

Mandell Clip 5 Transcript

BRADY: Great. So someone mentioned saki in the evening. I think Charles might have cut the Gordian knot here and brought the saki kit to the negotiation. So, Charles, in your group, do you briefly want to reflect on why you made that decision? Why it was actually just water? And then any effect that might have had on the final deal?

CHARLES: I brought the saki for three reasons. One was to have a move, a non-verbal move at the beginning that would show that I'm the one setting the pace of the conversation by bringing this and giving it to them. Secondly, to meet the cultural needs of Indocarta, I thought this would be a good trust building relational move. They say those who eat and drink together can make a deal.

And the third reason was to show them nonverbally that I was committed to a deal for all three of us, that I didn't want to cut any of them out. But I wanted to have a deal with all three. And that did end up in the end.

BRADY: Great. [INAUDIBLE] do you guys want to reflect on that at all?

SPEAKER 8: I mean, I know that you were trying to send nonverbal signal. I just thought that was his way of acknowledging both parties. But in the beginning of it, it didn't really send across a signal that he wanted all three of us in the deal. I mean, maybe it was a question of interpretation on my cultural side. Maybe it just meant that they're very welcoming of other people who come to their country.

BRIAN MANDELL: Right. And remember through the cultural filter, message intended is not always message received. So what could have been viewed as a significant important social gesture could also be viewed as a bribe. Right? So keep that in mind. The unintended consequences of using your signaling and getting back the message

that you didn't intend to receive. I intended compliment. It was taken as insult. Happens a lot in negotiations.

BRADY: We do have a slide later on that talks about explicit nonverbal signals, culture to culture, that are perceived as different signs.