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THE FRAMING OF BUSINESS NEGOTIATIONS

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1) INTRODUCTION

1.1) The Foundation for the Proposal

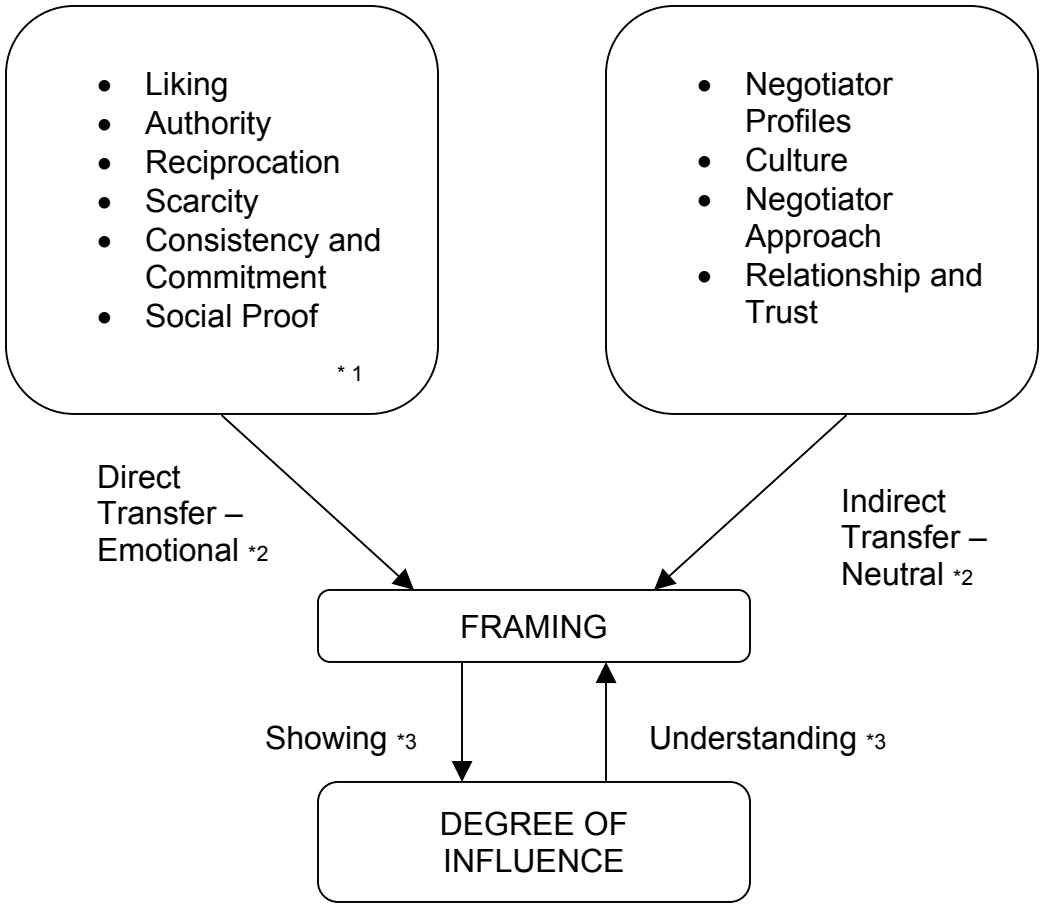
The primary objective of this research is to identify the phenomenon of framing in international business negotiations between South African and Ghanaian negotiators, to identify the key sources of this, and to ascertain the impact that this has on the degree of influence in international business negotiations between South African and Ghanaian counterparts.

It is believed that the following flow chart explains the way framing is constructed from two perspectives, setting this construct into motion to impact on the degree of influence of the negotiation encounter. The physical transfer of these notions into the formulation of the construct of framing is termed “Indirect” and “Direct Transfer” respectively, as adapted from the terminology used by Trompenaars (1994).

Culture is touched upon but not investigated further, as it is beyond the scope of this research report.

The flow chart shows that areas that have influencing potential and are as categorised in the two separate chapters, lead to framing that in turn impacts on the degree of influence, in this case specifically in international business negotiations between Ghana and South Africa. Although framing leads to the degree of influence, the return arrow shows that for this in fact to happen, understanding how others mean what they say or do might be necessary in an iterative way, before it is possible for the framing to be used as the way of showing how one means what one says or does. These definitions in fact define the construct of framing as will be shown in the literature review that follows.

Figure 1: Elements of Conceptualisation in the Negotiation Process



*1 – Cialdini (1993)
*2 – Adapted from Trompenaars (1994:64)
*3 – Lewicki, Saunders and Minton (1999)

1.2) The Objective of the Research Report

1.2.1) Problem Statement

The aim of the research is to investigate the impact of framing on the degree of influence in business negotiations between South Africa and Ghana.

1.2.2) Sub-Problems

There are five sub-problems that comprise the main research problem. These are listed below.

1.2.2.1) Sub-problem 1

The impact of framing is investigated by probing into how the personal backgrounds of Ghanaian business people differ from those of South African business people and how this informs the conduct of business negotiations in both directions between South African and Ghanaian counterparts.

1.2.2.2) Sub-problem 2

This involves examining how perceptions of negotiation conduct are understood between South African and Ghanaian businesspeople.

1.2.2.3) Sub-problem 3

It is investigated whether or not a central theme exists that informs the perception of each international negotiator towards the other.

1.2.2.4) Sub-problem 4

This involves an examination of key areas in managing the framing process when South African and Ghanaian businesspeople negotiate to ensure better results for preset objectives.

1.2.2.5) Sub-problem 5

This deals with how perceptions of trust are related to business negotiations between South African and Ghanaian businesspeople.

1.3) Outline of the Report

Chapter 2 of this report contains a literature review of framing and the principles that are deemed to exert influence on international business negotiation. Chapter 3 derives the propositions that form the basis for this research and that are tested later. Further in Chapter 3, the alignment of the propositions to the sub-problems of the research is justified. Chapter 4 discusses the research methodology employed in considering eight interviews with selected business people half from Ghana and half from South Africa, and analysing these qualitatively to justify the propositions made. Chapter 5 presents a closer look at the questionnaire, its construction and application. Chapter 6 is the analysis of the interviews that includes the method of analysis as well as the conclusions arising from the analysis.

2) LITERATURE REVIEW

2.1) Introduction to the Literature

The literature and theory of negotiation is vast. The construct of framing is not as diverse but presents difficulty in its interpretation. The literature review that is provided in this chapter considers certain areas within these subjects that are related in ways that can be used to derive the propositions that are capable of being analysed.

2.2) Theory

In gaining a better understanding of the impact of framing on the degree of influence in international business negotiations, a literature review on negotiator profiles, negotiation culture and other factors that have a major impact on the degree of influence, has been undertaken.

Karrass (1970:28) describes negotiation as "…a system of decision-making characterized by a mixture of common and conflicting interests on the part of the parties involved in making the decisions. The commonality of interests rests in the necessity that both parties agree to any decision. The conflicting interests are in regard to the disposition of the substantive issues peculiar to the situation".

Lewicki, Saunders and Minton (1999:77) state, "Communication is a continuous stream in which everything is simultaneously a reaction and an instigation, an instigation and a reaction". Furthermore, according to Lewicki, Saunders and Minton (1999:77), "Frames are not static, like picture frames, but are constantly evolving lines of interpretation, continually negotiated footings". "The power of frames is that they do their work off the record" (Lewicki, Saunders and Minton, 1999:73).

Lewicki and Litterer (1985:183,184), call “persuasion”, the “efforts” that are “…designed to influence another person’s positions, perceptions, opinions, and attitudes…”. They say, “There are three key elements in the process of persuasion: the sender, i.e., the person or persons who is attempting to persuade; the target, i.e., the person or persons to be persuaded; and message, i.e., the content that the sender wants the target to believe, accept, or understand. Dimensions of each of these elements may be used singly, or in combination, to bring about a successful persuasion effort”.

Dilenschneider (1990:5) asks the question, “What do people who are able to exert influence and advance their careers know?” and responds to his own question: “…they grasp a very simple relationship: the connection between communication, recognition, and influence. I describe that relationship as *the power triangle*”.

The authors here have highlighted relationships between various principles that appear to satisfy the interrelationships and links of Figure 1. The importance of communication in negotiation has been mentioned and how this sets about a process of cause and effect. The dynamic nature of frames then causes the construct of framing to find application in the dynamics of communication and negotiation.

Trompenaars (1994:5) states, “Many multinational companies apply formulas in overseas areas that are derived from, and are successful in, their own culture. International management consulting firms of Anglo-Saxon origin are still using similar methods to the neglect of cultural differences”.

Culture is investigated in the course of the literature review but is not considered within this study. Personal background as manifested by culture is considered.

The impact of framing can be better understood once the many ways that this phenomenon finds application are encountered.

2.3) Framing

Lewicki, Saunders and Minton (1999:68) refer to “framing”, a term and concept developed by Gregory Bateson and defined as follows: “Framing is a way of showing how we mean what we say or do and figuring out how others mean what they say or do”. According to Lewicki, Saunders and Minton (1999:71), people “…sense that when it is important to make clear how you mean what you say, you have a better chance of doing so if you can frame your meaning with voice quality, and a still better chance if you also have nonverbal signals such as facial expression, gestures, and posture working to frame meaning as well”.

Lewicki, Saunders and Minton (1999:77) also assert, “Most of us tend either to resist or to yield to frames. Those who instinctively resist frames set by others tend to balk when they feel pushed. Those who instinctively fit inside the frames set by others tend to yield when they feel pushed. We are more likely to respond according to our habits than to the specifics of the situation”.

Cohen and Bradford (1990:45) state, “When you need something from someone who has no formal obligation to cooperate, begin by assuming that the person is a potential ally. Failure to do so can easily wreck an influence attempt”. Cohen and Bradford (1990:46) say, “Assuming the other person will be an adversary rather than an ally prevents accurate understanding and leads to misperceptions, stereotypes, and miscommunication. The right mindset is the basis of a mutually rewarding relationship, but you have to know yourself as well”.

Trompenaars (1994:3,4) believes that, “Peters and Waterman in *In Search of Excellence* hit the nail on the head with their critique of ‘the rational model’ and ‘paralysis through analysis’…Yet the very success of the universalistic philosophy now threatens to become a handicap when applied to interactions between human beings from different cultures”.

Other key factors must thus be investigated before further light is shed on how the construct of framing affects international negotiations.

2.4) Key factors having a major impact on the degree of influence

2.4.1) People and Persuasion

2.4.1.1) Negotiator Profiles

Wimsatt and Gassenheimer (1995) state that in international sales encounters, negotiation is a common practice. Kotler (2003) has identified many factors that affect perceptions of dealmakers in international business negotiations. Wimsatt and Gassenheimer (1995) say that co-operation and compromise are essential in successful negotiation and that numerous attempts to negotiate effectively fail because buyers and sellers fail to do this.

Shi and Wright (2001:367) identify seven potential characteristics that comprise a negotiator’s profile and they are:

1 - inter-personal competency;
2 - cognitive capability;
3 - team commitment;
4 - individual motivation in negotiations;
5 - open-mindedness;
6 - adaptive orientation; and
7 - ideological consciousness and perceptions of environmental influence.

These authors also reveal that Western negotiators differ in their weighting of these characteristics to their Eastern (primarily Chinese) counterparts. Shi and Wright (2001:382) state, “Most Western negotiators are interested primarily in making the deal; while we suggest those much deeper, perhaps even patriotic feelings, affect thinking on the Chinese side”.

By using factor analysis, Shi and Wright (2001) have identified ten factors that were considered appropriate for carrying out further analysis, and these are listed below:

F1 - Interpersonal competency
F2 - Cognitive capability
F3 - Team commitment
F4 - Individual motivation
F5 - Adaptive orientation
F6 - Xenophobia residues
F7 - Ideology consciousness
F8 - Open-mindedness
F9 - Perception of influence
F10 - Self-discipline.

The data is significantly related, as shown by Shi and Wright (2001).

1 - *Group orientation* is related significantly to *Team commitment* ($p < 0:001$) and *Self-discipline* ($p < 0:001$).
2 - *Individualism* is related significantly to *Individual motivation* ($p < 0:001$).
3 - *Relationship orientation* and *Group orientation* are related significantly to *Interpersonal competency*, and *Adaptive orientation* ($p < 0:01$).
4 - *Relationship orientation* is related significantly to *Xenophobia residues* ($p < 0:01$).
5 - *Group orientation* is related significantly to *Cognitive capability* and *Ideology consciousness* ($p < 0:01$).
6 - *Individualism* is related significantly to *Perception of influence* ($p < 0:01$).

According to Frances (1991), GRAHAM et al. (1994) and Rubin and Brown (1976), the personal backgrounds of sellers manifest characteristics that influence the negotiation encounter. Rubin and Brown (1976) say that the outcome of the negotiations that ensue is based on these backgrounds, as reactions and responses are formulated from the manifested characteristics.

Dilenschneider (1990) explains that, personal power, the ability to communicate and manage information, and advancing a personal or corporate agenda are critical to individual or business success. Knowing how to exert influence at every level in the company, in the community, with government, and with the public at large will spell the difference between success and mediocrity.

Cohen and Bradford (1990:67) state, “Personal style plays an important role in making exchanges. With careful attention to the *content and style* of his or her communication, an unknown influencer can win the confidence of a suspicious ally. Conversely, even a trusted colleague can conduct an influence attempt in a way that makes the likely ally more cautious or suspicious”. They insist, “Not only must you consider your ally’s style, but sometimes you might have to set aside

the task considerations for a while and work directly on the relationship" and continue, "Your style, and the way it interacts with the style of your potential ally, is another important factor in determining whether or not to work directly on the relationship".

Frames are formed by the characteristics of a negotiator's profile and the deeper factors that manifest these characteristics. Communication is key in the transfer of information. Different negotiator profiles transfer information differently.

Framing as constructed in this way, impacts on the degree of influence.

2.4.1.2) Personal Background as Manifested by Culture

Shi and Wright (2001) state that international business negotiation is an important competency in the work of executives conducting global business. Such business executives (IBN's – International Business Negotiators), according to Griffin and Daggatt (1990) as well as Spreitzer et al. (1997), frequently negotiate with business partners from a markedly different cultural or social background.

Wimsatt and Gassenheimer (1995) state that today's business environment is one of globalisation and multicultural diversity and thus this establishes the importance of gaining a better understanding of cross-cultural sales interactions. Hofstede (1980) and Kluckholn and Strodbeck (1963) emphasise that variations in patterns of behaviour are based on cultural orientations and this in turn has an effect on the outcome of sales negotiations. "Adjustments made in style and approach will thus influence the effectiveness of international sales negotiations, as culturally diverse backgrounds will naturally set up a number of scenarios in which the IBN will have to operate" (Frances, 1991; Sheth, 1983; Tse *et al*., 1988).

Trompenaars (1994:6) provides the following definition, “Culture is the way in which a group of people solves problems”.

Chang (2003) states that successful cross-cultural negotiation requires an understanding of the differences and similarities that bring about various motives from each side for the negotiation process. Being conscious of personal perceptions that are informed by this culture assists in successful negotiations.

“People like people who are similar to them (in opinion, personality trait, background or life-style)” (Cialdini,1993). Chang (2003:567) says that Chinese and North Americans, “...acknowledge they do not know much about each other, though they hold definite stereotypes of each other”.

Trompenaars (1994:63) states, “Members of cultures that are effectively neutral do not telegraph their feelings but keep them carefully controlled and subdued. In contrast, in cultures high on affectivity people show their feelings plainly by laughing, smiling, grimacing, scowling and gesturing; they attempt to find immediate outlets for their feelings. We should be careful not to over-interpret such differences…The amount of emotion we show is often the result of convention”. Trompenaars (1994:64) outlines that which has been adapted in the framework used in Figure 1, that “When our own approach is highly emotional we are seeking a direct emotional response…When our own approach is highly neutral we are seeking an indirect response”.

Chaisrakeo and Speece (2004) have found that an organisation’s sales force is usually the main group who is involved in negotiations. This team builds the relationships on which business is to a great extent centred. At the international level, Chaisrakeo and Speece (2004:267) state, “The sales rep’s ability to develop customer relationships in a cross cultural context is critical”. Two main negotiation styles are identified, namely the “problem solving approach (PSA)” and the “competitive approach”. Sales negotiating style is examined under these

broad headings. Chaisrakeo and Speece (2004:271) state that "...the literature is not quite clear how national culture affects the use of PSA". Hence, qualitative studies could be quite useful in this respect. The study looks at the relationship between PSA and PSO (problem solving orientation), the salesperson's predisposition toward negotiating style.

Chaisrakeo and Speece (2004:271) propose "...a simple conceptual model of how cultural issues at three different levels - national, organisational, individual - influence salespeople's negotiating styles. Qualitative in-depth interviews were employed to explore the impact of national culture, organisational culture, and individual sales rep competence in dealing with culture on salespeople's negotiating styles".

Lin and Miller (2003,286) observe that "...national culture exerts direct influence on the preferences for negotiation approaches, and that national culture also has indirect influence in the choice of negotiation approaches while interacting with relational contexts". The hypotheses presented in Lin and Miller (2003) are tested on samples of American and Chinese joint venture managers in China. The study findings have important theoretical and managerial implications.

Campbell *et al*. (1988), Frances (1991), Graham (1986), Graham *et al.* (1994), Gulliver (1979), Kale (1986), Rubin and Brown (1976) and Sawyer and Guetzkow (1965) all mention the following three negotiation stages:

1 - antecedent phase;
2 - concurrent phase; and
3 - consequent phase.

Variables pertaining to these phases include the following respectively:

1- bargainer or individual characteristics, situational or organisational constraints, and demographic variables;
2- behaviours characterising co-operation and conflict during the negotiation encounter; and
3- economic profits, satisfaction.

Cushman and King (1985), Hofstede (1980) and Kelley (1966) show that organisations also operate with national cultural settings. Cultural orientation thus influences the organisation's value system. According to Kerlinger (1951), cultural orientation is the reason that organisations cannot standardise their decision-making behaviours very easily, despite the underlying motivation of profit generation.

It has been shown thus far that national culture is a predictor of the negotiation approach, and Lin and Miller (2003) further reinforce this. Hofstede (1980,1) points out, "…this is not surprising, since what we call national culture indeed consists of different, but inter-connected dimensions". A further two cultural dimensions are shown by Lin and Miller (2003) to interact significantly with relationship commitment and relative power in the choice of negotiation approaches. These are ingroup-outgroup consciousness and mode of exercising authority.

The theory here shows that in a culturally diverse environment, framing informs the conduct of business negotiations by showing the interrelationship of behaviour, cultural orientation and even value systems, as well as the way in which a natural environment or scenario is established in a seemingly autonomous way. An understanding of the dynamics that are at play is important, but it appears that this is not always straightforward in that responses can contain elements of emotion and hidden meanings. Thus, framing begins to

appear as more of an influential factor rather than merely one than informs conduct in a particular way.

2.4.1.3) Negotiator Approach

Lin and Miller (2003) identify four popular negotiation approaches in international joint ventures and these are:

1 – problem solving;
2 – compromising;
3 – forcing; and
4 – legalism.

According to Fells (1996), negotiators usually know what they want to achieve but do not know how they are going to achieve this. For this reason it becomes necessary to be adequately prepared for the negotiation interaction. Fells (1996) identifies two broad approaches to preparation:

1 - establishment of positions with which to enter the negotiation; and
2 - development of principles against which outcomes can be judged.

The approaches regard the negotiation process rather than the issue that is under negotiation, and Fells (1996) indicates that this is lends itself to more mutually beneficial outcomes. Furthermore, Fells (1996) suggests that in changing from positional to problem-solving negotiation, it is necessary to "reframe", that is, to take whatever the other negotiator is saying and direct it against the problem.

Cohen and Bradford (1990:69) believe, "It is possible to be tough in relationships without being seen as untrustworthy. If you are consistently reliable and honest, and always try to find ways to provide what allies want, then that will become part

of the reputation you carry with you into influence transactions and which helps you push hard without seeming to be unduly self-interested.

Trompenaars (1994:67) identifies “a variety of problems of communication across cultural boundaries which arise from the differences between affective and neutral approaches”. Both verbal and non-verbal communication have been investigated by Trompenaars (1994).

Fisher and Ury (1986:10) state, “The game of negotiation takes place at two levels. At one level, negotiation addresses the substance; at another, it focuses – usually implicitly – on the procedure for dealing with the substance…This second negotiation by and large escapes notice because it seems to occur without conscious decision. Only when dealing with someone from another country, particularly someone with a markedly different cultural background, are you likely to see the necessity of establishing some accepted process for the substantive negotiations”.

Fisher and Ury (1986:11) advocate the use of what they term, “*principled negotiation* or *negotiation on the merits*”. This process comprises four basic points.

People:	Separate the people from the problem.
Interests:	Focus on interests, not positions.
Options:	Generate a variety of possibilities before deciding what to do.
Criteria:	Insist that the result be based on some objective standard.

2.4.1.4) Relationships and Trust

McCall and Warrington (1989:15) explain, “Negotiators entering relationships with one another bring to their interactions variations in prior experience, background and outlook… They shape the way an individual reacts to the negotiating environment… A negotiator’s [seller’s] enduring predispositions therefore shape the information he/she seeks about his opposer’s [buyer’s] intentions and preferences”.

Two key, but largely opposite, dimensions of relationship are further considered to be critical in international negotiation and these are relationship commitment and relative power. Relationship commitment, according to Morgan and Hunt (1994:23), “...is viewed as an exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it”. Relative power is exactly that.

Furthermore, in the opinion of Rubin and Brown (1976: 294), the parties involved in negotiations differ according to “…their sensitivity and reactivity to variations in the other’s behaviours”.

Wimsatt and Gassenheimer (1995: 21) believe, “Relationships exist because there are shared goals”. Negotiating parties strive to achieve common goals that have been agreed but undertake this function in different ways based on factors that inform each party’s thinking in different ways. In Mathews *et al*. (1972: 103), it is stated that “the buyer-seller negotiation process confronts elements of co-operation and conflict simultaneously”. These two aspects are important according to Gulliver (1979), Williamson (1985) and Woodside and Taylor (1979), in that co-operation is mutually beneficial when seeking an outcome, while conflict ensures that each party’s self-interest is preserved via the competitiveness that is at play.

According to Rotter (1967), long-term relationships hinge on the achievement of mutually beneficial outcomes from bargaining and co-operative problem solving that are the two basic negotiating strategies. Graham (1986), Kerlinger (1951), Rubin and Brown (1976) and Schurr and Ozanne (1985) show that desired results are achieved via negotiations that are directed towards co-operative problem solving, and what is usually achieved is good integration and information exchange. According to Lewicki, Saunders and Minton (1999: 72), "*Footing* is a term used by sociologist Erving Goffman to refer to a kind of frame that identifies the relationship between speakers. The same information can be communicated with different footings - and radically different effects".

Shure and Meeker (1967) and Harnett and Cummings (1980) proposed three inherent individual characteristics affecting cross-cultural negotiation:

1 – trust;
2 – risk and
3 – humanistic diplomacy (i.e. conciliation vs. belligerence).

According to Koeszegi (2004), negotiation analysis and theory provide a useful framework to analyse dynamics of relationships and trust-building and hence are increasingly important for the understanding of inter-organisational relationships. He explores the set of strategies managers can implement in negotiations to establish relationships based on mutual understanding and trust, in order to reach satisfactory agreements and manage inter-organisational dependencies and associated threats.

According to Nadler et al. (1985), researchers have found that perceptions of trust vary depending on one's cultural orientation, with some cultures being more trusting than others. Nadler et al. (1985) go on to say that an individual's risk-taking propensity and cooperativeness could also be influenced by cultural orientation.

Cohen and Bradford (1990:65,66) state, “Two distinct factors shape your reputation and the way your requests will be perceived. The first is determined by your own prior behaviour; the second part of your reputation is determined by factors you do not control…”. These authors go on to say, “Of course, it is not always possible to have a prior relationship with everyone you want to influence…but you can be sure someone who doesn’t know you will pay attention to ‘the book’ on you”.

“The veneer of similarity can be so easily manufactured, that the perception created via mimicking could be quite effective in this way” (Cialdini,1993).

Luhmann (1988) states “…the difference between trust and confidence is an important distinction between mechanisms for coping with uncertainties”.

Cohen and Bradford (1990:45) suggest, “…in any negotiation situation, a number of less-than-totally-honest tactics can lead to a more favourable outcome for the negotiator who uses them well”.

The authors show trust to be the basis that identifies relationships by indicating that long-term relationships and shared goals hinge on this “footing”. The latter arguments, however, place less of an emphasis on trust.

The question therefore of whether or not framing as constructed in this way impacts on the degree of influence, needs to be further investigated via the qualitative research.

2.4.2) The Six Principles of Cialdini

According to Cialdini (1993:xiii), “There are six principles that interact and that have a major impact on the degree of influence that an individual or an organization exerts”. He also says, “Thousands of different tactics employed to produce yes, the majority fall within six basic principles”. He identifies these as:

1 - social proof
2 - reciprocity
3 - authority
4 - liking
5 - consistency and commitment
6 - scarcity.

Cialdini (1993:3) refers to “fixed – action patterns” that can involve “intricate sequences of behavior” that “occur in virtually the same fashion and in the same order every time”. Cialdini (1993:xii) first states that “compliance professionals”, need to know how to make other people say, “yes”. “Mimics” according to Cialdini (1993:8), will exploit an inappropriate action that has been a result of the trick of “playing the right behavior tape at the wrong time”. This willingness to say yes without thinking first is a tendency of human nature according to Cialdini (1993:7), as humans need shortcuts to deal with the complexity of this world.

Dilenschneider (1990:5) is of the opinion, “In order to influence opinion, you have to be an able communicator. If you cannot communicate, you will not influence opinion”.

2.4.2.1) Liking

Cialdini (1993:167) repeats a well-known fact that "…we most prefer to say yes to the requests of someone we know and like". Furthermore, according to Cialdini (1993:171), "Research has shown that we automatically assign to good-looking individuals such favorable traits as talent, kindness, honesty, and intelligence". The response to attractive people "…falls into a category that social scientists call 'halo effects'. A halo effect occurs when one positive characteristic of a person dominates the way that person is viewed by others. And the evidence is now clear that physical attractiveness is often such a characteristic". Cialdini (1993: 173) goes on to say, "We like people who are similar to us".

"Liking", one of the key principles with major impact on the degree of influence according to Cialdini (1993), is a feeling that may arise from a perception that has been proved to influence, without any authority.

2.4.2.2) Authority

Cialdini (1993:215) indicates, based on the findings of studies of Professor Stanley Milgram that there is something about the "…sheer strength of authority pressures in controlling our behavior" and "It is the extreme willingness of adults to go to almost any lengths on the command of an authority…". According to Cialdini (1993:218), because the positions of authority figures, "…speak of superior access to information and power, it makes great sense to comply with the wishes of properly constituted authorities. It makes so much sense, in fact, that we often do so when it makes no sense at all". According to Cialdini (1993:221–229), types of symbols of authority that can trigger mechanical compliance are, "Titles", "Clothes" and "Trappings".

Trompenaars (1994:92) states that, "All societies give certain of their members higher status than others, signaling that unusual attention should be focused

upon such persons and their activities. While some societies accord status to people on the basis of their achievements, others ascribe it to them by virtue of age, class, gender, education, and so on. The first kind of status is called achieved status and the second ascribed status. While achieved status refers to doing, ascribed status refers to being".

The impact of influence, with or without authority, needs to be further investigated via the qualitative study. The following however emphasises the first case.

In an experiment of Professor Stanley Milgram about "authority" referred to by Cialdini (1993:208–215), a "teacher" must deliver an electric shock to a "learner" when answers to posed questions are wrong. The "researcher" and "learner" are a part of the experiment. The "teacher" is the test subject, and wants to stop the delivery of the shock during the experiment. Cialdini (1993:214) states of the "teachers", "They implored the researcher to let them stop. When he refused, they went on, but in the process they trembled, they perspired, they shook, they stammered protests…", but they still adhered to the words of the experimenter and obeyed to the end.

2.4.2.3) Reciprocation

The rule of reciprocation in negotiations according to Cialdini (1993:17) states, "…that we should try to repay, in kind, what another person has provided us". According to Cialdini (1993:18), "...we are human because we have always shared in an honored network of obligation". Cialdini (1993:21) reports that, "…obligation and liking were found by Professor Dennis Regan in his studies, to be unrelated". Furthermore, the rule of reciprocation of Cialdini (1993) is very influential in achieving compliance in negotiations.

Cialdini (1993:17,18) states that by virtue of the rule of reciprocation, we are obligated to repayment. "Much obliged" has become a synonym for "thank you".

Cialdini (1993:21) goes on to say, “The rule possesses awesome strength, often producing a “yes” response to a request that, except for an existing feeling of indebtedness, would have surely been refused”. The consequence of this rule according to Cialdini (1993:37) is that there exists an obligation to make a concession to someone who has made a concession to another.

Cohen and Bradford (1990:30) claim that, “Expectations for reciprocity and equity are quietly understood. They become noticeable when they are violated”.

2.4.2.4) Scarcity

According to Cialdini (1993:238), “…opportunities seem more valuable to us when their availability is limited” and “The idea of potential loss plays a large role in human decision making. In fact, people seem to be more motivated by the thought of losing something than by the thought of gaining something of equal value”.

Cialdini (1993:245) states, “As opportunities become less available, we lose freedoms; and we *hate* to lose the freedoms we already have” and “…the need to retain our freedoms makes us desire them (as well as the goods and services associated with them) significantly more than previously”.

2.4.2.5) Consistency and Commitment

According to Cialdini (1993:57), “Once we have made a choice or taken a stand, we will encounter personal and interpersonal pressures to behave consistently with that commitment. Those pressures will cause us to respond in ways that justify our earlier decision”. Cialdini (1993:61,64) adds that “automatic consistency” is a “preprogrammed and mindless method of responding”, and “…functions as a shield against thought…”. The Chinese have discovered that a

person's own personal behaviour serves as the benchmark of what that person is like.

Cohen and Bradford (1990:5) asserts, "Modern organizations literally depend for their survival on people at all levels being able to exercise responsible influence-even when they do not really have clear marching orders".

They also state, "The likelihood of being able to be untruthful consistently and always getting away with it is small; and the costs of developing a reputation for bending the truth are high. If you become known for being dishonest about what you want, have to offer, or will do in return for help, many of those you want to influence will shy away from dealing with you at all".

2.4.2.6) Social Proof

According to Cialdini (1993:116), the principle of social proof states, "…one means we use to determine what is correct is to find out what other people think is correct. The principle applies especially to the way we decide what constitutes correct behavior". This is similar to the definition of framing that was mentioned before and warrants special emphasis here.

Cialdini (1993:116) states, "As a rule, we will make fewer mistakes by acting in accord with social evidence rather than contrary to it".

Cialdini (1993:118) refers to sales and motivation consultant Cavett Robert who advises sales trainees, "Since 95 percent of the people are imitators and only 5 percent initiators, people are persuaded more by the actions of others than by any proof we can offer". Lewicki, Saunders and Minton (1999:77) claim, "The framing that is going on at any moment is part of what establishes the frame for what goes on next, and is partly created by the framing that went before. The

footing we establish at any moment is occasioned by the footing that was established the moment before - and the year before".

The qualitative study is the final frontier in establishing whether framing impacts on the degree of influence in the international negotiations between South African and Ghanaian counterparts.

2.5) Conclusion

The literature review conducted here is that of a small sample of material that is available that relates to the topics touched upon herein. The Bibliography at the end of the report refers to other material relevant to the topics addressed herein. This research report uses the literature review as presented here.

Testable propositions are derived in the next chapter from this literature review and these are aligned to the sub-problems that comprise the overall problem dealt with in the work, that of the framing of business negotiations between South Africa and Ghana. Not all the topics in this literature review are used as a basis for deriving the propositions, as the topics here are too vast to incorporate all the issues presented.

3) PROPOSITIONS

3.1) Introduction to the Propositions

In this chapter, testable propositions are derived from the literature review and their alignment to the sub-problems of the report is revealed. When two international negotiators such as the Ghanaian and the South African counterparts, encounter each other in order to conduct business negotiations, they do not necessarily consider the psychological dynamics and forces that are at play between them. Their focus is more often than not, only on the business at hand.

3.2) Propositions

3.2.1) Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence upon the outcome of the negotiations.

3.2.2) Proposition 2

The negotiator profile contributes towards establishing the “footing” that frames the relationship with the other negotiator.

3.2.3) Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

3.2.4) Proposition 4

In addition to the six principles of Cialdini (1993: xiii), "…that interact and that have a major impact on the degree of influence that an individual or an organisation exerts", framing is the seventh.

3.2.5) Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

3.3) Justifying the Alignment between Sub-Problems and Propositions

3.3.1) Proposition 1 with Sub-problem 1

The differences in the backgrounds of South African and Ghanaian negotiators are believed to have an affect on the way each of these negotiators show how he/she means what he/she says or does to the other i.e. how one frames the other. The background of the respondents, generalised according to country, is tested by means of the interviews to investigate whether common traits do exist and whether these lead to interpretations that inform the conduct of the negotiations, as well as the outcome of the negotiations.

It would seem that personal traits of one negotiator that are realized by the other throughout the initial interaction period, inform the thinking of the other negotiator to the extent that that frame of reference persists and influences the negotiation outcome.

It would seem furthermore, that business partners from markedly different cultures and social backgrounds frame the conduct of negotiations differently, and this influences the effectiveness of international sales negotiations.

According to Wimsatt and Gassenheimer (1995), Hofstede (1980) and Kluckholn and Strodbeck (1963), a better understanding of cross-cultural interactions is important in ensuring success in negotiations of this type. A study of the respective cultures is not part of the scope of this research report.

3.3.2) Proposition 2 with Sub-problems 1 and 5

According to Lewicki, Saunders and Minton (1999;72), "*Footing* is a term used by sociologist Erving Goffman to refer to a kind of frame that identifies the relationship between speakers". Also, Frances (1991), Graham et al., (1994) and Rubin and Brown (1976) state that the personal backgrounds of negotiators manifest characteristics that influence the outcome of negotiations. Furthermore, Wimsatt and Gassenheimer (1995) indicate that co-operation and compromise lead to success in negotiations.

It would seem that the negotiator profile is a function of many factors, such as personal background, education and culture. One such negotiator profile, when involved in negotiations, will be framed by another in a particular way that seems to follow a set pattern. An understanding of specific personal characteristics, personal backgrounds of the respective negotiators (comprising personal traits, the way he/she is portrayed and the way he/she presents himself/herself (*personal conduct*)) and his indication to co-operate and compromise in negotiation discussions that ensue, will lead to uncovering the pattern that establishes the footing that frames two specific negotiator profiles.

Furthermore, trust appears to be a basis "that identifies the relationship between speakers". In this way, it is also regarded as being a factor in the pattern that is sought here.

3.3.3) Proposition 3 with Sub-problems 2 and 3

McCall and Warrington (1989:15) explain that an enduring predisposition frames the other negotiator in expected intentions and preferences. Also, “Fixed-action patterns” that are referred to by Cialdini (1993:3) are viewed as actions triggered by a factor that is perceived as something that it may or may not in fact be. This can be used to manage perceptions so as to lead to a desired reaction. Furthermore, Karrass (1970:28) speaks of common and conflicting interests that lead to agreement or disagreement.

Perceptions arising in negotiation encounters between Ghanaian and South African counterparts are investigated to uncover whether they form the base on which frames are created. The correct interpretation of the perceptions will allow for a comparison to a frame to test whether a relationship does in fact exist. A central theme in the thinking of the one negotiator may inform this, or it could be a combination of two themes that are the bases of two perspectives relative to each other. Most importantly, on reaching this state between two negotiators, it is necessary to investigate whether the frames contribute to transferring influence between each other.

3.3.4) Proposition 4 with Sub-problem 4

In the international negotiation environment, one negotiator can use framing as a source of influence by understanding the other’s personal background as a point of reference for his/her approach and conduct, as well as the former negotiator’s profile that informs the latter’s conduct. Cialdini’s (1993:xiii) six principles interact and have an impact on the degree of influence in negotiations. It seems that a frame that is set in a negotiation encounter between Ghanaian and South African counterparts can be used separately to these principles to exert influence on the other negotiator. Thus, the management of the formulation of these frames will contribute to the control of the outcome of the negotiations.

3.3.5) Proposition 5 with Sub-problem 5

According to Nadler et al., (1985), researchers have found that perceptions of trust vary depending on one's cultural orientation, with some cultures being more trusting than others. As the study of culture is not part of the scope of this research report, culture is only considered where it informs the personal background of the negotiator and the respective negotiator profile.

A frame of mistrust is inherent in cultural diversity that influences negotiations if not dealt with delicately. The achievement of trust creates a frame of reference within which negotiators are more likely to say "yes". The relationship of trust to business negotiations is investigated to establish the contribution it makes towards the outcome of the negotiations.

3.4) Conclusion

The propositions derived in this chapter are all stated in a positive way and have emerged from the literature review presented in the previous chapter and from considerations of other factors affecting the framing of business negotiations and encounters. The expectation is that all the propositions will be found to be true. They will be tested via four interviews with Ghanaian businessmen and four interviews with South African businessmen. The results of the research and the discussion of the propositions are contained in Chapter 6.

4) METHODOLOGY

4.1) Introduction

A qualitative methodology will be adopted for this research that is classified as a Field Study. According to Kerlinger (1964:387), "*Field studies* are ex post facto scientific inquiries aimed at discovering the relations and interactions among sociological, psychological, and educational variables in real social structures". He goes on to say, "The investigator in a field study first looks at a social or institutional situation and then studies the relations among the attitudes, values, perceptions, and behaviours of individuals and groups in the situation".

Kerlinger (1964:388) refers to two broad types of field studies, "exploratory" and "hypothesis-testing". According to him, "the exploratory type…, *seeks what is* rather than *predict relations* to be found". Furthermore, Kerlinger (1964:388) states that, "Exploratory studies have three purposes: to discover significant variables in the field situation, to discover relations among variables, and to lay groundwork for later, more systematic and rigorous testing of hypotheses".

The study was conducted by undertaking selective in-depth interviews. The interview questionnaire has been devised based on the literature review and some experience in deal-making with Ghanaian businesspeople, as well as the work of the author in the exports department at EagleBurgmann, through which international deals in Africa were dealt with daily.

The study focuses on business deal-making between South African and Ghanaian businesspeople.

In the case of South Africa, the study aimed to uncover information that was relevant to the local business sector and how South African business could better deal with international forces, in this case specifically with Ghana.

The other country is Ghana, an African country with which South Africa deals in international business. Being a former British colony, the main language is English and this made it appropriate for the study.

4.2) The Actual Study

4.2.1) Introduction

The purpose of the qualitative study was to establish the impact of framing on the degree of influence in negotiations between South African and Ghanaian negotiators. Factors known to have this type of influence were also investigated.

Speaking of Ghana, Lall, Navaretti, Teitel and Wignaraja (1994:24) say, “The colonial legacy was one of economic activity based on primary product production and exports…”. Ghana gained political independence in 1957 (Lall, Navaretti, Teitel and Wignaraja:1994).

The further purpose of the qualitative study was to confirm that various International Business Negotiator (IBN) characteristics, as outlined in the literature review, have been encountered within particular IBN profiles in the international negotiations of the countries at question. Furthermore, the existence of such characteristics as commonly encountered IBN traits may mean different things to different people and it was another aim of this qualitative study to establish how perceptions are formed, based on the extent to which these characteristics are emphasised in the negotiation process.

The qualitative study intended to look at the personal backgrounds of the negotiators. These may affect the behaviour of the negotiator. This in turn creates a perception in the mind of the other party and goes on to influence his/her decision-making in the negotiation process. It was also necessary to

understand to what degree trust was valued in negotiations and whether this differed between those with different cultural orientations.

4.2.2) The Research Population

The research population consists of international business people who are involved in international business negotiation in some form or another. These business people are frequently in situations where they are in direct communication with their counterparts of a foreign country. The communication is under way in that a mutually agreed outcome is sought. Negotiators are exposed to the many attributes of international interactions that are evident in various situations of information exchange at this level. The reason for the selection of each businessman for interviewing in this research is given in Chapter 5.3.

4.2.3) Sample Size and Selection

Four Ghanaian negotiators and four South African negotiators were selected for the sample.

In Ghana, the organisations used in this research that have trade interests with South Africa are shown below. The aim here was that the author would contact the respondents within these organisations, first in writing and then telephonically, to set up the necessary interviews when visiting Ghana.

1) Tema Oil Refinery (TOR), Ghana - Mr. S. Y. Adomako, Procurement Manager

2) Maxy Investment Ltd., Ghana - Mr. B. Opoku, Chief Executive Officer

3) Ghana Water Company, Ghana - Mr. G. Acolor, Manager

4) Ankborg Company Ltd., Ghana - Mr. Nana S. Ankomah, Managing Director

In South Africa, the organisations used in this research that have trade interests with Ghana are shown below. The aim here was that the author would contact the respondents within these organisations and set up the necessary interviews.

1) Ghana Pump Services Ltd., Ghana, part of the CH Warman Pump Group, South Africa - Mr. M. Buitendacht, Managing Director

2) The South African Breweries Limited, South Africa – Mr. C. McDougal, Operations Director of East and West Africa and India

3) EagleBurgmann Seals (Pty) Ltd, South Africa - Mr. A. Hersey, Exports Manager

4) Goldfields, South Africa – Mr. B. Smith, Group Procurement Manager

The four Ghanaian and four South African businesspeople comprised the total sample that would be interviewed for this study.

4.2.4) Sampling Methodology

According to Kerlinger (1964:52), "*Sampling* is taking any portion of a population, or universe, as representative of that population or universe". Kerlinger (1964:52)

goes on to say that this means "…taking a portion of a population and *considering* it to be representative".

Kerlinger (1964:52) states that, "*Random Sampling* is that method of drawing a portion (or sample) of a population or universe so that each member of the population or universe has an equal chance of being selected. A random sample can be said to be representative of the population from which it was drawn".

The selected sample was a feasible one, as the countries and companies at question were easily accessible. The availability of the people chosen was assessed and the necessary planning led to the scheduling of each of the interviews in turn.

4.2.5) Data Collection

According to Kerlinger (1964:32), "A *construct* is a concept. Scientists somewhat loosely call the constructs or properties they study 'variables'. It can be said that a variable is a property that takes on different values". Certain constructs were tested as part of this research via the sample population.

In South Africa, the selected people were contacted telephonically during which the necessary introductions were made. It was requested whether or not they would grant an interview for a research study for the MBA degree. All the respondents were willing to listen, and a short description of the research was communicated and an appointment for the interview scheduled.

In Ghana, the respondents were telephoned and introduced to the research proposal. A document was e-mailed, thereafter, to these people explaining what needed to be done including a preliminary schedule. The necessary scheduling was done in advance and confirmed closer to the travelling time.

4.3) Validity and Reliability of the Study

According to Kerlinger (1964:429), “If one does not know the reliability and validity of one’s data little faith can be put in the results obtained and the conclusions drawn from the results”.

He also says, “The commonest definition of validity is epitomized by the question: Are we measuring what we think we are measuring? The emphasis in this question is on *what* is being measured”.

Choosing samples across a spectrum of organisations to ensure this represented a random sample ensured external validity of the study. The data collected was sourced from different companies in each country.

Kerlinger (1964:429) says, “Synonyms for reliability are: dependability, stability, consistency, predictability, accuracy”. He goes on to say, “To be interpretable, a test must be reliable. Unless one can depend upon the results of the measurement of one’s variables, one cannot, with any confidence, determine the relations between the variables”.

The reliability of the study was ensured via the literature review that had facilitated the understanding of the jargon and terms used in the specific areas of negotiation study.

4.5) Conclusion

The methodology as outlined in this chapter is applied to the respondents listed in Chapter 5.3. Details of each interviewee, his experience, personal background as well as the reasons for his selection are provided in this chapter.

5) QUESTIONNAIRE

5.1) The Design of the Questionnaire

Question 1 was designed for use as a single question posed to the respondents. This question prompts the respondents to react immediately to their thoughts on the subject, and then to reflect on these in the realisation that the topic means so much more in so many ways. The respondents would be forced to look at the question from various perspectives in order to satisfy themselves that they had adequately answered the question. The interviewer would need to prompt the respondent at various places.

It was decided to include such prompts after posing the question, but also to include other questions that specifically directed the respondent in providing the information to cover the various propositions. Although this could have been done with the single question, the topic was considered to be far too broad for the former approach.

Table 1 – The Relevance of Responses to Propositions

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9
Ghanaian Interviews									
Proposition 1	A, O, C, K	O, K		A, C			C, K	A, C	
Proposition 2	A, O, C	A		C		K	A	O, C	
Proposition 3	O, C	A, O, C, K		O, C		A, C	A	A, K	
Proposition 4	A, O, C, K	A, O, K		C		K	A, O, C	C, A	
Proposition 5	A, C	A			A, O, C, K	O	A	K	A
South African Interviews									
Proposition 1	U, S, H, B			S, H		S		S	
Proposition 2	U, S, H, B		U, S, H			H		B, H	B
Proposition 3	U, S, H, B		U, H, B						
Proposition 4	U, H, B		U, S, H	B, H	S	B			
Proposition 5			U, H	B	S, H, B				

KEY: A - Mr. Adomako
O - Mr. Opoku
C - Mr. Acolor
K - Mr. Ankomah
U - Mr. Buitendacht
S - Mr. McDougal
H - Mr. Hersey
B - Mr. Smith

Question 1 provided input for most of the propositions per respondent. It allowed the respondents to explore how they viewed their counterpart negotiator in the negotiation encounter. The responses show that the respondents sought the meaning of their thoughts during the negotiation encounter. In all of the eight interviews, this set the tone of the interview. A deep and honest look at the individual's views of the other was exhibited. It was found throughout these respondents, that as businessmen and international negotiators, they do not perform analyses of this sort as a common practice and have found it to be enlightening and fulfilling.

It emerged that, after their first reaction to the question, most respondents thought of an actual negotiation encounter that they had been involved in with their Ghanaian or South African counterpart. The motive and premise of the negotiation were investigated and in this analysis, an understanding of what informed the thinking of the other entered the equation. This was established as being hugely influential in determining the outcome of the negotiation, and it was here that the essence of the question was realised. Hence, the creation of the thought process around framing set the tone of the interviews. Framing was identified as being a concept subject to much misinterpretation, even after a definition was provided.

Questions 2 and 3 were placed in context by the responses to Question 1. All respondents were very eager to answer the question due to the insight that had been created by their own discoveries in answering Question 1. The core of the research was addressed by this question, which explains why it is so direct and to the point.

Questions 2 and 3 revealed a great deal of emotion about personal beliefs related to the problems in the area. This allowed the respondents to say openly what their attitudes were towards their Ghanaian or South African counterpart. This was facilitated as the use of the definition of “framing” allowed for the discussion in a subtle way. An individual’s perception does not directly reveal what one thinks, and via the definition of framing, honest responses were acquired. The respondents often stated at this point of the interviews, “How can I put this?”, in that they were discussing areas where what they were saying, could be misconstrued to be offensive.

This question also provided much input for most of the propositions per respondent.

Most respondents have asked for a copy of the research report after answering Question 2 or 3.

Question 4 explored the changes that are possible in the minds of the negotiators. Change is considered a difficult concept for people to deal with. The question explored whether or not framing is the seventh influencing principle, as stated in Proposition 4. If a person's mind can change after certain perceptions have created a frame, he/she will question why his/her mind has changed, or even considered the change. In doing this, great influence has been applied to a person's mind.

The changes that may have been undertaken by an individual's mind may also spark new regard for trust in the relationship. This is a natural idea raised by the question and was then automatically explored. A frame could assist or hurt one in this way and the importance of establishing the right frame was then apparent. The question also acted as a bridge to Question 5, that asks directly about trust in negotiations.

Trust in negotiations was examined by the direct approach in Question 5. The importance of this was shown by the natural way in which the previous question led to this one. In any relationship, trust is a consideration, and the importance of it in negotiations was explored. Mixed reactions were discovered amongst the respondents to this. This area was found to be too broad to be examined in detail within this study.

Questions 6 and 7 were set to try to establish why there exists an influencing potential from the Ghanaian or South African counterpart. This was explored by attempting to find the specific origins of influence. This allowed the respondents to question the characteristics of their Ghanaian or South African counterpart, and this allowed for the concept of framing to be reiterated in the thinking of the

respondents. It was found that the answers to these questions specifically affected Propositions 1 to 4, or at the least, tested them.

Questions 8 and 9 affected Propositions 1 and 2 in certain respects by checking if any pertinent points had been overlooked. The satisfaction of the respondent to adequately answer the questions already posed was indicated by short responses to these questions. Where the answers here were lengthier, the respondent was given the opportunity to satisfy himself that he had adequately answered the questionnaire. The last two questions were deliberately more direct in order to remove the framing concept so as to allow any other views that the respondents wished to express.

5.2) The Questions

The problem and sub-problems were discussed with the respective respondents prior to the interview and the respondents were allowed to provide their opinions in the course of answering the questionnaire. These questions are included below.

Name:

Designation:

Personal background:

Company (and location):

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

2) How are South African negotiators framed by Ghanaian negotiators?

3) How are Ghanaian negotiators framed by South African negotiators?

4) How do perceptions of the other change during the negotiation process?

5) Of what significance is the building of trust in the negotiation process?

6) Do you believe that within the other negotiator, there exist sources of influence?

7) Where do you believe the sources of influence arise?

8) What characteristics in a negotiator or his approach, do you believe most inform the conduct in the negotiation encounter?

9) With their initial approach, can you tell what a negotiator's primary interests are?

5.3) The Respondents

The selection of the respondents is described in Chapter 4.2. Specifics of each interviewee as well as the reasons for his selection are provided in this chapter.

5.3.1) Interviewee 1, Ghana – Mr. S. Y. Adomako, Tema Oil Refinery

Mr. S. Y. Adomako is the Procurement Manager of Tema Oil Refinery (TOR) in Tema, Ghana. He is a Process Engineer with a Masters Degree in Petrochemical Engineering from the Institute of Petrol and Gas in Romania. He also holds a Postgraduate Diploma in Energy Management from the University of Montreal. He has completed many short courses in petroleum processing and management in Sweden, United States, Korea, Holland and India. He is currently

studying towards his Master of Business Administration through a UK University. Mr. Adomako has been at TOR since 1985.

Mr. Adomako was selected as the first Ghanaian respondent to be interviewed because he is in senior management and has had a tremendous amount of experience in business negotiations internationally. He has been involved in business negotiations with South Africans on various occasions and has a firm reference point when discussing his perceptions of foreign negotiators that he encounters around the table. Mr. Adomako feels that he can compare the South African negotiator to other international negotiators if he should specifically be asked to do this.

5.3.2) Interviewee 2, Ghana – Mr. B. Opoku, Maxy Investment

Mr. B. Opoku is the Chief Executive Officer of Maxy Investment Ltd., in Tema, Ghana. He has a Postgraduate Degree in Materials Management from Cambridge University. He also holds a Master of Science in Building Services and Engineering Management from Brunel in the United Kingdom. He further holds a Master of Business Administration Degree from General Tulane University in the United States. His experience includes 12 years of Engineering Maintenance at Graphics Communications Group Ltd. He has worked at the Ghana Tender Board, negotiating bids in the past. He has been with Ghana Textile Products in Material Management for the past five years. He is now in Procurement in Industrial Supplies with Maxy Investment Ltd, a company that he has founded.

Mr. Opoku was selected for the second interview in Ghana because he too is a senior manager who has had a tremendous amount of experience in business negotiations internationally. He has negotiated extensively with foreign investors and South African business people. He is an entrepreneur who is willing to take chances in business because he believes that great things can be achieved

through good negotiation practices at the international level. Mr. Opoku believes that South Africa is the gateway to Africa, with Ghana being the gateway to West Africa.

5.3.3) Interviewee 3, Ghana – Mr. G. Acolor, Ghana Water Company

Mr. G. Acolor is a graduate of the University of Ghana. He graduated there in 1987 after studying Science. He has worked at the Atomic Energy Commission, in teaching positions, as well as in agriculture. He started with The Ghana Water Company in Accra, Ghana, in 1996. He holds a Master of Business Administration from the University of Ghana, having graduated there in 1994.

Mr. Acolor was selected for the third interview in Ghana, as he is a manager at Ghana Water Company who is involved with the business between his company and Rand Water from South Africa. Mr. Acolor believes that book type management cannot exist on its own, but that practical business orientation should always be implemented. He believes that serious business focus is required by the management of organisations to succeed and that an external catalyst is required for organisational change. Mr. Acolor thrives on the challenges in management in large corporations.

5.3.4) Interviewee 4, Ghana – Mr. Nana S. Ankomah, Ankborg Company

Mr. Nana S. Ankomah is the Managing Director of Ankborg Company Ltd. in Tema, Ghana. He is a professional accountant. He has worked with Tema Development Corporation as an accountant for 11 years. He then worked in Nigeria with Anthraco for five years. He then founded Ankborg Company Ltd. in 1984. Furthermore, Mr. Ankomah is a divisional chief of Boana Traditional Council, Nkoranza. He has held this position since May of 1990.

Mr. Ankomah was selected for the fourth interview in Ghana because he is the Managing Director of the company he himself founded that trades extensively with South African and other global corporations. Ankborg is a limited liability company that has shares, directors and external auditors.

5.3.5) Interviewee 5, South Africa – Mr. M. Buitendacht, CH Warman Pumps

Mr. M. Buitendacht is the Managing Director of Ghana Pump Services Ltd. in Accra, Ghana. Ghana Pump Services is a part of the CH Warman Pump Group. He has worked for Warman for 35 years, in South Africa and in Africa. He has been living in Ghana for the last four years.

Mr. Buitendacht was selected as the first South African interviewee because he lives in Ghana and works with Ghanaians on a daily basis. He is a senior manager in the CH Warman Pump Group, which is an international player. The negotiations he conducts with Ghanaians now encompass all aspects of life.

5.3.6) Interviewee 6, South Africa – Mr. C. McDougal, The South African Breweries

Mr. C. McDougal is the Operations Director of East and West Africa and India for The South African Breweries (SAB), based in Johannesburg, South Africa. He holds a Bachelor of Commerce Degree from the University of Natal. He has been with The South African Breweries for his entire career.

Mr. McDougal was selected as the second South African interviewee because he has been involved with SAB's international expansion for the past 12 years. He is a senior manager with SAB. Ghana was seen as the foothold into West Africa. He negotiated with Ghanaians as part of SAB's expansion into Ghana that happened years ago. He is currently driving the expansion into the Ivory Coast with Castell, who have an alliance with Heineken.

5.3.7) Interviewee 7, South Africa – Mr. A. Hersey, EagleBurgmann Seals

Mr. A. Hersey is the Exports Manager at EagleBurgmann Seals in Johannesburg, South Africa. He has been with the company for five years and has worked in the exports department for his entire time there. He has previously worked in the packaging industry. He has a Mechanical Engineering background and has worked in sales in previous companies as well.

Mr. Hersey was selected as the third South African interviewee because he is in middle management at EagleBurgmann and negotiates with Ghanaians on a daily basis as Exports Manager there. He has travelled extensively in Africa and West Africa. Mr. Hersey works in strict compliance with planning processes at EagleBurgmann that require an ongoing understanding of the people he deals with in Ghana. This means that he is constantly delving into the framing of international business negotiations with Ghana.

5.3.8) Interviewee 8, South Africa – Mr. B. Smith, Goldfields

Mr. B. Smith is the Group Procurement Manager for Goldfields in Johannesburg, South Africa. He first worked for a supply chain logistics provider. Mr. Smith started with the founding of Supply Direct in South Africa. He has worked for Goldfields locally and abroad. He has worked in Ghana for five years for Supply Managers there, UTI, then for Sherwood International, and then for Goldfields.

Mr. Smith was selected as the fourth South African interviewee because he is currently a senior manager for Goldfields and negotiates with Ghanaians frequently. He has lived and worked in Ghana for five years. He has vast experience in Africa. Mr. Smith revealed that his first year in Ghana was the most difficult year in his life. His experience allows one to have an in-depth look at Ghana from the eyes of a South African who has tried hard there to achieve difficult tasks against the odds.

6) ANALYSIS OF INTERVIEWS

6.1) Method of Analysis

6.1.1) Recording of Interviews

1 - Interviews were transcribed whilst the interaction was taking place. This was agreed between the parties prior to the interviews.

2 - To begin with, a basic outline of the research was discussed. The background and personal details of the interviewee were then discussed. This included a brief outline of the company and industry in which the interviewee was at the time involved. A few personal remarks were then exchanged before setting about the formal interviewing process.

6.1.2) The Formal Interview

Each question was asked in turn.

1 - The interviewee was allowed to answer in the way that best suited his understanding of the question.

2 - Where the intent of the question was not well understood, the interviewee was encouraged to state that he was unsure of what was being asked. Extra information provided in such cases has been shown in the transcript.

3 - Where the interviewer realised that more depth was obtainable, further questioning was done once the interviewee came to the end of his particular answer.

4 - Any ambiguity that may have been perceived by the interviewer in the responses of the interviewees was questioned and clarified in the interview itself.

6.1.3) Qualitative Analysis

1 - The interview transcripts were considered in turn, first the four Ghanaian ones, and then the four South African ones.

2 - Each interview was re-checked to ensure there was no ambiguity in the responses.

3 - No changes were made to the transcripts following the interviews, and these transcripts appear as Appendices in this report.

4 - Each interview transcript was then reviewed by viewing the response's relevance to each proposition of the research. As certain questions pertained to specific propositions, certain responses were immediately more relevant, when considering that specific proposition, but their relevance elsewhere was not omitted.

5 - As the responses of the interviewees were allowed to be as open as they found necessary, certain material was not easily categorised into the prepositions. For this reason, colour coded highlighting was used to indicate that the response of the interviewee had been allocated and analysed accordingly.

6 - The relevance of responses was checked with all propositions at this stage, rather than the first step of explaining the response according to its immediate applicable proposition.

6.1.4) Linking the final elements of the research together

1 - Common themes that emerged from the analysis of all the respondents collectively were listed to establish whether the proposition had in fact been verified.

2 - The link to the sub-problems was further verified by means of this data.

6.2) Analyses of the Ghanaian Interviews

The accounts of the responses provided in the interviews are mainly left in the present tense because the sentiments and convictions expressed in them prevail up to the present time.

6.2.1) Interview 1

Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence to the outcome of the negotiations.

Mr. Adomako in his answer to Question 1 indicated that he is “familiar” with South Africans because of his schooling and where he has travelled. He referred to this familiarity by stating that he was “comfortable”, and went on to liken South Africans to Ghanaians. In this way, his high regard for his own people is graciously extended to a totally different culture. This is not a generalisation for other cultures however, as he then identified how different his regard is to another Western culture. The cultural habits of the negotiator thus affect the perception of the Ghanaian over the time that the two interact. Generalised perceptions are formed in the mind of the Ghanaian that informs the ensuing

negotiations positively or negatively. Hence negotiators from various places either start on a positive or a negative “footing” when negotiating in Ghana.

In answering Question 4, Mr. Adomako verified that generalised perceptions based on the personal background of the negotiator are very much a reality. With South Africans, a positive perception exists in the mind of the Ghanaian negotiator and this persists throughout the negotiation encounter and informs the thinking surrounding the encounter. Even in disagreement, Mr. Adomako stated that the perception remains positive. Interactions between Ghanaians and South Africans are done with ease, indicating that there is no apprehension when such an encounter is expected. This verifies the generalisations made.

During the course of the negotiation, it became clear that Mr. Adomako’s mind can change based on his perceptions and the effects on these. But regardless of the effect of one particular man, the general perception of South Africans as a whole is unchanged. The varying formulation of perceptions based on personal profile of individuals that negotiate with Mr. Adomako does not affect his thinking towards South Africa as a whole.

In the second prompt of Question 8, Mr. Adomako stated that since all cultures are different, he would not like to think that this would influence a professional decision he has to make. This would indicate that culture does not inform negotiations to a considerable degree. The way that negotiations are executed and the overall presentation are the important areas where perceptions are initiated for Mr. Adomako. However, when prompted further about the effects on his perception when having to react to certain cultural habits that come through and clash with his own, Mr. Adomako stated that he already has his preconceived notions of many other cultures. Hence this seems to be contrary to the notion that this would not influence his decision-making. Toward the individual it would change, but not toward the culture as a whole.

Proposition 2

The negotiator profile contributes to establishing the "footing" that frames the relationship with the other negotiator.

Mr. Adomako revealed a gracious nature in answering Question 1 and indicating that he is comfortable with South Africans. This comes from the kind of frame that identifies the relationship between him and other South Africans. This is the "footing" that has framed the relationship and is apparent from the comfort that is expressed. This makes him feel at ease with the other party when engaged in negotiations. He stated that he feels "comfortable" with the South African counterpart in that they engage in two-way communication. His perception of the negotiator profile of the South African is that of a "businessman". This businessman respects him as much as a local businessman would, which is apparent from his reference to the South African negotiator as a Ghanaian businessman.

Ghanaians have had to be professional and hard working in order as to exist within their country's strategic intent, set years ago, so as to stimulate and accelerate economic growth in the country (Lall, Navaretti, Teitel and Wignaraja, 1994). This is very evident when visiting Ghana and interacting with her people. The Ghanaians thus regard other "businesspeople" highly, act in a professional manner and look for mutually beneficial business propositions.

South Africans doing business in Ghana are perceived by Ghanaians as doing so in a very professional manner. This is further proved by Mr. Adomako's words in his answer to Question 1, as he referred to win-win business intent, the seeking of mutually beneficial outcomes and trust. Again, he mentioned to two other Western cultures seeking to do business with him, but did not refer to them in the same regard in that they were looking out only for their own interests.

Hence, this type of negotiator profile, when assumed by the South African, contributes to establishing the footing that frames the relationship with a Ghanaian negotiator.

In his answer to Question 2, Mr. Adomako revealed that he is the cautious type, and hence in his framing of any negotiator will err on the side of caution. He looks to the presentation of the business by the negotiator and how this is transferred. The business aspects and the way that the concepts at hand are relayed, are important to him and he formulates a perception about the situation via this. (Dilenschneider, 1990). This indicates that personal power and the ability to communicate and manage information may be the difference between success and failure, in the way that Mr. Adomako perceives this.

In Question 7, Mr. Adomako was further prompted to discuss the source of influence by asking him about what determines the rules of engagement. The tone of the interview changed at this stage, moving away from the almost affectionate brotherly theme, to one of more concern for due diligence. Certainly caution was mentioned until this point, but subtly spoken so as not to deviate from the original tone. At this point, Mr. Adomako began to admit that he found it necessary to “size the other person up”. The negotiator profile begins to hold a greater weight now that engagement is a reality to future commitment. The formulation of an opinion in his mind comes from listening to what the other says, intently. Again, this was alluded to in his previous answers when stating that presentation says much about the other person.

By stating that those who have much to say do not allow themselves the time to formulate a perception of the other, Mr. Adomako was framing according to a stereotype that he believes in. He claimed that the opposite person profile of one that listens takes in what the other is saying and forms an accurate perception of the other. By asking questions, the due diligence is executed and accurate

perceptions are formulated as much value is extracted from this deeper probing. Proposition 2 certainly appears to be more plausible due to this.

Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

Mr. Adomako's answer to Question 2 indicated that he generally believed that a South African would not look to "cheat" him in business. He mentioned that generally other Western negotiators do look to "cheat" him. Mr. Adomako indicated that business with South Africans required "integrative bargaining" rather than "distributive bargaining" and this explained the term "cheating" as used loosely in that context. Reference to integrative bargaining allows the term "cheating" to be associated with the seeking of win-win outcomes in negotiations rather than win-lose.

For the Ghanaian, common ground is sought after their position has been put forward. Hence they are very open with their business but they also test whether their openness will be taken advantage of or not. They are in the business of progress, as indicated by (Lall, Navaretti, Teitel and Wignaraja, 1994), and are not informed by the same drivers in business as to some of their counterparts, who may pursue an aggressive strategy.

In this process of laying out their position completely and testing the opposition, the Ghanaian attempts to work out how the other negotiator means what he says or does, hence framing him in this way. Mr. Adomako seems to formulate a perception of whether the other negotiator will try and "cheat" him. The perception of Mr. Adomako is in fact the cause here and framing is the effect.

With regard to Question 6, the latter part of Proposition 3 is analysed by Mr. Adomako's response. A source of influence lies in the consideration that, as South Africans, these negotiators are on the same team as the Ghanaians, as all are from Africa. Again Mr. Adomako uses an affectionate tone in referring to both these counterparts as brothers. He believes that South Africans come from a more developed place and that the distance between the two countries will not obstruct these benefits from being transferred across. This is so because, as "brothers", there is a desire to share in the progress made on the one side. He mentioned that the South African comes to Ghana to do business, but they reciprocate by "helping" the Ghanaian in his objective to progress. This influence remains until the individual acts to prove otherwise. Hence the framing of the South African is the cause that results in influence towards business objective compliance, which is the effect.

In answering Question 7, Mr. Adomako indicated that the source of influence of a South African negotiator originates at the perception that he holds of South Africa as a whole. From his answer to Question 6, Mr. Adomako indicated that the perception of South Africa was that it was the most developed country in Africa and that the South Africans could help the Ghanaians in their development. Hence the frame that is formed of the positive intent of the South African and the trust that exists between the parties is the cause to which such influence would attribute its effectiveness.

A further statement in Mr. Adomako's answer to Question 7 refers to how paramount relationships are to any positive business. Mr. Adomako insisted that relationships come from trust, and positive business comes from relationships. Proposition 3 mirrors the interrelationship of cause and effect shown here.

In his answer to Question 8, Mr. Adomako stated that the negotiation conduct with the South African affects his perception. This perception creates the frame that Mr. Adomako uses to establish his stance towards the negotiation. Since the

ways that the ideas are presented have a lasting effect for Mr. Adomako, the frame is then the influential principle as the negotiations progress. First impressions are lasting impressions for the Ghanaian, and it has been shown here that they are influential impressions as well.

Proposition 4

In addition to the six principles of Cialdini (1993: xiii), "…that interact and that have a major impact on the degree of influence that an individual or an organization exerts", framing is the seventh.

In his answer to Question 1, Mr. Adomako stated that, when speaking to the South African, and even viewing him as a Ghanaian, he shows more respect by referring to the South African as a "businessman". This is used in context to show that the South African has earned the respect to be referred to in this way. The high regard that Mr. Adomako has for the South African offers the South African a sense of authority.

Liking is further exhibited in his first answer with the ease at which he is able to communicate with the South African.

Mr. Adomako specifically claimed that the negotiator from other Western cultures referred to attempted to take advantage of him in the negotiations conducted. Mr. Adomako's view was that business conducted in this way is not beneficial to both sides. There would be no reciprocity in negotiation of this sort. As he likens the South African to a local counterpart who looks for the benefit for all parties involved, he would want to reciprocate in negotiations when trying to find a mutually beneficial outcome.

Commitment and consistency are expressed by Mr. Adomako's high regard in the generalisation of his attitude to South Africans.

The South African, in dealing with his “fellow African”, exhibits the will to look for the interests for both parties, as perceived by the Ghanaian. Mr. Adomako referred to a Western negotiator that he generally perceived as wanting to cheat him. He then mentioned another Western negotiator from another origin, and stated that “even” in dealings with him, he trusts the South African more. He went on to say that others, who had not travelled or interacted with South Africans like himself, might have very different perceptions of the South African. This maybe is the indicator for social proof.

When prompted about the rules of engagement in Question 7, Mr. Adomako indicated that he listens intensely to what the South African negotiator is presenting. His perception about the offer and the negotiator is formulated by the content of the presentation. According to his answer to Question 8, the format of the presentation informs the conduct of the negotiation encounter and could raise apprehension. Mr. Adomako formulates an opinion about the South African negotiator and thus creates a frame. As this informs his thinking and the outcome of the negotiation rests on this frame, the frame is viewed as an influential principle. Furthermore in the aside of Question 7, in stating that knowing how to handle and deal with people and communicate effectively with them allows one the opportunity to negotiate effectively, Mr. Adomako indicated that a frame sets the arena in which one is able to operate in this way. Without this framing process, negotiations could easily be aborted.

Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

Mr. Adomako, in answering Question 1 explicitly stated that Ghanaians trust South Africans more so than two other Western nations to which he referred. He even went as far as to say that others try to cheat him. It has been established that the word “cheat” is used in the context of looking out merely for one’s own benefit.

When asked about the significance of trust in negotiations in Question 5, Mr. Adomako asked a rhetorical question in response, “Do we actually conduct negotiations?”. This indicates that where trust exists, it is not necessary to be careful of being caught out, and this is his general feeling when dealing with South Africans. Should he feel satisfied with a particular proposal, he would not have a need to examine it, and would accept it without any further consideration. This trait is very apparent when negotiating with Ghanaians. They do not find it necessary to execute a due diligence agenda once they have expressed agreement for a proposal. This is so because their agreement is not only informed by what they have been shown, but even more so by the element of trust. It is apparent that Mr. Adomako generally trusts South Africans because he states that he can express his position openly without having to hide anything, and avoid going back and forth in attempts to uncover truths or deceptions. He does not have to be as cautious as he otherwise would be if the crucial element of trust did not exist. This trust has been perceived via the interactions as well as the South African’s general consideration towards the cultural orientations of their negotiation counterparts.

Trust according to Mr. Adomako allows for negotiations to progress. Alone, it does not guarantee that all proposals will be accepted, but ensures that negotiations can continue in an open manner so that all issues can be addressed and agreed. Ghanaians look for loopholes in a presentation. If these appear due to natural causes, they can be addressed so that an outcome is finally agreed upon. However, if they have been placed there on purpose so as to “do the Ghanaian in”, negotiations may break down. Mr. Adomako indicated that he would be in a position to abort negotiations should he perceive this. Of course this is not always possible as in many cases, the need for what is proposed exists, and an alternative source is not always readily available. In his answer to Question 2, Mr. Adomako stated that in many instances items sought are proprietary and that the terms as proposed have to be accepted. He said of another Western culture offering him such goods, they “have many hidden clauses”. For this reason, he does not trust them as much as the South African.

Back to his answer to Question 5, Mr. Adomako went on to say that, regardless of loopholes in proposals and negotiations, one cannot give up too easily and that business must continue. There is no false pretence for the Ghanaian that business can be based on trust alone. He is cautious as far as he deems is necessary in any particular case to ensure that he is provided with a fair deal. He said business was like playing chess in that his understanding of what future moves he has predicted the South African would make would not be made apparent to the Ghanaian. However, this chess analogy is only relevant for Mr. Adomako when trust does not exist, and it becomes necessary to treat the business as a competition where there is only one winner. The trust for the South African allows for smoother transitions from the initiation of business to the successful supply of goods to the Ghanaian end user, and to the eventual satisfaction of the end client. It is not about winning, but the Ghanaian understands that this is not the stance of the South African.

For this reason, South Africans in the future must not try to take advantage of Ghanaians in business that is conducted there. South African mining houses (such as Goldfields) in Ghana have many mines in underdeveloped regions. It is surprising that the companies have not developed the region further, especially under pressure from the local government. The Ghanaian still holds the South African in high esteem. In his answer to Question 9, Mr. Adomako states that 60 to 70 % of foreigners want to execute their business quickly and leave. He does not have a problem with this as he understands what business is about. Ghanaians appreciate that business is business and do not formulate a negative perception about business haste. Professionalism in business is sought however.

In Question 7 when asked about the rules of engagement, Mr. Adomako stated that there was a general rule that one had to consider, and that stemmed from the other negotiator's attitude towards the negotiations. The formulation of an opinion arising from the perception of the other through, the intense listening to the other's views, would indicate if caution should be exercised towards the other. The rules of engagement would hence be determined. The cautious effects would be to establish firm rules to ensure that the ensuing negotiations unfold between tight control parameters. Thus without trust, the framing of the South African negotiator would be negative and the influence on the outcome of the negotiations could not be positive. Proposition 5 is thus inferred.

6.2.2) Interview 2

Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence to the outcome of the negotiations.

In answering Question 1, Mr. Opoku refers to a common belief among the Ghanaian business people that when entering into negotiations with external people they have an expectation that money will be brought into the picture as foreign investment. He refers directly to the South Africans in this way in that the expectation exists when negotiations ensue. That common belief that he is referring to arises from the personal background of the Ghanaian, and how they have learnt to do business and avoid being taken advantage of. This is the case because he states that this occurs irrespective of the goal. He went on to say that Ghanaians believe that South Africans have, or posses something that they do not that could further the business, and further stated that there are areas that the Ghanaians are interested in, and these could be technology, quality, and definitely the capital base to which he explicitly refers. From the Ghanaian perspective, the South African is definitely framed to be the provider of these prerequisites for business in Ghana.

The Ghanaian sees himself as the facilitator of business. Mr. Opoku said that they are the ones who set things up in their direct environment and require what the South African offers to make it happen. What the South African offers therefore informs the negotiations to a higher degree because, without it, the Ghanaians believe that they could not go forward. They will not facilitate the business when the back up that they require is not available.

In probing the negotiation culture of Ghana in Question 2, Mr. Opoku claimed that the Ghanaian culture is the driver in which things are done in Ghana. Ghanaians are not specific in their requirements. They do possess a high level of skill and education but fail to define their requirements. Instead of establishing what they want and putting that forward, Ghanaians prefer to request a list of options of what can be offered. Specific requirements are not clearly defined and expectations of price and delivery are also non-specific. According to Mr. Opoku this is due to a lack of exposure in international markets. This further leads to a lack of confidence. The high regard towards the South African negotiator thus provides the South African with leverage in the business negotiations that ensue. Mr. Opoku said that most often, South Africans lead the negotiation because of this. The Ghanaian is happy to allow this because of the confidence and exposure issues. Mr. Opoku asserted that the South African always has the upper hand and that this is more than acceptable to the Ghanaian counterpart. According to Mr. Opoku dealing with Ghanaians over such a distance is difficult and the negotiations become too protracted because there are no clear definitions of what is required. In this way the South African is allowed room to manipulate the proposal. This is not stated in a derogatory way, as according to Mr. Opoku, the Ghanaians trust South African fully. It indicates that the South Africans have more of an opportunity to mould the proposal to suit their side more. It becomes easier for the South African negotiator to present his proposal in a creative way and make it very convincing.

Proposition 2

The negotiator profile contributes to establishing the "footing" that frames the relationship with the other negotiator.

In Question 1 Mr. Opoku indicated that a South African negotiator profile should reflect that the South African comes well equipped with enough money to facilitate business, as well as the back-up of expertise and quality. This will establish a perception of that South African which will suit the profile of someone with whom the Ghanaians want to do business. This explains proposition 2.

In answering Question 8, Mr. Opoku said that because South Africans are Africans, Ghanaians regard them as Ghana's own people. This establishes the footing that frames the relationship with the other negotiator. However, he states that this perception may mask quality and other issues. Appearance is referred to as important. Mr. Opoku saw the South African negotiators as optimistic, positive and having high expectations, and because of this they aim to have a response about business in a short time. But he then added that the Ghanaians cannot be pressurised because if they are pushed to act too quickly, they will apply the brakes in the progress of business.

The Ghanaian then begins to believe that there is something hidden within the agenda that the South African negotiator proposes. The Ghanaian businessman likes to absorb what has been presented to him slowly and does not want to make a decision very quickly. In this way, patience shown by the South African negotiator indicates that the two can see eye to eye as the business unfolds and informs the thinking of the parties involved. The Ghanaian businessman wants a relationship out of the interaction that is leading to the potential business. Mr. Opoku believed that there must be a fair amount of exchange initially. Negotiators will call each other and take time and that interaction will lead to the blossoming of business. Since business in Ghana is comprised of 80% foreign

business, this is the approach that they adopt but Mr. Opoku did not believe that this was the case in South Africa. Hence the South African negotiators should understand that it takes time to do business in Africa.

The framing of a relationship is thus of utmost importance.

Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

When probing further into Question 1 and the perceptions of negotiation conduct, Mr. Opoku had more to say about the bigger picture. The perceptions of South Africa as a foreign investor in Ghana is that they South Africa is top supplier in Africa, that is best in quality but certainly not the most cost effective. Hence it is very important to define what is required from the negotiation and what the outcome is to be. Certainly, the availability of funds will be attractive to the Ghanaian counterpart in his requirements to set himself up as the facilitator of business. The preconception of the South African negotiator and South Africa as a supplier on the whole, has been the creator of this frame. The frame does not carry with it many limitations, because of the high regard of the South African supplier. Hence, the influential potential of this frame is extremely high and business will progress because of this.

In his answer to Question 2, Mr. Opoku states that the perception that the South African is technologically advanced and has the financial resources to back his business, allows the Ghanaian to work out how the South African means what he says and what he does, that is the framing of the South African. The Ghanaian acknowledges himself as the facilitator of business, as Mr. Opoku states he is the one in this immediate environment that makes thing happen. The Ghanaian has the market but he has not have the products to sell. If the South African is able to

supply these products from his source, the Ghanaian will then next consider the terms and conditions of the deal. It is then important to note that the Ghanaian does not require a long period of negotiations because, when he realises that these thing are in place and the South African has come with the terms and conditions already established, the process of acceptance or negotiation does not need to take long. The Ghanaian is happy to accept reasonable terms and conditions, as he is already pleased that these have been already established. The Ghanaian does not believe that the South African, with these terms and conditions, will cheat him. Prior to engaging in the negotiations the Ghanaian has established these objectives and if the proposal is in line with these objectives, then the Ghanaian is ready to move forward without the need to discuss the matter further.

In this way Ghanaian negotiators frame South African negotiators, and this is conducive to business between the two nations. Mr. Opoku states that business between the two nations is a simple matter. With neighboring countries and other countries from the Far East, Mr. Opoku indicates that they will think differently. The supply of sub-standard goods will have to be investigated, but in the case of South Africa this is not a consideration.

When asked about the conflicting or cooperating nature of business with South Africans in Question 2, Mr. Opoku stated that although it appears that, with the cooperation of the Ghanaian, the business is always win-win, the South African is always allowed to execute that which is in the interest of the South African. This is so because of the perceptions of trust, the supplier of high quality and the high standard that are part and parcel of goods supplied from South Africa. This perception is the cause of the frame that South Africans are always able to provide and mean what they say or do. According to Mr. Opoku, the win-win nature of business is just theoretical and, although everyone is trying to protect their own interests, in negotiations between South Africa and Ghana, South Africans are allowed to impose what they want. He did not say that South

Africans take advantage of Ghanaians; as this is not his belief. As framing has been shown to be the cause in such negotiations, the win-win for the South African is thus the successful influence that is the effect.

In answering Question 4 about the change of perceptions during the negotiation process, Mr. Opoku admitted that there is a certain amount of “smoke and mirrors” in the response of the Ghanaian. He said that the response of the Ghanaian is not necessarily positive. The general feeling of Ghanaians toward South Africans is that they do want to do business with South Africans. They do not, however, come out straight and say that. Mr. Opoku went on to say that they have already made up their minds before they admit that they have made up their minds. They do have a positive outlook but he stated that they need to be articulated correctly, which indicates that they do want to enter into a certain amount of discussion and be convinced that what they are about to agree upon is done in an official and professional manner. Mr. Opoku indicated that the perception of the South African is almost always positive. Because of this business always goes forward because influence is always positive, according to Mr. Opoku.

Proposition 4

In addition to the six principles of Cialdini (1993: xiii), “…that interact and that have a major impact on the degree of influence that an individual or an organization exerts”, framing is the seventh.

From the Ghanaian perspective there immediately exists the need for reciprocity. This is evident from Mr. Opoku’s answer to Question 1, where he stated that the financial support of the South African is necessary to initiate business establish the Ghanaian as the facilitator of business in Ghana. He referred to the requirement of expertise and quality, but he explicitly stated that financial support is key and more so than the expertise. The concept of reciprocation is in effect,

because when the South African brings the money and business is organised, then the profits will be shared between the two. So ultimately the goal is to generate profits from which both can benefit. Thus a mutually beneficial outcome is sought from the Ghanaian perspective.

The Ghanaian has the belief that the South African has something that Ghanaians do not. They believe that in generating foreign business with the South African, they have to attract the South African by means of a localised focus. The Ghanaian is interested in what the South African can do and needs to indicate to the South African that the potential for business exists. If he is successful in this he has accomplished his goals of attracting the South African, who will then invest, which is the central focus and bring with this expertise and quality. More importantly, and in addition to this, the South African brings with him an air of authority that is certainly perceived by the Ghanaian, whose requirements to continue with business have been fulfilled in this way.

In Question 2, Mr. Opoku said that the Ghanaian negotiators are not confident because they have limited international negotiating experience. They do not clearly define their needs and are happy to accept a well-presented proposal. The South African has more leverage to prepare something creative and impress the Ghanaian. There is trust towards the South African negotiator and a great deal of liking. This liking as a principle of Cialdini, is not the influential factor. The influential factor is the framing of the South African negotiator in this way. Mr. Opoku believed that the creativity of the approach of the South African negotiator entices the Ghanaian counterpart. The basis of the negotiation is then wholly that of cooperation. Framing is thus the influential factor that is referred to by Proposition 4.

In his answer to Question 7, Mr. Opoku stated that Ghanaians have the perception that South Africans are like the Europeans. Quality from South Africa is perceived to be good, because quality from Europe is believed to be good. The

South African may exploit this by approaching business with Ghanaians via one of Cialdini's principles that have an impact on the degree of influence. Take, for example, a stance of authority where the Ghanaian does not like confrontation and he may concede in the negotiation because of this. The frame is shown to be the influencing factor here, and hence this is the seventh principle as outlined by the proposition.

Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

In answering Question 5, Mr. Opoku stated that trust was key to negotiations and especially to negotiating with Ghanaians. There is a preformed perception of trust towards South Africans. This trust is towards South Africans as they are regarded as being similar to Europeans. The frame set upon Ghanaians by having origins in South Africa however, does shed a positive light on the negotiation regardless of this. There is a positive influence imposed on the negotiation already.

In answering Question 6 Mr. Opoku went on to qualify his statements about trust. He relates quality and quality assurance to Europeans. He said about the South Africans that they do stand next to the Ghanaian. The South Africans will not cheat the Ghanaians. Certain European counterparts are considered a little differently because of history and what happened during Colonial times.

6.2.3) Interview 3

Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence to the outcome of the negotiations.

Mr. Acolor answered Question 1 by referring to the South African as a young and well-informed negotiator who comes to the region to conduct business in a professional manner due to the preparation that he has put into this trip. His impression was based on the fact that the South African negotiator has a deep interest in the business that is at hand and hence takes it very seriously in establishing all the facts prior to entering the negotiations. In his opinion Ghanaians do not have a deep interest in the business as they are a great deal older and need to look out for their own interests of retirement. The differing personal backgrounds of the two negotiators are thus perceived to be different in their intent.

The personal background of the South African that is a function of cultural habits, has thus framed the negotiation via such intents. This has informed the negotiations as well as the perception of the Ghanaian negotiator, to a considerable degree. Consequently, this will contribute to the outcome of ensuing negotiations by exerting a yielding influence.

In his answer to Question 4 Mr. Acolor believed that the meticulous work of the South African, as well as the intense preparation done prior the negotiations, are a part of the cultural habits of South African negotiators.

In answering Question 7 he indicated that negotiations must continue with a 50-50 outcome in mind. There must be something in it for both parties. The South African negotiator does not necessarily look for a 50-50 outcome, perhaps a win-win. Hence he does not show that the cultural habit of the South African negotiator is to look for a mutually beneficial outcome.

He did however indicate that this is probably viable in that a 50-50 outcome, something for both parties, can be negotiated with the South African negotiator. Hence the potential for this does exist. He went on to say that properly defined business is fair business. In the way that he considers the conduct of the South African negotiator, that of being meticulous and of doing advance planning, such well defined business is already inherent in the South African's thinking. Therefore, the negotiations are informed by the perception that a mutually beneficial outcome can be sought.

In answering Question 8 initially, what was implied by his answer to the previous question is verified. He did not believe that South Africans are very pushy people and they have anything to hide. Hence, this type of openness is conducive to negotiation where both parties can put forward their requirements and reach mutually beneficial outcomes.

Proposition 2

The negotiator profile contributes to establishing the "footing" that frames the relationship with the other negotiator.

In answering Question 1 Mr. Acolor referred to the intellect of his South African counterpart and observed that the South African is unlike the Ghanaian negotiator particularly at Ghana Water. This intellect forms the "footing" that appears to frame the relationship between the Ghana Water negotiator and the Rand Water negotiator.

This contributing negotiator profile of the South African negotiator is one of a high level of intellect, and a good knowledge and understanding of the immediate environment in which he is to negotiate.

In answering Question 4, Mr. Acolor maintained that negotiator profile of the South African negotiator is characterized by a desire to achieve success in international commercial negotiators, which is achieved by the profile of being meticulous in preparation and execution.

Although it was indicated that preparation is a general requirement for every interaction, the level of this was perceived to be different for the profiles of negotiators from different cultural backgrounds. Neighbouring countries were referred to in a more negative way.

In answering Question 8, he referred to the appearance of the South African negotiator and its effects on the negotiations. He believed that content is everything and that body language and appearance are not convincing factors.

Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

In answering Question 1, Mr. Acolor indicated that he tests the level of knowledge of his negotiation counterparts and that he did so for the South Africans whom he met from the Rand Water services. He had thus formulated a perception of this, which is the cause of which framing is the effect. He said that his perception was a positive one and that in business negotiations, such effects would occur in the same way. He was impressed with the South African negotiators and his perceptions were positive and influencing effects would be exerted on him.

Mr. Acolor answered Question 2 by saying that the content of the South African's presentation shows him what the South African meant he was saying or doing. The presentation itself is not the important parameter, but the content is.

Mr. Acolor claimed to have an eye for the details. He thus reads into the details and the content of the presentation to frame the South African negotiation. He went on to say that he believes that sustainability in business comes from a search of win-win outcomes. Business sustainability is achieved by win-win intentions. He stated that he believes that there will be no conflict in his interactions with South Africans, and thus co-operation will lead to sustainable business.

Business with South Africa is thus framed in this light. With framing being such a cause, this would lead to positive influence.

In Question 4 Mr. Acolor admitted that he could change his mind. A picture unfolds during the negotiation process that is capable of doing this. Although an initial perception does exist, it is only a reference point and these changes can be achieved by the course of the negotiations. The reference point is a guide and does inform the negotiations to a great degree but it can be totally erased or reinforced, according to the answer of question.

In this way it can be concluded that framing changes as the effect when perception changes, as the cause and thus the overall influence can be either positive or negative.

In answering Question 6, Proposition 3 is proved to be in effect. The Ghanaian negotiator regards the South African negotiator in the light of his reputation. This is the perception that exists and frames the South African negotiator. The Ghanaian negotiator has common knowledge that he uses for this framing. Such

framing informs the thinking of the Ghanaian negotiator and hence is influential in his final decision-making.

Proposition 4

In addition to the six principles of Cialdini (1993: xiii), "…that interact and that have a major impact on the degree of influence that an individual or an organization exerts", framing is the seventh.

In answering Question 1, Mr. Acolor indicated that in his first dealings with South Africans from Rand Water Services, he gained an impression about the age of people in management and the fact that they are a great deal younger. He revealed that he was impressed at the age of people in management from South Africa. This perception informs his thinking about South Africans and hence it is according to the "commitment and consistency" principle of Cialdini.

The knowledge of the South African regarding the West African region also affects the impression of Mr. Acolor, in that it proves to him that the South African is truly interested in what goes on in that region. People in general are impressed when a foreigner has such knowledge of their country, and this is the "social proof" that allows other Ghanaians' to be convinced of the high regard towards South Africans.

Mr. Acolor said that the South African negotiators have it all. He referred to his age relative to their ages and their progress in corporate structures. In his opinion the South Africans must have an air of authority to be in these management positions at these early ages, unlike in Ghana, where people in those positions would be two to three years from retirement.

In his answer to Question 4, Mr. Acolor regarded the South African negotiator as being informed and of a high intellect. He believed he needed to reciprocate on this in order to maintain a high level of awareness and to facilitate the business to be dealt with. He did not want to take the effort put into the business by the South African for granted.

During his answer of Question 4 and the prompt of whether a formulated perception in negotiations persists throughout the negotiation process, he verified Cialdini's principle of commitment and consistency by stating that it does depend on the premise. A positive perception will persist if it was positive from the beginning and this also applies to a negative one. If the perception is positive at the onset he will not come to the negotiation table with so much suspicion.

In answering Question 4, the high regard to South Africans was reinforced. The "liking" principle of Cialdini still came through very strongly. When prompted about persisting perceptions, he did say that his mind could be changed. An actual picture is formulated as negotiations unfold. The initial impression can be totally erased or reinforced, hence his perception of liking the South African negotiator could be changed to one of total dislike for the South African negotiator.

Since his answer to Question 4 reinforced the liking issue, this statement does not invalidate the factor of liking having an overall influence. It is thus inferred that framing from initial perspective is what informs the negotiations, and it would take great deal of influence to change the mind of the negotiator to the point where he dislikes the negotiator whom he initially liked, by virtue of how the negotiations have unfolded.

In answering Question 7, he stated that reciprocation between the two parties was possible and that a 50-50 outcome could be achieved. He did not indicate

that the South African negotiator necessarily looks for this mutually beneficial outcome, but he implied it and believed it to be possible.

In answering Question 8, influence from the South African negotiator does not arise from him being adamant or pushy in achieving what he wants from the negotiation. In fact Mr. Acolor did not perceive the South African negotiator as pushy, and hence the principles of Cialdini seem to be the influential principles at play here.

Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

The perception that Mr. Acolor referred to when answering Question 1, that was informed by the fact that South Africa offers room for young managers to deal with commercial negotiations with Ghana, led him to state that South Africans bring integrity to the business they conduct there. Such integrity will reveal that there is a level of trust that exists between the two negotiations and that this does in fact frame the South African in a positive light.

In answering Question 5, Mr. Acolor indicated that everything is trust dependent and that this underpins all negotiations. Any social proof, such as trying to prove credibility through testimonials and references, would hold no weighting for the Ghanaian if trust did not exist. He referred to trust as very serious issue and were it to be comprised then that would ruin the relationship for good which would preclude any further negotiations. In this way if the Ghanaian can not frame the South African negotiator from a trust perspective, then negotiations can not be allowed to continue. Hence, the existence of trust allows for the framing of the

other negotiator in a positive light and this would most certainly influence the outcome of negotiations.

6.2.4) Interview 4

Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence to the outcome of the negotiations.

In his answer to Question 1, Mr. Ankomah referred to South Africans and Ghanaians as one, in that all are Africans, and in this way have an obligation to help each other. He acknowledged development in South Africa that led to the superiority of products from South Africa on the African continent. He believed that South Africans operate on fair basis when the two countries negotiate with each other, and that the financial considerations during such negotiations are dealt with in a fair manner, so that the mutual benefit of the two is acknowledged. With the paying of commissions, he mentioned normal business being done without either side feeling cheated or been cheated. In this way he acknowledged that both sides do what they have to, to accommodate business and this is all done in a fair manner.

With this in mind he referred historically to the apartheid era and what had happened between cultures then. During that era the South Africans had laid down foundations that built up the country to what it is today, and it is for that reason that the country enjoys such a good reputation throughout Africa today. He did not condone discrimination, but spoke highly of the infrastructure that was established during that time. This has benefits for everybody in South Africa today. The cultural habits of the South African negotiator with all these

considerations in mind, frame the South African positively, and these inform negotiations positively to exert a yielding influence towards the outcome of such negotiations. Mr. Ankomah referred to the South African as operating in a very fair manner towards the Ghanaian.

The Ghanaian believed that business is conducted in a fair manner and that the South African adopts a responsible attitude in dealing in Ghana and regards this very professionally and is fair towards the Ghanaian, such that a mutually beneficial outcome is achieved. He mentioned that nobody wanted to cheat the other, indicating that there exists a certain amount of caution when dealing with external companies. With regard to neighbouring countries, or those from the East looking to invest in Ghana, Mr. Ankomah mentioned that it usually came down to haggling in getting to an agreeable mean for the commissions paid. This is not the case when dealing with South African companies who establish a fair value and operate honourably.

In Question 2, Mr. Ankomah indicated that business with South Africans is co-operative and that there is a common understanding. He said that he was pleased that South African companies are gaining ground in the Ghanaian markets. When asked about the investment of South African mining houses in Ghana, such as Goldfields, and whether they operate on a fair basis, his answer was that the investment is not fair so far. This is not only from the one side but that both sides share the responsibility in that the Ghanaian people do not use the income from royalties in a very constructive way for their environment. Obuasi Township, for example, is not a pleasant place and that it is very close to where the mine is. The Ghanaian government and the investing company are to agree on a goal for development previously not carried out. Mr. Ankomah noted that the problem from the Ghanaian side is that when a man gets the money it is difficult for him to part with it.

In his answer to Question 7, Mr. Ankomah indicated that the influence from a South African negotiator results from the way that that person has grown up and consequently from the cultural habits of that negotiator, and that influences the Ghanaian at the end of the day. Mr. Ankomah believed that the South African is brought up to work hard in order to achieve his goals. In other neighbouring countries Mr. Ankomah has found that they have grown up learning that they must cheat in order to make money. Thus the conduct of their business is different to that of the South African. It is apparent from his response that Mr. Ankomah has used the cultural habits of the negotiators from the various places to frame them, and this informs the negotiations between the countries in question.

Proposition 2

The negotiator profile contributes to establishing the "footing" that frames the relationship with the other negotiator.

In answering Question 6, Mr. Ankomah said that the South African comes from a position in which he wants to help the Ghanaian grow his business. This is so because, as the Ghanaian grows, so does the South African investment within the country. The South African approach is one of fairness, and they do not come to cheat the Ghanaian, as they want to work in close compliance with company policies and rules. In this way the Ghanaian always has a reference point in a firmly established South African company that allows the Ghanaian to build up relationships with those individuals.

Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

As Mr. Ankomah is a business owner, his answer to Question 2 was based on the commissions he gets from being an agent for various companies. He saw the South African businessmen as being very fair in terms of doing business in Ghana in that they offer a good percentage in commissions hence giving something back for the opportunity to trade within the country. This is not just his perception but it is based on how other agencies in Ghana feel. They are all happy with South African companies who operate on a fair basis. Thus the perception between agencies is a good one and the South African is framed in a positive light. According to Mr. Ankomah, this sets a good foundation to encourage agents to work harder, which indicates that there is influence from the South African in operating on this fair basis to establish continuity for his business in Ghana.

In answering Question 8, Mr. Ankomah stated that perceptions are formed in his mind during initial meetings by what he reads from a person. He has to read into the mind of the South African negotiator to understand what truly is informing the negotiator when he is laying something on the table. He has to try to read into whether the offering is beneficial to both parties. There is an element of suspicion in which he tries to cover his bases. When asked about reading into the mind of the other, Mr. Ankomah said that he looks into the eyes of the other negotiator and he could identify good intentions. From his experience he has been able to read other negotiators in this way. Thus these perceptions inform the Ghanaian how the South African means what he says. Furthermore, Mr. Ankomah also believes in a win-win situation. He stated that an agreement must be reached where there is equilibrium, and where neither party is losing. Furthermore

preparation is of utmost importance and knowledge of what has been presented will be influential.

Proposition 4

In addition to the six principles of Cialdini (1993: xiii), "…that interact and that have a major impact on the degree of influence that an individual or an organization exerts", framing is the seventh.

In his answer to Question 1, Mr. Ankomah stated that South Africa's development has resulted in its products being superior in the Ghanaian market. This allows the South African product owners to exert a certain amount of authority in the Ghanaian market place, as they have earned this status through their hard work and efforts. When not abused, this can have an effective influencing effect.

Mr. Ankomah went on to discuss the fairness of the South African and the competence of the South African in dealing with the transitions in the politics in the country historically, whilst simultaneously establishing the strong infrastructure in the country. This is what the Ghanaian admires, and displays the impact of the liking principle on the degree of influence it has in negotiations between these two counterparts.

In answering Question 2, Mr. Ankomah observed that South African companies pay a good commission to their agents in Ghana and hence the factor of reciprocity is at play. He said that future business is encouraged by the payment of good commissions and it encourages the agents to work harder. Furthermore the fact that many agencies show that they are pleased with operations in this manner is an indication of social proof, as another principle of Cialdini that is at play.

Furthermore in answering Question 2 and being asked about the perspective of business with South Africans, Mr. Ankomah stated that one must be selective in the jobs that are at hand. As a businessman, he accepts that he cannot represent many products in the marketplace and must be selective. His choice then of South African products, as opposed to those of other international investors, is brought about by a certain amount of influence form the South African negotiator. This may arise from any of Cialdini's principles. This researcher believes, however, that the overall frame that the Ghanaian has towards South Africa because of the various reasons for this is the most influential factor. In his answer to Question 6, Mr. Ankomah stated that he views South Africans as wanting to assist Ghanaians grow their business via win-win deals, which supports the claims on this proposition.

Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

Mr. Ankomah in answering Question 5, states that trust is imperative. One does not always trust somebody immediately and one must give something a trial. If it is proved, one can be confident in trusting that person. He thus implies that should the trial fail, further negotiations are going to be influenced negatively.

In answering Question 8, Mr. Ankomah stated that a main feature that informs the conduct of the negotiation encounter is integrity. This comes through in the presentation from the South African. Mr. Ankomah looks for fairness in what the South African is saying.

6.3) Analyses of the South African Interviews

The accounts of the responses provided in the interviews are mainly left in the present tense because the sentiments and convictions expressed in them prevail up to the present time.

6.3.1) Interview 5

Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence to the outcome of the negotiations.

Mr. Buitendacht revealed in his answer to Question 1 that the Ghanaian is naturally co-operative and wants to execute proposed plans that are deemed viable to him. Even though the proposal may not be clear to the Ghanaian when communicated verbally, he will attempt to execute something to fulfill the requirements of the agreement. The problem arises when the true intent of the agreement is not realised because of a communication gap between the South African and the Ghanaian. When asked about the communication barrier, Mr. Buitendacht indicated two reasons for its existence: 1) the South African, and more so Afrikaans, accent and 2) speaking at different speeds. In a technical environment, it is not always easy to relay exactly what one is thinking, and this is also a function of the level of technical expertise of the two respective people. This appears to be amplified between negotiators of such diverse cultural backgrounds. The considerations here are limited to the actual interactions in negotiation encounters, and not what has been put down in writing, as that is not a part of the scope of this research.

The willingness of the Ghanaian to be co-operative certainly facilitates negotiations between the South African and the Ghanaian negotiators. Furthermore when he does not understand, the Ghanaian will ask for clarity. Mr. Buitendacht identified this when the Ghanaian says, “yes please”. However the difficulties in conveying and understanding via the barriers encountered also create a frame of difficulty when attempting to influence the other.

Ghanaians believe that they should work hard and they put in every effort towards gaining the fruits of their toils. Their strict policy of doing things as they have always been done does cause them to do things the long way round at times. It appears that they believe the implementation of new ways of doing things will hamper them more overall, so they choose not to change entirely. This may not be immediately apparent, however, because they do receive their rewards, be it from the success of the business itself or from the “give me something small” rule (the request for some immediate or advance compensation for that which one is requesting).

Proposition 2

The negotiator profile contributes to establishing the “footing” that frames the relationship with the other negotiator.

In answering Question 1, Mr. Buitendacht indicated that Ghanaians are hard working and are prepared to put in every effort towards a desired outcome from a negotiated proposal. However, the factor, which establishes the footing that frames the relationship, is that of acquiring the clarity in what is to be done in the most efficient and effective way, between the parties. As the Ghanaian is set in doing things in a way that he is used to, it is important for the South African negotiator to try to appeal to the Ghanaian in such a way that the desired actions are implemented naturally for the Ghanaian. This can be the difficult way of influencing the other to do things in a desired way, especially since there exists a

great deal of resistance. This is the footing that frames the relationship. With this in mind most South African negotiators would approach negotiations with a creative plan achieving compliant execution.

Furthermore in his answer to Question 1, Mr. Buitendacht noted the “patriotism” that Ghanaians exhibit towards each other as they protect their “brothers”. They do this over and above the interests of the negotiation terms of the business that is brought by South Africans to their country. They would rather sort out any problems between themselves than bring the issues to the negotiation table. The footing of the approach of the South African is thus caution that certain things may be happening in the background that will not be brought forward and resolved by all the parties involved. Should this spiral out of control, the whole negotiation may be compromised.

In the last part of his answer to Question 3, Mr. Buitendacht indicated that the excellent education that is compulsory in Ghana comes through later in life when business negotiation is conducted with Ghanaians on an international level. This aspect of the negotiator profile appeals to the South African, who enjoys negotiation with informed counterparts. The footing is thus set for a good frame between the two negotiators.

Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

In his answer to Question 1, Mr. Buitendacht stated that the Ghanaian negotiator usually builds a picture in his mind as the negotiations unfold. This is his perception of what is being discussed. The details may well be conceptualised, but the Ghanaian will usually choose to omit this from his thinking, as this way he can conceptualise what is on offer quickly. His understanding of what has been

said may be incorrect, and the understanding of what was meant in what was said may be skewed. It is important that, when South Africans negotiate with Ghanaians, clarity is established between the parties concerning what is required from an agreement, by following a process of re-iteration in the discussion that differentiates that which was intended from that which was verbalised. In this way, a well-articulated and understood proposal exerts influence on the other party.

In answering Question 3, Mr. Buitendacht mentioned the rituals that the Ghanaian follows when welcoming a guest. Shaking hands in the order that is deemed respectful indicates goodwill, and water is always offered to refresh the guest. The desired perception that is initiated by the Ghanaian is that the goodwill that is shown at the initial meeting will be extended throughout the negotiations. This would build up a frame of co-operation.

Furthermore in his answer to Question 3, Mr. Buitendacht referred to the words of a Ghanaian who indicated that you must not believe all a Ghanaian tells you. This indicates that perceptions that are aimed at being managed by words are in fact aimed at setting a frame. The fact that Mr. Buitendacht stated that he does not accept things that are presented on face value alone suggests that if he were to do that he would perhaps be influenced in a way that he would not wish to be. Thus, the frame would have been influential.

Proposition 4

In addition to the six principles of Cialdini (1993: xiii), "…that interact and that have a major impact on the degree of influence that an individual or an organization exerts", framing is the seventh.

Ghanaians negotiate with negotiators from many diverse nations in Africa, Europe and America amongst others. They have a great deal of experience with

negotiators from markedly different backgrounds. In his answer to Question 1, Mr. Buitendacht indicated that in business negotiations, when the Ghanaian has not quite understood what his South African counterpart has said, he will look to his fellow Ghanaian, as if to ask for assistance. This indicates that there exists the social proof that serves as a reference point for the Ghanaian in the negotiation process.

Furthermore, influence is exerted in negotiation by a clearly articulated proposal from the South African negotiator's perspective, that is well understood by the Ghanaian counterpart. By the stage that agreement is reached on the requirements of the proposal, there is an inherent commitment to proceed that ensures that future business is based on the consistency that is at play via Cialdini's principle of "commitment and consistency".

In Question 1, Mr. Buitendacht claimed that Ghanaians would rather be secretive about their part in business and deal with their problems on their own, without involving the South African. This indicates that the element of authority is not always in evidence when South Africans negotiate with Ghanaians. Even though Ghanaians mostly regard South Africa highly in terms of their technological and service offerings, this is not always this way.

In answering Question 3, Mr. Buitendacht reflected on times when Ghanaians, even diplomats, had been traditionally late. Supporters have not had a problem with this. This appears to be the scarcity principle acting in some extraordinary way. It is still difficult to say, however, that being late for a meeting will cause the Ghanaian to be impressed to the extent that he would give you an order on arrival. Failure to appear at all however, seems to be unacceptable.

Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

In answering Question 3, Mr. Buitendacht stated, “business is business”. Thus, even though prices may be seen to be justified to be set higher for foreigners, this can not be classified as cheating, as “business is business”, and if the foreigners are not prepared to pay that price then they can choose not to. In the same response he claimed that there is no brotherhood. These actions cause the foreigners to have more animosity towards the Ghanaians, and this may effect good mutual feelings negatively.

6.3.2) Interview 6

Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence to the outcome of the negotiations.

In his answer to Question 1, Mr. McDougal referred to Ghana as a mature nation, where the lessons of the past are used for the overall progress of the country. The Ghanaians gained their independence in 1948 and have reached a stage today where they are not fixated on the stumbling blocks of the past. This allows the character of the people to be mature, having developed from a personal background of hardship and of struggling. The Ghanaians, in viewing themselves as “new owners” express the pride of who they are. In this way, the Ghanaian forms a frame of strength. This can be intimidating to the South African when

negotiating on Ghanaian turf, and this would certainly inform the negotiation to a considerable degree. On the other hand, it could also set the stage for a highly pitched and professional encounter that would add credibility to the negotiation process as a whole.

Furthermore, Mr. McDougal found that the Ghanaian is set in his ways and that he will not easily change to conform to a behaviour as dictated by others, especially an outsider such as the South African. The South African Breweries try to instill their culture into the breweries that they take over, in that they have found best practices in the way they do things in South Africa. The resistance that Mr. McDougal has encountered is intensified by the Ghanaian in that he will not be told what to do. Mr. McDougal acknowledges that the Ghanaians are very competent, but in this aspect they are adamant. The fact that South Africans battle to sell their ideas in Ghana because of this indicates that framing from this perspective informs negotiations to a considerable degree in a negative way.

In answering Question 4, Mr. McDougal distinguished between middle management profiles and those of higher educated people who reach senior management levels. This background in education, and perhaps intellect, affects the open mindedness of the negotiator towards the negotiations. Perceptions that inform the thinking of the Ghanaian in middle management persist, and it is not easy to change these in much the same way, as it is not easy to expect the Ghanaian to change the way in which he does something, for whatever reason. Even though, Ghanaians in senior management do appear to have a greater open mindedness about the negotiations, it appears to be even harder to change the mind of the negotiator there once it has been set. It appears that the personal background of the Ghanaian forms the frame that influences the outcome of the negotiations, and that this extends beyond education.

In his answer to Question 6, Mr. McDougal indicated that there exists a way that business is done in Ghana that is accepted there by all involved. It is justified as

being correct, as this is the Ghanaians home ground. Hence, the way that business is done is Ghana is a frame that exists for everyone to assume when negotiating with the Ghanaian. This is how the Ghanaian himself sets it.

Furthermore, Mr. McDougal's answer to Question 8 reinforced this and added the new dimension of pride. Ghanaians believe that how they do things is the correct way because they feel a pride towards it. This may have a historic or ethnic motivation, but nevertheless, it restricts them from changing or trying out any other suggestion.

Proposition 2

The negotiator profile contributes to establishing the "footing" that frames the relationship with the other negotiator.

In his answer to Question 1, Mr. McDougal stated that in his experiences in Africa, tribes and diverse cultures oppose each other significantly. Ghanaians do not carry the same sort of baggage with the same intensity as in other places, but yet it exists. This thus immediately contributes to the footing that frames the relationship when the two negotiators encounter each other.

In answering Question 3, Mr. McDougal indicated that education is part of the profile of the Ghanaian that establishes a "footing" of open communication and the acceptance of various ideas and schools of thought. This frames the relationship, as a classification has been made by virtue of the level of education. It has been shown, however, that this is not necessarily linked to open-mindedness.

Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

In his answer to Question 1, Mr. McDougal indicated that the feedback he receives from South African ex-pats in Ghana is that the Ghanaians are uncooperative. This he did not observe in his visits there. His perception of the Ghanaians is informed by what he encounters when he visits Ghana. Even the feedback he receives from his own people does not inform his perception as much. Thus his framing of the Ghanaians is from what he actually encounters, and this proves that perception is the cause of framing as the effect. It may be that Mr. McDougal is not an "audio" person but a "visual" one, in order for this to be this way for him, but this is beyond the scope of this work. He is still optimistic about the outcome of what SAB is trying to achieve in Ghana. Mr. McDougal mentioned that the South African ex-pats must ride this wave. The set frame has thus influenced him. Mr. McDougal admitted that there were difficulties arising from his acknowledgement of the views of his people, but the underlying frame is set.

Proposition 4

In addition to the six principles of Cialdini (1993: xiii), "…that interact and that have a major impact on the degree of influence that an individual or an organization exerts", framing is the seventh.

In answering Question 1, Mr. McDougal said The South African Breweries are struggling to sell their ideas in Ghana. There exists a resistance in Ghana to the idea of changing how they do things. Foreign investment is sought after, yet this is not viewed from a scarcity perspective, in that it could very well fail if the foreign investor is not fully satisfied at the end of the day. Conducting business

as always and not changing according to recommendations is the social proof when in Ghana. Conversely, the respect that the Ghanaian has for South Africa because of its heritage and transformation is the social proof that allows the Ghanaian to accept the South African when he comes to negotiate, even if the South African adopts an air of authority towards the Ghanaian. These principles may not be influential in their contexts, but have contributed towards setting the frames that impact on the degree of influence. Hence framing is the influencing principle.

Mr. McDougal has found that in negotiations he is made to feel that he is on foreign soil and at a disadvantage because of this, as is apparent from his answer to Question 3. This is a type of authority that the Ghanaian has when negotiations are conducted in Ghana.

Further in his answer to Question 3, Mr. McDougal revealed that the staff at Accra Brewery has been there for over 25 years. This shows their commitment and consistency in physical terms. They are set in their ways in that it would take a complete re-structure of the brewery to ensure that a new culture (the SAB culture) could be put in place. Even a company as strong as SAB can not empower its employees in Ghana to change their ways and practice as the company would wish them to during work hours. This goes to show just how tradition-bound Ghanaians can in fact be.

Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

In answering Question 5, Mr. McDougal indicated that technical capability within the negotiation encounter is more of an influencing factor than trust is. This is because certain frames of the Ghanaian exist for the South African that involve the seeking of personal monetary gain from any encounter. Hence, a level playing field can be achieved by considering the negotiations around technical requirements and the fulfilling or not, of these. In this way, trust can then be looked at from that perspective, and in Mr. McDougal's words, the field can be leveled. This would allow both sides to play with equal capability.

Amidst all the difficulties, Mr. McDougal claimed that SAB is getting there in achieving its goals in Ghana. Trust thus shows itself to shed positive light that aids the negotiations, in that when there is no level playing field, the advantage will be intimidating for the other side, who may then choose not to take part anyway. When there exists an unfair advantage, this must first be addressed before any progress can be made.

6.3.3) Interview 7

Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence to the outcome of the negotiations.

In his answer to Question 1, Mr. Hersey acknowledged the competence of Ghanaians in their negotiating ability and that their objectives were usually for positive and valuable outcomes for themselves and their community. He indicated that he could not enter the negotiation with nothing to offer. This shows that Mr. Hersey, in his extensive negotiation in Africa feels that the Ghanaians are thorough in their requirements and look for a value adding interaction. Mr. Hersey referred to "push and pull", that is, the will to seek the best possible outcome. The Ghanaian negotiator does not view himself as subservient in this situation and will be firm in his negotiation, even towards a South African counterpart. Ghanaians do not have to be aggressive in their approach in order to be aggressive with their needs. They come prepared and play the game in haggling for a desired outcome.

Furthermore, the "give me something small" rule may be in operation, that places the negotiations into a category for Mr. Hersey that is either open or closed, meaning a green or red light respectively. This classification informs the negotiation to a considerable degree and affects the outcome of the negotiations. Valid frameworks are still very much adhered to, but it is important to note that other sensitive elements come into effect. Nevertheless, the Ghanaian will always look to make the right decision for his company as a priority, indicating that he seeks a beneficial negotiation process where mutual gains can be realised.

In answering Question 4, Mr. Hersey indicated that confidence in the Ghanaian negotiator has a major impact in how he is perceived. More so however, his own confidence is even more important in exerting influence. There appears to be a power struggle that is set in motion even before the negotiations begin. The personal backgrounds that cause the negotiator to be either humble or arrogant form a frame. Then Mr. Hersey stated that in answering the posed questions and in his reactions, the Ghanaian could affect the perception that the South African has of him. This would certainly effect the negotiations to a considerable degree as it has on its side the element of surprise. This would create a lasting impression that would exert a degree of yielding or resisting influence.

Proposition 2

The negotiator profile contributes to establishing the "footing" that frames the relationship with the other negotiator.

In answering Question 1, Mr. Hersey stated that he could not identify what the Ghanaian was thinking on his initial approach. The Ghanaian does not give too much away and is patient in gaining his own understanding about his negotiation counterpart and about volunteering information. Mr. Hersey characterised his own negotiation style in the same way and this sets up a challenge in dealing with what Mr. Hersey terms the "basic negotiation logic". Thus the ability to negotiate at a high level with an informed and "hungry" counterpart establishes the footing that frames the relationship.

In answering Question 3, Mr. Hersey indicates that self-confidence is imperative to obtaining desired results in negotiations with Ghanaians. This is the same in any other negotiations. By referring to a first world counterpart, however, Mr. Hersey is indicating that the origins of the negotiator create a perceived profile of the negotiator to the other person that appears to frame the relationship in light of

this confidence. The expectation of what one will be faced with in terms of the expected competence of the other sets the footing that frames the relationship.

Mr. Hersey refers in Question 6 to the source of influence of the Ghanaian originating in his title and the content of his discussions. This allows Mr. Hersey to know with whom he is dealing and this footing establishes the frame of the relationship. In this way, Mr. Hersey plans his approach and pitches his message accordingly. The title of the Ghanaian as well as his conduct affects Mr. Hersey's approach as he admits in answering Question 8. Hence the negotiator profile has contributed towards establishing the "footing" that frames the relationship with the other negotiator.

Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

In Question 1, Mr. Hersey indicated that he could formulate in his own mind what the Ghanaian negotiator wants, by having had similar experience as that person and then placing himself in the other's shoes. Mr. Hersey feels he is an experienced negotiator and for this reason do this in negotiation encounters. This is even more the case if the other negotiator has other experience that also matches Mr. Hersey's previous experience. Hence such perceptions of the other create a certain frame for the negotiation as the effect. Mr. Hersey says that with this in mind, he was able to conduct the best effort in the negotiation encounter. He is persistent with his questioning and is able to reach a desired outcome. This would indicate this to be Mr. Hersey's source of influence that is the effect of the framing. The fact that the Ghanaian is forthcoming and not aggressive in his style of negotiating thus also allows him to benefit from Mr. Hersey in the negotiation. Mr. Hersey believes in win-win as he says that that it is about push and pull. One gains and gives. Thus his approach is about win-win and not win-lose.

In answering Question 3, Mr. Hersey indicated that he can read the Ghanaian, as he is a good judge of character and sensitive to the body language that is exhibited in a negotiation encounter. This he uses to gauge the position of the Ghanaian and how he will lead the Ghanaian to a desired place in the negotiations. These perceptions have framed the Ghanaian for Mr. Hersey. When the Ghanaian is satisfied, he accepts and the negotiation effort is over. Mr. Hersey believes that this is on his terms and that he is able to exert influence by virtue of his experience.

Proposition 4

In addition to the six principles of Cialdini (1993: xiii), "…that interact and that have a major impact on the degree of influence that an individual or an organization exerts", framing is the seventh.

In his response to Question 1, Mr. Hersey referred to "basic negotiation logic". In his second definition of this he indicated that he is able to use negotiation techniques to direct the other negotiator to take a desired route. He believes that he has a type of authority over the Ghanaian negotiator. This is further re-iterated in Mr. Hersey's response to Question 3. He said he could offer the Ghanaian what he wanted from the negotiation process, but on Mr. Hersey's terms. Again it appears that Mr. Hersey believes that his position is an authoritative one in a way and that this allows him to have the advantage when negotiating with Ghanaians. Mr. Hersey maintains that he will continue to be fair and reasonable, however, in that a win-win outcome will be achieved. The accepting nature of the Ghanaian may lead the South African to believe that the Ghanaian has conceded in a negotiation encounter.

The "basic negotiation logic" that Mr. Hersey used also refers to the "reciprocity" in the situation. He believes that he will offer the Ghanaian something that must have something in return, be it by the rule of trying to maximise what one

receives and minimise what one gives. The discussion will allow Mr. Hersey to prepare along the lines of the “reciprocity” principle. Mr. Hersey indicated that the Ghanaian desires positive and valuable outcomes, and hence in return he must provide value for the Ghanaian. In order to do this, it is imperative that the Ghanaian is well understood. Hence, the frame of the Ghanaian in the mind of the South African is a very important parameter that must be analysed. This frame is an influencing principle.

Mr. Hersey acknowledged the reciprocity rule for the Ghanaian does often come via the “give me something small” rule. This is a part of a social proof that informs all Ghanaian negotiation, as this is how business is conducted in Ghana. Furthermore, Mr. Hersey noted that personal gain is the biggest driver of the negotiation process for Ghanaians. It surpasses the influencing effects of culture, background, language and religion. The Ghanaian will commit to the negotiation when the former rule has been applied. He will then act consistently in his conduct in reaching the South African’s desired outcome, so that the reciprocity in terms of the rule is realised.

In his answer to Question 3, Mr. Hersey indicated that Ghanaians are direct and that is easy to trust them. As he is a man who relies heavily on his planning, his liking for the Ghanaians allows business to continue during the negotiation encounter. Liking is thus a principle that can make or break the encounter and Ghanaians are usually liked by South Africans because they come across as honest, open and humble.

Mr. Hersey also asserted that win-win and win-lose are options for the South African. The Ghanaian however believes only in win-win, as he knows that the South African will not accept win-lose if it favours the Ghanaian even though this may jeopardise future business opportunity. This type of “scarcity” is the driver that leads the Ghanaian to employ the “give me something small” rule, as he is subject to the “authority” of the South African. Mr. Hersey refers to the “superior–

inferior" effect again in his answer to Question 4. This makes the way business is conducted in Ghana such a difficult thing to change.

Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

In answering Question 3, Mr. Hersey emphasised his strengths in listening intently during negotiations. With Ghanaians, he finds that much of what is being said is truthful and useful. There are seldom hidden agendas and hidden meanings when Ghanaians negotiate with South Africans. By listening Mr. Hersey has judged Ghanaians from their approach and their spoken words. He finds that he is able to trust the Ghanaian. Mr. Hersey said that the "Ghanaian is open to consider just about everything that is suggested by a South African", and this goes to show that the trust that is being formed exerts influence towards a positive outcome from the negotiations.

Furthermore, Mr. Hersey was convinced that, without a relationship and trust, it is less easy to reach a desired outcome in the negotiations. Mr. Hersey believes that regardless of this, the principle of wanting to gain much and give little is always effective and dominates the encounter.

When asked specifically about trust in Question 5, Mr. Hersey indicated that the intensity of the negotiation is evident when the two parties do not really know one another. A level of trust must exist however, otherwise the negotiations will not happen at all. Trust is key but not the ultimate requirement. The push and pull towards maximum gains and minimum losses would be less if trust existed as the existence of future opportunity to balance this out would be apparent. Thus trust indicates the difference between short-term and long-term relationships. Before

knowing the Ghanaian counterpart, the South African will frame him in a neutral light, or even in a negative one. When trust exists, the proposition will certainly stand.

6.3.4) Interview 8

Proposition 1

The personal background of the negotiator forms a frame during business negotiations, and this informs these negotiations to a considerable degree, and exerts yielding or resisting influence to the outcome of the negotiations.

In his answer to Question 1, Mr. Smith spoke of “localisation”, a process initiated in Ghana in moving Ghanaians to positions of decision-making in international commercial environments. In the past, Ghanaians were not a part of the decision-making in international business where the external people dictated what they wanted. The personal backgrounds of Ghanaians in general never involved decision-making of this sort. This forms the frame that Ghanaians will not be a part of the decision-making process. The fact that they will not change their ways, and will persist in doing things the way they always have, lends itself to manipulation by the foreigner, who may just decide to use the Ghanaian to achieve his own aims.

Mr. Smith went on to say that he is unsure of whether this is about not wanting to accept responsibility for something and remaining in a comfort zone, or simply not being able to decide. In multinationals, it does not matter, as there is always someone else who will make the decision and bear the responsibility for this. Hence, the influence of negotiations with Ghanaians would be yielding for the South African towards a desired outcome because the Ghanaians are accepting.

Mr. Smith was more specific about the Ghanaian entrepreneur who has been successful in the application of certain ventures, and ministers of operations who have by virtue of their positions to be decision makers. He refers to these Ghanaians as being on another level. This level is distinguished, as it is here that the Ghanaian knows what he wants, and these Ghanaians would thus negotiate for the successful outcome of these objectives. They would have to make decisions firstly about where they want their business or operation to be going, and thereafter about the changes that affect the business or operation and how best to deal with these. The difference that differentiates the two classes from Mr. Smith's perspective causes the Ghanaians to approach negotiations from two totally different places. Hence this background causes a big difference in the perception of the South African who deals with these people.

Furthermore, Mr. Smith stated that the Ghanaians by nature do not especially like working with Europeans, and this is probably because of past generations, where Europeans and the West took advantage of them. They are suspicious towards Europeans (and South Africans, when they are regarded as Europeans) because of this and they do not want to be told what to do. This does not stem from politics, as it does in South Africa. The perception of the South African negotiator is that he claims to know it all, and the Ghanaian will not just accept this.

Proposition 2

The negotiator profile contributes to establishing the "footing" that frames the relationship with the other negotiator.

In his answer to Question 1, Mr. Smith differentiated between Ghanaians in two classes: middle and upper. These people are involved in negotiations and hence it is not necessary to consider any other classes. Mr. Smith indicated that he has found these two classes to be good at theoretical knowledge and in capturing the

knowledge that visitors to Ghana bring. The practicality of this knowledge is the challenge however for the Ghanaian. This profile of being good at the theory, but not the practical, establishes the footing that frames the relationship of Ghanaians to outside negotiators.

In Mr. Smith's differentiated profile of the middle class Ghanaian and the entrepreneur and minister types, the respective negotiator profile has a great deal to do with how the South African perceives the individual and the business that is to be discussed. This most certainly establishes the footing that frames the relationship, as the South African will be prompted to negotiate with a predetermined aggression, based on his perception of the strength and stance of his Ghanaian counterpart. The middle class Ghanaian, who is very concerned about his survival, will be more inclined to accept terms as stipulated by the South African, as he is more in need of the South African. The entrepreneur, on the other hand, does not need the South African as much and is concerned about greater economic parameters that should be in his favour.

Mr. Smith indicated in his answer to Question 8 that Ghanaians present themselves well. Mr. Smith will test the person's knowledge such as not to be deceived by a façade, and this will indicate whether he should or should not negotiate further. His answer to Question 9 also indicated that what the Ghanaian represents has a great deal to do with Mr. Smith's regard for him. These answers refer to the kind of frame that identifies the relationship between these speakers and this is the footing that has originated from the negotiator's profile.

Proposition 3

Framing is the effect where perception is the cause. Influence is the effect where framing is the cause.

In his answer to Question 1, Mr. Smith stated that the Ghanaian is very easily convinced and that he will not easily make decisions. Furthermore, the Ghanaian will insist on doing things the way he has always done things, as he is comfortable with this. These perceptions in the mind of the South African lead him to believe that he is operating in an environment where if he handles matters appropriately, he will fulfill his objectives when negotiating with a Ghanaian without any resistance. Such framing will be influential towards the Ghanaian who, because of this, will not challenge what the foreigner wants to do.

Mr. Smith differentiates between two classes of Ghanaians, and this shows that overcoming personal constraints in decision-making releases huge personal potential. “Entrepreneurs and Ministers” as referred to by Mr. Smith are informed by economics. The “medium class” is more concerned with survival. The perceptions that create frames are totally different between these two groups. Influence is easily affected on the medium class with far more resistance to this in the case of the entrepreneurs and ministers, who in Mr. Smith’s words, “know what they want”.

In his answer to Question 3, Mr. Smith stated that there was an ulterior motive for Ghanaians behind negotiations between themselves and South Africans. Mr. Smith’s perception in this way is already creating this frame. Mr. Smith is referring to the “dash” issue where the Ghanaian wants some form of personal monetary gain from the negotiations, regardless of where these are pitched. The relationship between influence and framing is thus apparent.

The perception of the foreigner or ex-pat to pay the “10%” frames him in being the decision-maker as well. Being the decision-maker allows him to have the authority, and hence he is influential on the Ghanaian. This however says nothing about the capability of the foreigner or ex-pat. His authority might be destructive. Mr. Smith showed in his answer to Question 3, that he had tried to educate his people about implementing gift registers and to move away from the “10%” issue. This is how things are done in Ghana and is a very difficult to change to implement. Mr. Smith indicates that this hurts the bigger picture.

Proposition 4

In addition to the six principles of Cialdini (1993: xiii), “…that interact and that have a major impact on the degree of influence that an individual or an organization exerts”, framing is the seventh.

In answering Question 1, Mr. Smith showed himself to be a natural trainer who has a desire that his people are exposed to all the teachings that will equip them better in solving the problems of their jobs. He mentioned that the Ghanaians are intelligent and equip themselves well with theoretical knowledge. They are not as strong on applying this knowledge and for this reason do not get themselves into positions of authority very easily. More importantly, they do not exercise their own decision-making and hence do not take responsibility for their actions in this way. Foreigners and ex-pats who operate in Ghana have the advantage of taking this responsibility and are thus able to advocate how they want things done.

According to Mr. Smith, an initiative of “localisation” was put in place in Ghana. This shows the need in the community to improve in this area. Mr. Smith had to train his people to question authority as a starting point for him to gain more from his operation. Similarly, Ghana as a whole was trying to move her people to this level for the benefit of the whole economy.

Mr. Smith said that Ghanaians are very easily convinced. This is probably because of the social proof that the perceived authority of foreigners, influences most local people and ex-pats, that they feel that this way of operating is correct without question. Ongoing conformity is then evident via the commitment and consistency of the situation.

In Question 1, Mr. Smith also discussed the perception of the South African in Africa, indicating that this is most often negative. South Africans are perceived as acting as if they know better, and this is probably because they are enabled to feel this way by the low confidence that they encounter in the African people. This causes dislike among those who are made to feel inferior. These are the people with whom business is conducted and hence the lack of the principle of liking causes obstacles to business.

Moreover, other Western countries are becoming more influential in Ghana due to the lost credibility of South Africa. Western countries are beginning to be seen as more valuable, with the prevalence of NGO and initiatives established to help the Ghanaians in their growth. Ghanaians are thus becoming more inclined to reciprocate to these Western countries in their business dealings. This also increases the resistance towards conducting business with South Africa.

The principle of scarcity is in effect when the Ghanaian sees a white man. Mr. Smith noted the term “dollar bruni”, bruni meaning white man. Whites are associated with money, and Ghanaians want to work for the white man, where possible, as they associate this with an earning potential that, without this white man (or opportunity that has presented itself), would not have been there.

In answering Question 4, Mr. Smith indicated that changes in the in the mind of the negotiator is not very easy. Set perceptions persist. As indicated here, perceptions are set by the principles of Cialdini. Mr. Smith indicates that this is so because of cultural and behavioural reasons. Only through education can one

learn to change. Because framing establishes a perspective on the other negotiator, it is apparent then that it is itself an influencing principle. The lack of succession planning in Ghana, according to Mr. Smith, indicates that set perceptions will continue to inform the thinking if Ghanaians, without the use of training for improvement. The way things are done in Ghana will no doubt continue until such time as the current influence is changed.

In answering Question 6, Mr. Smith stated that the Ghanaians cannot handle conflict and that they will not "hard sell" you. Assuming this frame of the Ghanaian and then approaching him from an "authority" perspective, the Ghanaian would be influenced to act in a desired way, because one would not try and "hard sell" an authoritative figure as this would result in major conflict. The risk is that the Ghanaian might use his frame of the South African as a "know it all" to be devious and hence avoid been taken advantage of. Thus within this approach, a genuine attention to the outcome of the negotiation must be given and the intent of a win-win outcome must be exhibited.

Proposition 5

With trust for the other negotiator, one frames the other in a positive light, and this influences the outcome of the negotiations positively for the other negotiator.

In Question 4, concerning Ghanaian's perceptions of South Africans in effecting business, Mr. Smith mentioned that Ghanaians have resisted South Africans to the extent that they have worked them out of their jobs. By using the "yes please" phrase, Ghanaians indicate that they do not understand what one has said to them. A South African who does not understand this may interpret this as "I have understood what you have said and I will execute accordingly". This is a totally wrong interpretation. The frame may be a positive one, and there may be trust in the relationship. However, there is no influence because the negotiation has

been a total deception. It can thus be inferred that if there is trust, then a positive outcome can be expected by the true efforts of those involved. The frame of mistrust that is apparent from Mr. Smith's response indicates that it is, in fact, the frame that informs his thinking and allows his cautious approach when requiring a positive outcome. A lesser-experienced South African in Ghana might not have picked this up.

In answering Question 5, Mr. Smith indicated that there is no trust in the negotiations but that this does not effect the negotiations. Business will continue without this. He states that in his vast experience with Ghanaians he has not had the need to trust them to negotiate with them. Mr. Smith believes that one must mistrust the Ghanaian until one has a reason to trust him, and not the other way around. The footing of the relationship is thus questionable. A common belief is that one must trust the other person until he proved otherwise, but this is not true here. Hence if trust is established in negotiations between Ghanaians and South Africans, then one will frame the other in a positive light and this will influence the outcome of the negotiations positively.

6.4) Conclusion

6.4.1) Main Themes

This research considered many issues affecting the framing of business negotiations between South Africa and Ghana. A qualitative methodology was adopted for the research that was classified as an exploratory field study. Selective in-depth interviews were undertaken.

The main themes of this research are discussed below.

The main theme emerging from Mr. Adomako's interview is that Ghanaians listen intently. They believe that the delivery of the South African presentation holds all

the truths. From this, the framing of the business negotiations can be accurately created. The Ghanaians exhibit a liking towards the South Africans and a great deal of understanding of the business agenda that they bring to Ghana. At the end of the day though, the due diligence of what is presented to the Ghanaian is what counts towards successful negotiations and desired outcomes. Business is business. This links to the motives and approach of the South Africans as identified by Mr. Hersey in his interview.

The main theme emerging from Mr. Acolor's interview is that Ghanaians are impressed at the planning that South Africans put into their efforts to further business abroad. The Ghanaians are able to negotiate successfully with the well-prepared South Africans, but the advantage appears to lie with the South Africans who drive negotiations harder.

The main theme emerging from Mr. Opoku's interview is the lack of confidence among the Ghanaians when negotiating with South Africans. According to Mr. Opoku, there is no growth or continuous improvement in Ghanaian negotiation, as Ghanaians are reluctant to change the way they negotiate. This relates to what was noted by Mr. Smith in his interview, that Ghanaians do not want to change their habits. Mr. Opoku also identifies that Ghanaians are not specific in their requirements and this means that South Africans gain more benefit out of the negotiations because they have pre-set objectives. The framing of the negotiations is effective in both directions, but this is not used to the advantage of Ghanaians, because their regard for South Africans is higher than the other way round and South Africans influences Ghanaians too easily. This latter point is probably due to the requirement of the "10%" rule detracting from the enforcement of more intense negotiations. This point was re-iterated throughout the South African interviews.

The main theme emerging from Mr. Ankomah's interview is that Ghanaians regard South Africans highly and that Ghanaians considers South Africans as

being fair in their business conduct. In many areas of all the interviews, it was stated that South Africans are not held in high regard in Africa. There are mixed feelings in this respect, but the former appears to be the most dominant frame. The Ghanaian desires a win-win outcome from the negotiation encounter and, although the South African desires this too, it is to a lesser extent than the Ghanaian who is mostly interested in his personal financial gain. The South African aims to achieve the better outcome for his company, even if it is at the expense of the Ghanaian.

The main theme emerging from Mr. Buitendacht's interview is that the Ghanaians are not interested in improving the way they do things. The Ghanaians would rather avoid responsibility and take the work aspects out of the negotiations. They are very intelligent and good at framing in the negotiation encounter, but will not use the knowledge if it creates work for them. This does not mean that they are not hard working. They are extremely hard working, but they do not want to be told what to do, even if it is a recommendation for a better practice. This is line with what Mr. McDougal has to say in his interview. Ghanaians do not like conflict and will agree and stick to their word at a given point in the negotiation where they are satisfied. The detail in this is not important at that stage. Ghanaians are still able to impress South Africans with they way they do things.

The main theme emerging from Mr. McDougal's interview is that the Ghanaians resist the implementation of changes in Ghana, even if these are for the intended benefits to everyone concerned. Their resistance to changes and the advice from outsiders has been encountered in some of the other interviews as well. The Ghanaians are very co-operative with the South Africans. The South Africans may well not frame the Ghanaians correctly because they do not fully understand the way Ghanaians do things best. The Ghanaians are very proud people.

The main theme emerging from Mr. Hersey's interview is that planning is of utmost importance from the South African perspective. An understanding of what

the Ghanaian has in his negotiating arsenal stands the South African in good stead in the negotiation encounter. From Mr. Acolor's interview it can be seen that this is also the way that the Ghanaians perceive the South Africans. In this way, counters and arguments can be prepared in advance to allow for a meeting where accurate frames are established without being masked by the technical details that could have been addressed at the planning phase. Mr. Hersey also makes reference to the "give me something small rule, 10%, dash". Mr. Hersey feels that he has an advantage over the Ghanaian. The Ghanaian succumbs to this authority, and this may be the cause of the overall dislike for South Africans in Africa, but covers his interests by the 10% rule. If he did not succumb, then he would not have had to employ the rule, and he could "hard sell" the South Africa. But this does not happen. Ghanaians do not like conflict of this nature.

The main theme emerging from Mr. Smith's interview is that the will for decision-making of the Ghanaian is low. This appears to be the reason that they do not assume responsibility. This is also why South Africans always seem to have the advantage in negotiations. It further appears that the confidence of the Ghanaian is low. Ghanaians rely on foreigners and ex-pats to be the decision-makers. Ghanaians do not like to be told what to do, as they are comfortable in doing things as they have always been done. This has been encountered in other interviews as well. Furthermore, there does seem to be a loss of credibility of South Africa, and this is worsening. It is perceived that the white man has money and the 10% rule always comes into play. Not all white investors have the good of the Ghanaian in mind. For instance, most foreign mines in Ghana spend little money on improving the surrounding and immediate environment. The Ghanaians must be empowered, and the way they do things must change for them to grow. Framing that is not coupled with such change might be influential, but it is ignorant. A country on this path, such as Ghana, will not grow by the introduction of new and best ways. SAB believes in continuous improvement but they have enormous problems in Ghana.

6.4.2) Research Objective

The research objective was to investigate the impact of framing on the degree of influence in business negotiations between South Africa and Ghana. The five sub-problems that comprise the main research problem have been aligned with the propositions in Chapter 3.3. All the propositions have been proved to be in effect by the analyses of the interviews in Chapter 6.2 and 6.3. It can thus be concluded that framing does impact on the degree of influence in business negotiations between South Africa and Ghana.

6.4.3) Recommendations for Future Research

1 - A quantitative look at this topic. This might reveal some other interesting phenomena via the use of the constructs used here and others in the context of negotiation, framing and international business.

2 - The use of other methodologies to scrutinise this topic.

3 - Framing in negotiations between other countries might prove to be totally different to that which was discovered between Ghana and South Africa. This research can be conducted between other nations in a similar way.

4 - The area of culture could be investigated in a research report dedicated to the topic. A great deal of insight was gained from this report on the effects of culture on international business, but the topic deserves an in-depth analysis in its own right.

5 - The area of trust could be analysed more deeply to investigate whether or not it is required in negotiations between selected nations. Mixed feelings emerged from the respondents in this research.

6 - A study of various traits could be undertaken that might lead to the discovery of patters in how specific human attributes contribute to framing.

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APPENDICES

The interviews have been transcribed here verbatim. These include as far as possible the actual opinions and views of the interviewees. Hence, the comments have not been edited in any detail. The language and tone are both more informal than in the main body of the report.

Ghanaian Interviews

Interview 1

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

Generally it will involve the perception of Ghanaians of South Africans. Because I have travelled and where I have schooled, I am very familiar with South Africans. We are all Africans. When I talk to you I talk to you as a Ghanaian, as a businessman. We feel comfortable dealing with South Africans as we can talk one on one. When talking with a negotiator from a Western culture, it is different. We feel more at ease and communication is fluent. With the negotiator from a Western culture, we tend to be more cautious with them, because the negotiator from a Western culture has a very wrong perception of the Ghanaian and African. He wants to take advantage of you. But the South African knows that he is dealing with his fellow African. Business is beneficial to both sides. We tend to trust the South African more. The negotiator from a Western culture always wants to cheat you. Even from the Western cultures closer to Ghana, we trust the South African more. Western cultures behave the same. If someone has not travelled or been with South Africans like me, his perception may be very different.

2) How are South African negotiators framed by Ghanaian negotiators?

We put forth our position. We try and find a common ground. With negotiators from Western cultures we are cautious about being cheated.

The author asked, "You believe I will not cheat you just from knowing I am South African?"

Well generally. We believe in win-win, that is integrative bargaining. Win-lose would be distributive bargaining. Our interaction is co-operative and not conflicting.

Negotiators from Western Cultures have many hidden clauses. Most items are proprietary, so we must accept their terms.

The author asked, "What characteristics in a negotiator do you believe most inform the conduct in the negotiation encounter?"

Presentation of his business. How he presents the ideas or proposals. Content. I am the cautious type. Your body language and the way you go about presenting are important. It is all about trust, to the final results.

The way you look, even if this is funny, will not effect my perception. I am interested more in the business aspect. I look for the loopholes and if I cannot find them, then I deem the proposal to be ok. On the other hand, if the presentation is too good, I'll also be cautious.

3) How are Ghanaian negotiators framed by South African negotiators?

Question 2 was asked of the Ghanaian interviewees whilst Question 3 was asked of the South African interviewees.

4) How do perceptions of the other change during the negotiation process?

The author elaborated, "Does a perception that has been formulated in the mind of the negotiator persist throughout the negotiation process in such a way that it affects the outcome of the negotiations, positively and/or negatively?"

Yes, obviously it will. But most of the time it is positive. Even if we disagree, it is still positive. Generally, all Ghanaians are more at ease with South Africans

The author asked, "Can I change your mind?"

This depends on the individual; but it only changes towards that person, not to South Africans as a whole.

With negotiators from Western cultures, it is difficult to change your mind, unless you as an individual can prove to me otherwise.

5) Of what significance is the building of trust in the negotiation process?

Do we actually conduct negotiations? The definition of negotiation is relevant.

Because of the trust, you are able to tell the South African, "I can tell you my position". You do not need to hide anything. If your proposal is good, I'll say I accept it. I can be open and frank. There is no need to go back and forth.

The author asked, "Is trust key to negotiation?"

Trust is very crucial. Without it I will continue being cautious, but I will not necessarily abort the negotiation process. I will abort when I realize that you are just in to do me in. I'll try and block the loopholes. But in negotiations one cannot give up too easily, you must do business. It is like playing chess! I will not tell you that I know. It only becomes a game of chess when you do not trust a person. It is competitive when one sided.

6) Do you believe that within the other negotiator, there exist sources of influence?

The fact that we are all Africans is the answer. In Ghana we feel that South Africans are brothers. We feel that South Africa is the most developed country in Africa and that you are here to help us.

The Ghanaian perception can only change if the individual does something, otherwise the general perception is the same.

7) Where do you believe the sources of influence arise?

Certain perception of South Africa as a whole.

The author asked, "What determines the rules of engagement?"

So may things determine the rules of engagement. It is general, in the sense that there's a general rule there. It is the person's attitude. After listening to the person and sizing the person up, then you can formulate an opinion of the person and in this way size him up. As you formulate an opinion, and if the person is up to something bad, you tend to be cautious and then the rules have to change,

otherwise ok. If there is something to watch for in the person's attitude, then the rules have to be firmly established.

For me, when you are talking to me I am sizing you up. I listen a lot. People who talk a lot have no time to form a perception. But the good listener forms the perception by digesting what has been said. Ghanaians will ask questions one by one and figure the person out. These questions, although relating to the business, will be to interrogate the person in this way.

A relationship is a spin-off from the trust and things happen once this is well established.

Aside: Need to form an opinion in a short time. Need to think on your feet. Need to make quick decisions. Need to know how to handle and deal with people and communicate with them. Even when the answer is no, you can say it in a different way. On another issue, the answer might be yes. Need to be polite about it so next time the person can come with a better proposal.

8) What characteristics in a negotiator or his approach, do you believe most inform the conduct in the negotiation encounter?

Format of presentation. Organised step-by-step presentation. If it is too good it also sets alarm bells as mentioned before. If it is natural, it feels right.

The author asked, "What specific point or attribute would be most persuasive for you, and to what degree?"

Content.

The author asked, "From what do you begin to formulate a perception about the negotiator?"

Appearance counts in formulating a perception of the negotiator, but not very much. The culture of all the various countries is different; the way they dress is difference. So I would not like to think that that would influence my perception.

It is the way you do your negotiations that affects my perception, not your appearance. Conduct is important. Content is also important. The way you present your ideas has a lasting effect.

I do formulate a perception from body language. If someone is insisting on something, the body will reflect what he or she wants to say. This can affect my perception in a positive or negative way.

Normally I wont tell you point blank that if you continue to insist we are not getting anywhere. I will try and calm you down and we will finally come to an agreement. Some eastern cultures for example are very persistent. They do not want to hear no. You must be patient. You gradually bring them to your position.

I meet so many people. You need know how to handle people. Otherwise you will be called a bad man. Even if something is bad, be polite; do not say it point blank.

The author asked, "Is you perception affected?"

No, I have my perceptions already of all people. If someone is different, my perception changes in regard to that individual only. For instance with certain European cultures, a lot come and go and we do not seem to go anywhere, etc.

These perceptions are formulated from my experience, schooling, interactions etc. One person's character cannot change my perception of the whole.

The author asked, "Is it then possible for me as a South African to impress you?"

Well yes, I do not see you as being any different from me. We're all Africans.

The author asked, "Other African nations and your neighbours?"

When I mean trust, there is a level or degree. I believe, that before one of these guys can actually try to swindle a Ghanaian, he will think twice.

The author asked, "Do any of these influence your final decision?"

Yes

9) With their initial approach, can you tell what a negotiator's primary interests are?

Everybody comes with an aim to do something. You come with a mission. That is ok.

Can see initial intent. About 60 to 70% just want to come in do business and get away. Accept this and that the human factor does not play a huge part. I am also the type that I do not make friends easily, I am very cautious. I'll receive you nicely, it is business we're doing. Make friends only after; it develops naturally. It cannot be forced. It shouldn't be because of business that we are friends.

Interview 2

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

There is a common belief among Ghanaian business folk when entering negotiations, that, irrespective of the goal, every Ghanaian is expecting the South African to bring in money. Bring your money, we will do business and we will share profits. We set things up; we want your expertise, bring money and let's get going. Bring the capital base. Financial support is key, and more so than the expertise. There are three principles needed – financial strength (need), technology and capital base (machinery).

We believe that the South Africans have it and we do not. These areas are the focus and we need to attract that. These are the areas where Ghanaians are interested in what a South African can do. The interest of a Ghanaian perception, once you are not coming in with financials, inject money into a project, establish outlets, manufacturing, whatever; is how much you are prepared to put in.

The author asked, "Are you referring to the bigger picture or the current situation?"

Define what you want from that negotiation. If it is a contract, you cannot top a South African company and we believe this applies within the continent as a whole - it will be the best in quality. Not price though, South Africa is expensive in Africa. European countries we trade with are expensive outside Africa. Also within, we look to our neighbours for price, but you must be cautious, especially with the technical aspects because of imitations. Most companies out of Africa position themselves in South Africa to sell within Africa.

2) How are South African negotiators framed by Ghanaian negotiators?

You are technologically advanced and you have the financial resources.

Simply, this perception makes it easier. The one side of the negotiator, he has made his mind. Straight away I have my objectives and ask, “What is he bringing in?” I am here; I have the market, but not the products. Can the South African source? Terms and conditions are the next considerations. I do not need a long period to negotiate because I am happy that those things are already in place. With a Ghanaian, you do not need to be long winded. It is simple. With the Far East and our neighbours for example, who will think differently. We feel that from the Far East, for example, they will give us substandard goods. With South Africa, there’s no problem. For goods from the Far East, I must go there and have a good look. We trust the South Africans more.

The author asked, “What is your (Ghanaian) negotiation culture?”

Culture is the way of doing things. Generally in Ghana, we have high skills, but we lack one basic thing, we cannot define what we want. The director says, “we need a generator”, so they put in an advert. We are not specific. No clear definition of what we want. When we are negotiating in the Ghanaian context, instead of asking for a specific quote, we request a proposal of what you can offer. We do not decide first, we first invite choices. Thus, our negotiation culture is actually not standardised. We do not practice standard negotiations. Our expectations of price and delivery are not specific. We ask for samples, and choices and inspect and quote, instead of defining the limits. Hence, we are not defining our needs. This comes from the highest level right down. It makes it difficult to be at a distance and negotiate with a Ghanaian. You must be here because negotiations become too long. This then gives the one who proposes the offer room to manipulate it. We trust the South African, but still the Ghanaian does not define what he wants. So you are really leading the negotiation.

Hence by being creative, you entice the Ghanaian negotiator. We lack exposure. Yes we are highly educated, but we have limited exposure. Thus, we are not confident in ourselves. When the other side is creative, you can sway the other side and it is easy to present what you have. By bringing in the hidden stuff it is easy for the South African to dribble the guys around the table. In Ghana we are quick to accept what we're offered because of this confidence and exposure. Furthermore, Ghanaians want to test the goods, so you get the chance to supply in this way.

The author asked, "Is the perspective of business with South Africans that of a conflicting interaction or that of cooperation?"

With this idea, the whole concept that comes across with the Ghanaian is always co-operation. I assure you.

It appears like win-win, but you are only imposing what you want. Win-win is theoretical. Everyone protects their own interest. Always draw a line. At the point that both sides are satisfied with our own interests, that is win-win. Win-win is ok when there are clear definitions of our needs. With Ghanaians this is not the case.

As a Ghanaian negotiator, I can only create difficulties on the payment terms, and such conditions. So that is the only thing I can negotiate on. Even the price may not be well negotiated.

The South African is more well prepared and the Ghanaian less.

In Ghana there were only two universities until recently, and the same lessons gets filtered through the years. There's still no exposure! Thus we lack the confidence and we're not too sure of ourselves. People have not raised the information base too much. Things stay traditional. For example, the slow use of

the Internet even though we were the first to introduce it in 1986 in the region. “What he does is what he knows.” The Ghanaian is highly professional, but narrow. He is limited by his job and has no exposure. It doesn’t matter about education. The Ghanaian is not strong in negotiating.

3) How are Ghanaian negotiators framed by South African negotiators?

Question 2 was asked of the Ghanaian interviewees whilst Question 3 was asked of the South African interviewees.

4) How do perceptions of the other change during the negotiation process?

We believe that we want to do business with South Africans directly.

Let me tell you one thing about Ghanaians. They are not seriously positive in their responses. The perception is always positive that is there in his mind. Influence is always positive. Until articulated right, the Ghanaian will remain positive until he is able to say, that is ok. They have already made up their minds up front, because in consideration, South Africa is next to Europe.

The quality of European goods is great but expensive. So second hand supply considerations from Europe.

5) Of what significance is the building of trust in the negotiation process?

Ghanaians do not really trust Africans. In the African context, do not lead your consortium in this way. Trust is key but in the Ghanaian context. Perception is pre-formed. Bring samples.

6) Do you believe that within the other negotiator, there exists a source of influence?

Let me tell you about beliefs. In the Ghanaian context, the Ghanaian feels that the South African is next to you. Why, because they were trained by the "Europeans". We believe that South Africans are like Europeans; it is like being "next to Europe". Quality is assured.

The South African will not cheat the Ghanaian. Europeans are not a problem, but some European countries are different, and that is because of colonial times and the history.

This is what the Ghanaian believes. Do not believe that because we are African, we want to see Africans. The perception is that the African man will "spoil" you – literally, even if there is no possibility of "cheating" you, the African man will find a way to influence the company.

7) Where do you believe the source of influence arises?

They are Africans. But they are similar to Europeans. They are next to you. The quality is good.

The author asked, "What determines the rules of engagement?"

In Ghana in just the last two years, there has been an act passed through government. Everyone can enter provided they meet certain basic requirements. 1) Registered in Ghana, 2) two certificates, 3) evidence of paying tax and 4) take labourers from the Labour Office.

8) What characteristics in a negotiator or his approach, do you believe most inform the conduct in the negotiation encounter?

The Ghanaian should define his needs. At the beginning, observation is out of the blue, and then there is an invitation to others on what they can do for Ghanaians. Those setting up the proposal come up with the suggestions. We are optimistic about the South African negotiator.

We have one belief that the South Africans are in Africa and that they are our own people. The perception of Americans is that they are proud. This is very different from Ghana. So that perception masks quality and other issues etc.

Appearance is not important. You are optimistic, have high expectations, and are positive. In Ghanaian business I need time. If you push a Ghanaian so much with ideas, he will soon apply the brakes. He will question if you are a con man. The South African is dynamic and all that, and wants to make something happen in the least amount of time. But the Ghanaian businessman is slow to absorb. I am like a man from a Western culture. From 45, 50's must be slower in approach. The Ghanaian businessman does not take a decision very quickly. We do not adopt things hastily. He calls you, you call him. It takes time. But that is why foreigners take up 80% of business here. In South Africa this is not like that.

9) With their initial approach, can you tell what a negotiator's primary interests are?

The South African negotiator is to be clear on the terms of the proposal, as the Ghanaian wants to avoid risks. The Ghanaian is over cautious, as he doesn't want to make mistakes. We want to please our bosses, so we try to minimise risks, as this is what the Ghanaians prefer. In the sale of a product, coupling this with an ex-pat coming in to help will make the product more attractive. Priority 1 –

Negotiator to be price conscious. Priority 2 - Delivery time; as almost everything delivered from outside. “When” is important.

The Ghanaian has no confidence and is quick to accept points. Ghanaians fear losing their jobs. They have self-doubt. In order to secure the Ghanaian negotiator, one must get rid of risk. It is also important to show the benefits as well as to aim at a moderate price, as the market is price driven.

The author asked, “Do any of these influence your final decision?”

We want to act quickly, but it takes a long period for Ghanaians to decide. They are over cautious. There is a big gap between the international community and Ghanaians.

Interview 3

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

Because of my background, I form an opinion according to the sample size that I am exposed to. In my first time dealing with Rand Water Services, my boss was not around and I dealt with the people myself. The impression I got there was that the age of people in management in Rand Water was young. I dealt with a young man, sharp brain, unlike at Ghana Water. I was impressed at the age of the people in management. Men here are close to retirement. People here have little stake in the business; they are looking out for their own retirement. The South Africans bring a lot of integrity and drive to their business, as they are committed to their work. Therefore, my perception is that South Africa offers room for young people to make management decisions. My impression from the social interaction was that they possess good knowledge about West Africa, the history of the region and the cuisine, and they have a great knowledge of the

environment. Were they much older, maybe they would not be interested. They have it all. I am 48 years old. The men I am referring to are about their early 40's. In Ghana when you get to those positions, you have maybe two to three years to go till retirement. I am amazed at the level of knowledge of these guys. I test that.

I was in Johannesburg in 2001, aside from the interactions in Ghana that I mentioned so far. One can get into trouble when dealing with South Africans in business. You find yourself cornered. I sat in a taxi and there was a red alert towards the crime and stuff. There I felt cautious.

My perception in the former was positive and negative in the latter. Thus even in business negotiations they will act in the same way.

2) How are South African negotiators framed by Ghanaian negotiators?

Via the content of their presentation. Presentation is ok but the content comes out of there. Content scores a lot more. I have an eye for details. My preference is win-win in what is being presented. The main point about business is sustainability. This cannot be achieved if not win-win. I have no reason to believe that my dealings with South Africans will be of a conflicting nature. I firmly believe that there will be co-operation.

3) How are Ghanaian negotiators framed by South African negotiators?

Question 2 was asked of the Ghanaian interviewees whilst Question 3 was asked of the South African interviewees.

4) How do perceptions of the other change during the negotiation process?

For me, I must be prepared and do my homework properly when I interact with South Africans. These people go beyond the normal paperwork, they are meticulous, and do their homework. Do not take this for granted. In good business, preparation is a requirement for every interaction. But the perception of the particulars of the specific nation is important. One of our neighbours, for instance, is a small country and hence I would not prepare as much and take it for granted. With other neighbours I would be extra careful in a different way than with South Africans. If they say good morning, check if the sun is shining.

The author asked, "Does a perception that has been formulated in the mind of the negotiator persist throughout the negotiation process such that it affects the outcome of the negotiations, positively and/or negatively?"

It depends on the premise, whether the perception itself was positive or negative at the beginning. I may not come to the table with so much suspicion.

It is possible to change my mind. Perception is only some overhang in the background, but the actual picture will only precipitate during the course of the negotiations. Thus the initial impression can be erased or reinforced during. It is there as a guide.

5) Of what significance is the building of trust in the negotiation process?

Trust – you see the whole thing is that trust underpins all negotiations. If you take this out and you say that you can deliver this and that, and carry testimonials and references, then you show credibility, but if I do not trust you then I will not enter into negotiations.

So it is a serious issue. If we agree at the middle point, and then you do not fulfill your side of the bargain, then I wont sit with you again.

Trust must underpin every stage and you must not give me cause not to trust you in little things, as negotiations will then not progress.

6) Do you believe that within the other negotiator, there exist sources of influence?

It always depends on former experience and that which has informed your thinking such as that which is commonly known about South Africans. South Africans have a reputation of being influential over Ghanaians.

7) Where do you believe the source of influence arises?

Validation.

The author asked, "What determines the rules of engagement?"

The rule of engagement for me is that there is something in it for both parties to start with. We must establish this. Thereafter we must define properly the fairness of the playing field. We must not say that there is something in it for me but this is skewed it. Must be 50/50.

8) What characteristics in a negotiator or his approach, do you believe most inform the conduct in the negotiation encounter?

I do not like people who are too pushy people as they make me feel that there is some hidden agenda.

The author asked, "Do you think South Africans are like this?"

No.

The author asked, "What specific point or attribute would be most persuasive for you, and to what degree?"

Content.

The author asked, "From what do you begin to formulate a perception about the negotiator?"

Content is everything. Body language is just deceptive; charming nonsense. There is no substance. Presentation content has all the merit. In politics this is lacking.

How I look will have an effect on me. We used to have a saying that actions speak louder than words. For instance, a man was talking big: "I know that, I know that". But his beard was badly kept. What you promise must be reflected in your appearance. If the beard is not kept well, then I am concerned, regardless of culture.

The author asked, "Do any of these influence your final decision?"

Body language – in social sciences it gives credence to what a person is saying. One's body says things naturally, so yes it is important. Stammering, shifting eyes, etc., reveal many hidden meanings.

9) With their initial approach, can you tell what a negotiator's primary interests are?

Yes. I will accommodate him if I feel it is worth doing so. I will even re-schedule other appointments to make things possible.

Interview 4

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

The perception is that we feel we are all Africans, and we must do things to help each other. Therefore, we must be very fair in dealing with South Africans. To me South Africa has developed very well and we feel that their products are superior and that they are very fair to their customers. Therefore, in respect of commissions, we negotiate in such a way that they will not be cheated and we will not feel cheated.

The historical reason I have is that the South Africans must be able to lay a good foundation, as that is what happened during the apartheid era in terms of infrastructure. I feel that they had a fair view in that they must lay the foundation such that when they leave, the common South Africans will not feel so bad. Upon that you all can see the good infrastructures laid down as at today. The arrangements of the townships can speak for themselves. Discrimination was not good, but I am talking of infrastructure.

2) How are South African negotiators framed by Ghanaian negotiators?

From what I have seen, the South African businessmen give a very fair percentage in terms of commissions. From other agents in Ghana, all the agents are happy with South African companies.

They allow room to the agents to get commissions according to their markets. There is a good foundation set for future business, as it encourages agents to work harder.

The author asked, "What is your negotiation culture?"

Toward the South African, my culture is that I feel that we are very fair to each other. We are not out to cheat our customers. There are mutual benefits. So long as you are working and have responsibilities and so do we, we have to be fair to each other.

The author asked, "Is it different with other cultures such as your neighbours, from the Far East for example?"

With commissions there are regulations, so one will not go too low or too high. Thus it will become haggling to get to a mean. The international sector must be pitched between 15 and 25 %.

The author asked, "Please pitch your answer beyond price negotiations"

There are some jobs that need a rep, and say I do not have the capital to buy and sell here. So the company will supply goods and we can allow one or two people from that company to come and supervise. This is fair, and they include for accommodation and that which is necessary to facilitate the trip.

*The author asked, "*Is the perspective of business with South Africans that of a conflicting interaction or that of cooperation?"

What I think is that in this world, one cannot do all the jobs. You have to be selective. Concentrate on one aspect of business so that you can progress and do that job better than touching so many different types of jobs. For instance, dealing with mechanical seals and bringing in electrical goods, it is better to focus so you do not make errors.

In business, cooperation is very necessary. We must understand each other. Yes, co-operation. That is why I am glad to see that South Africa is gaining lots of ground in Ghanaian markets.

The author asked, "Is the investment of the South African mining houses in Ghana fair e.g. Goldfields?"

The investment is not fair so far. Obuasi Township is a bad environment. One thing that I felt also toward the company is that the income from the royalties is not fairly used by the Ghanaian people. Both Ghanaians and South Africans share the responsibility there. We must agree on one development project. Both have to agree on one thing. But the problem is once the man gets the money it is difficult for him to part with it.

3) How are Ghanaian negotiators framed by South African negotiators?

Question 2 was asked of the Ghanaian interviewees whilst Question 3 was asked of the South African interviewees.

4) How do perceptions of the other change during the negotiation process?

In business there is always a risk in trusting people but at the same time we have to go according to the law so that the risk is minimised.

You can only change my mind when I see your true intentions. I can see this via the procedures that you want us to work to when we engage in business together.

5) Of what significance is the building of trust in the negotiation process?

Trust is key. You must give everything a trial to see whether it can perform or not. If proved once, then yes, I feel more comfortable.

Trust; you must build up to know in the same way.

6) Do you believe that within the other negotiator, there exists a source of influence?

From the little I have seen from the South African negotiators, they came with a fair mind. They really want to help people to grow in their businesses. They do not want to come and cheat and they work according to compliance of their company.

The author asked, "Why do you think that is?"

Once they feel that my business will grow, theirs will also grow. There is reciprocity. And by so doing, everybody will feel comfortable.

7) Where do you believe the source of influence arises?

I think that the influence comes from the way they were brought up. Because comparing South Africans to some of our neighbours, the latter always want to cheat. They must always cheat to get rich. But the South African believes that he must work hard to achieve what he gets.

The author asked, "From what do you begin to formulate a perception about the negotiator?"

During our initial meetings, I have to follow the thinking and see what you are laying on the table, whether it is beneficial to both of us because if we just meet and you ask me to transfer money to you, I will feel a little suspicious. When business is on a letter of credit (LC) basis, it proves to me that the person has true intentions.

You see, there is a manufacturer of an accounting machine. He cannot sell his products. There was a young man who went to the manufacturer and said "Sir, I want to sell your products." The man was wretched and the man was looking at him. Can you really sell these machines? Yes I can. Manufacturer saw his seriousness and willingness to sell. Therefore, he gave me the opportunity.

The author asked, "How do you read one's mind?"

Look at his face and the eyeballs and the good intentions you will know. From my experience I can read the person.

The author asked, "Do any of these influence your final decision?"

His presentation can influence me when he is saying the right thing.

Of late, people who dress in a fancy way are the big cheats.

The author asked, "What determines the rules of engagement?"

The foundation lies in supply and demand. Then we come to the negotiation table to reach equilibrium, where we have to agree on a point where neither of us is losing.

8) What characteristics in a negotiator do you believe most inform the conduct in the negotiation encounter?

A knowledge of what you are presenting to me; in your preparation really. But how you appear in terms of integrity is just as important. Language also counts. Fairness of what you are saying.

When the supplier is able to convince me and tell me why his product should be used instead of the other products, then at that point when I am satisfied I will select that product.

9) With their initial approach, can you tell what a negotiator's primary interests are?

Yes. South Africans are fair.

South African Interviews

The interviews have been transcribed here verbatim. These include as far as possible the actual opinions and views of the interviewees. Once again, the comments have not been edited in any detail. The language and tone are both more informal than in the main body of the report.

Interview 5

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

When negotiating with our Ghanaian counterparts, and we arrange for a project to be executed, there is a great deal of miscommunication that leads to the wrong tasks being done and an incorrect outcome. You will often hear Ghanaians say, “yes please”, and this indicates to me that they have not understood what has been said, and they are asking for a better explanation. Thus, the best way of communicating effectively with Ghanaians is to express what you want, and when you have finished, request an explanation in return to confirm the understanding. It is surprising that you discover most often that you have been misunderstood. This is the best way that I have found to establish a reasonable understanding between my Ghanaian counterpart and myself. Despite this, they are always keen to go ahead with proposed plans that are viable for them.

Such misunderstanding probably arise from one of two reasons, 1) the South African accent: I am Afrikaans, and they probably battle to understand me because of this accent, and 2) as South Africans we may speak the English language a little too quickly for the Ghanaian. I often notice that the Ghanaian has not understood what I have told him, because he looks to another Ghanaian close by for assistance of some sort in working out what I have said. This occurs

at all levels of interaction when business is being conducted. The misunderstanding hence is not based on different levels of technical knowledge.

In all types of negotiations between South Africans and Ghanaians, it is important to ask what has been understood from the discussions, so as to avoid the common misunderstandings that seem to come along naturally. A process of re-iteration is very important so that the important points can be emphasised and highlighted. Such details get lost in negotiations, as the Ghanaians build a bigger picture in their minds, that sometimes omits the detail that may have some important significance.

Ghanaians are hard working. I have been working closely with a Ghanaian man who can work 12 hours a day. However, I cannot advise him on an easier way of doing something, when I notice that he is taking a long road towards a desired outcome. He does not want to listen to this. He will resist, as he is set on doing something in a particular way. I have found it very difficult to change a Ghanaians mind in terms of how he can do something more efficiently. They are all for training, but in my opinion, there is no immediate follow through with what is presented. This Ghanaian man is a good salesman, and his negotiation skills are tremendous. Beyond the negotiation, though, he quickly loses interest. He is open-minded and will give everything a try. Ghanaians like some things and have set ways in how they work there, and they are then totally uninterested in other areas and suggestions.

This is further expanded in accepted ways that business in Ghana is conducted. In Ghanaian terms, “give me something small” means offer me some compensation for that which you are asking. The Ghanaians are open to business discussion as they appreciate the benefits to themselves and their country by effective negotiation. It is accepted that within this, all parties involved will benefit from that “something small”, as this is how business is done in Ghana, and the region in general.

Ghanaians do not appreciate the wasting of money. They understand the power of monetary wealth. If a colleague Ghanaian wastes money, however, due to slack work or whatever, this will be kept a secret by the others who may be noticing this. This is wasting money and it hurts the greater effort of bringing in the money in the first place. The reason for hiding this is that they are supporting their “brother”. This “patriotism” is sacred and means that it is virtually impossible to receive all the correct information to implement corrective and improvement measures for what you are trying to achieve by the business you bring to Ghana. Even in business with South Africans, Ghanaians like sorting things out amongst themselves.

It is very difficult for the South African to advocate a way to conduct an agreement or business venture in Ghana, because the South African cannot say, “I told you to do it that way”. The Ghanaian will do it his way, and should something go wrong, the Ghanaian is able to say, “They didn’t show us”. This is just the way business happens between South Africans and Ghanaians, and I am not trying to be funny. I respect Ghanaians. In fact the Ghanaians admit this openly and go on to say that other Western negotiators conducting business with them have blatantly shown disrespect towards them, unlike South Africans.

2) How are South African negotiators framed by Ghanaian negotiators?

Question 2 was asked of the Ghanaian interviewees whilst Question 3 was asked of the South African interviewees.

3) How are Ghanaian negotiators framed by South African negotiators?

The Ghanaian will greet the most senior member first. He will then greet from the right and move left. When you come to visit, the Ghanaian will always offer water.

You ask him questions. He gives you answers. Then you say, “Do I understand this as…?, Is that correct…?”. If the Ghanaian doesn’t like something, he will say so. There would be a clash if there were something he did not like.

Ghanaians have told me about other Ghanaians, “Do not believe what they tell you”. I do not accept what I see on face value alone, or the front that is being presented in negotiations. There is no brotherhood, even though they may claim this to be the case. Business is business, and if they must take advantage of a situation, they will. I have found that in pricing considerations, as a foreigner, they charge you a lot more. There is a preconception that as a foreigner, you have money and overcharging is justified.

Also, they are always late. If the appointment is at 10h00, it means you leave your house at 10h00. In fact you must be happy that they actually do arrive at all. At the opening of a new Woolworths store, there was a huge opening ceremony that the president was to attend and give a speech. The event was scheduled to start at six and end at nine. The president arrived at nine. The Ghanaians present were very happy to see him. The South Africans were not impressed at all. In fact, for an international conference that was held in Ghana, the ministers did not arrive at all. This time, even the Ghanaians were upset that a bad impression had been created.

Ghanaian negotiators have their operating principles, and you cannot tell them to change. Everything is negotiable. The execution is not that easy.

Foreigners are welcome with the foreign investment that they bring. Anything beyond that is viewed at meddling in their internal affairs.

Ghanaians from different tribes do not see eye to eye in business.

The Ghanaian appreciates that all results come from hard work. They know that goods do not fall out the sky. They work hard. They do not expect something for nothing. Their schooling is of a high standard, being even better than in South Africa. All children go to school and the general feeling is that progress is the common goal. This comes through in the way business negotiations are conducted.

The author asked, "What characteristics in a negotiator do you believe most inform the conduct in the negotiation encounter?"

Ghanaians are friendly and they love having an agenda, especially in writing, not that anyone worries about sticking to that agenda.

There is never a stand-up argument with a Ghanaian. Ghanaians never get violent.

When Ghanaians agree, that is where it ends. When it is in writing and signed, then it is over. They stand on ceremony. This must happen. The agreement stands even without the document, but Ghanaians enjoy the ceremonious signing of such agreements. Terms may even be negotiated after signing. Everyone always gets their share. A fixed price is never fixed. Ghanaians never go back on their word.

4) How do perceptions of the other change during the negotiation process?

The author asked, "Spin-off, can I change your mind?"

Yes, but it is not easy. Time is the answer. As this is how one would do it, one needs to convince the other that there is something in it for the other. Nothing happens without "dash". The Ghanaians know that South Africans do not do business this way.

First impressions are not lasting impressions. They are very friendly, and "areeba" means "welcome" and this is often heard. They are not stupid, except if they want to be. They have been independent since 1957. They have been caught out before. They do like doing things in a traditionally English way.

They act to see what your reaction is. This is my feeling. They see how far they can drive you or string you along.

5) Of what significance is the building of trust in the negotiation process?

If you want to do anything with them, visit often and build a relationship. Ghanaians are cautious. Relationships are very important to them. I took six weeks before they even talked to him. I had an advantage in that I had a Ghanaian colleague who familiarized me with this and taught me about the Ghanaian people. After you got the contract, do not stop, do not disappear.

6) Do you believe that within the other negotiator, there exist sources of influence?

Yes, just make sure you are talking to the right people, the decision makers. They will come across as if they are important. They have been taken advantage of in the past and are cautious. Many companies pay “dash” to get business.

One of my salesmen is very good at what he does; because he believes in the product. He is just as good as, or better than a South African salesman. He is convincing. He can use the passion he possesses to his advantage. He is well trained. He will do whatever has to be done. He will make false promises however, say he knows it is a 16-week delivery and 12 are asked for, he will agree. This will become someone else’s problem.

7) Where do you believe the sources of influence arise?

This comes from management and a support structure. The previous manager didn’t function well in that position, as he did not monitor his personnel. A manager must ask questions, “Have you done this and that?”. The Ghanaian salesperson wants to help everyone with everything but runs out of time. He promises to the client that a delivery will be made tomorrow, even though he knows he cannot deliver. This is known as “Africa time”.

I do not believe that the bulk of Ghanaians will do a good job if you manage them from South Africa, or the business for that matter. You need to stand behind them.

The author asked, "What determines the rules of engagement?"

Something they need, and South Africans have money. They like continuous improvement and technology. They feel they are a bit behind even though this may not be the case. They do believe in themselves and they are getting a whole lot better. Something must be in it for them though to persevere.

It is important just to get the thing going. They do not have the pride in that, but someone else must get the thing going. Procedures and closing the loop do not exist.

Ghanaians believe in being spoon fed even though they do not expect things for nothing.

Ghanaians are one track minded. Do not give them too many things to do. They believe in a laid back lifestyle and exhibit a relaxed culture. This comes from the bush, where after the sun comes up, you either do or do not, and life will go on as long as there is food for today. Tomorrow will take care of itself. They say that God will provide, but I am not too convinced. "Do not do today what you can do tomorrow" is a common belief.

In fast tracking Ghana's growth, Ghanaians must be able to persist towards the goals of a growth strategy. The previous president of Ghana did his country an injustice by looking out for his own interests over and above that of Ghana. The new president in two terms has aimed at eliminating this kind of behaviour in government. Productivity is still very low however.

8) What characteristics in a negotiator or his approach, do you believe most inform the conduct in the negotiation encounter?

Suits and fancy clothing are just a front. Procurement people on mines wear suits and ties but what they have to say does not bear much weight.

The author asked, "Is your perception affected?"

I get impressed. They are not stupid, except where they want to be. They have good educations, vastly better than in South Africa. Some ex-pats put their kids in school Ghana and they are advanced when they get back to South Africa.

The author asked, "Is it then possible for a Ghanaian to impress you?"

Yes. The chairman of AngloGold Ashanti started with nothing. Kofi Anan is another example.

9) With their initial approach, can you tell what a negotiator's primary interests are?

I cannot tell. There expectations emerge out of nowhere during negotiations. They are always prepared to make a plan to establish mutually beneficial outcomes.

Interview 6

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

I have negotiated extensively in Africa and I have found that in Ghana it is very different to other places in Africa. Ghana is aiming to get beyond economic and political stumbling blocks that hinder progress. They have been independent since 1948. The Ghanaians see themselves as new owners. They view the South African as the manager and maybe even the owner of certain assets in some cases, where this is in fact the case. But they view themselves as the leaders of the land and take full ownership of this. In certain countries in Africa, I have found that South Africans are despised. Furthermore in many places in Africa there exists tribal and cultural animosity towards the other.

One of our breweries in Ghana is a fairly badly run place. The people there operate according to their old ways, but regardless of this they are very competent. A lot of work still needs to be done there in getting the place to exhibit a true South African Breweries culture. There is serious resistance to this as the people are set in their ways. In the last four to five years, this business ethic has not been transferred to the Ghanaian people very well. The South African Breweries, and the South Africans involved there, are struggling to sell their ideas in Ghana.

I battle to understand the view of South Africans who are living in Ghana and working for us there. They are constantly complaining about the Ghanaians and claim that Ghanaians are really uncooperative. I certainly did not find this in the various occasions that I have visited there. The South African staff in Ghana must ride the wave, and they will survive and prosper and The South African Breweries will prosper in their objectives. Changing the hearts and minds of the Ghanaian people into accepting and living the South African way, such that

South African there can become more valuable, is an important business decision, but a very difficult thing to execute.

At my level, it is straight talk. What is decided at board meetings gets done. When we changed general managers in Ghana, we found that the first impression that all was working well was totally wrong. The Ghanaians are proud people. They will not say that they do not know the answer. They will rather battle away and try and deal with the problems themselves, sometimes without solving them for a very long time. They are very well educated and very intelligent.

2) How are South African negotiators framed by Ghanaian negotiators?

Question 2 was asked of the Ghanaian interviewees whilst Question 3 was asked of the South African interviewees.

3) How are Ghanaian negotiators framed by South African negotiators?

In any verbal arm wrestling that is done I get the impression that this is their turf. For this reason I am at a disadvantage. I am able to exert a certain amount of influence, but they have their plans in their area and there is nothing I can do to change that. They have respect for South Africa with its proud heritage and transformation. They respect Nelson Mandela. Our business there was to implement quick wins in doubling volume and gaining maximum market share and profit. However, this is their turf and we have not been able to operate as we do in South Africa. In certain areas we have spent years in trying to solve long standing problems, some even on the manufacturing side that is one of our major strengths. We also found that certain of the figures were manipulated in such a way as to protect the local work force and to hide the problems that were to be handled internally.

Accra Brewery is unique. Some of the staff there have been there for over 25 years. When a South African company buys a place like that, we must realise that, unless we replace all these people, there is no way that it will truly become what we want from a SAB brewery. If they are under our employ, they should work to our rules, but this is not the case there. It is not like certain parts of Eastern Europe where engineers are put to clean windows and they do it because it is part of their history and tradition to work in this way.

The Ghanaians do see the South African as technically advanced, and they are impressed with what they see in SAB. When they come to our Training Institute in South Africa, they are impressed. Still, they are set in their ways.

4) How do perceptions of the other change during the negotiation process?

This depends on what level you are working at. In middle management it is difficult to change, whatever is perceived persists in the discussion. Open mindedness has been noticed in the highly educated Ghanaians, but this is not very prevalent in negotiations. At the higher level, perceptions are even harder to change, as the Ghanaians there are set in their ways.

5) Of what significance is the building of trust in the negotiation process?

What we found is that, no matter who it is, once you have establish yourself with technical capability, you can soon level the playing fields. In certain areas, they believe that the Ghanaian way is better, but via the process of elimination, even if it is long winded there, South Africans are proving themselves with their methods. Mutual benefits are sought and gained. There is a great deal of foul play and lots of contrasts, but we are getting there. Our chairman there is a 75 year-old barrister, and he works strictly by the book. He does not tolerate selfish behaviour.

6) Do you believe that within the other negotiator, there exist sources of influence?

The Ghanaian is influential in Ghana, but I believe it is because this is his turf. The Ghanaian insists on dictating certain things even though they may be blatantly wrong. I have been able to change their minds, but even then, they slow the process down in the execution.

7) Where do you believe the sources of influence arise?

They are on their own turf.

8) What characteristics in a negotiator or his approach, do you believe most inform the conduct in the negotiation encounter?

The Ghanaian tradition and the Ghanaian way. “This is how we do things around here”. Pride. They are all outward looking in that they travel to Europe and around the world and they are well informed.

9) With their initial approach, can you tell what a negotiator’s primary interests are?

No

Interview 7

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

For me I try and play out in my head how the Ghanaian would view what we are coming to discuss. If he were coming to me, what would I ask for, what would I

want. I play through all the permutations and I check whether I have answers to the possible questions.

One, I must have the answers to his objections and two I must provide value for him. I cannot go there with nothing. How can I go there with nothing of value to offer? Ghanaians are competent and seek positive and valuable outcomes. Then negotiation comes into play with push and pull. He wants to give less and I want to gain more. The Ghanaians are not aggressive in this but have their objectives ready before the negotiation commences, just like me. They know what they want.

On his initial negotiation approach, I am not able to understand fully what my Ghanaian counterpart is thinking, but I consider his position of approach and I try and put myself in his shoes. There are two issues here. In any negotiation, no matter what the field is, I want to take much, and he also wants to take much. I want to give little and so does he. My approach is based on this premise that I term “basic negotiation logic”. In life, everyone wants something. 1) I can formulate in my mind what he wants by going to the framework of being a human being. With the right experience I can place myself in his shoes. 2) If you do not fully understand what this person is looking for, by a series of carefully worded questions, without being on the defensive, you can also guide him to taking a desired route. The Ghanaian is well educated in negotiation rules and very often has a lot of experience with a range of negotiation styles that he has come up against in his work. He is forthcoming and plays the game well.

There must be a motive and premise for the negotiation to be warranted.

I then class negotiations in West Africa in two areas from my experience there. There is the “public arena” and there is the “closed door arena”. Up to now I have been referring to the public arena. The closed-door arena is a different ball game. The considerations of the former would be taken into consideration but there

would be the added consideration of the “give me something small” rule (the request for some immediate or up-front compensation for that which you are asking). The Ghanaian is able to indicate to you when you will be faced with either of these arenas.

I have seen this in other West African countries too. In the public forum not everyone employs the “give me something small” rule (otherwise known as “dash”) as a set rule. Typical aspects of what you are presenting or negotiating around are intensely scrutinised in terms of the commercials, technical aspects, etc. This valid framework is still very much in effect in the closed-door arena, but personal agendas will be raised. It is important to note that the Ghanaian always wants to make the right decision for his company as a first priority, and a combination of two motives is often displayed.

In the approach to negotiation with Ghanaians, other factors must be considered to establish a complete picture of what will be dealt with, and these areas are culture, background, language and religion. Personal gain plays a big part, and hence I do not feel that these areas mentioned here are as great an influence in the overall process of negotiation and decision-making.

2) How are South African negotiators framed by Ghanaian negotiators?

Question 2 was asked of the Ghanaian interviewees whilst Question 3 was asked of the South African interviewees.

3) How are Ghanaian negotiators framed by South African negotiators?

I base a lot of what I do on listening well. When dealing with Ghanaians it is important to listen to everything that is said, as there is exceptional truth and value in what Ghanaians say. I listen well and I am a good judge of character, and I can read between the lines. Ghanaians are very straight and I do not often

find myself finding hidden items between the lines. It is easy to trust the Ghanaians.

I know what questions to ask to identify where the Ghanaian is coming from, quickly. I can probe. If I do not satisfy myself, I will keep probing to get to the bottom of things. Ghanaians seem to understand what you are asking about fairly easily and conceptualise the main items of the negotiation with ease. The only times we really battle to understand each other is telephonically, and this is usually due to bad reception. I get to what I am after in a short time space with Ghanaians.

This process is part of my character and has come through some experience in negotiating in Africa. I need a thorough understanding before I proceed. The main benefit of this is finding out what makes the person tick, how he thinks and what he wants. Every negotiator has a personal motive. This is not necessarily a bad thing. One must know what he wants and what his objective is. This is also a process. Do your research before submitting a proposal and examine all the criteria.

The Ghanaian is open to consider just about everything that is suggested by a South African. In the negotiation, I am able to lead the Ghanaian in a desired direction. In this way I am able to provide him with what he wants, but on my terms. If the Ghanaian is satisfied that the negotiation has been conducted in a fair and reasonable way, he will not object or argue about the detail. He is very competent and facilitates the negotiation in this way when he recognises a win-win proposal. I am a good judge of character and sensitive to body language. I look at how he reacts to me, his body language etc. I judge the initial approach. If his arms are folded for example, I try lightening up the mood.

Relationships and trust do enter the negotiation encounter. If you do not know your Ghanaian counterpart that well, it is not that easy, but the give and take

principle is always there. The Ghanaian believes in the same outcome of the negotiation as the South African, that being that he is prepared to concede in certain areas, provided it is made up in another area. Win-win and win-lose are both options for the South African. Persistence is a source of influence, and holding ones ground in difficult situations is sometimes necessary.

This goes back to your confidence, self-esteem and how you see yourself. If you view yourself as inferior, you have lost already. You must view yourself as equal with a superior offering in order to start on a good footing. When the roles are reversed and a competent “first world” counterpart faces me, I must also view myself in the same way. Any inferiority will be walked over.

4) How do perceptions of the other change during the negotiation process?

Firstly, you can tell a lot about a person’s competence in the way he answers your questions or reacts to what you have asked. This I use to gauge the Ghanaian’s advantage and his approach. It goes back to who portrays himself as more superior to the other.

The author asked, “Spin off, can I change your mind?”

There’s always that possibility. It is still about give and take.

5) Of what significance is the building of trust in the negotiation process?

I think it is important. There has to be a level of trust. There will be times that the man does not know you that well. There will be more of a push and pull from both sides. The gain thing is the underlying thing.

With Ghanaians there is always a thing at the back of my mind of the personal gain. If I am sitting and talking to the person, he wants something (it could be as

simple as wanting his plant to keep running – but the underlying motive is that he is lazy or wants a promotion).

It is definitely a factor that will finalise the negotiation. Both will get what they want and the outcome should be ”win-win”.

The author asked, “Is trust key to negotiation?”

It is very important, but is not the ultimate. Listening, and gauging things like body language, formulates perceptions.

The bringing of water shows manners and consideration, but it wouldn’t effect my negotiation. I’ll still come in hard.

6) Do you believe that within the other negotiator, there exist sources of influence?

It goes back to the answers to my questions, what he says and his title (I know who I am dealing with). This is one influence, as it will change my approach a little. If a person is more eloquent, this makes me feel that he can understand me better. I probe and I fish and look at how he conducts himself. I come in with an agenda and this influences the direction I would take in reaching my objectives.

7) Where do you believe the sources of influence arise?

It is a combination of all: who he is, where he is.

8) What characteristics in a negotiator or his approach, do you believe most inform the conduct in the negotiation encounter?

What he is looking for encompasses who he is, and tells you about the person. I appreciate what he is after, his motives etc. I do not enjoy people who do not know what they are talking about. It is like an opponent, that with his approach and professional conduct, attempts to change your agenda. Ghanaians did impress me with their expertise. It depends on his reaction and answers that drive me to play hard use the rules of the game to my advantage.

9) With their initial approach, can you tell what a negotiator's primary interests are?

Negotiation is termed a game, but my livelihood rests on what is said here. "I have won" is not strictly correct, it is win-win. When he agrees, it is good. It is win-win. I will not sleep if I have robbed the other person. Business is business. It is a job I have to do.

Ghanaians have had bad experiences with South Africans as they have been robbed (things have happened behind their backs after an agreement has been put in place). I have gained their trust. Maybe it is naïve to think that South Africans have a higher level of "integrity"?

Interview 8

1) How are perceptions of negotiation conduct formulated and understood, when Ghanaians negotiate with South Africans?

Obviously you get different levels of Ghanaians. These are medium class people such as those working on mine side. One can justify this by looking at the Goldfields mine over years for, where no Ghanaian was put into a position of

decision-making. This only happened about a year ago, and termed "localisation". In dealing with these people, from my perspective, it is very easy as they tap into ex-pat knowledge. Ghanaians are very similar to South Africans. They are theoretically good in knowledge. They have the capability to learn entire books off pat. However, were you to say to them to go and do something, they can not. They have difficulty with the practical side.

They are very easily convinced making it easy for me to convince them.

I as an ex-pat had to train them to question authority. These localized people look up to the ex-pat.

A general manager on the mines asked why Ghanaians couldn't manage the mine alone. The senior person replied that Ghanaians rely on ex-pats to make the decisions.

It was very difficult for me to get the procurement staff to make decisions. I do not know if they do not want to accept responsibility? In a multinational the decision is not up to him so it doesn't matter to him. It is a comfort zone.

As to my experience with the next level, the self employed, entrepreneurial, there are many of them and they are rich. The owner of a Logistics Company is a Ghanaian man who started this company 13 years ago with only a notebook and a pen. Today he is one of the biggest there. He flies first class and has a flat in down town London. You would never say that he's stinking rich, as he is humble and religious. To answer the question, he knows what he wants; he is on another level. The ministers of the mines are also like this. They know what they want. It has a lot to do with economics for these men. For the smaller man, it is about survival. Nature provides food. You can live in Ghana for a dollar a day as a Ghanaian. So these people are very well versed in negotiations. I must say this that I worked with this man for a year in his company. The problem with him is

that he does not like working with Europeans. It probably goes back a couple of generations. Although Ghanaians are gracious, they are suspicious. They do not have political baggage but multinationals want to tell these people how to do things and they do not want to be told what to do. As South Africans we say to them that that is how we do things in South Africa. They feel that we act as if we know it all. We are perceived very badly in Africa. Because they believe that we think we know better. In some parts of Africa, South Africans are hated.

South African ways and means are new for them. It is only about 10 years that these companies have been there. Their English is a British English. Lately there is a Western influence on their culture. It has got to do with NGO's (non governmental organizations). That influence is coming through. I used to drive around Ghana, and you find diverse cultures. It affects this picture as they get exposure to something else, different. Politician act as those in the West do and influence people to want to act in that way too. Ghanaian cultural norms are being lost because of this.

There's a thing of "10%" in Ghana. As an example, one day between nowhere and nowhere, I had a puncture. There appeared ten people appeared in no time. They saw the dollar opportunity as a "dollar bruni". Bruni is the white man. This means money. In an earlier context, white man meant decision-making.

Supply chain theory in Africa can not be found in a book. If one has not experienced it, one can not understand it. Suppliers think business is easy in Ghana. Changing supply routes for example introduces many problems. Having a warehouse here is not an easy step to accomplish.

2) How are South African negotiators framed by Ghanaian negotiators?

Question 2 was asked of the Ghanaian interviewees whilst Question 3 was asked of the South African interviewees.

3) How are Ghanaian negotiators framed by South African negotiators?

One thing you must realise, Ghanaians have ulterior motives behind negotiations. There's always a personal thing. It will not come out directly to you. 10% means dash. In Angola, it is "the plan". I do not want to generalise, but in the majority of cases, there is always this motive. The size of this 10% varies.

I have been trying to teach the Ghanaians to try and implement a gift register. In Ghana, gifts of this nature are substantial. If I wanted to keep such a gift under $75 the Ghanaians involved would ask, "How is that possible?" In Ghana this is the norm. If you give the wrong gift basket to the wrong man, you will know about it.

As an example there was a man who was hounding me about giving him a mobile phone. I told him, if his boss approves of this gift, I can arrange it. That man then declined. Ghana is facing this problem, even though Ghanaians perceive this to be correct, but it hurts the bigger picture. Another example is if you require a permit to work in that area, the Chief in that area must give his blessing. When one goes to see him for this permit, a couple of bottles need to be consumed together. This is the Ghanaian way.

4) How do perceptions of the other change during the negotiation process?

I think it is possible only by education, by teaching them and training them. I must mention something to you. Check on how the government does things. Take the road to Takoradi from Accra for example. The government received a Grant from

a Japanese company for this work. The Chinese built it. The Ghanaian president does everything on grants. In my opinion, the government is wasting opportunities to maximize on the use of internal resources. Ghanaians love debating. They will debate at length at the good achievement of winning a grant as opposed to taking out a loan for the work. This time could have been better utilised to improve on the planning. To get back to the question, I do not think Ghanaians will change if left to their own devices. They need to be taught. They do not understand that. A culture and a behavioural change are required. It comes from the top in how the president and ministers act. Ghana is a closed community. There are about 18 million Ghanaians. Political information is disseminated very efficiently there through television and newspapers and the people are influenced by the behaviour of their leaders.

They will debate issues, but will insist that their proposals be accepted. In my opinion, it is not like the old Truth and Reconciliation Council in South Africa that did not act afterwards. People do not foreclose anything. They are not decision makers on that level. The Ghanaian entrepreneurs however are decision-makers.

I did not like that there is no succession planning in Ghana. I like to teach others. How do I blueprint myself onto the Ghanaian? Ghanaians can not do this on South Africans either. I am one of the few South Africans as an ex-pat that shares the information at my disposal. Information is withheld by others as a means of job security. The Ghanaians did view me differently. My viewpoint is different to other South Africans because of my experience. One of my strengths is that when I go into a country, I adapt and I treat people in the same way as I want to be treated. This is my success. I treat Ghanaians as I would anyone else and it has nothing to do with race. There are some good people such as my steward in Ghana: I give him a room in my house and we eat together. They gave me a grand present on my exit because of the respect that I gained from them.

The author asked, "Does the Ghanaian perception of South African effect business?"

Yes. I believe it does because I have seen a couple of examples where South African people were working with Ghanaians and the Ghanaians worked these foreigners out. They worked negatively against these South Africans, not blatantly and very cleverly. If you do not as a South Africa know what to look for, the signs, you will not pick them up. It is like the use of the term "yes please".

Ghanaians from different tribes will also work against each other. They perceive South Africans also as a different tribe, even though "we are all Africans". You will not see this in the media.

Ghanaians will sum you up and place you in a bracket. How they perceive you is how they will treat you.

5) Of what significance is the building of trust in the negotiation process?

I do not think they trust us. I do not think we trust them either, but we still do business with one another. They failed time and time again. It comes with experience. My first perception is that I do not trust you, and then this develops and could change. But with Ghanaians, I do not trust them. I used to buy food for the people working at my chalet complex. I got back once from a trip and noticed that in my peanut butter and other jars there were finger marks. I asked who did this and no one answered.

In South Africa we would not typically trust each other, but for me it comes from experience.

I have walked into a meeting with an important man. I will mistrust him until he proves otherwise. I am aware of his personal agenda. The personal agenda is open in Ghana and accepted.

6) Do you believe that within the other negotiator, there exist sources of influence?

Yes. I can think of a lot of examples. I can influence them. It goes back to having the knowledge, superior negotiation skills, everywhere, even with negotiators from the West, but with the Ghanaian specifically. The Ghanaian is influenced easily, with the South African body language and confidence. If one is a bit hard they will back off. They do not finish things off. They cannot handle conflict in negotiation.

Ghanaians can not be compared to their neighbours in West Africa. The latter people are more influential. Ghanaians will not hard sell you. It goes back to the fact that they do not like conflict. They will talk and talk and the concede.

I will look at his knowledge and then I will give him the opportunity.

The mine manager used to say, “Mr. Smith these Ghanaians, when driving down the road and there’s a rock in the road, they will drive around it and not pick it up”. Another example, in Ghana and in Africa, if you are a supplier, when you present your invoice, he’ll look, comment and put it on the pile. He will do the easy work first and put the difficult work to one side and probably will never get to it. If it is too difficult he will leave it and will not find another way to tackle the problem.

7) Where do you believe the sources of influence arise?

I suppose they are the needs and objectives of each side.

8) What characteristics in a negotiator or his approach, do you believe most inform the conduct in the negotiation encounter?

Ghanaians communicate fluently. Their English is good, depending on the background knowledge of the individual. For me, if the man is knowledgeable, then I will negotiate with him.

9) With their initial approach, can you tell what a negotiator's primary interests are?

Not really "dash". It depends what he represents, both in product and company.