplomats with a shared language (French) and common negotiating practice. But in the globalized environment of the twenty-first century, diverse societies from all the continents and cultures of the world interact with an intensity reinforced by rapid transport and telecommunications. And they confront each other on a growing range

of issues of significant import to the security and economic well-being of their nations and societies.

It is the mission of the United States Institute of Peace to develop and train in techniques of conflict management likely to prevent or resolve disputes without resort to violence. And negotiating—both formal and informal—is in most societies a familiar approach to resolving differences or attaining preferred outcomes. Thus this study—and the more than a dozen in the Institute’s cross-cultural negotiating series (see listing in the back of this volume)—are intended to make negotiating practices more productive and preferred as an approach to conflict management through mutual awareness and training in negotiating skills.

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PRESIDENT, U.S. INSTITUTE OF PEACE

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