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**Ibero-Nordic Communication Aspects:  
Finnish-Spanish negotiations**

**A Licenciate Thesis in  
Organizational Communication & PR  
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**”Business is about life.  
And people are life.  
So let us get to know  
each other.”**

**(Kikoski & Kikoski 1996)**

## PREFACE

"Anyone who has ever travelled knows how potent the impact of different cultures can be. We encounter a new language, strange customs, unfamiliar sights, sounds, and smells, and unpredictable behaviour responses from "locals" that make it hard to relax. Typically, all our senses and sensibilities become involved immediately when we enter a new culture. What we encounter are the culture's "artifacts", its visible and feelable manifestations, and these have powerful impacts." (Schein 1985: 24-25)

Over the ten years of temporary living, studying and working in Spain, mainly in Madrid, I have observed some aspects in Finns' and Spaniards' behaviour in different organizations. These subjective observations aroused my interest in analysing more deeply intercultural communication in organizations, especially in multinational companies where Finnish and Spanish negotiators communicate in business situations.

In Madrid, I heard comments from the Finnish and Spanish negotiators about each other's behaviour and communication style in the workplace. One Finnish female negotiator told me that the Spanish can explain a small thing in hundreds of ways, using enormously long sentences. "They talk, talk and talk; and they explain, explain and explain," was one of these comments. The Finnish person considered her Spanish colleague to be unappreciative of her professional capacities. The Finnish negotiator's observation of her Spanish colleague was that he was inefficient and spent too much time talking. The Spanish person told me that by explaining the matter to the Finn, he wanted to help the Finn with the language and to adapt better to Spain. The Finnish and Spanish negotiators expected different communicative behavior when conducting business. The different expectations created conflicts.

Results from these different cultural behaviours often lead to offence, labelling the other person or indeed the whole organization as strange and bizarre. Such interpretation hardly facilitates intercultural communication and contacts, but rather complicates them. These complicating and facilitating aspects form the main interest in the present research. The principal object of this study is to investigate how the Finnish and Spanish negotiators

perceive themselves, "the other" and the negotiations in their business relations. As business relations, in this study, is understood those inter-organizational and interpersonal relations between Finland and Spain as well as between Finnish and Spanish negotiators in order to conduct business. Negotiators, in this study, are the selected twenty-five (25) Finnish and Spanish businessmen and women involved in importing and exporting goods between Finland and Spain.

These conflict situations where Finnish and Spanish negotiators' expectations differed, can be considered to derive from cultural differences, notwithstanding differences in personality. As I observed these situations I did not analyse them more profoundly. Rather, I became more and more interested in what is currently happening in organizations where Finnish and Spanish negotiators work together. I wanted to study whether these kinds of situations were frequent occurrences, and whether they are derived from national or organizational culture differences. An object of interest was also whether they represent real conflicts and cause problems in the organizations.

Here are two examples of negotiators' [S4, F18] opinions which intensified my interest in Finnish-Spanish business relations.

*"... un chiste de los finlandeses... Es que dos amigos finlandeses quedan en un bar para tomar una copa. Entonces se llega a la barra. Cada uno coge su cerveza y uno de ellos levanta la cerveza y le dice al otro: "kippis". Le dice el otro: "?Hemos venido a hablar o beber?".*

*("... one joke of the Finns... Two Finnish friends are in one bar having a drink. They go to the counter, and both take their beers. One of them lifts up his beer and tells the other "kippis". The other person tells him: Did we come here to talk or to drink?")*

*"... mutta se mikä espjalaisille tekee olon epä mukavaksi on se, että suomalainen ei puhu. Hän vaan kuuntelee ja miettii."*

*("... but what makes the Spanish uneasy is that the Finns do not talk.")*

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Primeramente le doy gracias al Padre Celestial por haberme abierto esta puerta para investigar el tema de la Comunicación Intercultural Organizacional en las relaciones comerciales entre Finlandia y España. Este Padre de los Cielos me ha dado salud, ánimo, paciencia, fuerza y sabiduría para seguir realizando este trabajo de investigación.

Debo gracias al Ministerio de Educación y Ciencia por la financiación de esta investigación. Y a la dirección de l programa INVA (Informaatio- ja viestintätieteiden valtakunnallinen tutkijan koulutusohjelma) por aceptarme como una investigadora de ese programa.

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Päivi Vaahterikko-Mejía  
Santafé de Bogotá, 31.01.1998

## ABSTRACT

The aim of the present study was to study how the negotiators perceive themselves, "the other", and the negotiations in their business relations. This research attempts to survey the facilitating and complicating aspects from the point of view of communication in Finnish-Spanish business negotiations. Negotiation, in this study, is understood broadly. The negotiation occurs when Finnish and Spanish negotiators communicate by telephone, fax, e-mail, and in face-to-face meetings for commercial ends. The commercial purposes are importing and exporting between Finland and Spain.

The present study is built on the assumption that culture influences negotiators' communication, perceptions and expectations in negotiations and business relations. Hofstede's four dimensions (power distance, individualism-collectivism, masculinity-femininity and uncertainty avoidance) of cultural variability influencing communication, Hall's monochronic and polychronic time concepts as well as the aspects of context, and Adler's theory of the national culture's impact on management and negotiations form the basic guidelines for this study.

The aim of the present study was firstly to study existing Finnish-Spanish business relations. The companies selected for this study meet the following criteria. The main criterion was that they had to conduct business between Finland and Spain. They had to be either Finnish headquarters' subsidiaries, Spanish headquarters or that their headquarters could be in another country but Finnish-Spanish trade had to exist nevertheless. The company was to be situated in Madrid. Nineteen (19) companies and twenty-five (25) negotiators participated in this study. Twelve (12) of the companies are Finnish headquarters' subsidiaries (12). Five (5) of them are Spanish headquarters, one (1) is a Swedish subsidiary and one (1) is a French subsidiary. The negotiators are Finnish (10) and Spanish (15) nationals.

The data was collected by interviewing the negotiators. In two cases a questionnaire was used as the interview was impossible to arrange. The interviews were conducted in three stages during the years 1995-1997. The data is analysed according to qualitative research methods, interpreting and observing. This research is qualitative by nature. It does not aim to provide any generalities of Finnish-Spanish business negotiations. Rather, it proposes to show and compare the culturally-bound perceptions the participating twenty-five (25) Finnish and Spanish negotiators have of the negotiators and negotiations in their business relations.

**Key words:** culture, attitude, values, perception, organization, organizational behaviour, organizational culture, cross-cultural, communication, negotiations, business, international, conflicts.

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## **1. INTRODUCTION**

### **1.1. The point of departure and research objectives**

According to Wind & Douglas & Perlmutter (1973), the international managers spend even more than 50% of their time in different face-to-face negotiations. Many different inter-organizational relationships, such as: escalating joint ventures, fusions, mergers and acquisitions, licensing and distribution agreements, and sales of products and services depend on successful negotiations. The point of departure in this study is the importance of negotiations and, in particular, the importance of the intercultural communication in Finnish-Spanish negotiations and commerce. There is a need within international companies to understand differences in the negotiation and management styles in order to avoid conflicts. International negotiators must address and clarify their expectations of the negotiations. The intercultural differences in Finnish-Spanish trade are supposed to complicate the business relations especially in the beginning phase of the relationship. Later on, when mutual trust has been developed between the parties, the intercultural differences may play a minor significance.

There is a great deal of research conducted on the business negotiations between the US and Japan, for example. In recent years also some European countries have been objects of interest in the field of intercultural communication in the organizational context. Some studies have been conducted in and about Germany, France and England, for example. Spain and Finland are quite interesting countries in this respect since they are both on the "periphery" of Europe, in south and north. There is very little research about these two countries in the area of intercultural communication in business negotiations with each other. This is a fundamental reason for the present study. Equally, this research aims to survey the aspects of the intercultural business negotiations between Finland and Spain.

Cultural diversity makes effective communication more difficult. Because foreigners perceive, interpret, and evaluate the world differently, communicating needs and interests in ways foreigners will understand becomes more difficult (Adler 1991:184). If negotiators

can overcome communication problems, identifying win-win solutions - mutually beneficial solutions in which both parties gain - can become easier (Adler 1991:184). The styles of negotiating vary markedly across cultures. Adler states (1991) that countries vary on such key aspects as the amount and type of preparation for a negotiation, the relative emphasis on task versus interpersonal relationships and the use of general principles versus specific details.

The present research is based on the assumption that if the Finnish and Spanish negotiators are aware of their own and the other's way of conducting business, their partner's perception of them as well as the current conflicts they have in negotiating with each other, they will be more satisfied with the outcomes and less intercultural problems will arise. Satisfaction and mutual understanding make efficient business relations possible and better results (more sales) can be expected. It is supposed that both Finnish and Spanish negotiators are in most cases not aware of the impact of the culturally-bound differences on communication behaviours in business. Certainly they are able to describe the differences in the Spanish and Finnish negotiator's way of conducting business. The descriptions are anyway locked at a rather superficial level and they are ignorant of the backgrounds or the means with which to handle these differences. The negotiators are often engineers and specialists in a technical field, so it is expected that in business ventures, the attention is on technical matters. The interpersonal and intercultural communication skills are given less attention.

The object of this research is intercultural communication between organizations in Finnish-Spanish business ventures. In particular, the aim is to investigate Finnish and Spanish negotiators' perceptions of negotiators and negotiations, and what kind of cultural differences they report when working together. Working together does not necessarily mean working in the same office, but also inside the same corporation. The communication is limited to communications in business relations by telephone, fax, in some cases by e-mail and in meetings. The impacts of the national culture and the company's organizational culture in Finnish and Spanish negotiations are analysed.

## 2. THEORETICAL BACKGROUND

### 2.1. Defining culture

According to anthropologists Kroeber & Kluckhohn (1952), there were already in 1952 over 164 different definitions of culture. The vast sea of definitions stems from the fact that culture is an abstract and vague concept. Culture gives a person his or her total framework for behaviour and communication. In order to clarify the concept of culture various definitions are presented in this study. Malinowski (1960) stresses that "There are clearly biological foundations of culture". Culture is a complex whole. It includes knowledge, belief, art, law, moral, customs, and the capacities and habits acquired by people as a member of society. Barnouw (1976) emphasizes that "Culture is a way of life of a group of people, the configuration of all the more or less stereotyped patterns of learned behaviour, which are handed down from one generation to the next through the means of language and imitation".

Not only anthropologists, but also ethnologists, linguists and psychologists have given their own definition of a culture. All the scientists define it obviously from their own field's point of view. Hall's (1959) description "Culture is communication and communication is culture", together with Hofstede's (1991, 1993) definition "Culture is a collective programming of the mind which distinguishes the members of one group or category of people from another." are both highly esteemed and often referred to in the field of intercultural communication.

Culture gives the norms for the people how to act and behave as well as what is correct and what is not. Goodenough (1971) points out that culture is whatever people have to know to operate successfully in society. Some years later (1980) he limited his point of view and defined culture as "a set of beliefs or standards, shared by a group of people, which help the individual decide what is, what can be, how to feel, what to do and how to go about doing it".



Samovar's (1981) definition includes broadly everything from law, religion, art, and value orientations. He states: "Culture is a deposit of knowledge, experience and beliefs, values, attitudes, meanings, hierarchies, religion, timing, roles, spatial relations, concepts of the universe, and material objects of generations through individual and group striving". Culture could be said to be everything in human life. It is difficult to limit or define. However there are at least three characteristics of culture upon which the scientists agree:

1. Culture is not inherited, but it is learned through the acculturation and socialization process.
2. As the culture is learned and it can be shared socially, culture is not individual, but social.
3. Culture can be transmitted as its nature is durable.

Even culture is to certain grade permanent, it is not static, but dynamic. Culture changes all the time. Bouchet (1995:3) points out the culture's dynamic character in his definition.

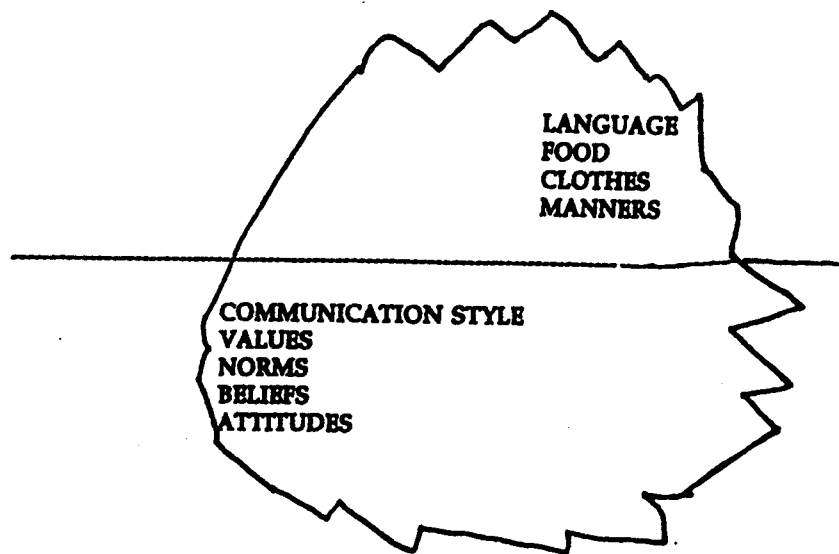
"Culture is in its broadest sense everything our species has learnt and which can be communicated to others. A culture is a way of being in the world, of choosing what we can - or want to see, a way of dealing with the world and creating representations about it. A culture is a way of interpreting the world. A culture is a system of differences."

Bouchet (1995:3-4) gives five anthropological assertions of culture which are of utmost importance to keep in mind in this study, and in general when individuals and group of people are studied:

1. No one can be said to be a typical member of a given culture.
2. No culture exists in an original, pristine form.
3. Each member of a given culture has many relationships.
4. All cultures are dynamic.
5. No individual identity is given once and for all.

In the present study, the Finnish and the Spanish negotiators have different lengths of experience time in international business. These experiences together with their backgrounds affect their behaviours, perceptions, attitudes and values. It can be suggested that the negotiators' culture is in a constant process of change.

Culture regulates people's thoughts and actions. A great part of the culture is not easily observed. Culture is said to be as an iceberg.



Culture is like an iceberg

The visible part: language, food, clothing, styles of greeting, and other different manners are easily observed even in a short contact with the new culture. The invisible part of the iceberg: communication styles, values, norms, beliefs and attitudes, is not so easily noticed. The aim of this study is at least, to some extent, to try to reveal Finnish and Spanish negotiators' communication styles, behaviours and attitudes. One may clash with uneasy situations due to these invisible parts of culture without understanding what happened or why. Culture may be an obstacle to the extent that cultural stereotypes and differences distort signals and cause misunderstanding (Hendon & Hendon & Herbig 1996:17).

Each country has its own national culture (Finnish, Spanish, French, Italian, etc.) and inside each culture there are several sub-cultures (tribes, social classes, professional, gender, age groups, etc.). The culture is observed through one's own national and subculture. It could be said that each person observes and perceives things through a cultural lense. Interpretations and evaluations are made on the basis of these culture-governed observations. This study is conducted with a Finnish filter. However, as the present author has been immersed in the Spanish culture for more than ten years, it could be assumed that the Finnish filter has undergone certain changes into that of a more Spanish observation. Bouchet (1995:8) describes this phenomena: "When one analyses cultural phenomena, both cultures are usually affected - the one being analysed, and the one which is one's own frame of reference".

Usunier (1993) defines the sources of culture with the following list:

- > Language(s)
- > Nationality
- > Education (general)
- > Profession (specialized education)
- > Group (ethnicity)
- > Religion
- > Family
- > Sex
- > Social class
- > Corporate and organizational culture

A brief grouping of the Finnish and Spanish negotiators by Usunier could be done into the following subgroups. The negotiators' mother tongue is either Finnish or Spanish. Their nationality is Finnish or Spanish. The majority of the negotiators have a higher education degree and are directors. They are representatives of the North and Southern European white race. The Finnish are Lutherans and the Spanish, Catholics. The majority of the negotiators are married (eighteen of twenty-five negotiators). The majority of negotiators are men. Only six of them are women. All the negotiators belong to a upper social class and they are members of multinational companies.

The culture definitions are so many that they may cause more confusion than clarity. In the present study Samovar's (1981) and Hofstede's (1991, 1993) definitions has been adopted

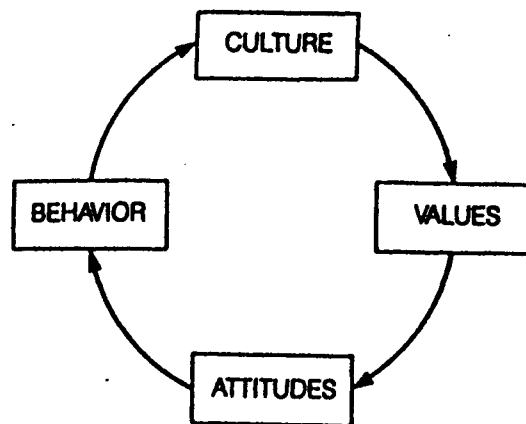
to provide a framework of culture. Culture is considered to provide the basic guidelines of good and bad, attitudes, values and standards for operating in the society where the individual lives. The main thing is that we need to know about the other cultures and about our own culture when communicating interculturally. This research analyses the Finnish and Spanish national cultures' relation and impact on the (organizational) business communication and perceptions between Finnish and Spanish negotiators. The study is largely based on the culture research conducted by Adler, Hall and Hofstede.

## **2.2. Culture's relation to behaviour, perception, stereotypes, values and attitudes**

As culture influences behaviour, it can be derived that culture also influences managerial behaviour. Culture also affects the processes of perception and stereotyping. A perception is a person's interpretation of reality, and people in different cultures often have different perceptions of the same event. Finnish negotiators' directness and concentration on the technical matters and limiting the communication mainly to the subjects of the meeting, is perceived by the Finnish "filter" as efficiency and being a good worker. By the Spanish "filter" it is perceived in extreme cases as offensive and not good social behaviour. Greenberg & Baron (1995) define as a social perception the task of combining, integrating, and interpreting information about others to gain an accurate understanding of them. Social perception is an important factor in organizations.

A stereotype is the tendency to perceive another person as belonging to a single class or category (Hodgetts & Luthans 1994:61-62). It is a belief that all members of a specific group share similar traits and behaviours. In the first place, the term 'stereotype' meant a metal printing plate, which could be used in printing for reproducing thousands of identical copies. Later, Walter Lippman, a writer of business affairs, borrowed the term. He used it for defining 'pictures in our heads' about different racial, national or social groups i.e. observations about the members of a certain group, as all being each other's copies (Oskamp 1991:28-29). Stereotypes can have a strong influence on the peoples functioning (relationships) in organizations. Strong and unconscious stereotypes of people in organizations may lead to miscommunication and conflicts among the partners.

Adler (1991) stresses that culture influences behaviour by being the major former of values and attitudes. Adler describes the relation with culture, values, attitudes and behaviour with the following figure.



Adler, N. 1991:16: Influence of Culture on Behaviour

Values are both consciously and unconsciously held. Values are basic convictions that people have regarding what is right and wrong, good and bad, important and unimportant (Hodgetts & Luthans 1994:63). Schein (1985:15-16) defines the value as a sense of what ought to be, as distinct from what is. He gives a frame for the following example of a value transformation, possible in Finnish-Spanish business relations.

When a group faces a new task (for example a Finnish negotiator in business relation with Spanish negotiators) or problem, the first solution proposed to deal with it can only have the status of a value because there is not, as yet, a shared basis for determining what is current and real. In all probability, the Finnish negotiator holds the value that knowing more about the Spanish culture and language means being able to conduct business better. The negotiator does that and gains more knowledge about both the culture and the language. If the negotiator notices that they really can perform better in Finnish-Spanish business negotiations, the value gradually starts a process of cognitive transformation into belief and, ultimately, into an assumption. As the value begins to be taken for granted, it

gradually becomes a belief and assumption and drop out of consciousness, just as habits become unconscious and automatic. The Finnish negotiators consider self-evident that they need to prepare better for business relations with the Spanish (and all nationalities) negotiators by learning the language and knowing the culture better. Before the main attention was only on technical matters. The value has transformed into a different behaviour.

Adler defines attitudes (1991:17) as constructs that expresses values and disposes a person to act or react in a certain way. Davidson and Thompson (1980:27) define an attitude as "a learnt tendency to respond favourably or unfavourably toward a given object of orientation". Greenberg & Baron (1995) stress that attitudes are "relatively stable clusters of feelings, beliefs, and behavioural predispositions (i.e. intentions) toward some specific objects. The specific object in work-related-attitudes is the job itself". Work-related-attitudes are associated with many important aspects of organizational behaviour, including job performance, absence from work, schedules, team or individual working, etc. These attitudes vary in different cultures.

### **2.3. Culture and negotiators' perception of themselves**

According to Hodgetts & Luthans (1994:59) culture is acquired knowledge that people use to interpret experience and to generate social behaviour. This knowledge forms values, creates attitudes, and influences behaviour. Since different cultures exist in the world, an understanding of the impact of culture on behaviour is critical to the study of international management. If international managers do not know something about the cultures of the countries they deal with, the results can be quite disastrous. (Hodgetts & Luthans 1994:59-60)

Managers and negotiators in organizations hold particular sets of assumptions, ideas, beliefs, preferences, and values on how to manage people toward the attainment of some organizational goals as well as how successful negotiations should proceed, and what qualities make a good negotiator. These assumptions, ideas, beliefs, preferences, and

values are determined by national cultures. Burns & Myers & Kakabadse (1995) found out that among French, German, Italian and British managers, German and British had the most negative perceptions of Spanish managers. Spanish were considered to lack competence, efficiency, tenacity and reliability. Also they were not considered hard working, entrepreneurial, educated, trustworthy or punctual by German and British managers. Spanish managers' perception of themselves was more positive. It can be assumed that national culture's values influence on managers perceptions here.

There are many ways of examining cultural differences and their impact on international management. Culture can affect technology transfer, managerial attitudes, negotiation strategies, and even business-government relations. Perhaps the most important, culture affects how people think and behave. A number of multicultural studies have been conducted in an effort to shed light on perception and stereotyping. Some of these address how managers in different countries perceive themselves (Hodgetts & Luthans 1994: 62-63).

One of the most illustrative examples, by Laurent (1986:93) of national differences in management assumptions was reflected in the respondents' reaction to the following statement: It is important for a manager to have at hand precise answers to most of the questions that his subordinates may raise about their work. The Northern European managers did not agree with this statement, or only very few of them did. But the majority of the Southern European managers did agree with the statement.

Burger & Doktor (1976:76) found that Dutch managers see themselves as more willing to delegate authority than do Indian, Italian, or German managers. German managers perceive themselves as more willing to tolerate conflict than do the other groups. Another study (Forgas & O'Driscoll 1984:199-222) found that Australians differentiate very clearly between a close-knit cluster of rich, capitalist countries with the European heritage (the United States, Australia, Great Britain, France, Italy, and Germany) and the rest of the world. (Hodgetts & Luthans 1994:63)

Laurent (1986:95) analysed whether the corporate culture of multinational organizations would reduce some of the national differences. He found out that deep-seated managerial assumptions are strongly shaped by national cultures and appear quite insensitive to the more transient culture of organization." Laurent reports (1986:95) that for the American managers, ambition and drive are the most important criteria for a successful career. For the French it is being labelled as having high potential. According to Laurent's (1986:96) research, the German managers believed more than others that creativity is essential for career success.

#### **2.4. Organization and organizational culture**

It is difficult or even impossible not to belong to any organization. From the day we are born until the day we die we are subjected to a great amount of organizations: hospitals, schools, universities, banks, supermarkets, and so on. Organizations are dynamic by nature. They change all the time, either as a result of internal forces or by external needs. In an organization, both the individual and group goals need to be fulfilled. Kreps (1990:5) defines the organization as "social collectives in which people develop ritualized pattern of interaction in an attempt to co-ordinate their activities and efforts in the ongoing accomplishment of personal and group goals".

Organization can be seen as a subculture and also a culture creating smaller subcultures (directors, secretaries, sales managers, etc.). Greenberg & Baron (1995) define an organization in the following way.

"Organization is a structured social system consisting of groups and individuals working together to meet some agreed-on objectives. In other words, organizations consist of structured social units, such as individuals and/or work groups, who strive to attain common goal, such as to produce and sell a product at a profit."

The term 'organizational culture' first appeared casually in English-language literature in the 1960s as synonym for 'climate'. The equivalent 'corporate culture', coined in the 1970s,



gained popularity after a book carrying this title in the USA in 1982. It became common parlance through the success of a companion volume, from the same McKinsey, Harvard Business School team, Thomas Peters and Robert Waterman's 'In Search of Excellence' which appeared in the same year. Since then, an extensive body of literature has developed on the topic, which has also reached other language areas (Hofstede 1991:179).

Schein (1985:2) defines organizational culture in the following way: "Organizational cultures are created by leaders, and one of the most decisive functions of leadership may well be the creation, the management, and - if and when that may become necessary- the destruction of culture". The present author agrees with Schein to a certain point. Certainly, leaders are the main creators of the organizational culture, however it is interesting to notice that even when the leader of the organization is changed, such a shift only alters the organization itself slowly. What accounts for such stability? Greenberg & Baron (1995) suggest that the answer involves the impact of organizational culture which by their definition is "a cognitive framework consisting of attitudes, values, behavioural norms, and expectations shared by organization members". Greenberg & Baron (1995) suggest that organizational culture is created by all of its members, not only by the managers as Schein proposes. Also they stress that "once the beliefs, expectancies, and values are established they tend to be relatively stable and exert strong influences on organizations and those working in them". It is important to remember that organizational culture is always immersed in a society and characterized by the national culture of the country where it is located (Lucas Marín 1997). In this study it is proposed that the organizational culture is formed with "a mix" of both Schein's and Greenberg & Baron's descriptions. Organizational culture created by the management is in a continuous process of reforming by all the members of the organization, and by the national culture (country) it is immersed.

In the beginning phase of the present research there was a big doubt. How is it possible to describe or analyse organizational cultures by interviewing directors of multinational companies? The present author finds clarification to this problem from two questions posed and answered by Schein (1985:25). What justifies calling different organizational norms as "cultural phenomena"? What makes us attribute such differences to anything more than

the individual personalities we encounter? Schein (1985:25) answers his questions: "It is possible as the directors are the leading persons to define their companies' organizational culture." It is supposed that the process of creating and managing organizational culture is rather not a conscious one for the interviewed directors. The Finnish and the Spanish negotiators represent two different national cultures where it is not difficult to describe the "iceberg-top" differences between them. But their own organizational culture is somewhat more hidden to them.

In this study, the directors were asked to describe some facts about their companies; such as: field of activities, number and nationality of the employees, language used in business relations, preferred communication channels (telephone, fax, e-mail, meetings). They were not asked to tell their opinions or analyse how their company functions, whether they were satisfied how it functions or whether there are problems inside their company. The more personal and evaluative questions to the directors were given about the communication Finnish and Spanish negotiators have in their business relations. The directors' experiences and opinions are considered to guide their decisions in describing their companies' "philosophy". Every interviewed negotiator can be defined as a leader and formulator of his/her company's organizational culture. Schein (1985:4) claims that "Culture and leadership are two sides of the same coin".

Culture is a very deep and complex phenomenon. Short visits to the organizations (companies) and one hour interviews do not clarify how the culture is managed or what the organizational culture of one particular company is. Schein states (1985:5): "The word "culture" has many meanings and connotations. When we combine it with another commonly used word "organization", we are almost certain to have conceptual and semantic confusion".

There are different opinions about whether the researcher outside from the organization can reveal the culture the organization is or has. Kilmann (1986), Pettigrew (1979) and Tichy (1984) seem to assume that if one just asks the "right" questions initially, one can decipher the culture. Schein's opinion on this is rather different: "There are no "magic questions" or correct things to observe, and the outsider cannot decipher the culture by

himself, no matter how many data he has." (Schein 1985:113-114) The present author is anyway positive and believes that with the collaboration of the interviewed negotiators, interpreting their opinions, and together with the intercultural organizational communication theory it is possible to make some descriptions about the twenty-five (25) negotiators in Finnish-Spanish business in their respective nineteen (19) companies (organizational cultures).

Laurent (1983:75-96) defines Latin European and Anglo Saxon or Northern Europeans way to see the organization thus: "Latin European managers tend to see organizations as systems of relationships, or social systems, in which it is important to know who has authority over whom, or how people are positioned in the system. Anglo Saxon, or northern European managers, view organizations as task systems where it is important to know what has to be done (instrumental). Laurent's findings clarify the probability of why the Spanish interviewed observe the Finnish negotiators as very organized, too direct, not flexible, cold, talking mainly about business and not about other social matters. The different way of viewing the organization may lead the Finnish to describe their Spanish colleagues as disorganized, too social and too talkative.

We can think of culture, in this research in the national and in organizational context, as an iceberg. The top of it is visible: behaviour and artefacts. It is exactly behaviour and artefacts which are asked about in the interviews with the Finnish and the Spanish negotiators. The interest in this research is to reveal what do they mean, and why to choose such artefacts. Through deeper knowledge of the behaviour and artefacts in Finnish-Spanish business relations it is possible to gain a deeper insight into the values. Schneider (1995) claims that "through interviews and questionnaires it is possible to discover values and beliefs used to explain why they behave that way. But it is only through interpretation and inference that we can ever understand or approximate the underlying world view".

## **2.5. International (intercultural) negotiations**

According to Casse, (1991) negotiation is "a process in which one individual tries to persuade another individual to change his or her ideas or behaviour. There are at least two partners with different needs and viewpoints trying to reach an agreement on matters of mutual interest". Hendon & Hendon & Herbig (1996) define the negotiation as "a process by which at least two parties try to reach an agreement on matters of mutual interest". Negotiation, in this study, is considered to include a wide range of communicative situations. International negotiation occurs when Finnish and Spanish negotiators communicate by telephone, fax, e-mail or in face-to-face meetings for commercial ends. Commercial aims are considered to include importing and exporting goods and raw materials between Finland and Spain. The purpose of the negotiation is clear. The parties try to arrive at a mutually acceptable agreement in the context of common interests, conflicting interests and compromise. The negotiation in its simplest form includes the following processes: planning, interpersonal relationship building, exchange of information, persuasion and agreement.

There is a difference when negotiating domestically or internationally. International negotiations are influenced by a wide diversity of environments. These environments affect the negotiation process, and determine the selection of appropriate negotiation strategies. McCall & Warrington (1989) define what demands international negotiations makes on the negotiators: "The negotiator spanning organizational and international boundaries has a very considerable task in adapting his behavior, not only to constraints and contingencies in a familiar environment comprising different kinds of organizational cultures, but also to a different dimension of constraints which stem from operating across different national cultures". The Finnish prepare the negotiations carefully, and value going straight to business. The words, "yes" and "no" are said directly and honesty is given great importance. Finnish do not generally like to mix business and social life. "Business is business." Japanese are said to use third parties in their negotiations. They are also reported to be able to say "no" in twenty different ways without having to say it verbally. (Hendon & Hendon & Herbig 1996) Spanish want direct face-to-face meetings, even aggressive discussions, inside the limits of high-context communication (high and low context communication is discussed in chapter 2.10.) They do not prepare detailed agendas, but the negotiations are likely to flow according to the matters necessary to be

discussed about and agreed on. Spanish combine direct negotiation with other social activities, like dining for example. One purpose of this is to know the partner and create a mutual trust between negotiators.

Hendon & Hendon & Herbig (1996) define the international negotiation in the following way:

"Negotiating internationally almost certainly means having to cope with new and inconsistent information, usually accompanied by new behaviour, social environments, and even sights and smells. The greater the cultural differences, the more likely barrier to communication and misunderstandings become."

Today the world is a one market. More and more businesses expand by foreign mergers, take-overs, joint ventures, licensing, and sales of product and services. More often the negotiations have to be done between people from different countries, and in different countries. These operations imply the great importance of intercultural interactions. Business people need to move from one organization to an other; often such moves are done internationally, crossing borders, between different countries. Geographical distance also creates an emphasized need for creating trust between the negotiators. Trust may be considered attainable differently in the partners' cultures. The Spanish negotiators may develop it by creating good social relationships. The Finnish negotiators may emphasize more the tasks and technical means available to conclude them.

Face-to-face negotiations are of vital importance to the inter-organizational relationships. According to Wind & Douglas & Perlmutter (1973), the international managers spend more than 50 per cent of their time negotiating. In any case, different nationalities negotiate in their own and often very different ways. Different cultural systems produce variations in negotiating styles. Being a good negotiator in one country does not mean that one is good in an other country. That is why business people need to know their own as well as their partner's negotiation and communication practices and expectations. A question of:

How do "I" and "my partner" wish to reach our objectives?. is a crucial one to be clarified before and during negotiating internationally.

Hendon & Hendon & Herbig (1996:13) provide the following set of intercultural implications of intercultural negotiations:

## Intercultural Implications of Negotiations

### Negotiation is...

- a situation.
- mutual understanding.
- communication.
- need satisfaction.
- compromise or settlement
- a deal.
- a bargaining process
- anticipation.
- persuasion.
- achieving consensus.
- practicing empathy
- searching for alternatives.
- conflict management
- winning.
- a means of getting what you want from others.
- gaining the favor of people from whom you want nothing.
- managing power and information.
- time and opportunity management
- selling.
- the least troublesome method of settling disputes.

### Intercultural Implications

- The appreciation of cultural differences is essential in cross-cultural situations.
- A conscious endeavor to manage cultural differences is required.
- Both parties must be in a position to communicate clearly and overcome cultural barriers to effective communication.
- One must ascertain expectations and then work for their achievements.
- One must narrow down differences and emphasize commonalities of interest.
- Both written and unwritten aspects of negotiation are important
- One must be prepared to give and take.
- You must familiarize yourself with management styles and assumptions of others to anticipate their moves.
- You must establish your credibility and be soft while not losing your grip on the problem.
- You must reduce differences to reach an agreement
- You must appreciate problems and limitations of your "opponents."
- You should be systematic and simple (don't try to impress others with complex models).
- It is possible to manage conflicting interests.
- It can create problems and generate bad feelings.
- It also means giving what others expect of you.
- It is easier to gain favors while acting in a genuine and rational manner
- You should know in advance the limitations of your power; gain information while managing the process of negotiation.
- Timely actions based on opportunity analysis provide the needed edge in highly competitive situations.
- You should create the need first
- The use of intercultural negotiating styles, modes, and skills is important.

The author of the present study holds an opinion that all international trade should at least to some extent be based on co-operation, and on willingness to create a synergy between the corporate culture and the national cultures with whom the company conducts business. The locals are the experts of their own culture and their, equally well as their expanding partner's are of their own. Technical know-how as well as cultural know-how should be used for the common advantage. For too long the main attention in international business has been on technical and economical matters. Intercultural awareness, skills, and communication have been given too little importance, however the obstacles for successful agreements are often of a cultural nature rather than of an economical nature. Too many negative experiences in international negotiations have made companies somewhat more interested in intercultural training and matters. Still, from the point of view of the intercultural communication research and trainer the ignorance is excessive in this field.

When business is done with people from different countries e.g. from different values and behaviours, the naive expectation that the negotiators (or the business) are the same wherever they come from can lead to drastic results. These results may be big losses in money and uncompleted projects. They also may mean great dissatisfaction for the negotiators working abroad. Culture shock (see the chapter 2.8.) may cause a negotiator to feel like an infant with the necessity to relearn the basic communication and behavioural aspects in his or her new environment. Culture shock is an important dimension to cross-cultural negotiations. Klopf (1987:223) defines it as "an anxiety that results from losing all familiar signs and symbols of social intercourse". Culture shock has also been referred as an occupational disease of people working abroad. Working in a new environment creates a feeling of helplessness.

International (intercultural) negotiation does not occur only between partners and corporations, but also inside the same multinational. In the present study the negotiations are mainly conducted in Spain, in the subsidiaries in most cases. In most companies, the head office is a Finnish corporation in Finland. In Finnish-Spanish negotiations both the Finnish (headquarters) and Spanish national cultures (where the business is conducted) together with the corporate cultures influence the negotiations.

When the partners come from different countries they have to agree on the channels through which they communicate when current face-to-face negotiations is not possible. The election of the channel can be influenced by a national culture's preferences. The people-oriented, collectivist and P-time cultures (see chapters 2.9-2.11.4) tend to choose the telephone. The individualistic, task-oriented and M-time cultures tend to prefer the fax or e-mail in their communications when face-to-face negotiations are not possible. When a face-to-face negotiation is possible, an aspect the partners need to agree on is the place of negotiation among other aspects.

## **2.6. Qualities for a good international negotiator**

What are the qualities of a good negotiator? According to Graham's extensive research (1983:47-61), the answer depends on whom you ask. Graham's findings show that the American managers believe that effective negotiators are highly rational. Brazilian managers, to the surprise of many Americans, hold almost identical perceptions. The Japanese differ quite much from the American. They stress an interpersonal, rather than rational focus. Adler (1991:186) stresses that the role that individual qualities play vary across cultures. According to Graham's research (1983), favourable outcomes are influenced primarily by a negotiator's own characteristics.

As is the case for people in all intercultural (international) relations the international negotiator should also strike a balance between being humble enough to accept that s/he is the odd one when abroad; and being self-confident enough not to let the new values and behaviours shake their basic "life columns". Self-reliance is one very important factor. A



negotiator is probably not a suitable person for an international assignment if s/he complains and accuses others of their problems.

The international negotiator should appreciate and respect the other cultures and their members as equal, rational, logical and specialist in the field as that of their own nationals. And yet they must be aware that people do not behave or reveal their technical expertise in the same way in every country. Barham & Wills (1993:13) give a valuable description of an international negotiator.

"Global managers respect how different countries do things, and they have the imagination to appreciate why they do them that way. But they are also incisive, they push the limits of the culture. They sort through the debris of cultural excuses and find opportunities to innovate. You have to acknowledge cultural differences without being paralyzed by them."

There has been already too long a naive attitude among international businesspeople that "business is business wherever you do it". Business cannot be the same if the people who conduct it have such an enormous variety of ways to organize and work. And it is people after all who conduct business. The international negotiator should therefore be interested in as well as aware of both their own culture as well as that of their partner's. The locals are always the specialists of their culture and customs. A negotiator should be able to create trust relationships and networks, and so take advantage of the local people's know-how, support and knowledge.

International negotiators should know the history, culture, geography, whether there are big regional differences inside the country, laws, customs, government, and of course the language of the country where they are negotiating. It is not only to show respect or interest toward the counterpart's culture, but it is a must in order to conduct successful negotiations. An international negotiator should be able to communicate in the counterpart's language. Interpreters may help for some time, but one ultimately loses a large amount of verbal and non-verbal messages, as well as the real "touch" for the culture when one does not know the language. Hendon & Hendon & Herbig (1996) stress that the international negotiator should have an observant and quick mind. S/he should be realistic,

flexible and patient. They also mention that s/he should know to listen. It is impossible to know the other without listening her/him. A negotiator should also be able to refuse distracting pleasure and frivolous amusements.

Kealey & Protheroe (1995) define a model for the cross-cultural collaborator. Their model is suitable for international negotiators' skills, knowledge and experience requirements. Kealey & Protheroe divide the needed skills into four different groups: adaptation skills, cross-cultural skills, partnership skills, knowledge and experience. The present author appreciates Kealey's & Protheroe's attention also to the continuation of the business relation which changes for example according to the amount of the created trust. This continuity is not seen in the following presentation of Kealey's & Protheroe's key points anyway. They consider the technical and economical expertise also an important part of cross-cultural skills. Often problems arise exactly when taking the main advantage of concrete technical know-how and transmitting it with the help of interpersonal skills.

### I Adaptation skills

These skills concern the person specifically and whether a person is able to develop satisfactory living and working conditions abroad. Adaptation skills include the person and his/her family. Self-confidence, self-reliance and self-awareness are three very important characteristics of a negotiator in order to be able to handle the new and often unknown situations influencing them. Family stability is reported by Kealey & Protheroe and many other researchers to be the key point of successful international assignments. The problems between the spouses and the children normally get worse in totally new and stressful situations as living and working abroad can be. That is why it is necessary that both spouses want and are positive towards living and working abroad. Collaboration and support between the spouses makes international assignments more satisfactory and the negotiator is able to perform his work efficiently.

### II Cross-cultural skills

These skills enable a negotiator to participate in the local culture in working as well as in other environments. Cross-cultural skills include: Cultural sensitivity which is the ability to recognize and understand differences and similarities between cultures. Tolerance goes

further beyond this understanding which is not always enough in intercultural encounters. One has to tolerate the differences. Diplomacy is one important part of cross-cultural skills. It is the ability to know when and what communication and behaviour is appropriate in certain situations. Political astuteness is the ability to assess relations between people and institutions.

### III Partnership skills

Partnership skills are, according to Kealey & Protheroe, those skills which enable a negotiator to create effective professional, working relationships between the local partner. Partnership skills include: Openness to others and the capability to build trusting and co-operative relationships. Motivation and commitment are important factors in partnership skills and the understanding that the particular task a negotiator is in charge of at the moment can develop or destroy future business relations. The task s/he is conducting is not isolated, but rather a part of a larger whole in the corporation. Modesty and personal integrity are characteristics which enable a negotiator to create trust and appreciation among his/her colleagues and the clients. Modesty (humbleness) was discussed at the beginning of this chapter.

### IV Knowledge and experience

These two skills are referred to as consisting of a greater understanding of the local culture and the international management. The more a negotiator has been exposed to international business and organizations (experience); and the more theoretical know-how (knowledge) s/he has about foreign cultures, systems and negotiating practices the more possibilities s/he has for conducting successful international negotiations. Also the negotiator may enjoy a more satisfying and relaxed time during his/her assignment abroad.

In past international assignments, the focus has been mainly on technical and economical matters, but it is not good to go to the other extreme either by forgetting them. International and interpersonal skills are of the utmost importance in negotiating internationally, but surely a negotiator has to be an expert in technical and economical aspects needed in her/his assignment. In fact there are many requirements for the interna-

tional negotiators in order to reach an economically and humanly profitable business relations also in the long-run.

## **2.7. National culture, organizational culture and business relations**

Some scholars claim that national culture has the most pervasive impact on how activities should be organized and how they should function (Adler 1991; Berry 1994: 69; Hofstede 1991; Hwang & Yan & Scherer 1996; Moran & Abbott 1994; Nicholson & Graf & Hemmasi & Widdison 1993; Suutari 1995). That is; the negotiators' national culture influences on his/her strategies in conducting business. The present study departs from this assumption, and analyses the positive and negative aspects of the negotiations in Finnish-Spanish business the interviewed persons report. The aim of the study is to chart the conflicts and facilitating aspects the Finnish and Spanish negotiators report, and analyse whether they could be derived from the partners' national culture differences. This viewpoint - that national culture has an important influence on organizational behaviour i.e. management and negotiation - is supported by Hall (1959, 1973, 1976, 1984), Hofstede (1980, 1991, 1993), Adler (1983, 1991), Laurent (1983, 1986) and Hodgetts & Luthans (1994).

Hofstede (1991, 1993) found great cultural differences in his study of more than 50 nationalities in the IBM -corporation. The cultures differed according to Hofstede in four dimensions: power distance, individualism - collectivism, masculinity - femininity and uncertainty avoidance. Hall (1976, 1984, 1987) found out that there are striking cultural differences in time concepts. He defined two main concepts: Monochronic and Polychronic. Hall (1976, 1984, 1987) has also defined two different context groups where the messages are transmitted in a rather different way. In high context cultures, the messages are transmitted very much non-verbally and inside the context itself. In low context

cultures the messages are communicated more explicitly and verbally. The mentioned differences affect also whether the country is a task-oriented or people-oriented culture.

A contrary viewpoint also exists. It is based on the assumption that industry-driven characteristics have perhaps a greater impact than national culture on organizational culture (Farmer and Richman, 1965; Negandhi, 1983; Gordon, 1991). In the multinational organizations this view is manifested so that the national differences are not seen or that they are denied. Culture is not seen as one of the possible explanations for variations in organizational functioning organizational culture (Adler 1983). Many managers and negotiators still believe that the organization culture moderates or erases the influence of national culture (Adler 1991). The reality in organizational and business practices is far from that belief.

Laurent (1983) conducted a research project among managers of nine European countries and the United States. He observed the managers in organizations in their native countries and in the same multinational corporation. His findings are surprising. The national differences were greater when the managers worked in the same multinational than working in their own countries. Laurent (1983) found out that corporate culture does not reduce or eliminate national differences, but rather maintains and eludes them. Neither Laurent nor other researchers can yet give the answer why this occurs. The present author suggests that working and living abroad normally strengthens national characteristics. When one is in a new environment and unknown situation a person resorts to his/her own in-group, in this case national culture, its norms and values. Working in one's own country even in a multicultural team, does not create the feeling of helplessness as the organization has to follow the laws, norms and values of the country where it is located.

In the world of international trade, culture does not necessarily concern the business community enough that it would be interested in taking cultural differences and similarities into account in organizational behaviour. This disinterest may be due to a general lack of awareness of cultural issues. Too often this occurs all throughout the corporation from the top management to the level of the worker on the production line. Organizations are impressed with numbers, regarding these as indicators of success or

failure in their business operations. Managers as well as other members of the corporation in this type of organization may emphasize that all the people are similar even though differences exist inside and between the companies. The differences are seen as a threat for the organization. These ethnocentric organizations usually tend to minimize cultural differences either by attempting to select a culturally homogeneous workforce or to adjust all the workers into the behaviour patterns of the dominant culture (Adler 1983).

Schneider (1995) supposes that ignoring and denying the cultural differences derives from the complexity and invisibility of the culture. Culture is difficult to define and measure. "Acknowledging differences may threaten individual identity (How are we different?) or threaten the cohesiveness of the group (one happy family)". According to Schneider, acknowledging the differences means that conflict is possible which may threaten the harmony. "Ignoring or denying differences, however, means that we cannot benefit from the richness of diversity."

In this study national cultures are considered to have an impact on Finnish-Spanish business negotiations. Finland and Spain are different cultures and the difference emerges in the different ways to communicate, organise, manage and work. Finland and Spain have different history, religion, geographical location and different climate. These factors are part of an ideocultural system (religion, rules, laws), which gives justification and forms the sociocultural system (clothes, manners, activities) of the culture, for example behaviour and ways to communicate (Lehtonen 1989). This study aims to survey and analyse the culturally-bound negative and positive aspects in Finnish-Spanish business negotiations.

Often the impact of different national cultures on organization and business relations is thought to be only negative. This is a rather logical fear if the negotiators are not familiar with the cultural issues. Ignorance normally creates fear and initiates defence mechanisms, like ethnocentrism. It is easier to label "the other" as bizarre than to humble "myself", and admit that I am not aware of the management or negotiation practices of this new culture. In order to conduct successful negotiations and manage effectively, negotiators need to be aware of their own and their partner's culture in their every day decisions and work. Also

they should know how their partner perceives them as negotiators and members of an other culture (see the chapter 7.4). Culture and cultural diversity can have both a positive and negative impact on the organization and negotiations. Diversity may create advantages when managed skilfully. Culturally diverse organization may respond to its clients needs better, have a wider view point in its functioning and perspectives, understand different culture's rationales as well as create larger relationship nets across cultural and linguistic borders.

## **2.8. Intercultural conflicts**

"Conflicts exist as part of the human condition. It is an inescapable phenomenon in all social organizations. From intercultural conflicts to organizational conflicts, the concept is ubiquitous, in all patterned social relationships. Because the language barrier, non-verbal encoding and decoding differences, and value divergences, intercultural misunderstandings can easily lead to conflict. A conflict episode can be caused by external or internal pressures. A conflict itself is an elastic and elusive term." (Ting-Toomey 1985:71)

In recent years, international projects have increased. Years of experience have shown that projects with two or more parties from different cultural backgrounds complicate international business. "Cultural problems bedevil strategic alliances, as they do other forms of partnership. Too often people expect their partners to act or respond in an identical fashion." (Barham & Wills 1993:11) According to Nadler & Nadler & Broome (1985:88) "the problem of lack of awareness of cultural differences in intercultural bargaining situations presents a key obstacle to negotiation success". Barham & Wills (1993:13) present a case of one British manager who was involved in setting up an alliance in Europe. He admitted: "I am staggered at the impact that cultural differences have. The Germans want to do things one way and the French want to do them another way. I was not prepared for it."

The conflicts may lay on unrealistic schedules, budgets and costs, lack of information or knowledge about a counterpart's laws and customs. All these conflicts are external to the individuals. Olsen (1976) calls them instrumental conflicts. They are the type of conflicts

which are more usually taken into consideration in business life. International business training consists normally of these instrumental, material, physical and external differences. Internal conflicts such as culture and self shock, ethnocentrism, stereotyping and prejudices, fear, intolerance and unwillingness to adapt to the culturally diverse business project or to a new country are less studied or included to the training programmes. Olsen (1976) calls them expressive conflicts. Business people often overlook them. In any case, they can cause considerable obstacles and ineffectiveness in international business negotiations. Internal conflicts are the subject of this study. The aim of the present author is to chart the conflicts (negative aspects) which Finnish and Spanish negotiators' mention in their business relations, and analyse whether they originate from national culture differences or to find what things could be causing them.

A brief description of some of the above-mentioned internal conflicts is needed here. They are usually derived from our automatic and unconscious tendency to refer to our own thought framework, which is mainly tied to our national culture, to interpret situations, evaluate people, communicate, negotiate, or decide which attitude to take (Lee 1966:106-111). Culture shock refers to the state of tension and stress caused by losing the familiar symbols and meanings in the social relations in a new culture. The uncomfortable feeling of being like an infant is one result of culture shock. Self shock according to Zaharna (1989) is a contrary to culture shock which is a reaction to the difference between oneself and the other, is a concept that extends to differences with and inside the self. Sumner (1906) defines ethnocentrism as "the view of things in which one's own group is the centre of everything, and all others are scaled and rated with reference to it". Stereotypes are oversimplified and overgeneralized categories of groups of people which are often falsely based on half-truths that we have heard or on our own very subjective experiences which we generalize to be describing the whole group of people or a nation (De Vito 1982). Stereotypes are anyway an important part of the process in forming our picture of the world. Allport (1954) discovered that the prejudice originally mean a precedent - a judgement based on previous experiences and decisions. Prejudice includes a present interpretation and it has an emotional flavour and a judgement that is based on premature or impulsive judgements.



Barna (1994) identifies the following six stumbling blocks in intercultural contacts:

1. Assumption of similarities
2. Language differences
3. Non-verbal misinterpretations
4. Preconceptions and stereotypes
5. Tendency to evaluate
6. High anxiety

Barna's mentioned obstacles in international relations are rather similar with Barham & Wills (1993) and Ting-Toomey (1985, 1994), also with the conflicts mentioned above. They are all expressive and internal conflicts. The language differences are the most visible and easiest difficulties to notice. High anxiety can be considered to be the result from the other five complicating factors. By the tendency to evaluate is meant such that we easily jump the pure description and even the interpretation of the new situation, and evaluate the new according to our own culture's values and norms.

As Ting-Toomey (1985) states, conflicts are inevitable in any relationships. Conflicts occur whether we want them or not. According to Gudykunst (1994) they are mainly viewed as negative, but in fact they are neither negative nor positive, but the consequences they have in our relationships indeed may be either positive or negative. The present author does not quite agree with Gudykunst. The conflicts are normally results of incompatibilities and misunderstandings. The other party has violated the normative expectation of the other partner in the communication episode. This makes the other party feel offended or frustrated. According to Ting-Toomey (1994) expectation violations occur frequently, especially if one party is from an individualistic culture and the other party comes from a collectivist culture. The conflict is a sign that something has to be clarified and probably changed. The conflict by the author is a possibility to a new and better situation. The focus should not be so much on avoiding conflicts, but knowing how they start, and managing them wisely. According to Ting-Toomey (1994) intercultural conflicts typically start off with miscommunication which often leads to misinterpretations and pseudoconflict. Ting-Toomey (1994) emphasises that if the miscommunication goes unmanaged or unclarified, it can become an current interpersonal conflict.

There are cultural differences in attitudes toward conflicts as well as in the ways in which to manage and solve them. Task oriented, individualistic people tend to see the conflicts arising from instrumental matters. People-oriented, collectivist people tend to interpret the conflict as expressive in nature. For low context communicators, conflicts can usually be both functional and dysfunctional. It is functional when it provides a possibility for solving problems. For high context communicators the conflicts are mainly dysfunctional. The conflicts are avoided and denied. They should not be dealt openly either, but discreetly. Cohen (1991) states the following differences in individualistic and collectivist negotiators: "Individualistic, low context, negotiators can be described as primarily problem oriented. Collectivist, high context, negotiators are seen predominantly as relationship-oriented. For them, negotiation is less problem solving but attending to the relationship; relationship mending".

The conflict-solving strategies are chosen according the attitudes toward the intercultural conflicts. Negotiators from individualist cultures tend to defend their own control and territory. They can separate the conflict issue from the personal relationships. They prefer direct styles of dealing with conflicts. Negotiators forming the collectivist cultures tend to look for the acceptance of their own (in-group) members. Face saving is a very important issue. Collectivist negotiators prefer indirect styles of dealing with the conflict. They may concentrate on trying to make the relationships between the partners better in order to solve the conflict. Negotiators need to know each other's conflict management styles in order to be more aware of the reasons for existing conflicts and to be able solve them. Gudykunst (1994:200) gives helpful advice for such intercultural conflict resolution situations.

"In conflict situations, it is important to be aware of potential cultural or ethnic differences in the approach to conflict, but the focus in resolving the conflict has to be on being mindful of our communication and dealing with the other person as an individual."

## **2.9. Time - Orientation to past, present or future; monochronic and polychronic time concepts**

Time shapes our daily rhythms, our socializing with people and organising of tasks. Time itself is invisible, but its influence people's behaviour is easily noticeable. Time can be considered to bear a factor of value. In North America and North Europe time is a symbol of status and responsibility (Hall 1984:73). According to Hall (1984:13) there are serious misconceptions about time. One of them is that time is singular. Hall emphasises: "Time is not just an immutable constant, as Newton supposed, but a cluster of concepts, events, and rhythms covering an extremely wide range of phenomena".

The concept of time varies greatly between cultures. People between different countries, even inside the same country do not necessarily share the same time concepts. Cultural time concepts affect international business negotiations. Not all the negotiators feel that "time is money" which has been a widely spread value and thought pattern from the North American business world. Undoubtedly the European, South American, African, Asian etc. negotiators have tried too long to implement the North American management values into their own practices without too much success or with the sensation of being forced to learn foreign and artificial management practices.

Two dimensions of different time concepts have been extensively described by Kluckhohn & Stroedtbeck (1961) and Hall (1973, 1976, 1984). Kluckhohn & Stroedtbeck (1961) define three temporal orientations: the past, the present and the future. The following statement is made by these two scholars about the time orientations (p.14-15):

"The possible cultural interpretations of temporal focus of human life break easily into the three point range of past, present and future.... Spanish-American, who have been described as taking the view that man is a victim of natural forces, are also a people who place the present time alternative in first position....Many modern European countries ....have strong leaning to past orientation....Americans, more strongly than most people of the world, place an emphasis upon the future - a future which is anticipated to be 'bigger and better'."

Kluckhohn & Stroedtbeck (1961) found out in their comparative study on time orientation that some cultures were predominantly oriented toward the past, like traditional China, for

example. The orientation toward the past is not given very much attention in this research as it is considered to include cultures (China, Iran, India) which are not an object of this research. The present author is conscious that past time orientation exists to some degrees in Finland and Spain.

According to Kluckhohn & Stroedtbeck (1961) Spain is a culture oriented toward the present. Spanish present orientation can be seen in how little attention is paid on long-term plans. Finland is an example of a rather strong future orientation. That can be seen for example in the eagerness and care with which the Finns plan future meetings projects. Future orientation is suggested, in this study, to be a sign of high risk avoidance. According to Schein (1985:96) time orientation has a clear implications for communication. He states: "A manager who is oriented to the future may propose a new way of doing things to a subordinate who is oriented to the past. They will obviously have difficulty agreeing on a course of action".

Hall (1976, 1984, 1987) treats time as culture. According to Hall time is a core system of cultural, social, and personal life. Nothing occurs except in some kind of time frame. A complicating factor in intercultural relations is that each culture has its own time frames in which the patterns are unique. This means by Hall (1984) that to function effectively abroad it is just as necessary to learn the language of time as it is to learn the spoken language.

Hall (1984, 1987) defines two different time concepts: Monochronic, M-time, and Polychronic, P-time. Monochronic time emphasises schedules, segmentation, and promptness. One thing at a time is done according to this time system. Also schedules are respected and they are normally not changed. Polychronic time system is characterised by several things happening at once. Polychronic time concept cultures stress involvement of people and completions of transactions rather than adherence to present schedules. P-time is treated as less tangible than M-time. According to Hall, Finland represents the M-time system, and Spain is a P-time culture. There are differences in how monochronic or polychronic the situation is. Normally, formal situations are more monochronic in every culture. Informal situations are usually more polychronic in nature.

Hall & Hall (1987) define a list of characteristics typical for M-time and P-time cultures. The following list is currently meant to characterise Japanese and Americans, but according to Hall it will help convey a pattern of Monochronic and Polychronic time concepts in general, as well clarifying how opposite these two time concepts are. Hall & Hall (1987) emphasize that the two systems do not mix together. The present author holds a rather different opinion. M-time and P-time systems' impact may vary according to various factors, e.g. location, situation and personality.

*Monochronic people*

do one thing at a time  
concentrate on the job

take time commitments  
(deadlines, schedules)  
seriously

are low-context and need  
information

are committed to the job

adhere religiously to plans  
are concerned about not  
disturbing others; follow  
rules of privacy and  
consideration

show great respect for  
private property; seldom  
borrow or lend

emphasize promptness

are accustomed to short-term  
relationships

*Polychronic people*

do many things at once  
are highly distractable and  
subject to interruptions

consider time commitments  
an objective to be  
achieved, if possible

are high-context and already  
have information

are committed to people and  
human relationships

change plans often and easily  
are more concerned with  
those who are closely  
related (family, friends,  
close business associates)  
than with privacy

borrow and lend things often  
and easily

base promptness on the  
relationship

have strong tendency to  
build lifetime relationships

In some business situations the difference in time systems can be considered as a conflict issue. In general the monochronic negotiators need schedules to be respected and the orientation is mainly to tasks rather than to people. To the contrary, polychronic negotiators put more attention on people and good relationships with them. The tasks are important, but they are not done so tightly with the time limits. Time is seldom wasted. Polychronic people have more fluid attitudes toward time schedules. It has to be noted that, even though monochronic time is shared mostly by most North European cultures and polychronic time is shared for example with the South European cultures, they have their own variations for each culture and region (Hall 1984:25).

A brief mention of a few other aspects considering time are also needed. An important issue is also the length of different time cycles. "Soon" or "Urgent" may have totally different meanings depending upon which culture's representative uses them. Lawrence & Lorch (1967) noted that the sales and R & D (research and development) people had trouble communicating because they worked in different time cycles. Lawrence & Lorch also observed that the time cycle depends on the quality or the kind of work one was doing. For business people, the results normally have to be seen in hours, days or weeks. For scholars in order to get results, a one- or two-year horizon may be normal.

Jaques (1982) also brings out the size of relevant units in relations to given tasks by asking the following question. "Do we measure and plan for things annually, quarterly, monthly, daily, hourly, or by the minute?". Also being "on time" depends on this size of relevant units. Being on time varies greatly in different countries. In Finland one should be present exactly at the time when the meeting is fixed, or even a little before if possible. In Spain coming 30 minutes later than the fixed meeting time may be appropriate. Surely "being on time" depends on the specific situation and the position one has in an organization.

An important notion is that violations in time concepts may cause offence and frustration. Monochronic negotiators feel they are being underestimated and psychologically stressed in polychronic environments. There is no order and time seems to be wasted for them. The polychronic negotiators in monochronic environments may feel that people have no value,

but the schedules overrun everything. They are not able to obtain information or create the friendship-nets when everything is ordered not by the relationships, but by the schedules.

### **2.10. Hall's high- and low context communication**

"Context is the information that surrounds an event and is inextricably bound up with the meaning of that event. The elements that combine to produce a given meaning -events and context - are in different proportions depending on the culture. It is thus possible to order the cultures of the world on a scale from high to low context." (Hall 1987:7)

Hall (1976, 1984, 1987) divides the cultures into high and low context groups according to how the messages are transmitted in them. In high context cultures the messages move inside the context. In fact the person him/herself can serve as a context in this culture group. High context cultures are usually polychronic and people-oriented by nature, as is the case in Latin American, Asian and Southern European countries. In low context cultures messages are communicated explicitly, verbally. Low context cultures are generally monochronic and procedure (task) oriented by nature, as Northern European countries and USA for example. There are great differences between cultures whether little or much information is transmitted and how. According to Hall (1984:60) no communication is totally independent of context, and all meaning has an important contextual component. The matter of putting into context requires a decision concerning how much information the other person can be expected to possess and how much information I should give to him/her on a given subject. Here too the rules vary from culture to culture.

Hill (1993) has divided the Continental Western Europeans into two main ethnic groups, the Latinos and the Germanic. Hill (1993:250) defines the Latinos as high context people

who have extensive information networks among family, friends, colleagues and clients and are involved in close relationships. As a result the Latinos need neither, nor do they require much contexting. This can be rather frustrating for low context people. They feel lost when high context people do not provide enough information. Hill describes the Germanic as low context people who need more, and also give more information in order to feel comfortable in a situation and to arrive at a rational decision. For high context people it may be also frustrating to be forced to have unnecessary information from the low context people.

It is said that the main problem in intercultural communication is the lack of being able to read and interpret the other's non-verbal messages. This observation is in fact very positive one, and it shows that at last we have come to notice the importance of culture in our communication. For a long time attention has been focused on learning and studying the languages, which of course is of utmost importance and a very positive matter. But it is in any case very important to study the culture as well. Hall (1984:65) states that to discover the culture will take a lot longer than discovering the language. Hall also has stated that communication is culture.

In the context of international business this has an important meaning also. For example context influences the ways the information is gathered. The high context negotiators have extensive information networks among family, friends, colleagues and clients. They do not necessarily need formal information as they obtain what they need from the mentioned people. The low context negotiators need more background and contexting. They obtain such information from their advisors, from TV and by reading. This difference surely affects business where high and low context people negotiate. The high context negotiators are quickly able to obtain a wider amount of information among their "friendship-nets", according to the author.

The context influences also the kinds of relationships the negotiators build in conducting business. As low context negotiators put their trust in contracts and papers, they do not put so much attention on building long-lasting relationships with their colleagues or clients. They want quick results and sales. It is quite the opposite with the high context negotiators



who put a lot effort in building lasting and personal relationships in order to conduct successful business and have long-lasting results. In South Europe and especially in Latin America it is impossible to conduct negotiations or any business if one does not have a good personal relationships with the right people who have the power to make-decisions. Surely negotiators need to know each others' expectations of context in order to avoid offence and conflicts considering this difference.

Context has a lot to do also with the time concept. High context people are in general also monochronic time concept representative and task oriented while high context people on the contrary are members of polychronic time system and oriented more toward people. They have a rather different attitude toward time segmenting and for example towards being forced to wait for the partner in order to start the meeting. For the low context negotiators being kept waiting is surely an offence since they have probably renounced all other tasks to complete the one for negotiation with their high context partner. For high context negotiators, time is not so clearly segmented as there are many other things happening all the time. Also being kept waiting may mean that that person is not in a high enough position to negotiate with the person they are waiting for. In order to be able to clarify the situation, negotiators need to clarify the context they are negotiating in.

### **2.11. Hofstede's four cultural dimensions**

In 1970' Hofstede (1991, 1993) conducted an extensive research in multinational IBM - companies. His initial data were gathered from questionnaire surveys with over 116,000 respondents from over 50 different countries around the world - making it the largest organisationally based study ever conducted.

Hofstede (1991, 1993) defines four cultural dimensions: power distance, uncertainty avoidance, individualism-collectivism and masculinity-femininity. Hofstede (1991, 1993) defines also a fifth dimension, Confucian dynamism, but it is left out from the present study as it is considered to refer specially to certain Asian countries which are outside of the interest of this study. The four dimensions include the complete life sphere in the family, at the school, in the workplace, and the state. Hofstede describes these dimensions in a rather extreme way in order to make them clearer to the reader, but he does emphasise that in every culture there can be found elements of all the dimensions. Also inside one culture there may be rather big differences in the referred dimensions.

### 2.11.1. Power distance

Hofstede (1991:28, 1993) defines the power distance as "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally". Power distance measures to what extent a society and its individual members tolerate an unequal distribution of power in the organizations and in the society. The attitudes toward power are very different between the large power distance countries and the small power distance countries. In the large power distance cultures the power is seen as a basic fact of the society. On the contrary in the small power distance cultures the power is questioned, and inequality is considered something undesirable.

Hofstede (1991:26, 1993) has rated the 50 participating countries and 3 regions on the basis of his study according to their power distance index (PDI) in the following way:

<i>Score rank</i>	<i>Country or region</i>	<i>PDI score</i>	<i>Score rank</i>	<i>Country or region</i>	<i>PDI score</i>
1.	Malaysia	104	27/28	South Korea	60
2/3	Guatemala	95	29/30	Iran	58
2/3	Panama	95	29/30	Taiwan	58
4	Philippines	94	31	Spain	57
5/6	Mexico	81	32	Pakistan	55
5/6	Venezuela	81	33	Japan	54
7	Arab countries	80	34	Italy	50
8/9	Equador	78	35/36	Argentina	49
8/9	Indonesia	78	35/36	South Africa	49
10/11	India	77	37	Jamaica	45
10/11	West Africa	77	38	USA	40
12	Yugoslavia	76	39	Canada	39
13	Singapore	74	40	Netherlands	38
14	Brazil	69	41	Australia	36
15/16	France	68	42/44	Costa Rica	35
15/16	Hong Kong	68	42/44	Germany FR	35
17	Colombia	67	42/44	Great Britain	35
18/19	Salvador	66	45	Switzerland	34
18/19	Turkey	66	46	Finland	33
20	Belgium	65	47/48	Norway	31
21/23	East Africa	64	47/48	Sweden	31
21/23	Peru	64	49	Ireland (Republic of)	28
21/23	Thailand	64	50	New Zealand	22
24/25	Chile	63	51	Denmark	18
24/25	Portugal	63	52	Israel	13
26	Uruguay	61	53	Austria	11
27/28	Greece	60			

Hofstede (1991:37, 1993) has listed also some key differences between small and large power distance societies. The listed differences are considered as the general norms, inside the family, at school and in the work place.

<i>Small power distance</i>	<i>Large power distance</i>
Inequalities among people should be minimized There should be, and there is to some extent, interdependence between less and more powerful people	Inequalities among people are both expected and desired Less powerful people should be dependent on the more powerful; in practice, less powerful people are polarized between dependence and counterdependence
Parents treat children as equals Children treat parents as equals Teachers expect initiatives from students in class Teachers are experts who transfer impersonal truths Students treat teachers as equals More educated persons hold less authoritarian values than less educated persons	Parents teach children obedience Children treat parents with respect Teachers are expected to take all initiatives in class Teachers are gurus who transfer personal wisdom Students treat teachers with respect Both more and less educated persons show almost equally authoritarian values
Hierarchy in organizations means an inequality of roles, established for convenience Decentralization is popular Narrow salary range between top and bottom of organization Subordinates expect to be consulted	Hierarchy in organizations reflects the existential inequality between higher-ups and lower-downs Centralization is popular Wide salary range between top and bottom of organization Subordinates expect to be told what to do
The ideal boss is a resourceful democrat Privileges and status symbols are frowned upon	The ideal boss is a benevolent autocrat or good father Privileges and status symbols for managers are both expected and popular

In organizations, power distance influences the relationships between the subordinates and the superiors as well as all the relationships inside and outside the organization. Already before entering into the offices one can clearly observe the power distance inside the organization. In small power distance offices both the directors as well as the other employees are accessible to each other and to outsiders. Physically, this can be seen in open doors and in rather similar offices. Subordinates and superiors consider each other as

equal. In large power distance offices, the secretaries receive the people first and according to the importance of the matter and the position the person has, the secretary either lets or does not let the person to talk with the director. Superior authority has the tendency to be strengthened.

In large power distance organizations, superiors and their subordinates consider each other unequal. Everybody has their own marked place and position as there is a clear hierarchy inside the organization. The power is centralised to few people. The superiors enjoy more privileges and represent a type of parent figure taking care of their subordinates. In small power distance organizations, the superiors and the subordinates consider each other equal and democracy and consultative decision-making level down the hierarchy. The organization structure is rather decentralised. Many may have power to decide, but there also may be an insecurity of who has power over whom.

The power distance also has an impact on the labour unions. In large power distance countries, the labour unions tend to be government-controlled or ideologically-based and involved in politics. The employees' attitudes toward the labour unions may be rather negative. People who join them are considered trouble-makers. In small power distance countries, the labour unions are independent and more oriented toward the practical issues the employees face in their workplace (Hofstede 1991:39). The employees often belong to a union and it is a recommended practice.

Hofstede (1991, 1993) noticed that curiously the language groups and the power distance indexes were parallel. Countries where Romance languages - Spanish, Italian, French, Portuguese - were spoken had high PDI scores. Countries where Germanic languages - German, Dutch, English, Norwegian - were spoken the power distance index was lower. Hofstede suggests that this may be due to the influences of the Roman Empire and the Barbaric rule over these two different regions, respectively. "Germanic languages are spoken either in countries which remained 'barbaric' in Roman days, or in areas once under Roman rule but reconquered by barbarians". (Hofstede 1991:42, 1993) The relationship between language and power distance is an interesting and rather surprising aspect also. The data of the present study does not allow analysis in this aspect.

Hofstede (1991, 1993) also brings out three possible factors influencing power distance differences. The country's geographical situation (latitude) seems to have an impact on power distance. The higher north the country is located the smaller its power distance index. The author does not quite agree with Hofstede's suggestion that the people in warm climates are lazier. Surely hot weather affects a person's physical condition and it is more difficult to work effectively. Conversely, however, it may be that in those warm countries one does not enjoy broad labour benefits. Cold weather does make a person more active at least in trying to keep warm, but it does not necessarily imply that people would work more effectively.

Another possible factor for power distance differences according to Hofstede is the size of the population. Densely inhabited countries are associated with higher PDI. In populous countries the power has to be more centralised to keep the country in order. Bigger group of people creates the need for clearer system since the opinions would be too many in order to let everybody have his/her say. The third predictor for power distance according to Hofstede is national wealth. Better economical possibilities give the people more opportunities to study and travel, for example. Wider view points and more knowledge as well as the possibilities offered by modern technology may level out the differences in power distance.

### **2.11.2. Individualism - Collectivism**

Hofstede (1991, 1993) defines individualism and collectivism as follows.

"Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onwards are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty."

These two dimensions represent opposing poles, but their degree varies between and inside the countries. In individualist societies, individual interests and needs prevail over those of the group. People take care of themselves and their nuclear family. Personal time and freedom, as well as individual achievements are emphasised. Hofstede (1991, 1993) noticed that the country's wealth and the degree of individualism are interrelated. The more individual the country is, the richer it may be. As a rich country it is assumed that the wealth is more or less equally divided to everybody. Individualism is also considered by its own members as superior to collectivism. The present author considers this as ethnocentrism as one normally views his/her own system as the most rational, logical and better than the other systems of which they are not familiar. Certainly the people in collectivist cultures also consider their system the best one. If the "better" is based on the country's wealth and modern technology development surely the individualist countries are more developed in that sense. Individualism emphasises quick results, tasks and practicality as more important than relationships with people.

In collectivist societies, the group and extended family's interests and needs prevail over those of the individual. The group is seen as the basic resource; and loyalty, a sense of personal sacrifice for the community and group achievements are favoured. The in-group (our group) and the out-group ("the other" outside of our group) are clearly separated. The people of the in-group are treated better than those of the out-group. Favours are done and they are also expected to be repaid. The people in collectivist cultures take good care of their own and their in-group's "face". The others should not be disgraced. This is probably the reason why collectivist culture's members do not like to speak out or tell their opinions openly in large groups, especially if somebody in a higher position or somebody from the out-group is present. They are ashamed of telling their opinions. This behavior differs from the general supposition that as often collectivist cultures are countries with a large population, they are considered to be very social and "open". There are a number of factors (e.g. hierarchy, face, context, politeness) influencing on this aspect of speaking in public and on communication in international negotiations in general.

Hofstede (1991:53, 1993) has rated the 50 participating countries and 3 regions on the basis of his study to their individualism (collectivism) (IDV) indexes in the following way:

<i>Score rank</i>	<i>Country or region</i>	<i>IDV score</i>	<i>Score rank</i>	<i>Country or region</i>	<i>IDV score</i>
1	USA	91	28	Turkey	37
2	Australia	90	29	Uruguay	36
3	Great Britain	89	30	Greece	35
4/5	Canada	80	31	Philippines	32
4/5	Netherlands	80	32	Mexico	30
6	New Zealand	79	33/35	East Africa	27
7	Italy	76	33/35	Yugoslavia	27
8	Belgium	75	33/35	Portugal	27
9	Denmark	74	36	Malaysia	26
10/11	Sweden	71	37	Hong Kong	25
10/11	France	71	38	Chile	23
12	Ireland	70	39/41	West Africa	20
	(Republic of)		39/41	Singapore	20
13	Norway	69	39/41	Thailand	20
14	Switzerland	68	42	Salvador	19
15	Germany F.R.	67	43	South Korea	18
16	South Africa	65	44	Taiwan	17
17	Finland	63	45	Peru	16
18	Austria	55	46	Costa Rica	15
19	Israel	54	47/48	Pakistan	14
20	Spain	51	47/48	Indonesia	14
21	India	48	49	Colombia	13
22/23	Japan	46	50	Venezuela	12
22/23	Argentina	46	51	Panama	11
24	Iran	41	52	Equador	8
25	Jamaica	39	53	Guatemala	6
26/27	Brazil	38			
26/27	Arab countries	38			



Hofstede (1991:67, 1993) has listed some key differences between individualist and collectivist societies. The listed differences are considered as the general norms, inside the family, at school and in the work place.

<i>Collectivist</i>	<i>Individualist</i>
People are born into extended families or other ingroups which continue to protect them in exchange for loyalty	Everyone grows up to look after him/herself and his/her immediate (nuclear) family only
Identity is based in the social network to which one belongs	Identity is based in the individual
Children learn to think in terms of 'we'	Children learn to think in terms of 'I'
Harmony should always be maintained and direct confrontations avoided	Speaking one's mind is a characteristic of an honest person
High-context communication	Low-context communication
Trespassing leads to shame and loss of face for self and group	Trespassing leads to guilt and loss of self-respect
Purpose of education is learning how to do	Purpose of education is learning how to learn
Diplomas provide entry to higher status groups	Diplomas increase economic worth and/or self-respect
Relationship employer-employee is perceived in moral terms, like a family link	Relationship employer-employee is a contract supposed to be based on mutual advantage
Hiring and promotion decisions take employees' ingroup into account	Hiring and promotion decisions are supposed to be based on skills and rules only
Management is management of groups	Management is management of individuals
Relationship prevails over task	Task prevails over relationship

Hofstede (1991, 1993) states that the collectivist culture's members do not express their disagreement openly. The author of this study does not agree totally with Hofstede. Hofstede's own culture's frame may influence the picture he gives about the collectivist countries. Also many changes have occurred after Hofstede's study, in both individualist and collectivist countries. Being a member of the collectivist culture does not mean that one does not have his/her own opinions. One can be independent inside the collectivist society, and express disagreement. Extended family does not mean that the family is always together. For example, in Latin America a big group of people are "fighting" for a better education and better position in their workplace. People work very hard and for many hours daily. One does not have time to meet his/her family so very often. And yet, the person still lives according to collectivist values, for example, taking care of a family

member when one is sick. A person's age, education, social class and profession must surely influence the degree and the form of collectivism and individualism.

In the workplace, in the organization, according to Hofstede (1991, 1993) management in individualistic countries manages the individuals. The subordinates are transferred as individuals and if they are offered bonuses they should be tied to individual achievements. In collectivist countries, the management manages groups. The employer does not only employ the person, but takes also into consideration the person's in-group, ethnic group, etc. The employee will act according to the person who belongs to an in-group, which may not always coincide with his or her individual interest. The hiring process in a collectivist society always takes the in-group into account. In the individualistic society family relationships at work are often undesirable as they may lead to nepotism and to a conflict of interest. Organization cultures can anyway to some extent deviate from majority norms and derive a competitive advantage from their originality (Hofstede 1991).

When conducting business in collectivist countries, personal relationships tend to prevail over the tasks. This is very important for the individualist negotiators to know, because without good personal trust relationships business is impossible. The collectivist negotiators do not conduct business with the company or papers with its stamp, but rather with the people. On the contrary, for the individualist business the task is supposed to prevail over personal relationships. It could be assumed that building good personal relationships is too slow for today's business, and that the trust in impersonal papers and the company may be a more effective business system. There is always some degree of ethnocentrism in one's observations and evaluations. The collectivist business style, based on long-lasting relationships, may be a very fast way of conducting business after trust has been established. Also, the individualist business style, leaving emotions outside the business, may be more effective in the short-run, but it may also be more stressful in the long-run as negotiators are also people and need human relationships.

### 2.11.3. Masculinity - femininity

Masculinity measures to what extent the culture values assertiveness, earning money, showing off possessions and caring little for others. Conversely, feminine societies favour nurturing roles, interdependence between people and caring for others (Hofstede 1991). Hofstede (1991, 1993) defines "masculinity pertaining to societies in which social gender roles are clearly distinct, and femininity pertaining to societies in which social gender roles overlap". Sweden and Norway are the most feminine countries. Japan and Austria are the most masculine countries. It is interesting that many feminine countries are situated in the North. Probably the difficult climate forces both women and men to collaborate in order to survive the hard climatic conditions. Hofstede suggests (1991, 1993) that there are historical factors for this dimension. He points to the Viking period (AD 800-1000) in Scandinavia as forcing the women to manage the villages while the men were away. The author of this study agrees with Hofstede on the history's influence the femininity-masculinity, but lacks information to have a strong opinion on this subject.

Hofstede (1991:84, 1993) rates the 50 participating countries and 3 regions on the basis of his study according to their masculinity (MAS) index as follows:

<i>Score rank</i>	<i>Country or region</i>	<i>MAS score</i>	<i>Score rank</i>	<i>Country or region</i>	<i>MAS score</i>
1	Japan	95	28	Singapore	48
2	Austria	79	29	Israel	47
3	Venezuela	73	30/31	Indonesia	46
4/5	Italy	70	30/31	West Africa	46
4/5	Switzerland	70	32/33	Turkey	45
6	Mexico	69	32/33	Taiwan	45
7/8	Ireland	68	34	Panama	44
	(Republic of)		35/36	Iran	43
7/8	Jamaica	68	35/36	France	43
9/10	Great Britain	66	37/38	Spain	42
9/10	Germany FR	66	37/38	Peru	42
11/12	Philippines	64	39	East Africa	41
11/12	Colombia	64	40	Salvador	40
13/14	South Africa	63	41	South Korea	39
13/14	Equador	63	42	Uruguay	38
15	USA	62	43	Guatemala	37
16	Australia	61	44	Thailand	34
17	New Zealand	58	45	Portugal	31
18/19	Greece	57	46	Chile	28
18/19	Hong Kong	57	47	Finland	26
20/21	Argentina	56	48/49	Yugoslavia	21
20/21	India	56	48/49	Costa Rica	21
22	Belgium	54	50	Denmark	16
23	Arab countries	53	51	Netherlands	14
24	Canada	52	52	Norway	8

Hofstede (1991:96, 1993) lists the following key differences between feminine and masculine societies. The listed differences are considered as the general norms, inside the family, at school and in the work place.

<i>Feminine</i>	<i>Masculine</i>
Dominant values in society are caring for others and preservation People and warm relationships are important Everybody is supposed to be modest	Dominant values in society are material success and progress Money and things are important
Both men and women are allowed to be tender and to be concerned with relationships	Men are supposed to be assertive, ambitious, and tough Women are supposed to be tender and to take care of relationships
In the family, both fathers and mothers deal with facts and feelings Both boys and girls are allowed to cry but neither should fight	In the family, fathers deal with facts and mothers with feelings Girls cry, boys don't; boys should fight back when attacked, girls shouldn't fight
Sympathy for the weak Average student is the norm Failing in school is a minor accident Friendliness in teachers appreciated Boys and girls study same subjects Work in order to live Managers use intuition and strive for consensus	Sympathy for the strong Best student is the norm Failing in school is a disaster Brilliance in teachers appreciated Boys and girls study different subjects Live in order to work Managers expected to be decisive and assertive
Stress on equality, solidarity, and quality of work life Resolution of conflicts by compromise and negotiation	Stress on equity, competition among colleagues, and performance Resolution of conflicts by fighting them out

In business negotiations the feminine and masculine negotiators solve conflicts in different ways. The feminine culture emphasises compromising and negotiation. Open and aggressive disagreements tend to be avoided. Empathy for nurturing and the weak are present also in conflict resolutions. Feminine societies also value demographic negotiations. "The weak" (e.g. the less aggressive or assertive negotiators) should also be heard and all the possible opinions discussed and compromised. On the contrary, according to masculine values, conflicts should be resolved with a good verbal fight (Hofstede 1991). The negotiators use assertive and aggressive negotiations styles, and they stress results. Conflict solution negotiations may present opportunities for masculine managers to show how good they are. It can be seen that these two different dimensions create

different negotiation styles. "The hero negotiator" varies according to the degree of masculinity. In masculine organizations, the hero can be "macho", but in feminine organization it could be a good listener and someone who understands situations.

In society, masculinity and femininity are seen, for example, in the equality of women and men to influence important decisions, and have power in high positions. In the Nordic Countries a woman is seen more often in high posts than in Southern Europe. In recent years women's role in working outside the home has changed and continues to change dramatically. Women are participating more actively in the work force also in the feminine societies. The women are considered to be good at public relationships and relationship building. Rosenthal (1988) states that the women are more interpersonally sensitive than men. They also are considered to be more polychronic than the men, being able to be involved in various tasks at the same time. Women's participation in a work force surely influences the family relationships, sizes and the relationship between men and women. Hofstede (1991, 1993) found out that the female managers, in comparison with the male managers held more masculine values than the men.

#### **2.11.4. Uncertainty avoidance**

Hofstede (1991:113, 1993) defines uncertainty avoidance as "the extent to which the members of a culture feel threatened by uncertain or unknown situations". The term uncertainty avoidance has been borrowed from the work of March (1963:118). He noticed that people reacted differently to ambiguous and undefined situations in American organizations. Hofstede found his fourth dimension as a by-product of power distance. He was confused about some of his results. Hofstede had in his study a group of people working under great stress, but the same people anyway wanted the rules to be respected. Hofstede found out that the distinction depended on the person and country reaction differences. The country may strongly avoid uncertainty, but the person in question may not feel the need to avoid the uncertainty. Hofstede emphasises that scholars have to be careful in order not to confuse the individual and society differences. In social sciences this confusion is called ecological fallacy. The present author stresses that it is of utmost

importance to be conscious of individual, regional, linguistic, occupational, organizational, national, international etc. differences influencing the person's and the country's culture when conducting a research of intercultural communication. When the people are studied there is a wide variety of factors influencing behaviour, values and communication.

Hofstede (1991:113, 1993) rates the 50 participating countries and 3 regions on the basis of his study according to their uncertainty avoidance index (UAI):

<i>Score rank</i>	<i>Country or region</i>	<i>UAI score</i>	<i>Score rank</i>	<i>Country or region</i>	<i>UAI score</i>
1	Greece	112	28	Equador	67
2	Portugal	104	29	Germany FR	65
3	Guatemala	101	30	Thailand	64
4	Uruguay	100	31/32	Iran	59
5/6	Belgium	94	31/32	Finland	59
5/6	Salvador	94	33	Switzerland	58
7	Japan	92	34	West Africa	54
8	Yugoslavia	88	35	Netherlands	53
9	Peru	87	36	East Africa	52
10/15	France	86	37	Australia	51
10/15	Chile	86	38	Norway	50
10/15	Spain	86	39/40	South Africa	49
10/15	Costa Rica	86	39/40	New Zealand	49
10/15	Panama	86	41/42	Indonesia	48
10/15	Argentina	86	41/42	Canada	48
16/17	Turkey	85	43	USA	46
16/17	South Korea	85	44	Philippines	44
18	Mexico	82	45	India	40
19	Israel	81	46	Malaysia	36
20	Colombia	80	47/48	Great Britain	35
21/22	Venezuela	76	47/48	Ireland (Republic of)	35
21/22	Brazil	76	49/50	Hong Kong	29
23	Italy	75	49/50	Sweden	29
24/25	Pakistan	70	51	Denmark	23
24/25	Austria	70	52	Jamaica	13
26	Taiwan	69	53	Singapore	8
27	Arab countries	68			

It is seen that the Mediterranean and Latin American countries score high on uncertainty avoidance. The Nordic Countries have a lot less need for avoiding uncertainty. There are rather big differences between Sweden, Denmark and Finland for example. Finland is more similar to German speaking countries than other Nordic Countries in this dimension. Austria, Finland, Germany and Switzerland are stronger uncertainty avoiding countries than Sweden and Denmark.

Hofstede stresses the relation between uncertainty avoidance and anxiety. Anxiety does not have an object. It is a feeling about something which may happen. Great uncertainty creates anxiety, which the cultures tend to avoid with the help of technology, legislation and religion. Strong uncertainty avoiding cultures are, according to Hofstede, anxious and the members of such cultures are expressive, because the raising of the voice, gesticulating and expressing feelings are socially acceptable ways (often not conscious) to reduce anxiety. On the contrary, in the low uncertainty avoiding cultures, emotions are usually not supposed to be shown. People should not behave too noisily or show their aggressions. They have to be internalised. There may be a dangerous result for continuous internalising of the emotions. It can even lead to cardio-vascular disease (Lynn 1981). The people in weak uncertainty avoiding cultures also need to release the stress. One way to do this is periodic excessive drinking. Alcohol in Scandinavia, for example, does not have such long traditions as in Southern Europe for example, as a part of the daily routine of dining. In Spain, wine is as important a staple as the bread or potatoes. The attitude toward alcohol is rather different in high and weak uncertainty avoiding countries, not to mention the religious differences (Catholic, Lutheran, Islam).

Uncertainty can be reduced by laws and rules. In strong uncertainty avoiding cultures they are many. But breaking the rules is also possible. The rules do not only serve as guiding principles of what can and what can not be done, but also as emotional security. If laws are needed, they are used in specific situations, but when not needed one knows that they do exist and consequently feels more relaxed. It is interesting that in weak uncertainty avoiding cultures, the laws and rules may be less than in strong uncertainty avoiding countries. Anyway, certain unwritten rules may be even more seriously respected. It seems that the people themselves feel the need, whether emotional or practical, of behaving in a certain way and they do expect such rules to be respected.

Hofstede (1991:125, 1993) lists the following differences between weak and strong uncertainty avoidance societies. The listed differences are as general norms, inside the family, at school and in the workplace.

<i>Weak uncertainty avoidance</i>	<i>Strong uncertainty avoidance</i>
Uncertainty is a normal feature of life and each day is accepted as it comes	The uncertainty inherent in life is felt as a continuous threat which must be fought
Low stress; subjective feeling of well-being	High stress; subjective feeling of anxiety
Aggression and emotions should not be shown	Aggression and emotions may at proper times and places be ventilated
Comfortable in ambiguous situations and with unfamiliar risks	Acceptance of familiar risks; fear of ambiguous situations and of unfamiliar risks
Lenient rules for children on what is dirty and taboo	Tight rules for children on what is dirty and taboo
What is different, is curious	What is different, is dangerous
Students comfortable with open-ended learning situations and concerned with good discussions	Students comfortable in structured learning situations and concerned with the right answers
Teachers may say 'I don't know'	Teachers supposed to have all the answers
There should not be more rules than is strictly necessary	Emotional need for rules, even if these will never work
Time is a framework for orientation	Time is money
Comfortable feeling when lazy; hard-working only when needed	Emotional need to be busy; inner urge to work hard
Precision and punctuality have to be learned	Precision and punctuality come naturally
Tolerance of deviant and innovative ideas and behavior	Suppression of deviant ideas and behavior; resistance to innovation
Motivation by achievement and esteem or belongingness	Motivation by security and esteem or belongingness

Hofstede (1991, 1993) stresses that uncertainty avoidance is not the same as risk avoidance. Fear and risk are both focused on something specific. Anxiety and uncertainty are both diffuse feelings. Anxiety has no object. In this study the following Hofstede's (1991, 1993) finding is emphasized:

"Even more than reducing risk, uncertainty avoidance leads to reduction of ambiguity. Uncertainty avoiding cultures shun ambiguous situations. People in such cultures look for a structure in their organizations, institutions, and relationships which makes events clearly interpretable and predictable. Paradoxically, they are often prepared to engage in risky behaviour in order to reduce ambiguities, like starting a fight with a potential opponent rather than sitting back and waiting."



Negotiators in a strong uncertainty avoiding culture may need very precise instructions and rules in order to work effectively. They do their utmost to perform their work accurately and correctly. They do not pay much attention to creativity and spontaneity. The job has to be done as the rules order. The representatives of weak uncertainty avoidance cultures perceive work performance totally differently. They do not want to have rigid rules, but space for conducting the negotiations in their own best regarded way. Creativity, spontaneity and originality is rewarded. It is easy to see that the negotiations between the representatives from strong and weak uncertainty avoidance cultures is a possible conflict situation.

Both characteristics have positive results on business. Hofstede (1991, 1993) points out that the weak uncertainty avoiding countries are good at innovation as they are tolerant toward ambiguous, risky and undefined situations. They can have new visions, but they are not necessarily very capable of developing their ideas into real implementations. Strong uncertainty avoidance countries are good at implementation according to Hofstede. The author of this study does agree partly with Hofstede, but this subject needs further careful analysis. In Finnish-Spanish business negotiations there are some other factors influencing innovation and implementation. The relations between weak and strong uncertainty avoidance, and innovation and implementation are not so simple. According to Hofstede, Spain avoids uncertainty rather strongly, but it also has an image of being open to new innovations. Finland is a rather weak uncertainty avoiding country and, according to the author of this study better at implementation than innovation.

### 3. CONTEXT

Collins English Dictionary (1984) defines 'context' as "the conditions and circumstances that are relevant to an event, fact, etc.". In the chapter 2.10. of the present study high and low contexts (Hall 1976, 1984, 1987) were analysed. Hall's two contexts are used in order to clarify the two rather different ways of message transmission in Finnish-Spanish business communication. In this study the word 'context' is also used in a broader meaning. It is the background (country of origin), location (country where the business is conducted) and the circumstances (type of business relations) where the negotiators operate.

#### 3.1. Companies in the study

The sample of the companies is nineteen (19). The criteria for choosing the companies for the study was that the business is done between Finland and Spain. A Finnish [F18] negotiator comments about the Finnish dominance in the paper industry in Spain. He says:

*"No, kyllä tietysti monella, jotka vientiä tai tuontia harrastaa niin ne harrastaa sitä sitten useammastakin maasta. Sen minä tiedän, että puunjalostus alan yrityksillä.. Niillä, jotka ovat puunjalostusyritysten asiakkaita ovat niin niillä ei välttämättä ole monen muun kanssa, koska niitä maita, jotka tänne tuovat niin ne on suurinpiirtein Suomi ja Ruotsi ja joskus Ranska. Niitä maita on kuitenkin niin vähän. Ja Suomihan jo sillä alalla edustaa kolmeakymmentä (30%) prosenttia Espanjan kulutuksesta niin kyllä se tuota.. \*\* Silloin merkitsee, että monet eivät välttämättä vielä ole edes olleet muiden kanssa tekemisissä tai eivät enää ole."*

*("Many of the companies, conduct business, import or export with various countries. If the company conducts business its interest is to do it with various countries. Even though in the paper industry there are not many countries exporting paper. Currently, the countries are only Finland, Sweden and sometimes France. Finland represents about 30% of the Spanish paper consumption. That means that there probably are not many other partners in this sector".)*

The sectors of the companies participating in the study are mainly the paper industry and metal industry, but there are some companies which are in the service industry, batteries and wine and other alcoholic beverage industries. The business relations with Latin American countries are of interest for the present author, but in this study the attention is on the bilateral business relations, not on multilateral ones. Latin America is left for future research.

The business relations are rather different between the companies. Some of them have a direct Finland-Spain relation. Some of the corporations are divided into smaller entities, geographically for example. In South Europe the corporation may have its headquarter in Madrid. In Northern Europe the headquarter may be located in Helsinki. The direct relation may be mostly with the countries near to the geographical headquarter, but the company's main or ultimate responsibility is between Finland and Spain. Finland is anyway in the most cases, in twelve (12), the corporations' headquarters. There are five (5) Spanish, one (1) French and one (1) Swedish headquarter in this research. (See appendix 12).

The size of the companies varies. The size here refers to the size of the particular office where the interviews are conducted, not the size of the whole corporation. The researcher has defined the size in the following way: A small size company is the one employing from one (1) to ten (10) persons. There are eleven (11) small size companies in the study. Medium size company has a staff from eleven (11) to twenty (20) persons. There are four (4) medium size companies in a sample. Big size company employs from twenty-one (21) to fifty (50) people. There are two (2) big size companies in this study. Very big size company employs fifty-one (51) or more people in the company; and there are two (2) very big size companies in this study. (See appendix 15.)

The intensity of the business relation in Finnish-Spanish business is noticed in the interviews. Those, who are in a direct Finland-Spain relation, report more concrete and less superficial observations about the positive and negative aspects in the communication. Those, in a rather distant Finland-Spain business relation (the most business is done for example through and with France) report more general and absolute observations. All these variations in sectors and

different business relations in Finnish-Spanish business ventures are considered to provide a wider and a more diverse picture of the trade between these two countries.

### **3.2. Finland in Europe**

Finland is located in northern Europe, flanked by Norway, Sweden and Russia. The terrain of Finland covers about 340 000 square kilometres. The capital of the country is Helsinki with approximately 1,5 million inhabitants. Finland belonged to Sweden from the Middle Ages until 1809. The country then became a grand duchy of the Russian empire until 1917 when Finland declared its independence and became a republic. From then until the present, the country has remained independent, although it lost territory to the Russians both before and after World War II.

There are approximately 5 million people living in Finland. It functions under a constitutional republic. The head of the state is the president. The current president is Martti Ahtisaari. The head of the government is Prime Minister, Paavo Lipponen, currently. Most of the population is Lutheran. The native languages are Finnish and Swedish.

During the 1980s, Finland's economy expanded at an annual rate of 4 percent, higher than that of most of other countries in Europe. Such affluence led to extensive borrowing at home and abroad and resulted in a high account deficit for the country. Gross domestic product dropped from \$137 in 1990 to \$130 in 1991. It caused an economic slowdown, which also affected trade, with both imports and exports declining. (Hodgetts and Luthans 1994) Finland has a long history of barter trade with Russia. Finland can be considered as a bridge to the East. Finland joined the EU in 1995 with the expectations of smoother trade inside Europe, better incomes, lower taxes and lower prices. There are various opinions about whether these objectives have been reached.

Nearly two-thirds of the country is covered by forests. Wood is the most important raw material. Paper and forest products are the mainstay of the economy. Finland has large metal, engineering, chemical, food processing, and textile industries. Finland is famous for its high-tech products and high-quality engineering.

The main ten (10) export products from Finland to Spain 1996 were the following (Source: Spanish National Board of Customs 1997):

<u>Product</u>	<u>1000fmk/value</u>	<u>Share 100%</u>
Paper, paperboard and articles	2066114	51,9%
Telecom. and sound recording	464844	11,7%
General industrial machinery	157939	4,0%
Textile yarn, fabrics	124866	3,1%
Electronic machinery and parts	120649	3,0%
Iron and steel	79238	2,0%
Power generating machinery	75586	1,9%
Cork and wood	70796	1,8%
Wood and cork manufactures	68915	1,7%

### **3.3. Spain in Europe**

Spain is located in south-west of Europe, on the Iberian Peninsula. It is flanked with France, Portugal, Morocco and Italy. The capital of the country is Madrid with approximately 5 million inhabitants. A great part of Spain was in the possession of the Arabs from 711 until 1492. The Arab influence is seen in Spanish vocabulary, in architecture, and in its people. Until 1975 Spain was rather a closed country. The country was ruled with a dictator's hold by General Francisco Paulino Hermenegildo Teódulo Franco Bahamonde (1892-1975) whose aim was to keep and make Spain as Spanish as possible. All foreign influences were forbidden. It is difficult to remember that today's liberal and unprejudiced Spain was still until 1975 a strictly closed country.

Spain has a population of approximately 40 million. Most of the population is Catholic. The native language is Spanish, but Catalan, Basque and Gallego are official languages in their respective communities. The country is formed by 17 autonomous communities which have their own traditions and customs. The country is divided also economically into various regions. In Catalonia the main income is derived from the textile, chemical and electronic industry. In the Basque region, the main industry is metal industry and banking business. In Asturias, the majority of the industry is concentrated around mining. In Galicia, it is the fish processing industry, and in Madrid along with trade, there is the food manufacturing industry and electronics. In the south, in Andalusia the main industry is agriculture. Tourism mainly on the Mediterranean coast, Balears and Canary Islands, forms the main income in Spain. (Pitkänen 1996)

The gross national product is about \$360 billion. The country was one of the most underdeveloped countries in Western Europe until it joined EU in 1986. Currently it is an industrialised country whose economy relies on trade, manufacturing, and agriculture. Spain is "Europeanising" and at the same time many old customs such as 'siesta', local daily schedules, closing the stores during the summer, etc. are disappearing.

Spain functions under a constitutional monarchy, which was adopted in 1078. The king is the head of state and commander-in-chief of the armed forces. The present king of Spain is Juan Carlos I. The legislative power rests in a bicameral parliament consisting of a Congress of Deputies and a Senate. (Hodgetts and Luthans 1994) The President of the country is José Maria Aznar of the Popular Party (PP, Partido Popular de España). (Hodgetts & Luthans 1994)

Spain's history in international trade is not long. Tourism, machinery, fruit and wine products, and chemicals are the mainstay of the economy. Most people work in the service sector. The main ten (10) export products from Spain to Finland in 1996 were the following products (Source: Spanish National Board of Customs 1997):

<u>Product</u>	<u>1000fmk/value</u>	<u>Share 100%</u>
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Machinery, transport eq.	707249	36%
Food and live animals	425210	21,7%
Basic manufactures	423066	21,6%
Vegetables and fruit	389109	19,9%
Road vehicles	245662	12,5%
Chemicals and related pr.	142071	7,3%
Other transport equip.	141932	7,2%
Miscellaneous manufact. artic.	125717	6,4%
Electric machinery and parts	113374	5,8%
general industrial machinery	79178	4,0%

### 3.3.1. The country of the negotiation and Spain as a market

The Finnish and the Spanish negotiators are in different situations as far as their need for language and intercultural skills (intercultural adaptation, sensitivity, flexibility, tolerance, ...). are considered. The negotiations are mainly conducted in Madrid. Both the Finnish and the Spanish negotiators, as they are negotiating with each other, are in one sense on foreign ground. Their partner is a from another culture and that leads both partners in an intercultural (organizational) setting. The Spanish negotiators are in any case, in their own country. They are on familiar ground when they leave their offices after the work day and in many aspects for which the Spanish cultures influence business life in Madrid. Also, the clients in Spain are normally Spanish. The common language with them is Spanish. The Spanish negotiators' Finnish relations are their Finnish colleagues in their offices, often the president of the headquarters are Finnish. The situation is different for the Finnish negotiators as they are in a foreign country under foreign laws and business procedures. The product anyway is in the most cases Finnish: wood, metal, paper, etc. The negotiation setting naturally affects the opinions and points of views of the negotiators. Also, the country of the negotiation influences the interest in and need for intercultural communication training.

Few Finnish negotiators were asked about their opinion of Spain as a market. Obviously this question is directed to the Finnish negotiators as in the majority of the cases the company where

the interviews were done are subsidiaries of Finnish headquarters. To the Spanish the question is not about the country as the market, but what it is to conduct business in Spain with Finnish negotiators. The following three (3) [F18, F25, F26] Finnish negotiators' opinions are considered to be the most representative about the Spain as a market. Rather opposing point of views arose from their replies.

[F18]:

*"Kyllä. Suomalaiset eivät osaa espanjaa. Täällä pitää osata espanjaa ja sitten kaikki "Latino kulttuuria" pelätään ja historiallisesti ja ehkä tälläkin hetkellä sen rakenne on vielä toisenkaltainen kuin Keski-Euroopan ja Pohjois-Euroopan maissa. Talouselämän kustannusrakenne on toisenlainen. Hyväksytään korkeateknologinen, kallis suomalainen tuote niinkuin usein on. ....Niitä ei ole niin helppo aina myydä tänne ja joudutaan kaikkiin. Hinnan kanssa joudutaan suurempiin ongelmiin. Sitten kaikki maksutavat ja muut sellaiset. Ne ovat erilaisia. Ja sitten tunnetusti Etelä-Euroopassa moninkertaisemmat maksuajat kuin Pohjoismaissa. ....Suomessa oli 24 vrk ja Espanjassa 73 vrk tai 77 vrk maksuaikojen kestot. Tällaisia moninkertaisia eroja kun on niin ei suomalaiset ole tottuneet sellaisiin. Suomessahan on Euroopan lyhyin tai ehkä koko maailman lyhyin maksuaika.*

*("Yes. The Finns can't speak Spanish. Here you need to speak Spanish. Also the Finns are afraid of 'Latino culture'. Historically and also currently the economical structure of Spain is quite different from Central European and North European countries. The Finnish high-tech products are often accepted here. They are not always so very easy to sell here. The problem is the price. Also the forms and the terms of payment are different. The amortization period is quite different in South-Europe and in Nordic Countries. ....In Finland it is 24 days and in Spain it is 73 or 77 days. The Finns are not used to such a big differences. In Finland the amortization period is one of the shortest in Europe or in the whole world.")*

[F25]:

*"Jos nyt ajatellaan Espanja-Portugali markkinaa. Se on neljänneksi suurin markkina koko tälle XX ryhmälle. Eli maailmanlaajuisesti. Se on Englanti, Saksa, Ranska ja sitten Espanja. ....Strategisessa mielessä Espanja on tärkeä."*

*("If we consider this Spain-Portugal market. It is the fourth most important market for this whole XX group. World-wide. It is England, Germany, France and then Spain. ....In a strategic sense Spain is very important.")*



[F26]:

*"Kommunikaatiotavoiltaan se on erittäin helppo. Ihmiset ottaa erittäin mielellään vastaan. Joustavuuden merkeissä, mistä puhuttiin. Sinä voit sopia, minähän en esimerkiksi ikinä sovi tarkkoja tapaamisaikoja. Siinä on jo se joustavuus jo. ....mitä minä olen kuullut, jossakin Saksassa, ehkä se on semmoista, että sovitaan palaveri kymmenestä puoli yhteentoista (10.00-10.30) ja se aloitetaan ja se lopetetaan. Käytännössä ehkä käy niin, että siinä palaverissa ainoastaan ratkaistaan, että milloin pidetään seuraava palaveri. ....Toinen erittäin hyvä eri käsitys on se mitä usein Suomessa, että Espanja on joku 'mañana maa'. Suomi on paljon enemmän 'mañana maa' kuin Espanja. Kerran Espanjassa sanotaan, että "mañana". Se mañana voi olla viikon päästä tai kuukauden päästä, mutta se kuitenkin tapahtuu suht' koht' lyhyessä ajassa. Suomessa ei puhuta 'mañanasta'. Suomessa sanotaan, että ok 5 viikon päästä. Mutta viiden viikon päästä sanotaan, että ok. Se ei onnistunutkaan, että kolmen viikon päästä."*

*("For its communication practices it is very easy. The people receive you with a great pleasure, in a spirit of flexibility, about what we talked already., I for example never put any exact appointment times. In this you can see the flexibility already. ....I have heard that in Germany they fix the meeting from ten to half past ten o'clock; and they start it and they finish it on time. Probably they practically only agree in that meeting when they are going to have an other meeting. ....In Finland there is an idea that Spain is a some kind of 'mañana country'. Finland is a lot more of a 'mañana country' than Spain. In Spain 'mañana' means in a week or month time, but anyway the thing gets solved during that time. In Finland they probably do not talk about 'mañana', but they say that -OK - after five weeks. But after five weeks they say that they couldn't do it anyway, after three weeks then.")*

These three persons have different opinions about Spain as a market place. The negotiator [F18] has been ten months in his current position as a director in consulting Finnish companies. His company is currently a governmental organization. He gives information mainly to the Finnish companies, but also to the Spanish companies about Finland and about Finnish business practices, for example. He has worked six years in Barcelona in an other company. He has a rather global idea of the Finnish companies in Spain, but his information is mostly based on the problems the Finnish companies meet in Spain as problem situations are his field of activities. This background can explain to some extent, his opinion. In any case, this negotiator's attitude towards Spain is positive. He thinks that as the countries and their business systems are rather different it is not easy for neither countries to adapt to each other's business systems. It is possible anyway.

The Finnish negotiator's [F25] opinion is based on a clear agreed manner upon which the company functions. This person during the whole interview makes it clear that their company functions very well. "*No problems*", is his main message. In this question - Spain as a market - he sticks to the statistical data of how important a market Spain is to their company. This person has a long history in different countries in the same big corporation. It is assumed that this person's professional history is strongly tied to the very same company for which he has been working. Currently the market (culture) he talks about is the organizational culture, which seems to be rather strong and clear. This negotiator uses the word 'Bible' for the common set of rules agreed in his company operations. According to this 'Bible' all the company functions are done, and with "no problems", as he reports.

Negotiator number [F26] is half Finnish and half Spanish. He has been living in Spain since the age of eight. His point of view about Spain as a market place is rather positive. He thinks that the Finns are not as flexible as the Spanish. He knows how to conduct business in Spain as he has opened his business alone. He started as "a rucksack man", as he himself mentions. He is too humble, because he has a long practical and academic history in business and management. His

The sectors of the companies participating in the study are mainly the paper industry and metal industry, but there are some companies which are in the service industry, batteries and wine and other alcoholic beverage industries. The business relations with Latin American countries are of interest for the present author, but in this study the attention is on the bilateral business relations, not on multilateral ones. Latin America is left for future research.

The business relations are rather different between the companies. Some of them have a direct Finland-Spain relation. Some of the corporations are divided into smaller entities, geographically for example. In South Europe the corporation may have its headquarter in Madrid. In Northern Europe the headquarter may be located in Helsinki. The direct relation may be mostly with the countries near to the geographical headquarter, but the company's main or ultimate responsibility is between Finland and Spain. Finland is anyway in the most cases, in twelve (12), the corporations' headquarters. There are five (5) Spanish, one (1) French and one (1) Swedish headquarter in this research. (See appendix 12).

The size of the companies varies. The size here refers to the size of the particular office where the interviews are conducted, not the size of the whole corporation. The researcher has defined the size in the following way: A small size company is the one employing from one (1) to ten (10) persons. There are eleven (11) small size companies in the study. Medium size company has a staff from eleven (11) to twenty (20) persons. There are four (4) medium size companies in a sample. Big size company employs from twenty-one (21) to fifty (50) people. There are two (2) big size companies in this study. Very big size company employs fifty-one (51) or more people in the company; and there are two (2) very big size companies in this study. (See appendix 15.)

The intensity of the business relation in Finnish-Spanish business is noticed in the interviews. Those, who are in a direct Finland-Spain relation, report more concrete and less superficial observations about the positive and negative aspects in the communication. Those, in a rather distant Finland-Spain business relation (the most business is done for example through and with France) report more general and absolute observations. All these variations in sectors and

#### 4. RESEARCH QUESTIONS

The research is a survey and descriptive by nature. No similar research has been conducted in Finland on Finnish-Spanish business negotiation from the point of view of intercultural communication before. The study aims to explore the positive and negative e.g. facilitating and complicating factors in Finnish-Spanish business relations. Also the influence of the national culture on communication in business negotiations is examined. These factors influenced the decision that the research hypotheses were not formulated but rather built upon research questions.

Through formulated research questions the study aims to reveal the influence of the participants' national culture on business negotiations. The study proposes to reveal whether the negotiators' expectations (derived from their perceptions) of effective and successful business negotiations as well as of the qualities of a good negotiator are similar. If the negotiators' expectations are very different they are considered to be struggling to attain different goals, and successful negotiations are difficult to achieve. If their expectations are at least somewhat similar it can be supposed that the negotiators are working for common goals in their business relations. Successful negotiations and common goals are supposed to result in more trade between Finland and Spain and mutually satisfactory business relations. By interviewing the negotiators and conducting this study the present author intends to provide more insights and knowledge on the problem areas as well as the differences and similarities in the field of intercultural organizational communication, especially in Finnish-Spanish business negotiations. The following research questions were formulated:

- 4.1. How do the Finnish and Spanish interviewees perceive themselves as negotiators?
- 4.2. How do the Finnish and Spanish interviewees perceive "the other" as negotiators?
- 4.3. How do the Finnish and Spanish interviewees perceive the meetings and negotiations?

4.4. How do the Finnish and Spanish interviewees perceive the negotiations by telephone, fax and e-mail?

## 5. RESEARCH METHODS

The method of this study is qualitative, and the technique is a semi-structured topic interview. Cassell & Symon (1994:10) define the technique as "specific ways of gathering data". The qualitative approach was chosen, because the author of this study considers it as the most appropriate and sensitive in trying to understand the individual negotiators' experiences and opinions in the organizational context. "Qualitative techniques emerge from phenomenological and interpretative paradigms. Typically, the emphasis is on constructivist approaches where there is no clear-cut objectivity or reality" (Cassell & Symon 1994:2). In qualitative research, the theory is not generated from testing the hypothesis as it is in positivist (quantitative) researches, but from the collected data.

This study is a survey and descriptive by nature. The objective of the study is to find and reveal new aspects in intercultural organizational communication, more specifically in Finnish-Spanish business negotiations. In the planning process of the study there are certain expectations and hypotheses about probable research findings, but the study is characterised partly with openness and respect toward the outcome. The study nor the outcome are not forced into rigid numbers or congruent results. "A qualitative research strategy is inductive.... Qualitative design begins with specific observations and builds toward general patterns." (Patton 1989:40) After defining the target group, the research interest and plan, "what is important is not determined by the researcher" (Hirsjärvi & Remes & Sajavaara 1997:165).

There is a long-term preparation and relationship building before conducting the research itself. For this present study relationships or just some superficial contacts were maintained in order to know the target group and to be even a somewhat known person for it/them. The present author has been immersed in the target group (Spanish culture and organizations) speaking its language, working, studying and living in it during the last ten years. Without these previous contacts and immersion in the participants' (negotiators') country this research would not have been possible.

The relationship between the researcher and the negotiator is very important in this study as it is in qualitative research in general. The interviewed negotiators (the target group) could be described as participants, collaborators and experts of the study, not just as objects nor as subjects. A qualitative researcher interacts with the participants in their own language and very much on their own terms. The researcher has to be sensitive enough not to make the participants feel uneasy. Some themes asked in the interviews may be difficult or the participants may be high-status persons. The researcher has to use all his/her capacities in order to create trust and respect during the interview and during the contacts taken for the research. According to Cassell & Symon (1994:6) the researcher is seen as a craftsperson who is skilled not just in the details of the research itself but also in his/her interpersonal skills to interact with the participants.

Hirsjärvi & Remes & Sajavaara (1997:165, translated by Vaahterikko) list the following seven characteristics of a qualitative research.

1. The research is by nature holistic and the data is collected in a naturalistic settings.
2. The person is preferred as the instrument of data gathering. The researcher trusts more on his/her own observations and discussions with the participants than data gathered by the measuring instruments.
3. The analysis is done inductively. The researcher aims to reveal unexpected issues.
4. The use of qualitative methods in data gathering process. The preferred methods are those through which the point of views and the "voice" of the participants may stand out. The methods are for example theme interview, observation, group interview etc.
5. The target group (participants) are chosen carefully and purposefully.
6. The research plan is modified according to the progression of the research.
7. The cases are studied as unique and the data is analysed according to that.

The present author agrees with the above mentioned factors. They show realistically the nature of qualitative research. "Qualitative methods are frequently more interactive, more intensive and involve a longer-term commitment" (Cassell & Symon 1994). The aim of qualitative research is often to produce totally new information where the participants'

"voice" is clearly heard; surprising to the researcher her/himself. The present author wants to clarify the second factor which may easily lead to the overestimation of the researcher's observations. The participants and their opinions are very important. The researcher makes great efforts in order to facilitate the participants to provide all the possible and appropriate information necessary for the study.

Qualitative research is characterised by flexibility and continuous modification in the research process.

"Many qualitative methods allow the researcher to change the nature of his or her intervention as the research develops in response to the changing nature of the context.... The fact that we are working in a complex situations means we can not define exactly what we are interested in or how to explore the issue at the outset" (Cassell & Symon 1994:4).

This does not mean that it is not structured at all. The research has a basic main structure which is the base or the main thread throughout the study. It could also be called a strategy, a plan of action. "A strategy provides basic direction. It permits seemingly isolated activities to fit together." (Patton 1989:39) In any case, important aspects always appear which can be included in the research. This can be considered as an enriching factor. The study is not limited to the first choices and plans of the researcher, but it can be modified according to the data. For the researcher, this demands a very careful and constant choice between the aspects which enrich and provide new information, and between those which do not provide interesting, new or accurate information.

Flexibility and modification also includes hypothesis building. "In qualitative research there are not always hypothesis or they are kind of a hypothesis which express the researcher's expectations of the results." For descriptive and survey researchers the hypothesis are not set (Hirsjärvi & Remes & Sajavaara 1997:158).



### 5.1. Qualitative research interview

Cassell & Symon (1994:19) state the following about the importance of creating a qualitative research interview guide. It can be adapted into the qualitative interview research process itself.

"The development of the interview guide does not end at the start of the first interview. It may be modified through use: adding probes or even whole topics which had originally not been included, but have emerged spontaneously in interviews; dropping or reformulating those which are incomprehensible to participants or consistently fail to elicit responses in any way relevant to the research question(s)."

The qualitative research interview is like the general term for the type of interviews used in qualitative research. The semi-structured interview is the technique with which the data was gathered in this study. The purpose of the semi-structured interview is, neither during the interviewing process, nor in the analysing process, to acquire quantifiable responses. "The goal of any qualitative research interview is therefore to see the research topic from the perspective of the interviewee, and to understand how and why he or she comes to have this particular perspective" (King 1994:14). The relationship between the interviewer and the interviewee is very important. It is a rather delicate matter to be able to create trust and a mutually interesting relationship during the interview. The interviewees should also be assured of confidentiality. It is not only important to have participants, but also to have accurate responses and create an interest for future contact and co-operation between the interviewer and the interviewees.

King (1994:16) defines five specific situations when qualitative research is most appropriate:

1. Where a study is focused on the meaning of particular phenomena to the participants.
2. Where individual perceptions of processes within a social unit are to be studied prospectively, using a series of interviews.
3. Where individual historical accounts are required of how a particular phenomenon developed.
4. Where exploratory work is required before quantitative study can be carried out.

5. Where a quantitative study has been carried out, and qualitative data are required to validate particular measures.

This study is considered to be representative of the second situation which King suggests. In this study the negotiator's perception of processes in intercultural organizational context, Finnish-Spanish, is analysed through semi-structured interviews.

## **5.2. The data collecting process in this study**

As mentioned in the previous chapter, the methodological approach in this study is qualitative and interpretative. The target group is a group of individuals, the Finnish and Spanish negotiators in an international negotiation context. The research data is collected mainly by interviewing the negotiators. The data collecting process was done in Spain, in Madrid. The interviews are semi-structured by nature (see appendix 4). There are structured questions addressed to every negotiator about their background, about their company, about their perception of the Finnish and Spanish negotiators and of the negotiations. The negotiators were also encouraged to report their own experiences and aspects in Finnish-Spanish communication they considered important. The interviews were planned consciously to be very open. There is a reason in doing so. During more than ten (10) years of temporary living in Spain the present author has obtained certain expectations (observations) for example, about the differences in time concept, hierarchy, context (low and high), and individualism-collectivism in Finnish-Spanish communication in their negotiations. The aim of the semi-structured, open interviews was to check without directing the negotiators toward a certain topic, whether similar expectations (observations) were also reported by the negotiators, and so confirm the importance of the aspect in Finnish-Spanish communication in the negotiations. Surely the negotiators also commented various aspects which the present author had not observed. When these aspects were commented by a considerable number of negotiators they are considered significant aspects in Finnish-Spanish communication in their negotiations.

The interviews were conducted in Finnish with the Finnish negotiators and in Spanish with the Spanish negotiators. There is one (1) negotiator [S1] who is of Finnish origin and

has even a Finnish name, but he has lived all his life in Spain. That is why he felt more comfortable talking in Spanish. The interview is conducted in Spanish with him. In one (1) case two (2) negotiators [S11, S12] were interviewed at the same time. In two (2) cases [S20, S21] the questionnaires are used, but it was noted that the questionnaire does not provide enough information needed in this study. The interviews are recorded person by person. The information from the interviews is written person by person, question by question and topic by topic into the research data. The data collected from the interviews and questionnaires forms together with the intercultural organizational communication theory the basis of this study.

There were no problems in recording the interviews. Nobody refused the use of microphone and tape recorder. On the contrary, the negotiators understood them as time-saving devices. It is observed that the microphone and tape recorder seemed to have positive impact on the negotiators who took the interviews more seriously. The microphone and tape recorder seemed to create an atmosphere of "being an important and famous person". Taping the interviews may have influenced negotiators' responses. They may be more positive, but it is probably the case in any interview where the respondent's capacities may appear.

The interviews were a forum for interesting opinions and exchange of experiences. Negotiators liked to talk about their experiences and work. A conscious effort was made in showing that the negotiators are the experts in the field of international business, even in intercultural communication. Surely the negotiators were given the more active role, and both the negotiators and the present author learnt new things. It was very rewarding to observe that the negotiators enjoyed being interviewed. In some cases the interview helped them to clarify their thoughts on a particular topic. Conducting the last seven interviews in 1997, the present author heard from one negotiator that one of the companies she had interviewed about 1,5 years before was already preparing some intercultural communication training.

With the help of Spanish Embassy's (in Helsinki) list of Finnish subsidiaries in Madrid, the first contact was taken with the companies targeted in the sample. The companies were

selected carefully. They had to be either Finnish headquarters' Finnish subsidiaries or Spanish headquarters having business relations with Finland. The main criterion in recruiting people for the interviews was that the Finnish negotiators conducted business with the Spanish negotiators, and the Spanish negotiators with the Finnish. The companies had to be situated in Madrid or in its surroundings.

The company was called, the researcher and the study presented, and the director engaged with the business to Finland was asked to be contacted (see the appendix 3.). At this stage, the decisive factor is whether the secretary "opens you the door" to the director. That is why the preparation for the first telephone contact is very important. When it was possible to talk with "the key" person - the negotiator the interview was to be conducted with - the research was once again presented for her/him. The research plan was offered to be sent by fax (See appendices 1-2.) to the director and one more telephone call to be made a bit later in order to concrete the interview date. Nearly all of the directors did have time for the interview. One further telephone call was done in order to confirm when exactly the director could be interviewed.

Every interview lasted about an hour. The majority of the interviews were interesting situations. One of the interviews was a bit confusing as the directors received the present author as a journalist whom they had to assure that their company was doing well. This interview situation was somewhat aggressive and in the beginning there were some confusions. Later on the confusions were clarified and the interview atmosphere became more positive.

The directors appeared unfamiliar with the term 'intercultural communication'. Probably the confusion in the concept 'communication' derives from the differences in terminology used in Spain and in Finland. In Spain (in universities and other institutes and in society in general) the term 'communication' is understood as 'mass communication'. That was why this research was, at the start, often received as journalistic in nature. This was, however, rectified with an explanation of 'intercultural communication' in this particular field and the aims of the research was explained carefully to the negotiators. This kind of confusions of defining the terminology occurs between different countries. Also the fact that the

negotiators are used to dealing with numbers and technical matters, not with the interpersonal issues, confused them in some cases.

### **5.3. Analysis of the interviews**

The two main themes aimed to analyse in this study are: 1) The positive and negative characteristics the negotiators perceive in themselves and in “the other“. 2) How do the negotiators perceive the meetings/negotiations. In order to examine these aspects the negotiators were asked to report the positive and negative characteristics of the Finnish and Spanish negotiators; and the differences and similarities the negotiators observe in the way Finnish and Spanish negotiate. More specifically the differences in Finnish-Spanish negotiation (communication) by telephone, fax, e-mail and in face-to-face meetings were also asked. It seemed that the most important factor was not whether there were differences or similarities in communicating through these, let’s call them “mediated communication channels“, but why a certain communication channel was selected. There seemed to be various reason, such as: costs, the level of familiarity and intensity of the business relation, and the context (high and low according to Hall) seemed to have a very important influence. In the analysing stage of the research the impact of context appeared to be one of the most important and interesting factors influencing communication channel selection. That is why high and low contexts are studied some more carefully (see the chapters 6.3.5. and 6.3.5.1.).

Also the focus on the aspect of language was changed during the process of analysis. Language was initially considered to be included only in order to know in which language the Finnish-Spanish negotiations are conducted. Nearly all the negotiators commented the importance of language, its relation to culture, and some of them commented about the silence. That is why these aspects were included into the research. This kind of modifications of the focus of analysis are very typical when conducting a qualitative research (see the chapter 5).

The data obtained from the interviews was first written as such into twenty-five (25) files person by person (negotiator by negotiator). These files form the whole data which is

called an interview diary. Then the answers to the questions asked in the interviews were gathered from the interview diary and written down into different files question by question (for example: Spanish describe the positive characteristics of the Finnish negotiators, Finns describe the negative characteristics of the Spanish negotiators, etc.). During the analysis process the opinions were carefully classified according to the negotiators reporting them. As this study does not aim to limit the results only into the questions made by the interviewee, the negotiators were encouraged to report the aspects they considered important in Finnish-Spanish communication in the negotiations. These aspects were gathered from the interview diary and classified into different files: topic by topic. These aspects are rather significant. For example, it was productive to hear about the different kind of relationships existing between Finnish and Spanish negotiators. The interviewed emphasized that the intensity and length of the business relation has an important influence on how the communication proceeds and what are the results of the negotiations.

To describe better the data analysis process, an example of analysis process of one interview is presented. The interview conducted with the Spanish negotiator [S3] was tape-recorded in a cassette. Then it was written down as such into a file named by this person (negotiator). This file is one of the twenty-five (25) files forming an interview diary, which is all the data obtained from the interviews. From this file all the data for the study provided by this negotiator is gathered according to the questions and themes wished to analyse and describe the Finnish-Spanish communication in negotiations.

In order to place the information searched and obtained into a certain theory frame for the analysis, rather traditional theories in the field of intercultural organizational communication were selected. The present author departs from the assumption that the Finnish-Spanish communication in negotiations is influenced by their national cultures: Finnish and Spanish; as well as their experiences in business and their contacts with other cultures (See Bouchet 1995 in a page 6). That is why Adler's, Hall's, Hofstede's and Kluckhohn & Stroedbeck's often referred theories on intercultural organizational communication were chosen as a framework for the research. These theories bring out some important main aspects in intercultural communication: culture's impact on

behavior, time concept (M and P-time concepts; past, present and future orientation) context (low and high) power distance individualism-collectivism, masculinity-femininity, uncertainty avoidance).

Spanish negotiator [S3] was asked the same questions directed to everyone about his background, his company and about his perception of the Finnish and Spanish negotiators and their negotiations. This person also describes in a rather detailed way about bilingualism and the relationship between the language and culture. He is married to a French woman and their two daughters are bilingual. Surely his experiences guide his opinions. He also reports that there are differences: in timetables, in conducting negotiations/meetings, in socializing, in drinking habits (alcohol) and in climate between Finland and Spain. All these opinions derive from his own personal experiences, observations and interpretations during the time he has been negotiating with the Finns. The negotiator was given a freedom to describe his experiences. The information he provides is significant. It is placed and analysed in different files according to the themes. Bilingualism and the relationship between the language and culture are analysed in the language chapter. Differences in time tables is analysed in the time concept chapter. Etc. Many of the negotiator's described aspects could be examined with the help of the theory framework selected for the study, but there are aspects which were difficult to analyse. Those aspects are often separate opinions, however important. These aspects are mentioned in different chapters in the study, but they are not analysed more profoundly.

When writing the interviews the emphasis is on the content. It is not of interest in this study to write the interviewed negotiators' responses slavishly word by word. Neither the pauses or other paralinguistic or non-verbal properties (only the laugh is marked with \*\*) of the data are written down in the interview diary. This research is not linguistic by nature. The main interest is in the content itself; the opinions of the negotiators. The language the interviewed use is rather informal and vivid. This informal and vivid language is written into the data as such, and it is seen in the quotations in the body of the text. The negotiators' responses are translated into English. Surely the translations "weaken" the meaning of the original responses. The original and the translated versions

are both expressed in this study. For those who master both Finnish and Spanish the study may be somewhat clearer and more interesting.

The recorded interviews were listened to many times, and the written interviews were read through all the time during the process of analysis. The researcher has to be very familiar with his/her data. A continuous reading of the data was used in order to let "unexpected information" appear. The present author tried continuously to observe the data as an outsider. Notwithstanding, subjectivity is very much present in the data gathering process as well as in the analysis stage in this study, as it is generally in qualitative research.

There is a difference in exposing the data. Three different parts can be defined: 1) negotiators' perceptions about themselves and the other. 2) Negotiators' perceptions about the meetings and negotiations. 3) Negotiators' own experiences in Finnish-Spanish business. The participants' reported positive and negative characteristics of Finnish and Spanish negotiators are shown and treated in a rather structured way. Positive and negative characteristics were asked to every negotiator. Even the questions were open, it was possible to count and compare the most frequent answers. Also the difference between Finnish and Spanish participants' perceptions is exposed more separately in the first (1) part than in the second (2). Negotiators' perceptions of the meetings and negotiations were expected to be more diverse. That is why the most frequent opinions are not counted or presented in a very structured way, but only presented and so considered to give some insight about Finnish-Spanish negotiations. In the third (3) part the negotiators were given freedom to report issues about the meetings what they considered important. That is why these aspects of the intercultural dimensions of Finnish-Spanish business negotiations are more of a survey type. There is a difficulty in exposing the results into categories or graphics, as in the extreme case each negotiator may report about a different aspect of Finnish-Spanish communication in negotiations. In any case the reported aspects are valuable data in revealing the variety of factors influencing in Finnish-Spanish business.

There is one more part in this study in which Finnish and Spanish negotiators' perception are compared together and analysed from the point of view of perceived and non-perceived similarities and differences. The analysed data is the same as along the whole study, but now it is (collected all together) analysed differently and rather independently



from the theory framework selected in this study. Negotiators' perceptions are first gathered together. They are classified into five (5) different aspects influencing the communication in Finnish-Spanish negotiations. These five aspects are: 1) general personality aspects, 2) general social aspects, 3) general educational aspects, 4) company policy, 5) behavior in the meetings/negotiations. This classification is done after collecting the data and after analysing it according to the theory framework chosen for this research. This means that the questions in the interviews were not directed according to these five aspects, but they are more as an outcome of this present study. The five (5) classified aspects facilitate to see that the negotiators' reported perceptions are not features describing directly the negotiators or negotiations, but they are more general cultural aspects influencing the negotiators' behavior as well as the negotiations. The negotiators' perceptions are analysed as aspects influencing the Finnish-Spanish negotiations in general, not as separate perceptions about negotiators and negotiations.

The perceived and non-perceived similarities and differences are analysed in a following way. First, all the descriptions the negotiators gave about each other as negotiators and about the negotiations, are gathered together from the interview diary (part of them are in the appendices 18-25). The descriptions are investigated according to the five aspects influencing the Finnish-Spanish negotiations. The descriptions are not analysed topic by topic, but by comparing the similarities and differences in perceptions according to the five aspects. The following positive and negative perceptions are listed:

- Finnish describe the Finnish negotiators' positive aspects
- Finnish describe the Spanish negotiators' positive aspects
- Spanish describe the Finnish negotiators' positive aspects
- Spanish describe the Spanish negotiators' positive aspects
- Finnish describe the Finnish negotiators' negative aspects
- Finnish describe the Spanish negotiators' negative aspects
- Spanish describe the Finnish negotiators' negative aspects
- Spanish describe the Spanish negotiators' negative aspects

Each of these descriptions are divided into the five abovementioned aspects influencing negotiations (see the chapter 6.3.7). The classification of these five aspects is present all along this analysis process. Next stage in the process of analysis was to classify the

perceived and non-perceived similarities and differences (see the chapter 7.4) described by Finnish and Spanish negotiators.

This process of analysis was very interesting and productive. Especially the non-perceived differences of Finnish and Spanish negotiations are really demonstrative in detecting how differently Finnish and Spanish negotiators perceive the positive and negative aspects in negotiating. These aspects are not seen easily at first glance, but they are picked up through a careful analysis. The analysis illustrates that the intercultural differences and conflicts are such a reality when people from different countries negotiate. International negotiations demand the negotiators to modify their communication and negotiation strategies as well as being aware of their own and their partners' perceptions. The analysis also indicates how important and necessary field of science the intercultural organizational communication is.

#### 5.4. Symbols in this study

- |       |   |
|-------|---|
| [F7]  | Indicates the negotiator's nationality (F= Finnish, S= Spanish) and his/her ordinal number. |
| **    | Laugh   |
| []    | An utterance said by the interviewer during the interviewee's response.                     |
| /     | To differentiate male (men) and female (women) negotiators.                                 |
| ()    | A short utterance or words used by the negotiators to clarify or emphasize something.       |
| ..    | Situations when the interviewee leaves his/her sentence unfinished.                         |
| (...) | The utterance is too unclear, and the meaning is impossible to understand.                  |

- X A name of a negotiator when cited in the interview (used to respect the anonymity)
- XX A name of the company when cited in the interview (used to respect the anonymity)
- \* Finnish opinion or an opinion about the Finns (in the chapter 7.4)
- ¤ Spanish opinion or an opinion about the Spanish (in the chapter 7.4)

### 5.5. Interviewed negotiators

In this study twenty-five (25) businessmen and directors of nineteen (19) companies conducting business between Finland and Spain are interviewed. The number of the sample was initially twenty-eight (28), but one of the negotiators [SW9] was of a Swedish nationality and it was considered as unbalancing factor for the study. The second "left-out" negotiator's [S14] interview did not give enough information for the research as it was interrupted, because of the technical problems and lack of time from the negotiator's side. The negotiator did not send the filled questionnaire later by mail either. The third "left-out" [F28] did so by not fulfilling her promise to send her opinions by mail. Negotiators [SW9, S14, F28] were left out from the study in a rather late phase of the research. As they were waited to send their opinions by mail until the very last moment of the process of analysing the data. That is why the Swedish [SW9], the Spanish [S14] and the Finnish negotiator [F28] are never quoted.

Fifteen (15) of the interviewed negotiators are Spanish and ten (10) are Finnish. Four (4) of the Spanish interviewed and three (3) of the Finnish interviewed are women. As the interviewed persons are in different positions (22 directors; 2 sales assistants and 1 marketing secretary who seems to be very experienced and to have quite much power) for the sake of clarity, they are all called 'negotiators' in this study. This research makes no

attempt to describe in general Finnish and Spanish communication, behaviour, values, attitudes or so forth. Twenty-five (25) negotiators is considered to give a picture of the situation about how the ten (10) Finnish and fifteen (15) Spanish negotiators cope the cultural and organizational differences in Finnish-Spanish business ventures.

The majority of the interviewed persons have a long history in Finnish-Spanish business ventures. Some of the negotiators have been working in various Spanish-speaking and non Spanish-speaking countries before they came to Spain (Madrid). There are nevertheless, some who are new to the Spanish market. The difference in their experience time and of the positions is considered to be a positive factor in order to be able to compare the experienced and the less experienced negotiator's point of views and opinions. There is a possibility to observe the negotiators' process of adaptation, familiarising and skills acquisition and the experience time with their opinions in this European 'Latin' market.

Negotiators are called Finnish and Spanish in this study by their national cultures. This decision on the terminology is made for the sake of clarity. The interviewed negotiators are not typical members of their countries. Each of the negotiators has a different history in international business. Eight (8) [F7, F13, F15, S22, F23, F24, F25, F27] of the negotiators, nearly all Finnish, have been various years in very international businesses in various countries. Fourteen (14) [S3, S4, S5, S6, S8, S10, S11, S12, S16, F18, S19, S20, S21, F26] negotiators, nearly all Spanish, have been conducting various years international business in Spain, especially with the Finns and other Nordics. They have not worked outside Spain except for some shorter duty travel or studying abroad. The other Finn [F26] in this group, who has been living in Spain from the age of eight-years old, is a special case. He is both Finnish and Spanish citizen. Three (3) [S1, S2, F17] of the negotiators have a short history in international or Finnish-Spanish business ventures. They are young and just starting their business career. It can be concluded that the Finnish interviewed are negotiators who move world-wide around the business arena. The Spanish conduct international business in their own country. (See appendix 10)

According to Hodgetts and Luthans (1994:260-261) there are three basic sources that Multinational corporations can tap for overseas positions: 1. home country nationals, 2. host

country nationals, and 3. third country nationals. In this study the Finnish managers (negotiators), eight (8) of them, are mainly home country nationals e.g. managers who are citizens of the country where the multinational corporation has its headquarters. In some cases [F13] the company and the negotiator emphasised that their task is to get the operation started and then they will turn things over to host country managers. This procedure is reported by Hodgetts and Luthans (1994:261) to be used commonly by the US MNCs. In various cases, in the present research, this procedure has already taken place and the manager is a host country national e.g. a local manager who are hired by the MNC. Twelve (12) of the interviewed negotiators [S1, S2, S3, S4, S5, S6, S8, S10, S11, S12, S16] are host country nationals. Two (2) [F15, F26] of the Finnish negotiators have their own company (agency) in Madrid. Their clients are mostly Finnish companies in Finland, but they also have other nationals as clients. Three (3) [S19, S20, S22] of the companies are Spanish headquarters and the manager there is a local Spanish person. There was only one (1) [SW9] third country national (Swedish) in the sample and he was left out from the study for the sake of the homogeneity in nationalities of the research. Only Finnish and Spanish negotiators, and the communication in their business relations is analysed.

Home country nat.	8	[F7, F13, F17, F18, F23, F24, F25, F27]
Host country nat.	12	[S1, S2, S3, S4, S5, S6, S8, S10, S11, S12, S16, S21]
Own company	2	[F15, F26]
Spanish headq.	3	[S19, S20, S22]

There are two (2) negotiators [S8 and F13] who stress the importance of the host country managers. They give two specific reasons for this importance: 1. these individuals are familiar with the culture, 2. they know the language.

## 5.6. A brief description of the negotiators

[S1]

This interview was conducted in 1995. The company is situated in the surroundings of Madrid. The negotiator is a young, 25-year-old, man who has probably lived all his life in

Spain even though his origin is Finnish. He has a Finnish name. The interview was conducted in Spanish. He has been working in his present position for three years. This negotiator has quite little experience in international business. It is seen in his observations which are about the clothing, language skills, the working hour differences and about Finnish drinking habits. This person speaks quite negatively about the Finns. He speaks more positively about the Norwegians.

**[S2]**

This interview was conducted spontaneously right after the previous one in the same company. This person is a young, 27-year-old, secretary, also with a little experience in international business. She has been working for three years in present job. Before this, she was working in England in order to improve her English. This person has rather superficial contacts with the Finnish and other international negotiators. She mainly receives them in order to guide them to the persons they come to meet. This negotiator has a rather exotic view of international business: she can speak in English and meet different people. She also has a rather positive picture about the foreign negotiators. "*Son más educados.*" ("*They are better-mannered.*"), is her opinion about them.

**[S3]**

This interview was made in 1995. The company is situated in Madrid's surroundings. This negotiator has a long experience in international business. He has only been in his present position for seven months. The company is a Finnish subsidiary, but it has been divided into smaller units. That is why the negotiator has the most intensive business relations with the French, but he conducts business also with the Finns. He is 59 years old. This person strongly emphasises language and bilingualism in negotiations. He is married to a French woman and their children are bilingual. This negotiator also stresses the cultural differences in international business.

**[S4]**

This interview was conducted in 1995. This negotiator has long experience in international business and negotiating with the Finns and the Swedes. He has been about 22 years in the paper and cellulose sector. His behaviour and his outlook is rather Finnish according to the present author. He is between 40-50 years old. This negotiator strongly emphasises the

good relationships he has with the Finns. He mentions alcohol as one of the negative aspects in Finland. He reports that the language and national character differences sometimes may cause problems. Preparing a detailed agenda for the meetings is one big difference between Finland and Spain. The agenda is not made normally in Spain.

**[S5]**

This interview was conducted in 1995. The negotiator is between 40-50 years old. He is very experienced in doing business with the Finns. He looks like a Finn, with fair hair and blue eyes. This negotiator is rather relaxed. He expresses his opinions without too much exaggerations or emotions. It is supposedly due to his intense business relations with the Finns. He jokes about some Spanish behavioural customs. He seems to have adopted the "neighbour fight" between Finland and Sweden as he makes some satirical comments about the Swedes.

**[S6]**

This interview was conducted just after the previous one in the same company, in 1995. The interviewed is between 30-40 years old. The negotiator was a bit suspicious at the beginning as if he were waiting for difficult questions. Later on, however, he relaxed and the interview atmosphere improved. He has been conducting business with the Finns for some years. He describes the Finnish negotiators very positively. The only negative aspect he mentions is that sometime the Finns talk together in Finnish and he does not understand them. After the interview he explains that he was born in Madagascar. It is a pity that he did not want to include his this kind of background information into the interview. This person's international childhood could have been very interesting subject for discussion in more detail.

**[F7]**

This interview was conducted in 1995. This negotiator is over 60 years old. He has been more than 13 years in his present position. Before this he has been working in Switzerland and in France. The negotiator gives the impression that he treats his subordinates as a grandfather, especially the Spanish. He seems to want to teach the Spanish "good Finnish business customs". He emphasises good communication skills and embellished messages

of the Spanish, and by counterpoint, the Finnish clumsiness in business and social contacts. It is surmised that he lives in a rather closed circles, not with the Spanish, his long time living in Spain notwithstanding.

**[S8]**

This interview was conducted in 1995. The interviewed negotiator is 53 years old. She has been working with the Finns for 26 year. She is a rather exceptional woman. She was involved in international business already when many Spanish women could not even imagine about studying or working outside their homes. She calls herself "a self-made woman" as she is not a graduate of any university, but rather has the basic education supplemented by various courses in her field of paper industry. This negotiator emphasises that one of the success factors in her office is the collaboration between the Finnish and the Spanish negotiators. In her office, they can serve the Finnish and Spanish clients in their own languages and with the knowledge of their cultures.

**[SW9]**

A Swedish negotiator who was left outside of the study.

**[S10]**

This interview was conducted in 1995. The negotiator has been 30 years in his present position. He is over 60 years old. He is very familiar with international business as well as negotiating with the Finns. The experience is reflected in his analysed comments and relaxed behaviour. He has a very big and luxurious office. It can be observed that he has power. He stresses the Finnish-Spanish cultural differences in talking. The Spanish are more expressive and the Finns are more concrete. He also emphasises that professionalism is one key point in conducting successful business. In some cases the professionalism can even level down the cultural differences.

**[S11, S12]**

This interview was conducted in 1995. It is the only interview with two people at the same time. [S11] is over 60 years old and [S12] is 40. They both are experienced businessmen. This interview was the only difficult one. The negotiators were aggressive in the



beginning. They thought that the interviewer (the present author) was a journalist and they wanted to impress her. Also they seemed to be bitter toward some Finnish subsidiaries where the Finns, in their opinion, were in the high posts and the Spanish in the lower ones. The subject of intercultural communication and cultural differences seem to have no value or importance for them. They stressed the technical aspects and structured communication. Later on they and especially [S12] started to pay some more attention to the cultural matters. The interview was more pleasant at the end.

**[F13]**

This interview was conducted in 1995. The negotiator is 38 years old. He has been two years in Spain at the time of the interview. Before he had been working in USA, Chile and Australia. He analyses much intercultural communication and cultural differences. He stresses the value of mutual trust and respect between expatriates and the local negotiators. He also mentions the problem of being between the host country and the headquarters which has sent the person abroad. At first the person has difficulties in adapting to his/her new environment. Later the problem may be that s/he has adapted, but the headquarters does not trust her/him anymore, as s/he has changed his/her negotiation behaviour according to the host country. In 1997 this negotiator was planning some intercultural communication courses for the companies in Madrid.

**[S14]**

This interview was started, but due to the technical problems and negotiator's tight schedule it could not be finished (1996). This negotiator was sent a questionnaire, but he did not return it to the researcher.

**[F15]**

This interview was conducted in 1996. The negotiator is a 44 year old and has shown himself to be a very innovative businessman. He has been "with the Latinos" (Spain and Colombia) as he himself says, from the year 1980. He considers himself a great expert in the field of Spanish or Latin American business. He does agree that cultural differences have a great impact in business, but also he stresses that one has to know the key persons

to be able to negotiate effectively. This person moves in rather international circles, not necessarily only with the Spanish.

**[S16]**

The interview was conducted in 1996. Negotiator is 49 years old and feels familiar with the character of Finnish negotiators and their working style. He has been working five years in his present position. He is the only person in the office. This person provided facts about Finnish-Spanish negotiations, and also about the ideal situation in a very neutral way. He does not mention any negative aspects. He emphasises the characteristics of a good international negotiator. Also he stresses that negotiators in international business are like "an interface" between the north and the south. He thinks that when negotiators from different countries meet, they are very international. When they are with their local clients they try to be local.

**[F17]**

This was the very first real interview conducted for the study in 1995. One interview (A meeting with one Spanish young negotiator who gave some guidelines for realizing the interview.) was conducted before this one. This negotiator is young (about 30 years old) and quite inexperienced in international business. He is for the first time working in Spain, and at the time of the interview he had been there for 11 months. He does not speak Spanish very well. His opinions are a little bit absolute, and very "natural". This person represents the most "typical member of his culture". He observes the Spanish negotiators quite much through the Finnish filter.

**[F18]**

The interview was conducted in 1995. This negotiator is between 40-50 years old, and a very experienced businessman. He is in a position to inform the Finnish companies of the business procedures and customs in Spain, and also to inform the Spanish companies about the Finnish trade. He has have to analyse the Finnish and Spanish ways of conducting business, negotiation practises and cultural differences. He has even written a short brochure about the Spanish business world in order to help the Finnish business implementation in Madrid. He goes further than merely describing differences, he tries to understand where the differences come from. Another interview was conducted with this

negotiator in 1997. It was very good and important for the researcher in order to clarify some aspects in Finnish-Spanish business.

**[S19]**

This interview was conducted in 1996. This negotiator is 30 years old. He is not very experienced businessman yet. He is interested in '*psicosociología industrial*' ('industrial psychosociology') and '*análisis transaccional*' ('transactional analysis') which are the subjects on communication he has studied in the university. The negotiator has been recently in Finland for one month. He tells his experiences and impressions about Finland and the Finns. In Finnish-Spanish business he is impressed about the Finnish style of long-term planning. This person makes many comments about the issues referred to M-time and P-time concepts.

**[S20]**

This negotiator participates in the study through a questionnaire. The questionnaire was sent to him from Finland. The present author appreciates that he filled and sent the questionnaire back. He is 62 years old. He has been working in his current position for five years. He is an experienced negotiator in the field of international business. He emphasises the Finnish seriousness and the way that the Spanish mix their professional and social life together.

**[S21]**

This is the other "interview" conducted by the questionnaire in 1996. This negotiator is a young, 26-year-old sales assistant who wants to study some more in order to ascend in the company to a better position. She describes the Spanish as conservative negotiators, and the Finnish as rigid, but very trustworthy.

**[S22]**

This interview was conducted in 1997. This negotiator is a very active and innovative Spanish woman in a rather high post. She is 38 years old. She has been working for six years in her current position. Before she was in the US. She is an easy person to interview. She is clear and concise in her responses. She is very interested in intercultural

communication and as she has been abroad quite a lot. She understands what is it about. This negotiator emphasises directness and learning from different cultures.

**[F23]**

The interview was conducted in 1997. This negotiator is between 45-55 years old. She has been in her current position for six years. Before that she was working in USA, Sweden and in Denmark. She stresses very much that she is not a typical Finn as she was in USA. Her point of view is very different by herself. She liked her time in USA very much. The negotiator is not so keen on Spain, but she follows the idea: "*When in Rome, do as the Romans do*". She comments that the Spanish people's knowledge of English is very poor.

**[F24]**

This interview was conducted right after the previous one in the same company. She is 40 years old. This negotiator is a very experienced businesswoman in Spain. In her current position she has been for 4,5 years, and before she has been working in Spain, USA and Holland. She responds very much from the point of view of the Spanish, and also compares Finnish and Spanish business practices. She wants to break some old stereotypes about these both countries. Very analytic person. Long business experience and adaptation in the Spanish culture is reflected in her opinions.

**[F25]**

This interview was conducted in 1997. The negotiator is 47 years old and an experienced businessman. He has worked before in Holland, Algeria, Brazil, Mexico, and various other times in Spain. he has been in his current position for 9 months. It is observed that he has always been working inside a powerful company where the practices are very Finnish. He stresses that everything has been organised and structured so well that there are no intercultural problems neither language difficulties. The negotiator is proud of his modern and big company. He considers the Spanish to be very modern, open and quick negotiators.

**[F26]**

The interview was conducted in 1997. The company is situated in the surroundings of Madrid. the negotiator is 44 years old. He has been living in Spain from the age of eight. His parents are Finnish. He is both a Finnish and Spanish national. The negotiator has opened his own business as one of the first Finnish businessmen in his field. He tells quite a lot about the negotiations in the -70's and the -80's. He has seen the rapid changes during the last 20 years, in Spain, in technology, attitudes and possibilities in the international trade. The negotiator speaks various languages. He has a big office with a beautiful view. He is rather known and respected person in Finnish-Spanish business. He breaks some stereotypes about the effective Finn and the 'mañana' Spaniard.

**[F27]**

This interview was conducted right after the previous one. This negotiator is 44 years old. He has worked for 7,5 years in his current position. Before he has been in Turkey and Sweden. Somehow he transmits a picture that he is not very satisfied in his work in Spain either. Probably Turkey was more "his culture". He feels like "a shock absorber", he has to solve the problems between the Spanish clients and the Finnish headquarters. He likes the interview theme very much. He considers the subject of intercultural organizational communication important.

## RESULTS

### 6.1. Qualities of a good negotiator

In the present study the Finnish and Spanish negotiators' positive opinions about themselves and each other are considered to be personality and culture-determined attitudes about the qualities of a good negotiator. The positive characteristics negotiators report about themselves and about each other have been perceived through the cultural filter. The positive characteristics are also considered to be facilitating factors in Finnish-Spanish business negotiations. The term 'facilitating factor' is taken to mean those characteristics which arouse the partner's interest as well as respect, and make the negotiation situation more comfortable.

When the Finnish negotiators and the Spanish negotiators describe their own positive characteristic, they are considered to be the qualities of a good negotiator, in general. Some of the negotiators preferred to describe more generally what qualities the international negotiators should have. This research analyses whether the positive characteristics the Finnish and Spanish negotiators report are similar with each other. Is the criteria the Finns have for a good negotiator the same criteria for the Spanish?

The listed opinions are those the negotiators have reported verbally. If the negotiators' indirect or non-verbal expressions of a good negotiator were included into the data the list of the positive characteristics would be longer. However, interpreting the indirect and non-verbal expressions may have lead to too subjective research. The positive characteristics each negotiator emphasises in short can be seen in the appendices 18-21.

#### 6.1.1. Finnish interviewees describe the Finnish negotiators' positive characteristics

The Finnish negotiators, when reporting the positive characteristics of themselves focus strongly the directness, straightforwardness and the technical criteria for a good negotiator. They consider the Finnish negotiators as direct, straightforward and concise. Six (6) [F7, F13, F17, F18, F23, F27] of the ten (10) negotiators mention this charac-

teristic. One (1) interviewed [F25] uses the word 'jämyäkyys' ('promptness') to describe <sup>90</sup> the Finnish negotiators. 'Promptness' is considered as one characteristic of directness in this study.

The following two opinions describe the straightforwardness and directness in negotiations. Negotiator [F13] comments:

*"Olemme suoraviivaisia ja pystymme viemään asioita melko nopeasti eteenpäin suoraviivaisuudella."*

*("We are straightforward and we can take things forward rather quickly with this straightforwardness.")*

Negotiator [F27] says:

*"Minusta tuntuu, että suomalaiset ovat niin, ainakin mitä minä olen täällä kokenut, mennään asiaan selvemmin ja eikä kierrellä. Mennään suoraan asiaan ..."*

*("I feel that the Finns are so, at least what I have experienced here, we go into the matter more clearly and we do not go around. We go straight to the business ...")*

Also the short amortization period in payments is considered by [F18] as a sign of functional, straightforward and effective negotiations. He says:

*"Suomessa on Euroopan lyhyin tai ehkä koko maailman lyhyin maksuaika."*

*("In Finland the amortization period is the shortest in Europe or probably it is the shortest in the whole world.")*

The Finnish negotiator [F18] gives a good example of the difference in communication styles. He says:

*"Ne [espanjalaiset] ei tajua, että suomalainen kertoo ensimmäisellä kerralla sen asian, niinkuin se on. Ja ne luulevat, että sitä pitää vielä jauhaa, vaikka ei sitä tarvitse enää jauhaa."*

*("They [the Spanish] do not understand that a Finn tells the matter in the first place, as the matter is. The Spanish think that you need to harp on the same string, even you do not need to harp on anything.")*

The Finnish negotiators also emphasize the Finnish high technology. Three (3) Finnish negotiators [F15, F18, F24] comment verbally on technology. Other negotiators mention it also, but they do so indirectly. Negotiator [F24] comments:

*"...mutta tekniikka on varmasti paljon korkeammalla."*

*("...but the technology is surely in a lot more higher level.")*

Negotiator [F15] gives his opinion:

*"Ainakin minun sektorilla suomalaisten vahvuus on se, että tekniikka osaaminen on mietittyä ja märehdittyä."*

*("At least in my sector the Finnish strength is that the technical know-how is well thought and chewed over.")*

Two (2) of the Finnish negotiators comment on the similarities with the Spanish.

Negotiator [F23] says:

*"Minusta meillä on aika paljon yhtäläisyyksiä, kun me ollaan kummatkin perife-rioista kummatkin ja individualisteja suomalaiset ja espanjalaiset. Yleensä on mennyt hyvin; espanjalaiset kehuu suomalaisia enemmän kuin muita pohjoismaalaisia..."*

*("I think that we have rather many similarities as we both are from peripheral regions and both the Finnish and the Spanish are individualists. Generally it has gone well; the Spanish praise the Finns more than the other Nordics...")*

According to these two negotiators, and few other Finnish negotiators give the same impression, the Finns are the most liked people among the Nordics in Spain. To be "Latin" has a very positive connotation. The term 'Latin' is often referred to the Spanish and the Latin American openness, happiness, rapidity and the social skills. It is a great honour if the Finns are considered as Latins. Negotiator [F18] comments that:

*"...monet espanjalaiset ovat sanoneet, että suomalaiset ovat suorastaan latinalaisia ruotsalaisiin verrattuna."*

*("...many Spanish have said that the Finns are completely Latin in comparison with the Swedes.")*



Negotiator [F7] comments on the highly esteemed characteristics of respecting the timetables e.g. being on time as well as concentrating on the agenda:

*"Pidämme aikatauluista kiinni ja kokouksissa keskitymme kokouksen asioihin... Olemme täsmällisiä aikataulujen suhteen."*

*("We stick to the schedules and in the meetings we concentrate on the matters of the meeting.... We are punctual with the timetables.")*

This negotiator is surely not the only one to comment on Finnish punctuality. The other Finnish negotiators bring it out by commenting the opposite, the Spanish impunctuality. Only one of the Finnish negotiators [F23] mentions womens' participation:

*"Suomessa on naisia enemmän johtajina."*

*("In Finland there are more women as directors.")*

Equally, only one of the negotiators mention that the Finns take very good care of their guests. He says:

*"Suomalaiset toisaalta järjestää niin hyvin kaikki tällaiset vierailut, että se on jo yksin yllätys, koska monissa maissa ei huolleta niin hyvin vierailijoita \*\*."*

*("On the other hand the Finns organize so well all this kind of visits that it is already a surprise, because in many countries the guests are not taken care of as well \*\*.")*

Four (4) negotiators [F15, F17, F18, F26] stress the Finnish long-term planning. In fact they compare the Finnish long-term planning with the Spanish lack of it. Planning in the long-run is considered a positive aspect if the plans are not followed too rigidly. Negotiator [F26] says:

*"Suomessa taas joustavuutta ei lyhyemmällä tähtäimellä ole varmaan. Ja pyritään korvaamaan se pitemmän ajan suunnittelulla."*

*("In Finland there probably is not flexibility in the short-run. And It tends to be substituted by long-term planning.")*

Negotiator [F18] describes the Finnish-Spanish difference shortly:

*"Suomalainen lyö päivämäärän lukkoon puoli vuotta aikaisemmin. Espanjalaiset puoli päivää aikaisemmin. \*\* Siinä on aika suuri ero."*

*(The Finn settles the day half a year before. The Spanish half a day before. \*\* There is quite a big difference.)*

Negotiator [F25] stresses that as everything has been structured and organized so well in his corporation that there are no problems in negotiating with the Spanish. From his opinion it is possible to draw the conclusion that the positive characteristic about the Finns he is telling is the organization and structuring of business functions. He says:

*"Ei mitään ongelmia. Toistan itseäni, mutta me olemme peritty tämä systeemi hyvin pitkälle yhdistyksiltä..., jotka - täytyy nostaa hattua - systeemit ovat kehittäneet ja 'Finnsliipattu' hyvin pitkälle."*

*"No problems. I repeat myself, but we have inherited this system from the associations .... who -I need to lift my hat - have developed the systems and 'Finn-detailed' them to a high level."*

It can be observed that directness, straightforwardness and conciseness is emphasized in Finnish negotiators' opinions. Somehow every negotiator comments about them to a certain degree. The other less commented characteristics are derived more from personal experiences. They are aspects which each negotiator stresses specifically.

### **6.1.2. Spanish interviewees describe the Finnish negotiators' positive characteristics**

The most reported positive Finnish characteristic by the Spanish negotiators is that the Finnish are very organized and practical. Seven (7) [S3, S4, S5, S6, S8, S10, S19] of the fifteen (15) Spanish negotiators mention verbally these two characteristics. Feature of being organized derives from various behaviours and practices. Negotiator [S3] emphasizes the Finnish organized behaviour as keeping promises. He says:

*"Ellos se programarán para cumplir lo que han prometido. Son más metódicos, más ordenados..."*

*("They will program themselves in order to fulfill their promises. They are more methodical, more organized...")*

This person considers such organized behaviour very positively.

Negotiators [S4 and S10] stress the Finnish organized behaviour as preparing meetings and the agendas very well. In meetings they observe how the Finnish make notes about everything and follow point by point all the discussed subjects. Negotiator [S4] says:

*"Estan en una reunión y estan tomando nota de todo. Cuando una cosa ya ha pasado la tachan para que sepan que ya ha pasado. Sí, sí está muy bien organizado."*

*("They are in a meeting taking notes about everything. When one matter has already passed, they cross it out in order to know that it has passed already. Yes, Yes. It is very well organized.")*

Also Negotiator [S8] stresses the Finnish negotiators' great capacity for organizing. She says:

*"La principal diferencia es que al finlandés le gusta programar las reuniones con mucha antelación. Es muy organizado."*

*("The principal difference is in that the Finnish like to program the meetings a lot beforehand. They are very organized.")*

This person also reports what the Spanish in general in her view, appreciate in Finnish negotiators.

*"Para el español, el finlandés es una persona muy profesional, muy ética, muy honesta, muy trabajadora. Todo eso lo valora mucho."*

*("For the Spanish, the Finn is a very professional person, very ethical, very honest and a very hard worker. All this the Spanish value a lot.")*

The Finnish negotiators' long experience in the forest industry is also appreciated.

Negotiator [S8] reports:

*"...estan mucho más acostumbrados a que tienen que cuidar los mercados, porque sobre todo en el gremio forestal que es en el que yo me muevo. Pues como sabe el 80% de la producción finlandesa va para exportación. Entonces si que dominan muy bien la relación profesional."*

*("...they are a lot more accustomed to take care of the markets. Especially the forest circles where I move. As you know 80% of the Finnish production goes to exportation. So they do handle professional relations very well.")*

Also Negotiators [S11, S12, S16] stress the Finnish expertise in cellulose and the paper industry.

Negotiator [S5] compares the Finnish negotiators' practicality with the Americans. He says:

*"El finlandés en ese sentido, en mi opinión, se parece bastante a los americanos. Quizas en los negocios tienen una cultura aprendida de los americanos, de los americanos de los Estados Unidos, vaya. ....En ese sentido no tienen miedo en expresar su opinión profesionalmente."*

*("The Finn in that sense, in my opinion, is quite similar to the Americans. Probably in business and negotiations they have a culture learnt from the Americans. ....The Finnish do not fear to express their opinions professionally.")*

Negotiators [S11 and S12] comment about Finnish hospitality:

*"Y los clientes cuando vas con ellos [a Finlandia], la impresión que se da es que dicen: "!Qué amables!, !Qué bien nos han tratado!, !Cómo se han preocupado hasta el más mínimo detalle!" Son muy serviciales en ese sentido. Los clientes, cuando tu los llevas, a hacer un viaje a Finlandia. Con clientes en Finlandia es facilísimo, porque sabes que siempre te va a salir bien."*

*("And the clients when you go with them [to Finland], the impression is that they say: "How kind!, How well they have treated us!, How they have taken care of everything even the smallest detail!" They are very helpful in that sense. The clients, when you take them to a trip to Finland. With the clients in Finland it is very easy, because you know that always it goes well".)*

The very same observation was made by the Finnish negotiator [F18].

The Finnish desire to try to please you is also a characteristic mentioned by the Spanish negotiators. Negotiator [S5] has internalized the Finnish stereotypical attitudes toward the Swedes. He says:

*"El finlandés probablemente tiene ese carácter frío, pero trata de ser amable. Es serio. Seguramente esa característica de querer ser calido, la ha estudiado, la ha aprendido se les nota a los finlandeses. Un sueco no. El sueco se cree superior por definición. Entonces no trata de ser amable. Trata de ser un sueco. \*\* Un finlandés seguramente se esfuerza por ser amable."*

*("A Finn probably has a cold character, but he tries to be kind. He is serious. Surely this characteristic of wanting to be warm, because he has studied it, he has learnt it is seen in the Finns. A Swede no. The Swede tries to be superior for definition. The he does not try to be kind. He tries to be a Swede. \*\* A Finn surely makes an effort to be kind.")*

It would be interesting to know where this opinion derives from. Has the negotiator experienced it himself? Or has he heard some negative Finnish attitudes from Swedish people? The researcher assumes that the Spanish negotiators like the Finnish non-aggressive communication and the attitude to learn from the Spanish way of negotiating very much.

### **6.1.3. Finnish interviewees describe the Spanish negotiators' positive characteristics**

The Finnish negotiators emphasize the social skills when describing the positive characteristics of the Spanish negotiators. The Spanish negotiators are described as being experienced and capable businessmen (4) [F13, F17, F24, F27], good communicators (4) [F7, F18, F24, F25], flexible (3) [F23, F25, F26], quick decision-makers (3) [F15, F18, F26] and highly educated (2) [F17, F24]. All the reported characteristics are very much behavioural and interpersonal skills. Nobody of the Finnish negotiators stress technical know-how.

Negotiator [F13] comments on the Spanish:

*"Espanjalaiset osaavat varsin taitavasti hoitaa liikesuhteita asiakkaisiinsa päin ja pitää huolta asiakkaistaan."*

*("The Spanish are very capable of managing their business relations and taking good care of their clients.")*

Negotiator [F27] says:

*"Kun espanjalainen pitkään on ikäänkuin kokeneempuna kaupparmiehenä totunut pitämään..."*

*("when the Spaniard as a more experienced businessman is used to hold...")*

The Spanish flexibility is commented directly and indirectly. For example negotiator [F7] describes the Spanish:

*"Temperamentikkaita, tietysti, kaikin mokomin, mutta silloin kun meillä on vaikeita asioita käsiteltävänä niin kyllähän he ymmärtävät. Kyllähän siinä keskustelemalla pääsee tulokseen."*

*("Temperamental, surely, by all means, but when we have difficult matters to solve, they do understand. By discussing them you can reach the result.")*

It is considered that this opinion describes the Spanish negotiators' flexibility even the word 'flexibility' is not mentioned. Negotiator [F26] mentions the flexibility verbally:

*"Espanjalaisten suurin etu on joustavuus. Aina normaalisti espanjalaisella on ratkaisuja eikä ongelmia."*

*("The Spaniards' greatest advantage is the flexibility. Always normally the Spanish have solutions and not problems.")*

The Finnish negotiator [F25] emphasizes easy communication with the Spanish. He says:

*"Niiden kanssa on minun mielestä hyvin helppo kommunikoida."*

*("I think that it is very easy to communicate with them.")*

Negotiator [F24] explains what good communication is for the Spanish. She describes:

*"... kun Espanjassa on tapana jopa väitellä ja esittää vastaväitteitä, johon toinen heti innostuu siitä asiasta ja haluaa perustella oman kantansa. Sillä lailla päästään ja koetaan, että tämä on kehittävää keskustelua. Nyt me todella ollaan neuvottelemassa."*

*("... when in Spain it is usual to debate and to raise counter-arguments, to which the other partner gets enthusiastic about the matter and wants to give reasons for his opinion. That way the conversation is considered constructive.")*

The same person also comments about the high education. She says that the Spanish educational system is such that one has to master a great variety of subjects not only one narrow theme. This need to study a wide range of themes in the university broadens also the themes discussed in the negotiations. Often the Spanish negotiators discuss about very many different matters during their negotiations. The Finnish interviewee considers that the Finnish negotiators have difficulties in discussing subjects outside of the business.

Negotiator [F15] is impressed with the Spanish rapidity in business. He comments:

*"Espanjalaiset ovat pirun nopeita tekemään päätöksiä. Kun lähdetään liikkeelle, suomalaiset luulevat, että niitä kusettaa joku, niin espanjalaiset ovat jo valmiina allekirjoittamaan ja he ovat valmiita lähtemään syömään."*

*("The Spanish are damn quick to make decisions. When the negotiation is started, the Finns think that somebody is cheating them, and the Spanish are already ready to sign the papers, and they are ready to go for a lunch.")*

Negotiator [F18] analyses the reason for Finnish slow decision-making compared to the Spanish rapidity.

*"Suomalaisilla on se ominaisuus, että suomalaiset eivät tee päätöksiä nopeasti. He pohtivat asiaa pitkään. Espanjalaiset tekevät päätöksen nopeasti. Mutta se johtuu suomalaisen yrityksen rakenteestakin. Espanjassa se, joka neuvottelee, kun espanjalainen yritys on kolmiomallinen, niin hän, joka varsinaisesti neuvottelee niin hänellä on jo niin iso valta ja valtuutus tehdä päätöksiä. Ja useimmissa tapauksissa hän tekee sen päätöksen."*

*("The Finns have the characteristic that they do not make decisions quickly. But it is because the Finnish organizational structure. In Spain the person who negotiates, as the Spanish organization is triangular, so he who negotiates has also the power and authority to make decisions. And in the majority of the cases he makes the decision.")*

#### **6.1.4. Spanish interviewees describe the Spanish negotiators' positive characteristics**

The Spanish negotiators are described to be improvisors, creative and spontaneous. Five (5) [S3, S4, S5, S6, S8] of the negotiators report those characteristics using the words: 'improvisers', 'creative' and 'spontaneous'. Five (5) [S10, S11, S12, S16, S19] negotiators do not use exactly those words, but it can be considered that they describe such characteristics. Two (2) [S10, S16] negotiators describe the Spanish as flexible. Again there are more negotiators commenting on flexibility. Multifacetedness and elastic concept of time can be included in flexibility. Every Spanish negotiator mentions them. Five (5) [S1, S2, S5, S20, S21] of the negotiators comment on Spanish negotiators careful dressing. Five (5) [S3, S5, S6, S16, S20] Spanish interviewees consider that the Spanish negotiators are open and easy to communicate with. Spanish interviewees' opinions are rather similar. There is little variety of the main positive characteristics they believe the Spanish have.

Something what every Spanish negotiator mentions is the elastic concept of time and multifacetedness in working. The Spanish negotiators may start working later than the Finnish, but they also may finish their working day later. The Spanish may come late to the meeting, but they want to finish it by having solved all the important matters. They do not finish the meeting because of the schedule. Also the Spanish describe that they may handle many different subjects at the same time in contrast with the Finnish who by the Spanish interviewees do one thing at a time. Here are two opinions describing these characteristics. Negotiator [S3] says:

*"...a nosotros nos choca que por ejemplo dan las cinco de la tarde y la gente dice que [Tira el bolígrafo en la mesa.] "He terminado.". Eso no es muy típico medi-*



*terráneo. Es decir, en los países del sur de Europa, bueno. Pues es más habitual llegar por la mañana y no empezar a trabajar inmediatamente, sino llegar por la mañana y comentar pues lo que ha puesto la televisión ayer por la noche o comentar los resultados de los partidos de fútbol de ayer y luego empezar a trabajar. Pero a cambio de eso tampoco somos gente que a las cinco de la tarde tiramos el lápiz. Sino que a las cinco de la tarde, bueno, yo no he terminado, yo tengo que seguir y sigues. Es un poco un enfoque más elástico de la jornada de trabajo."*

*("...for us it is shocking for example that at five o'clock the people say that [He throws the pen on the table.] "I have finished." It is not very typically mediterranean. Let's say, in the South European countries, OK. It is more normal to come in the morning and not to start immediately, but to come and comment on what there has been in TV yesterday or to comment the yesterday's football results and then to start working. But we neither are those people who at five o'clock throw down the pen. But at five o'clock, well, I have not finished and I have to continue and you do continue. There is a bit more of an elastic focus of the workschedules.")*

The following interviewee's [S19] opinion describes well the Spanish multifacetedness:

*"Son mucho más polifacéticos. Pueden tocar muchísimos más temas a la vez. Pueden meterse en 40 asuntos distintos e intentar coordinarlo".*

*("They are a lot more multifaceted. They can touch a lot more themes at the same time. They can put themselves in 40 different tasks and try to coordinate it.")*

The Spanish negotiator [S5] describes the Spanish improvising.

*"El español, en general, me parece que tiene miedo a expresar su opinión profesionalmente, pero es más creativo. Es más espontáneo. Eso que normalmente, para un finlandés puede ser un defecto. Es decir nosotros tendemos mucho a improvisar. Pero cuando se trabaja con método, es decir, si te estás inventando cada cosa que haces, normalmente no funciona. Pero si tienes un método de trabajo la espontaneidad es buena. Yo creo que es una ventaja de los españoles respecto a los finlandeses."*

*("The Spaniard in general, it seems to me that he is more afraid to express his opinions, but he is more creative. He is more spontaneous. It can be normally a defect for the Finnish. We tend to improvise a lot. But, when you work with a method or if you are inventing every thing you do, normally it does not function. But if you have a method to work the spontaneity is good. I believe it is one advantage for the Spanish in respect of the Finnish.")*

Negotiator [S10] appreciates the Spanish negotiators' flexibility. He explains:

*yes it is important. I believe that who enters here sees everybody with a tie and with a jacket, and they take it for granted that one has to come in such clothes. This is the difference how I would describe a Spanish person, rather correct in his dressing and rather smart.")*

The Spanish negotiator [S3] explains about the facility the Spanish relate with the people in general. He says:

*"Como virtud de los españoles y digamos defecto de los finlandeses, pues podría ser esa facilidad de abertura que tienen los españoles para en seguida. Bueno, pues tu que eres, pues una finlandesa. Bueno pues muy bien. Estupendo, pues nada. Te reciben muy bien. Te integran y tratan de integrarte inmediatamente en su cultura. El español es menos reservado, es más acogedor."*

*("As a virtue for the Spanish and let's say a defect for the Finnish. Well could be this facility of opening which the Spanish have immediately. Well, you are a Finn. Well very good. Magnificent, well OK. They receive you very well. They integrate you and try to integrate you immediately in their culture. The Spanish is less reserved and more responsive.")*

## **6.2. Negative characteristics of negotiators**

The Finnish and Spanish negotiators were asked to describe the negative characteristics of each other as negotiators. Even the interviewed persons were clearly asked to define the characteristics in the business negotiation context, the researcher observes that they do not report specific technical or strategic factors only in negotiations, but more general national characteristics. The present author supposes that the Finnish and Spanish interviewees' national culture has a very strong impact in business negotiations.

The negative characteristics of negotiators are considered to be conflict matters and complicating matters in Finnish-Spanish business. The present study aims to define and give insight about such characteristics in the field of intercultural organizational communication research and teaching. The findings may inductively and deductively be utilized in the future research and teaching. Knowing about these complicating matters in Finnish-Spanish business, negotiators are supposed to have some "tools" in order to try to reduce them. It is supposed that the negotiators are more used to considering the economical factors as more influential in business relations than cultural and behavioural factors.

The listed opinions are those the negotiators reported verbally. After the interview, a few negotiators commented about some more delicate negative characteristics which they did not want to be recorded or written in the data. Negotiator [S16] does not really mention any specific negative characteristics. He describes aspects which may in general complicate the business relations. The negative characteristics each negotiator emphasizes is written shortly in the appendices 22-25.

### **6.2.1. Finnish interviewees describe the Finnish negotiators' negative characteristics**

Six (6) Finnish negotiators [F7, F13, F15, F18, F24, F26] mention that Finns cannot speak Spanish or their general expression skills are poor. This poor language proficiency is mentioned briefly in this chapter as it is analysed in more detail in the chapter 6.3.2. Four (4) negotiators [F15, F23, F25, F26] report that Finnish negotiators are rigid. Four (4) interviewees [F7, F15, F18, F24] stress that Finnish negotiators are poor in relationship skills. Three (3) negotiators [F15, F24, F26] claim that Finnish are slow in making decisions and in times of delivery. The majority of the negative characteristics Finns are described with, are problems in inter-personal skills. Finnish negotiators define these negative characteristics in a surprisingly similar way.

Negotiator [F26] comments strongly about the Finnish negotiators' language knowledge. He says:

*"Eikä Suomessa puhu kukaan espanjaa."*

*("And in Finland nobody speaks Spanish.")*

Negotiator [F13] stresses the difficulty in written formal documents.

*"Täällä kiinnitetään huomiota määrätynlaisiin muotoseikkoihin. Siinäkin on yksi kynnyskysymys meille suomalaisille se, että mehän ei osata espanjan kieltä mis-*

*sään tapauksessa sillä tasolla, että me pystyisimme täyttämään kaikkia näitä muotoseikkoja tässä kirjallisessa kommunikaatiossa."*

*("Here the attention is paid to certain formalities. In that also we have one problem for us Finns. We do not master Spanish in any case in that level, that we could fill all these formal norms in this written communication.")*

The following opinion [F24] describes the communication as a problem derived from the Finnish educational system. Attention is paid to the technical issues and not to the interpersonal communication. In Spain the educational system is different according to this negotiator. She says:

*"Mutta täällä opetukseen sisältyy paljon tällaista yleissivistävää. Sen takia he tuntevat itsensä varmemmiksi neuvottelutilanteissa usein. Mutta suomalaisella varmasti osaaminen on pidemmällä. Siitä osaamisesta ei ole hyötyä jos sitä ei saa ilmaista. Se ei pääse esille silloin, mutta tekniikka on varmasti paljon korkeammalla."*

*("But here much all-round education is included into the studies. That is why they often feel themselves more secure in negotiation situations, But the Finnish surely have better developed know-how. It has no benefit if one cannot express it. It is not seen, but the technology is surely higher.")*

A Finnish negotiator [F15] thinks that non-talk is a sign of low professionalism derived from poor social skills. The present author considers it may be a reflection of the Finnish negotiators' culture shock in Spain. The situation he describes is rather chaotic. He says:

*"Täällä ei kukaan lue papereita. Tämä on shokeeraavaa sellaiselle, joka ei tule ihmisten kanssa juttuun, joka joutuu asiailmapiiristä toisenlaiseen ilmapiiriin ja sitten ne tuntevat itsensä täysin orvoiksi. Ne ei uskalla mennä, ne ei uskalla puhua, ne ei uskalla esiintyä, ne ei osaa kieltä. Ne on omilta raiteilta siirretty sivuraiteille."*

*("Here nobody reads papers. This is shocking to those who do not cope well with people. To those who need to change from the task atmosphere into an other kind of atmosphere. Then they feel completely left out. They do not dare to go, they are afraid to talk, they do not dare to appear in front of the public, they do not know the language. They are totally off the rails.")*

Negotiator [F25] brings out the Finish rigidity by stressing the Spanish flexibility. He reports:

*"...niin nämä ovat paljon joustavampia, kyllä suomalaisiinkin verrattuna. Kyllä voi sanoa näin. Uusien ideoiden eteenpäinvieminen - introduceeraaminen - täällä on helpompaa täällä kuin tuolla Pohjolassa."*

*("...so these are a lot more flexible, yes in comparison to Finnish too. Yes, it can be said so. Introducing new ideas, is a lot easier here than there in the North.")*

Negotiator [F23] analyses that the religious differences may be a cause for the image of Finnish rigidity.

*"Varmaan katolinen uskonto on siinä, niitä [suomalaisia] pidetään varmaan vähän tiukka-pipoina. Usassa varsinkin: "Rigid Nordics", "Rigid Scandinavians", minä muistan. Täälläkin vähän "Rigidos Luteranos". Me ollaan tiukka-pipoja, kun me vahditaan ja vahditaan, että kaikki maksaa."*

*("Probably the Catholic religion is in that they [Finnish] are considered a bit up-tight. In the US especially: "Rigid Nordics", "Rigid Scandinavians", I remember. Here also a bit "Rigid Lutherans". We are strict when we constantly ensure that everybody pays.")*

This person had just before explained how their headquarter in Finland wants to have a document of every cost and payment. It is sometimes difficult as in Spain for example the taxes are not so carefully documented.

Negotiator [F18] analyses the Finnish slow decision-making. He says:

*"Suomessa valta jakaantuu yrityksessä paljon laajemmalle alueelle. Se on nykyisin mennyt yhä enemmän ja enemmän delegoitu paljon. Se johtaa siihen, että kaikilla ihmisillä ei useimmissa tapauksissa ole ihan täyttä selvyyttä mistä voi päättää. Sen takia asiaa pitää miettiä hyvin pitkään ja olla varma, että kyllä minä sen voin tehdä, mutta teinköhän minä virheen tässä. Sitä pohditaan ja pohditaan."*

*("Power in Finland is divided over a larger area. It has currently gone into more and more delegation. This leads to the fact that in most cases, people do not have a clear idea about what they can decide. That is why the matter should be thought over a very long time and to be sure that; yes; I can make it, but did I commit a mistake in this? That is something which is thought and thought over.")*

Negotiator [F15] tells his opinion:

*"Suomalaiset ovat hitaita tekemään päätöksiä. He miettivät päätöksiä yön yli ja siihen ei monesti olisi varaa."*

*("The Finns are slow to make decisions. They sleep on decisions and this could be considered an unaffordable luxury.")*

Negotiator [F26] comments also the slowness of the Finnish in reacting to the delivery tasks. He mentions:

*"Se on sama näissä kieliymmärryksissä tämä englannin ero, kun käytetään 'assumpt' ja 'as soon as possible' ja 'urgent'. Espanjalainen, kun tämä 'assumpt' tai 'as soon as possible' niin kuin mahdollisen nopeasti, mutta ne todellakin yritetään heti, kun vain on mahdollista tehdä niin se hoidetaan. Suomessa ehkä tämä 'as soon as possible' ymmärretään, että sitten kun on aikaa ja \*\*. Tämöistä meillä on. Joskus, kun on käytetty Suomeen 'assumpt' niinkuin toimitustehävä, niin meidän on pitänyt lopettaa ja muuttaa se 'urgent'. \*\* Tämöinen pieni, jos sekoitetaan englanttiin. Se on just tämä mentaliteetti ero, että espanjalainen ymmärtää, että 'as soon as possible', että heti, kun vaan on mahdollista, mutta aina perästä katsotaan, että milloin se on voidaan hoitaa. Suomalainen ymmärtää tämän 'as soon as possible', että sitten, kun on sopivasti aikaa ja kun kaikki muut kiireet on ohi. Paljon tämöistä kommunikaatio-ongelmaa on."*

*("It is in these language understandings this difference in English when using 'assumpt' and 'as soon as possible' and 'urgent'. The Spaniard, when there is this 'assumpt' or 'as soon as possible', like this as quick as possible. They really understand that it means immediately when it is possible, it is solved. In Finland this 'as soon as possible' is understood that when there is time and. \*\* This kind of a things we have. Sometimes when we have used to Finland 'assumpt' in a delivery task. We have had to stop using it and change it into 'urgent'. \*\* This kind of little, if we mix the English here. It is exactly this mentality difference. The Spaniard understands that 'as soon as possible' means immediately, when it is possible, but always it is looked after how you can solve the matter. The Finn understands 'as soon as possible', that then when I have nicely time and all the other rush is over. A lot of this kind of communication problems exist.")*

### **6.2.2. Spanish interviewees describe the Finnish negotiators' negative characteristics**

The most often mentioned negative characteristic of the Finnish negotiators are: directness, coldness, little creativity and rigidity. Five (5) Spanish negotiators [S3, S4,

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S10, S11, S12] mention that the Finns are too direct. Also five (5) negotiators report that the Finnish negotiators have a cold character. Four (4) Spanish interviewees [S1, S5, S11, S12] mention that the Finns are less creative and spontaneous than the Spanish. Four (4) interviewees [S1, S10, S21, S22] report that the Finnish negotiators are rigid. The lack of taste in dressing is mentioned by three (3) participants [S1, S2, S5]. The alcohol is mentioned as a Finnish negotiators' problem by two (2) negotiators [S3, S4]. One negotiator reports the problem of alcohol after the interview. She did not want her opinion to be recorded nor written in the data.

Negotiators [S11, S12] have a rather strong opinion about Finnish directness. They say:

*"La manera de conseguir la información. Los finlandeses muchas veces pecan de ser demasiado directos. Llegan, se sientan y te cogen y te dicen: "A ver, ¿Cuántos compases ha pasado?, ¿Quiénes son tus proveedores?, ¿Cuánto compra cada uno?" Hay ciertas cosas que se pueden preguntar, pero hay otras que no se pueden decir."*

*("The way to obtain information. The Finns many times commit the sin of being too direct. They come, they sit down and they take you and they tell you: "Let's see, How many ... has passed?, Who are your providers?, How much each one of them buys?" There are certain things that can be asked, but there are other things that you can not say.")*

Another descriptive example of the Spanish negotiators' opinion about the Finnish directness is the following observation.

*"El Finlandés es una persona muy directa. El finlandés [el idioma] tiene muy pocas palabras. Muchas veces son muy directos, pero es la única posibilidad que les da su idioma."*

*("The Finn is a very direct person. The Finnish [the language] has very few words. Many times they are very direct, but it is the only possibility their language gives them.")*

It is surprising how the Finnish directness is analysed here. The negotiator says that one of his Finnish colleagues has given him this explanation. It is obvious that Finnish negotiators need more insight and awareness about their own communication in order to have a more realistic picture about Finnish communication in general.

Five (5) negotiators [S5, S11, S12, S19, S20] mention shortly about the Finnish cold character without explaining or analysing it. They just say that the Finnish negotiators are colder than the Spanish. One of these opinions may for that reason be enough to describe this aspect of Finnish character. Negotiator [S20] writes in his questionnaire answer:

*"Los finlandeses son mucho más fríos en su comunicación y, desde luego no hacen concesiones al humor."*

*("The Finnish are a lot colder in their communication and, surely do not make concessions to humour.")*

Negotiator [S1] uses the words "*cuadrado*" ("quadrangular") and "*cuadrangular*" ("square") in describing the Finnish lack of creativity and the rigidity. Negotiators [S11, S12] describe the lack of spontaneity by describing the German character and by praising the Spanish creativity. It is observed that they in fact describe indirectly the Finnish negotiators.

*"En el sentido en que no hayan normas, reglas y no este todo puesto, nosotros sabemos al final, no sé como, pero al final hacerlo sin que nos tienen que decir justo lo que tienes que ir haciendo. Para un alemán además. Lo que pasa es que esto a veces está en los tópicos. Bueno, procedimiento, pues procedimiento número uno: hay que hacer esto. Y el dos: tal, tal tal. Nosotros aunque haya caos, estamos acostumbrados a sobrevivir al caos."*

*("In the sense that even there is no norm, rules, and everything is not set ready, we know in the end, I do not know how, but in the end to do the thing without somebody needing to tell us exactly what one needs to do. For a German, in addition. What happens is that this is sometimes seen in the stereotypes. Well, procedure number one: you need to do this, and number two, so and so and so. Even if there were chaos, we would know how to survive.")*

The same two negotiators continue telling more about Germany, but now they use the concept "over-developed countries":

*"Si hay un problema en países demasiado organizados, como les falta la regla para seguir, pues se paran."*

*("If there is a problem in the over-developed countries, if they lack the rule to continue, they stop.")*



Negotiator [S10] mentions the rigidity by explaining how difficult it is to make the Finns to see other ways of doing things. He says:

*"Quizas después sean un poco flexibles, sean poco flexibles y cuando tienen unas ideas preconcebidas. Cambiar esas ideas, hacerles ver que esas ideas quizás ya haya que cambiarlas. No es fácil. Les cuesta salir de sus ideas."  
("Probably they are then a little flexible and they have preconceived ideas. To make them change their ideas, to make them notice that probably they have to be changed. It is not easy. It is difficult for them to get free from their ideas.")*

Even only three negotiators comment on the problem of alcohol, the present author considers it important to show one of the negotiator's opinion in this research. Negotiator [S4] gives his opinion:

*"Yo diría que los españoles somos en general, bastante bebedores y poco borrachos, y los finlandeses son poco bebedores y más borrachos. .... Y en algunas ocasiones algunas personas cuando vienen a España y vamos a visitar a un cliente, como no están acostumbrados en la comida no se dan cuenta, y han bebido más de lo que deberían y la situación es un poco difícil."*

*("I would say that we the Spanish are in general, big drinkers and little drunk, and the Finns are little drinkers and more drunken. .... And on some occasions some people when they come to Spain and we go to visit a client, as they are not accustomed in a lunch they do not notice, and they have drunk more than they should have, and the situation is a little bit difficult.")*

All three comments made about alcohol indicate that sometimes there is a problem during the negotiations conducted in Spain. The Finnish negotiators may get drunk.

### **6.2.3. Finnish interviewees describe the Spanish negotiators' negative characteristics**

The Finnish negotiators' opinions about their Spanish colleagues are somewhat paradoxical. The separate definitions are different, but they do describe rather similar characteristics. Every negotiator expresses the characteristics in his/her own personal way depending his/her experiences. One (1) negotiator [F17] reports that it is difficult to obtain information from the Spanish in the negotiations. Another interviewee [F18] tells that the different levels inside the organizations do not communicate as straightforwardly as in

Finland. The present author assumes that both opinions describe the difficulty in<sup>110</sup> obtaining information from the Spanish negotiators.

Three (3) negotiators [F13, F15, F18] mention that the Spanish organizations are more conservative than the Finnish. Three (3) negotiators [F15, F24, F26] comment on Spanish poor foreign language proficiency. Two (2) interviewees [F17, F24] report that it is difficult to obtain information from the Spanish negotiators. Two (2) Finnish persons [F17, F27] tell that the Spanish have insufficient knowledge of matters. Three (3) negotiators [F7, F17, F26] comment on the lack of organization and planning in Spanish business.

Negotiator [F13] describes the written documents in Spanish business. He says:

*"Espanjalainen kulttuuri on vielä jossain määrin vanhoillisempi näiden kirjallisten dokumenttien esittämistavoissa."*

*("The Spanish culture is still somewhat more conservative in presenting these written documents.")*

Negotiator [F15] describes the Spanish companies:

*"Ja yritykset ovat Suomesta 15-20 vuotta jäljessä hallinnollisesti ja rahoitukseksi, systeemit, lähinnä niinkuin systeemit."*

*("And the companies are 15-20 years behind Finland administratively and financially, - the systems I mean.")*

The poor knowledge of English language is reported by the negotiator [F23] in the following way. She says:

*"Espanjalaiset osaavat huonommin englantia kuin mikään muu kansallisuus mitkä minä tunnen ja missä minä olen ollut, ja kuulemma huonommin kuin italialaiset, jotka myös osaavat huonosti. .... Vaikka ne sanovat, että "un poco" ("a little bit"), niin siinä on valtava ero. Heidän "little bit" on ihan nolla. Meidän on erittäin hyvin."*

*("The Spanish master English worse than any other nationality I know and where I have been, and from what I have heard worse than the Italians who also know English badly. .... Even They say that "little bit" ("un poco") there is a great difference. Their "little bit" means zero. Ours means very well.")*

The language aspect is analysed in more detail in chapter 6.3.2.

Negotiator [F17] comments on the difficulty in obtaining information. He says:

*"Tietoa saa lypsää aika lailla monesti. Tai sitä saa koko ajan täsmentää ja tarkentaa. He antavat valtavan kuvan omista liiketoimista ja muusta, mutta sitä pitää osata perata sitä asiaa ja vähän niinkuin kuoria. Kyllä siinä saa töitä tehdä."*

*("You need to milk the information quite many times. Or at least so that you need to specify and define it all the time, because some people talk so much without any basis. They give you a marvellous picture of their business and other things. You need to clean out the thing and unwrap it. You need to work on it.")*

The same person supposes the following reason for difficult information gathering.

*"En tiedä, mutta täällä moni yritys varoo antamasta liikaa tietoja. He saattavat kysellä tietoja, mutta kun kysyy heiltä, niin he sanovat, että he eivät pysty vastaamaan tällaisiin kysymyksiin. Tietoja otetaan kernaasti vastaan ja sitä kyselään kaikista mahdollisista lähteistä, mutta tietojen antaminen on monelle vaikeata. Se on ehkä just' sitä, että halutaan pitää se oma erinomaisuus ja ainutlaatuisuus tiedossa."*

*("I do not know, but here many company is careful in giving too much information. They may ask the information, but when you aske them, they say that they can not answer to such questions. The information is received gladly, it is asked from all the possible sources, but giving information is difficult to many. Probably it is that one wants to guard his/her own excellence and uniqueness.")*

Negotiator [F27] comments about the little knowledge the Spanish negotiate with. He reports:

*"Se on monta kertaa ehkä perehtymättömyys siihen asiaan, mikä espanjalaisissa. Ne ei jaksa keskittyä asioihin ehkä niin paljon kuin pitäisi. Eli perehtymättömyys."*

*("It is many times the lack of acquaintance with the matters what in Spanish. They do not concentrate on the matters as much as they should. Let's say the lack of acquaintance.")*

Also Negotiator [F17] comments on this aspect:

*"Espanjalainen kaupankäyntityyli perustuu monesti tuntumiin ja fiiliksiin."*

*("Spanish business is many times based on assumptions and feelings.")*

Negotiator [F7] has observed that the Finns often have a mistaken impression about Spanish systems. He says:

*"He eivät ole niin hyvin organisoituja ja järjestäytyneitä kenties kuin me luulemme ja uskomme, että me olemme Suomessa."*

*("They are probably not so well organized and unionized as we think and believe.")*

The present author understands that he means that often the Finnish negotiators expect a similar behaviour from the Spanish. According to this negotiator the Finnish are organized and unionized, and they are surprised that the Spanish are not. Negotiator [F26] comments on the planning. He reports:

*"Heikko puoli espanjalaisessa on organisaatiopuoli, tai ei organisaatio, kun suunnittelu enemmän pidemmällä tähtäimellä."*

*("The weak side in Spanish is the organization, or not the organization but the planning in the long-term.")*

#### **6.2.4. Spanish interviewees describe the Spanish negotiators' negative characteristics**

Seven (7) Spanish negotiators [S3, S4, S11, S12, S19, S20, S22] mention that the Spanish are not organized. Negotiator [S6] says that there is too much improvising in Spanish business. It could be suggested that his opinion also defines disorganization. The lack of planning and preparing could also be considered one dimension of disorganization. Three (3) persons [S6, S10, S19] mention that. The group of negotiators reporting the problem of not organizing well the matters can be considered to be eleven (11). Surprisingly many share this opinion. Three (3) interviewees [S10, S21, S22] comment that the Spanish mix personal and the professional matters. Three (3) negotiators [S8, S10, S22] report that the Spanish are talkative. The Spanish negotiators' opinions are rather similar. The reported negative aspects are not technical problems, but preparing and interpersonal factors.

Negotiator [S3] comments on the organization:

*"El español es más improvisador. Puede ser genial, pero normalmente - digo normalmente evidentemente siempre hay excepciones en todas las culturas -. Como norma general el español es más improvisador, menos metódico en su trabajo, menos ordenado."*

*("The Spanish is more an improviser. It can be genius, but normally - I say normally evidently always there are exceptions in all cultures -. As a general rule, the Spanish is more of an improviser, less methodical in his work, less organized.")*

Negotiator [S19] defines clearly the Spanish negotiators' problem. He says:

*"El español, su handicap fundamental sería la falta de organización y de planificación."*

*("The Spaniard, his fundamental handicap would be the lack of organizing and planning.")*

Negotiators [S11, S12] agree that the problem in Spain in general and in Spanish organizations is the lack of organization. They defend the common saying from the -70s: "Spain is different!". Which meant that many things in Spain are not as they should be, but we know how to handle our matters. These two negotiators also suppose that in Nordic Countries, Spanish chaos is probably seen as very strange, but everything functions according to these negotiators anyway. They say:

*"Nosotros aunque haya caos, estamos acostumbrados a sobrevivir al caos."*

*("Even if there were chaos, we are accustomed to survive it.")*

Negotiator [S10] comments on the little preparation of the Spanish meetings.

*"Los españoles son menos eficaces en el sentido de que hablan más, preparan menos las reuniones, con las llamadas telefónicas y los faxes por ejemplo no van tan rápido al tema. Nosotros perdemos más el tiempo. En las reuniones muchas veces las personas que intervienen, no las llevan tan bien preparadas."*

*("The Spanish are less efficient in the sense that they talk more, prepare the meetings less, with telephone calls and faxes for example they do not go so quickly*

*into the theme. We lose more time. In the meetings many times those persons who interfere, are not so well prepared.")*

This person explains in a rather detailed way the Spanish negative aspect, but in the end he says that he does not consider these aspects to be very negative. It seems to the present author that the characteristics which he reports are his suppositions of how the other Europeans perceive the Spanish in general.

Negotiator [S22] mentions the mixture of personal and professional relations. She describes:

*"Luego el latino, el español tiene, le concede mucha importancia al trato informal. Y yo creo que a veces mezcla un poco el trato personal con el profesional."*

*("Then the latin, the Spanish has, gives a lot importance to the informal treatment. And I believe that sometimes he mixes a little the personal treatment with the professional.")*

Negotiator [S21] also comments the same aspects. She says:

*"Las relaciones son también algo personales y ocupan más tiempo."*

*("The relations are also somewhat personal and they take more time.")*

She also comments the following negative characteristic:

*"La gente mira su propio interés y puede no ser leal."*

*("The people look for their own interest and may not be loyal.")*

This latter aspect is mentioned only by this negotiator.

Negotiator [S8] comments on the Spanish expressiveness.

*"El español es muy locuaz."*

*("The Spaniard is very talkative.")*

Also Negotiator [S22] mentions the same characteristic. She says:

*"En España la gente es más pasional. Grita más. Se enfada más. Se rié más. Tienen unas costumbres más a la calle, porque hace calor más tiempo y la gente sale fuera más rato."*

*("In Spain the people are more passionate. They shout more. They get more angry. They laugh more. They have more street customs, because it is warmer for longer and the people go out more.")*

There is an interesting aspect when the Spanish negotiators comment about their own negative characteristics. They first describe the aspects and consider them negative, but there is anyway some kind of positive exoticism from their part toward those aspects.

### **6.3. Finnish and Spanish interviewees' opinions about the meetings and negotiations with each other**

The present study is based on the assumption that the negotiators' national cultures do have an influence on the Finnish-Spanish communication and business relations. In this chapter various culturally defined opinions about the meetings and negotiations are reported. Firstly, the general context of meetings and negotiations is presented very briefly. The Finnish-Spanish negotiations are conducted with the host country (locals) e.g. Spanish nationals, and the home country e.g. Finnish nationals. Then Finnish and Spanish negotiators' opinions about the meetings and negotiations with each other is reported according to the following aspects: language and silence, time concept, power distance, individualism-collectivism, uncertainty avoidance, low and high context. A short report is given how the context influences the communication channel choice. These aspects were chosen to be the most significant and appropriate in investigating the intercultural factors in Finnish-Spanish business negotiations.

#### **6.3.1. Finnish-Spanish meetings and negotiations**

Finnish and Spanish negotiators do not only conduct business with each other but also with a number of other nationals. Negotiators move in international circles. They have to be able to present their own culture in front of their local clients as well as their global capacities when communicating in the international arena of business. The following opinion of Negotiator [S16] of the business relations describes very well the context of the meetings and negotiations of the Finnish and Spanish negotiators. As the same opinion was supported by nearly all of the negotiators, it is representative to give some basic idea of the general context in which the Finnish and Spanish negotiators conduct negotiations. The negotiator also comments on the importance of both host country and home country nationals working together in order to meet better the needs of the clients.



Negotiator [S16] describes the international negotiations and their impact on the negotiator. He says:

*"Hay que pensar como estan estas corporaciones formadas de hecho casi 100% de las reuniones internas. Coincidimos nacionalidades tan diversas como pueden ser españolas, italianas, francesas, portuguesas, alemanas y finlandesas. De hecho yo tengo reuniones semanales de las que nosotros llamamos 'Management Meeting'. En donde decidimos que vamos a hacer y pasamos las revistas con lo que hemos hecho y hacemos planes de acción. En estas reuniones normalmente no hay menos de tres o cuatro nacionalidades distintas. Entonces todos nosotros que nos movemos en el mundo de compañías internacionales hasta cierto punto hemos sido educados en un sentido con nacionalidades diferentes. .... En estas reuniones, posiblemente ya te has dado cuenta, no estan Países Nórdicos con países del sur, no, no. Estan los más internacionales de los países del sur. Por lo tanto estan más cerca para tratarse. Personas como yo que nos hemos educado en compañías internacionales somos 'el interface' entre el norte y el sur. Yo soy algo medio. También con los que yo relaciono finlandeses. Son personas, más internacionales que los finlandeses medios. Por eso, hasta cierto punto estamos ya cerca de ese mundo 'aldea global' del que todos hablamos ya. Un director de ventas en España tiene relaciones con sus clientes completamente diferentes a las relaciones de venta que puede tener un director de ventas finlandés en Finlandia. Yo diría que los dos se parecen poco desde el punto de vista del cliente. Son bastante diferentes. Lo que pasa es que el director de ventas finlandés y el director de ventas español en el caso concreto nuestro, que es lo que yo conozco, somos las personas que por una parte somos españoles y por otra parte somos internacionales. Cuando estamos delante del cliente español, normalmente nos comportamos como españoles y sentimos como españoles. Pero cuando estamos dentro de nuestra compañía nos comportamos como españoles internacionales y finlandeses internacionales."*

*("One needs to think that these corporations are formed so, that nearly in 100% of the internal meetings we are such a diversity of nationalities as: Spanish, Italians, French, Portuguese, German, and Finnish. I have weekly meetings which we call 'Management Meetings'. In which we decide what we will do, we pass the magazines we have made and make the action plans. .... In those meetings there is normally no less than three or four different nationalities. All of us who move in the world of international companies until a certain point we have been brought up with different nationalities. In these meetings, you probably have already noticed, there are not the Nordic Countries with the Southern countries. No, no. There are the most international people from the south. They are nearer to treat each other. People like I, we have been educated in international companies, and we are like 'the interface' between the north and the south. I am something in the middle. Also the Finns I work with; they are more international than the normal Finns. For this reason we are already near to that 'global village', we are all talking about. One Spanish sales manager has totally different relations with his*

*clients to the sales relations a Finnish sales manager can have in Finland. I would say that they are not very similar from the clients point of view. They are rather different. What happens is that the Finnish sales manager and the Spanish sales manager in our case concretely which I know. We are on the one hand Spanish and on the other hand we are international. When we are in front of the Spanish client we act and feel like Spanish. When we are inside our company, we act like international Spanish and Finns.")*

On the basis of this description, it could be suggested that the context, international business, demands the Finnish and Spanish negotiators both culturally relative behaviour as well as being as representatives of their own countries and national cultures. The national culture is an important factor when meeting the clients' needs. What is clear is that culture also changes according to the experiences one has. Bouchet (1995:8) describes cultural dynamism in his epistemological assertions. He defines: "When one communicates across cultures one contributes to cultural changes. Every activity which involves groups or individuals from different cultures adds something to these cultures".

In this research eight (8) [F17, F13, F17, F18, F23, F24, F25, F27] of the Finnish negotiators are home country nationals e.g. managers who are citizens of the country where the multinational corporation is headquartered. In some cases the company and negotiator [F13 for example] emphasizes that their task is to get the operation started and then they will turn things over to host country managers. In various cases the manager is a host country national e.g. a local manager who are hired by the MNC. Twelve (12) [S1, S2, S3, S4, S5, S6, S8, S10, S11, S12, S16] of the interviewed negotiators are host country nationals. Two (2) [F15, F26] of the Finnish negotiators have their own company in Madrid. Their clients are mostly Finnish companies in Finland, but they also have other nationals as clients. Three (3) [S19, S20, S22] of the companies are Spanish headquarters and the manager there is a local Spanish person. There are two (2) negotiators [S8 and F13] who stress very strongly the importance of the host country managers. They give two specific reasons for this importance: 1. these individuals are familiar with the culture, 2. they know the language.

The Spanish negotiator [S8] stresses the importance of both Finnish and Spanish nationals in business between these two countries. She says:

*"Siempre he creído que, por supuesto es importante tener personal español porque dominio del español como un nativo nadie lo tiene y para conocer el carácter español por supuesto que es necesario. Pero también ocurre lo mismo que por mucho que yo trabaje con los finlandeses, necesito alguien finlandés que los entienda todavía mejor que yo. Entonces creo que el secreto del éxito de esta oficina es que tenemos el 50%-50% de personal español y personal finlandés. Entonces si nos llevamos bien, como es el caso, como esto es como una pequeña familia, nos ayudamos mutuamente. Ella conociendo más al finlandés y yo conociendo más al español. El equipo, efectivamente, trabaja muy bien, porque yo tengo experiencia de otros colegas míos de otras oficinas donde el personal era 100% finlandés y allí han tenido problemas con los nativos de ese país y al revés donde la oficina ha sido creada por personal solamente de ese país. Y en la comunicación con Finlandia han habido problemas. Yo siempre al principio, cuando se fundó esta oficina y me ofrecieron a mí el llevarla. Y lo puse muy claro desde principio que lo haría, pero contando siempre con la colaboración de otro finlandés conmigo."*

*("I have always believed, that of course it is important to have Spanish personnel, because to master Spanish there is nobody except the local Spanish, and also of course it is necessary to know the Spanish character. Also the same thing happens, that no matter how much I worked with the Finnish, I need somebody Finnish who understands them even better than I. Then I believe that the secret of this office is that we have 50%-50% Spanish and Finnish personnel. Then, we manage well. We are like a little family, we help each other mutually. She, knowing more the Finns and I, knowing more the Spanish. The team indeed, works very well, because I have experience from my other colleagues for other offices where the personnel is 100% Finnish and there they have had problems with the locals of the country. And the other way round where the office has been created by the local personnel. And they have had problems with Finland. I always in the beginning, when this office was founded, and they offered me to manage it. I made it very clear from the beginning that I can do it, but always counting with the collaboration of the other Finn with me.")*

The Finnish negotiator [F13] comments on the same importance of the collaboration:

*"Yleensä idea on se, että me hankimme paikallisen johdon aika pian sen jälkeen, kun meillä on itsellämme tietty ymmärrys siitä toiminta ympäristöstä ja me olemme luotu sen kokoinen business, että siihen on hyvä ottaa paikallinen vetäjä. Ja että kasvunedellytykset on luotu eteenpäin. Me olemme tavallaan itse pioneereina itse murtauduttu sinne markkinoille ensin. Me ei olla tehty niin, että me*

*oltais lähdetty murtautumaan markkinoille, niin että meillä olisi ollut joku paikallinen vetäjä pystyttämässä tätä yhtiötä ja lähtenyt sitten."*

*("Normally the idea is that we find local management soon after we have gained a certain understanding of the operations' environment, and we have created the whole business so that it is good to get local management so that the opportunities for growth has been created. In fact we have ourselves broken as pioneers the market. We have not done so that we had a local management to set this company.")*

Negotiator [F26] comments about functioning as a filter between two or more cultures.

He says:

*"Sen takia se on tämmöisen paikallisen konttorin porukka; olkoot nyt vaikka tytäryhtiö tai itsenäinen niinkuin me ollaan monelle firmalle; niin se, että on monenkulttuurin ihmistä tai kahden kulttuurin ymmärtävää ihmistä ja voi toimia vähän filtlerinäkin."*

*("That is why this local office team, was it subsidiary or an independent company as we are to many companies. The fact that there are people from many cultures or people who understand two cultures, they can function as a filter.")*

Negotiator [S4] appreciates the Finnish-Spanish differences and suggests collaboration.

He explains:

*"Entonces, ¿qué sería lo ideal? Pues lo ideal sería que formáramos un equipo. Claro, una persona más imaginativa, pero otra que este tomando nota y llevando a la práctica de una manera óptima y muy eficiente lo que se pueda imaginar."*

*("Then, what would be the ideal? Well, the ideal would be that we would form a team. Surely, one imaginative person, but an other who is taking the notes and putting it into practice in an optimal way, and very efficient one can imagine.")*

The interviewees [S11 and S12] are negotiators who only emphasize the importance of the host managers e.g. the local personnel in the company. They say:

*"En esta oficina hay diecisiete (17) personas. Todas son españolas. Quizas la mayor diferencia que pasa con la gente entre XX y XX. XX, al país donde va, la gente que trabaja en ese mismo país es del mismo país. Esa es la idea y la diferencia con XX."*

*("In this office there are seventeen (17) persons. All the people are Spanish. This is probably the major difference between the people of XX and XX. XX, to the*

*country it goes, the people who work in that country are from that very country. That is the idea and the difference with XX.")*

### **6.3.2. Language in Finnish-Spanish business negotiations**

The aim of this chapter is to report in what language the negotiators communicate in Finnish-Spanish business negotiations? Do the interviewed feel capable of negotiating in that language? How well the selected language serves the negotiators' purposes in business relations? What are the difficulties, if any, in using the language they have chosen for their communications? This chapter does not aim to discuss in depth the aspects of language in Finnish-Spanish negotiations, not even to relate it to the theory in this area of the relationship between language and intercultural negotiations. (Productive references would be for example Gudykunst 1988, 1994; Gumberz 1982; McCall & Warrington 1989; Mulholland 1991; Samovar & Porter 1994) The aspects of language and silence were not originally thought to be analysed in this study. As these two aspects seemed to be rather important by the negotiators they are included into the present research. Both aspects certainly open more themes for future research.

In seventeen (17) of the nineteen (19) companies the common official language of the whole corporation is English. Twenty-two (22) negotiators claim this fact. One (1) negotiator [S19] was not asked directly the question of the language, but the present author has interpreted the language choice in his company to be: official communication in English and in the office Spanish. Spanish was reported to be the official language in two (2) companies for four (4) [F17, F18, F23, F24] negotiators. Anyway, some of the companies talk in another language with their colleagues in the very office they work. Twenty-one (21) negotiators from seventeen (17) companies report that in the office they communicate in Spanish. Six (6) negotiators from four (4) companies inform that their language in the office is Finnish. It is important to note that in some companies three languages: Finnish, Spanish and English are used in the office, as the staff is international. That is why the numbers do not correlate with the total number of the languages used, interviewees and the companies. One (1) of the

negotiators [S3] report that even the official language of the company is English, in practice he communicates mostly in French with his clients as the most intensive business is conducted with France. This negotiator is married with a French woman. They have two bilingual daughters. He stresses bilingualism very much in his interview.

It can be concluded that the language used (21 negotiators communicate in English in their official negotiations e.g. with their headquarter and clients.) in international business negotiations is normally neither of the counterpart's own language. In four (4) cases [S2, S16, F25, F27] working in a foreign language is seen as a positive aspect. A Spanish secretary [S2] is happy to be forced to use English.

*"Y me parece muy bien (no incómodo), porque se me da la oportunidad de practicarlo y no se me olvida. Entonces, para mi trabajo está muy bien."*

*("For me it is very ok, because I have the opportunity to practice the English and I do not forget it. For my work it is very good.")*

Four (4) [F4, F7, S16, S22] interviewees feel that they are all at the same level as far as the language is concerned. The Spanish negotiator [S16] gives his opinion on this aspect:

*"La comunicación dentro de nuestra compañía como en todas las compañías internacionales es el inglés. Con una ventaja, consecuencia de una desventaja. Es un idioma aprendido por todos nosotros. Lo cual quiere decir que su utilización es hasta cierto punto limitada. Entonces como nuestra comunicación es en inglés y además un idioma aprendido. Digamos la comunicación es bastante estandarizada."*

*("The communication in this company as well as in all the companies is English. This is with one advantage as a consequence of one disadvantage. It is a learned language for all of us. It means that its utilization is up to a certain point limited. Then, as our communication is in English and besides a learned language. Let's say that the communication is rather standardized.")*

All the twenty five (25) interviewees comment about the importance of the language in business relations. Eight (8) [S3, S4, S5, S10, S16, F17, S22, F25,] of the businessmen recognize that as the language (English) in business relations is normally neither of the party's own language, the communication is limited, standardized and simple. The

businessmen are not always able to distinguish the details or the nuances in communicating in a foreign language. The interviewees can not express themselves as freely, vividly or efficiently as in their mother tongue. One [S4] of the Spanish negotiators have the following opinion:

*"Entonces muchas veces la capacidad de expresarte queda muy limitada. Yo hablo en inglés, pero soy consciente de que mi conocimiento del inglés es muy inferior a mi conocimiento del español."*

*("Often the capacity for expressing yourself is very limited. I speak English, but I am very conscious that my knowledge of English is a lot inferior to my knowledge of Spanish.")*

Negotiator [S22] also feels that communicating in a foreign language creates limitations:

*"También pienso que hay un problema a veces de idioma. Porque son idiomas completamente diferentes, de raíces completamente distintas. Entonces nos estamos comunicando en un intermedio que es el inglés que ni permite expresarse al finlandés o al sueco con todas los matices que tienen que tener en esa lengua y el español con toda esta riqueza de matices. Se pierden muchos conceptos y muchas posibilidades de comunicación al no tener este idioma común, como este 'slang' o esas expresiones que van más allá de lo que estás diciendo."*

*("Also I think that sometimes there is a problem of language. Spanish and Finnish are too totally different languages. Then we communicate in an intermediate language, English, which does not permit either the Finn or Swedish to express her/himself with all the nuances which that language has to have; and the Spanish with all its richness of nuances. Many concepts and possibilities of communication are lost in not having the common language, like 'slang' or those expressions which go further above what you are saying.")*

Negotiator [F17] tells that in his position there is something positive also in not knowing the language well. He tells:

*"Espanjaksi. Espanjalaislta se sujuu hyvin. \*\* Se on oikeastaan ihan hyvä, mutta minun oma espanjan kielen taitoni on, sanotaan nyt, riittävä. En pysty sillä briljeeraamaan, ja se on oikeastaan hyväkin, koska silloin joudutaan monesti puhumaan asiasta, koska ei osaa täysin kaikesta tässä ympärillä ja yhteiskunnasta niin ottaa kantaa asioihin. Pystyykin olemaan sellainen neutraali, koska tämähän on tällöinen välittäjän homma. Me olemme niinkuin avittamassa."*

*("In Spanish. The Spaniards handle it very well. \*\* In a matter of fact it is good, but my knowledge of Spanish is, let's say enough. I can not show off, and in a matter of fact, it is good, because then we need to talk about the matter itself. You can not take a stand on all these themes around in a society. You can stay neutral, because this is a mediator-job. We are here to help.")*

Fifteen (15) of interviewed negotiators mention verbally that the language in Finnish-Spanish business relations is a problem. Eight (8) of them are Finnish and seven (7) are Spanish. Four (4) of the interviewees [F13, F15, F18, F27] stress that if you can not speak Spanish in Spain or in Colombia as [F15] stresses, you are not able to conduct successful Finnish-Spanish business. All of these four interviewees are Finnish who have a long experience in doing business in Spanish-speaking countries. All of them are innovative persons and successful in their negotiations. The following negotiator [F15] explains the problem in a very clear way.

*"Mutta ethän sinä helvetti, kielitaidottomana menet Kolumbiaan; huuli pyöreänä siellä, että minne sinä työnnät itsesi. Eihä siitä tulisi mitään."*

*("But, you cannot, damn. Without the knowledge of the language you go to Colombia; there you are mouth open, and where do you put yourself. It would not work at all.")*

Some of the interviewed negotiators are conscious that the language problem is also a cultural difference problem, and difference in mentality. One can understand what the other person writes as far as the language goes, but the content itself is not clear. Culture has its impact in time and quantity descriptions as well as the matter what is considered correct to express and how. Three (3) negotiators [F15, F23, F26] give their examples on these three aspects. Negotiator [F26] explains about the time concept:

*"Se on sama näissä kieliymmärryksissä tämä englannin ero, kun käytetään 'assumpt' ja 'as soon as possible' ja 'urgent'. Espanjalainen kun on tämä 'assumpt' tai 'as soon as possible' niin kuin mahdollisen nopeasti, mutta ne todellakin yritetään heti, kun on vain mahdollista tehdä, niin se hoidetaan. Suomessa ehkä tämä 'as soon as possible' ymmärretään, että sitten, kun on aikaa ja \*\* Tämmöistä meillä on. Joskus, kun on käytetty Suomeen 'assumpt' niinkuin toimitus-tehtävä, niin meidän on pitänyt lopettaa ja muuttaa se 'urgent'. \*\* Tämmöinen pieni, jos sekoitetaan Englantiin. Se on just tämä mentaliteetti ero, että espanjalainen ymmärtää, että 'as soon as possible', että heti, kun vaan on mahdollista,*



*mutta aina perästä katsotaan, että milloin se voidaan hoitaa. Suomalainen ymmärtää tämän 'as soon as possible', että sitten, kun on sopivasti aikaa ja kaikki muut kiireet on ohi. Paljon tämmöistä kommunikaatio-ongelmaa on."*

*("It is in these language understandings this difference in English when using 'assumpt' and 'as soon as possible' and 'urgent'. The Spaniard, when there is this 'assumpt' or 'as soon as possible', likens it to "as quick as possible". They really understand that it means immediately when it is possible, it is solved. In Finland this 'as soon as possible' is understood that when there is time and. \*\* This kind of a things we have. Sometimes when we have used to Finland 'assumpt' in a delivery task. We have had to stop using it and change it into 'urgent'. \*\* This kind of little thing happens, if we mix the English here. It is exactly this mentality difference. The Spaniard understands that 'as soon as possible' means immediately, when it is possible, but always it is looked after how you can solve the matter. The Finn understands 'as soon as possible', that then when I have time enough and all the other rush is over. A lot of this kind of communication problems exists.")*

The Finnish negotiator [F23] stresses the problem in Finnish-Spanish differences of evaluating one's capacities. She explains the cultural difference in understanding quantity: 'a little'.

*"Espanjalaiset osaavat huonommin englantia kuin mikään muu kansallisuus mitkä minä tunnen ja missä minä olen ollut ja kuulemma huonommin kuin italialaiset, jotka myös osaa huonosti. .... Vaikka ne sanovat, että "un poco", niin että ymmärtää "un poco" on nolla, kun meikäläinen sanoo "un poco", niin osaa erittäin hyvin. "A little bit", niin siinä on valtava ero. Heidän "little bit" on ihan nolla. Meidän on erittäin hyvin."*

*("The Spanish speak English worse than any other nationality I know and where I have been. I have heard that they speak English even worse than the Italians. Even they say that they understand 'un poco' ('a little'), but according to their understanding 'un poco' for us it is zero. When we say 'un poco'. It means you can speak English very well. In this there is a great difference. Their 'little bit' is zero. Our 'little bit' is very well.")*

Five (5) of the negotiators [S3, S10, F15, F18, F26] observe the difference in knowing the language and knowing the rules of the language use (the culture and the mentality). They all observe that one may be able to speak and write in a foreign language, but one may not understand anything what is said in that language or how the language is used in specific situations. Negotiator [S3] says:

*"No es solo entender el idioma. Es decir, es muy facil si sabes inglés, pues tu lo lees y entiendes todo lo que te dice. Pero en un fax o en una carta no es solo lo que dice allí escrito, sino que quiere decir."*

*("It is not only understanding the language. It is very easy if you know English, you read it and you understand everything the person writes you. But in one fax or in one letter it is not only what is written in it, but what it wants to tell me.")*

Negotiator [F15] brings out the difference in saying 'no':

*"Moni osaa kieltä, mutta ei ne ymmärrä siitä mitään. Ei ne tiedä mitä sanat tarkoittavat, kun sanojakin voidaan.. Riippuu kenen kanssa seurustellaan. Mitä hän haluaa niillä sanoillansa sanoa. Toiset kulttuurit siellä niin ei koskaan sanota 'ei'. ....Eihän Espanjassa saa koskaan sanoa 'ei'. Sinä sanot sen sillä tavalla, että se on ei, mutta miellyttävästi. Suomessahan sanotaan aina suurin piirtein, että 'no joo', 'no ei'. Ja se on niinkuin kerrasta poikki."*

*("Many know the language, but they understand nothing about it. They do not know what the words mean. It depends with whom we are talking. And what s/he wants to say with his/her words. In some cultures you can never say 'no'. In Spain you never say 'no'. You say it such a way that it means 'no', but in a pleasant way. In Finland you always say more or less 'no joo' (well ok), 'no ei' (well no). And that's it.")*

Culture is thought to have its impact on mentality. Even a very good command of languages does not save one from misunderstandings.

Negotiator [F27] reports how big mistakes the companies can make in not knowing the culture. This director was sent for a two-week language course to Spain just before his moving there. It appeared that the company really wants to prepare its personnel, but the problem in this case was that this director was sent to Catalonia (Catalonia has a different language and culture from Central Spain which is called Castile.) where the majority of the people speak Catalan, not Spanish.

*"Minä totean muutaman päivän kuluttua, että on se kumma, kun ei ne puhu minun mielestä espanjaa ollenkaan, kun ne puhu katalaanaa keskenänsä. Ja minulle ne vääntää muutaman sanan espanjaa."*

*("I noticed after couple of days that how strange. I think they do not speak Spanish at all. Well, they spoke Catalan. And to me they said few words in Spanish.")*

This situation is like a fairy tale, but the sad point is that it may be the reality for companies sending their people abroad. In a country like Spain where the regional differences really do matter, it is very important to know the cultural differences inside the country. For example to send people to language courses to Catalonia, Basque Country and Galicia would not be the places to send as their language is very different from the Castilian Spanish. In Andalucia and Extremadura the local dialect is so strong that it would not be the best start to learn a new language. Even more, the Spanish language varies not only from province to province, but currently from village to village. The language and cultural difference is seen in the way how people call themselves. A person born in Toledo is called 'la toledana'. A person born in Madrid is called 'la madrileña'.

Some [F7 and F26 for example] of the negotiators see the language problem as Finnish or Spanish negotiators' problem. Two (2) negotiators [S1 and F18] observe that the problem is the Finnish negotiators' lack of English proficiency. Some (F7 and F26 for example) of the negotiators view the problem more as a Spanish language proficiency problem. Hill (1993:18) introduces some folklore jokes about the Europeans. One of his jokes is about what the European business community's opinion about an ideal employee's qualities. "The ideal employee should have the internationalism of an Englishman, the humility of as Frenchman, the charm of a German, the linguistic ability of a Spaniard, the precision of an Italian, the road manners of a Belgian, the generosity of a Dutchman, the gaiety of a Swiss, the ready wit of a Scandinavian and the sensitivity of a Greek." The Spanish have still an image of being a nation with a poor language proficiency. Negotiator [F26] reports:

*"Ihmiset ei Espanjassa on vielä minun sukupolven aikana, on hyvin heikko englannin kielen taito."*

*("For people in Spain, still in my generation, the knowledge of English is very weak.")*

The boom of language schools in Spain started about seven years ago, 1990. Many language academies were opened and foreigners and native speakers, were employed as language teachers. The foreign languages are anyway very little spoken in Spain. The TV programs and movies are dubbed into Spanish, in radio one seldom hears foreign languages. Even foreigners try to speak Spanish as soon as possible no matter how broken it is. The Spaniards stare at people using foreign languages. It may be because of curiosity, but it may also be due to a strong attitude that in Spain one has to speak Spanish. According to Hill (1993:19) "Culture shapes language and language shapes culture. In this symbiotic relationship, the way people speak can tell you volumes about their environment". It is greatly because of the language, mainly Spanish is used and foreign languages are seldom heard in Spain, that living in Spain is like being a little bit like outside the rest of the Europe.

An experienced Finnish negotiator [F7] describes in a beautiful way the Spanish negotiators' attitude toward the Finns will to communicate in Spanish and the Spaniards' knowledge of English. Spain is considered a country where the local people really estimate your will to learn their language. Already a few words make the Spanish happy and willing to communicate with you. He says:

*"Espanjalaiset eivät ole ollenkaan vaativia kielen suhteen. He noteeraavat positiivisesti sen, että yleensä yrität heidän kielellään, ja antavat sinulle anteeksi jos alussa tulee virheitä. Eikä siitä koskaan tule mitään teemaa. Teema on pikemminkin se, että heidänkin oma kielitaitonsa on huono. Englanti, ranska ja saksa, ne ei nyt suju niin hyvin kuin se kenties tulee tulevaisuudessa sujumaan."*

*("The Spanish are not at all demanding as far as the language is concerned. They note positively that you even try in their language, and they forgive you if in the beginning there are some mistakes. And it never becomes a theme. The theme may be more that their own knowledge of foreign languages is poor. English, French and German do not flow as fluently as it probably does in future.")*

The use of interpreters is not very much discussed in the interviews, but it seems that interpreters are not very much used in Finnish-Spanish business negotiations. Negotiator [F26] explains why:

*"Ei. Se häviää siitä. Paitsi, että se voi olla erittäin hyvä tulkki, joka ymmärtää kielen ja kulttuurin, mutta normaalisti tulkki ei ymmärrä neuvottelun aiheesta."*

*("No. It goes away. Except if the interpreter is very good who understands both the language and the culture. Normally the interpreter does not understand the subject of the meeting.")*

The Spanish director [S22] also mentions that sometimes they do use interpreters, but the subject does not seem to be very interesting for her. The Spanish director [S8] reports that she serves sometimes as an interpreter, but those situations can be rather uncomfortable.

*"Y mis mayores problemas los he tenido en esas reuniones con los clientes, donde he servido de traductora. Y el finlandés ante una pregunta para la que no estaba preparado se ha quedado callado. O me ha contestado una frase muy corta, porque necesitaba más tiempo para pensar la respuesta. Y ante esa actitud el español que es más rápido, porque improvisa antes, yo he tenido que inventarme la respuesta, inventarme conversación para un poco tratar de suplir la deficiencia del finlandés de no contestar en ese momento. ....Y esos son los momentos que yo he vivido quizás con más dificultad para tratar de salvar esa timidez del finlandés ante el español y que este no se diera cuenta."*

*("I have had major problems in the meetings where I have been as an interpreter. And the Finn in front of a question he was not prepared for stayed totally quiet. Or the Finn answered only a very short sentence, because he needed more time in order to think of the answer. In front of this kind of attitude, the Spaniard is faster, because he improvises before; I have been urged to invent the answer, invent the conversation in order to supply the Finnish person's deficiency of answering in that moment. ....And these are the moments I have probably lived with the greatest difficulty in order to try to save the timidity of the Finn before the Spaniard that he, the Spanish would not notice the situation.")*

Nearly all the Finnish negotiators speak "broken Finnish". Naturally those who have been a long time outside of Finland. Negotiator [F17] has been only eleven (11) months so his Finnish is clear with no "brokenness". The interviewed negotiators normally use about three languages (Spanish, Finnish and English) all the time, so this "brokenness" is rather understandable. The Spanish negotiators' Spanish is good. It is noticed that they speak mainly Spanish. They are in their own country.

Only few of the negotiators mention no problems with the language. They underline that all the communication in the company is so much structured that there are no problems. Negotiator [F25] underlines that they have a kind of a 'Bible' according to what the things are done. *"No problems"*, is his main comment to all the possible conflicts, also to the language aspects.

*"Toimiston sisällä puhutaan paikallista murretta eli espanjaa, mutta kieli ulospäin on englanti. Itsekukin mahdollisuuksien mukaan puhuu puhelimessa, kuten allekirjoittanut yritän joskus muutamana sanan saksaa vääntää saksalaisten ja sveitsiläisten kanssa - switzerdyitsienglanti ei kovin hyvin suju, mutta kuitenkin. Englanti on kuitenkin, koska terminologia on hyvin tärkeä. ....Ei mitään ongelmia. .... Ei tarttenut keksiä pyörää uudestaan niin sanotusti."*

*("Inside the office we speak the local dialect, which is Spanish, but the language outside from the office is English. Each one of us according to our possibilites talks on a phone, like the undersigned, me, tries to speak a few words with German and Swiss people - switzerdyitshenglish, but I can't speak it very well, but anyway. The terminology is very much the same anyway. No problems. We did not have to reinvent the wheel." )*

Some of the interviewed negotiators just tell, in a rather neutral way, in what languages they operate. They do not report any problems. English as a business language is also considered as a sign of being an international company. This may be interpreted in various interviews, but it is not said directly verbally.

### 6.3.3. Silence

The concept of silence is a rather important aspect in Finnish-Spanish negotiations. It is not considered by the negotiators as a part of communication, but as something uncomfortable which one has to get rid of. The Finns comment about the silence as a very negative aspect. The Spanish negotiators interpret it in different ways. It seems that the Finnish negotiators also have adopted this attitude in the Spanish market. In Spanish communication style silence is not very positively valued, and it is considered uncomfortable.

The attitude towards silence can be assumed to be very different between the Finns and Spaniards. In Finland there is a saying that "Talking is silver and being quiet is gold". This saying does not probably have as strong impact as it had before, but still it has been forming Finnish communication for many years. If you do not have anything to say, it is better that you keep silent. One [F17] of the Finnish negotiators explains:

*"No se on sitä samaa, että suomalaiselle asiat asiana. Ja jos ei asiat puhu, niin sitten ei miehetkään puhu. \*\* Täällä niinkuin viilataan."*

*("Well it is the same that for the Finns the fact are facts. If the matters do not talk then the men don't talk either. \*\* Here they shilly-shally.")*

In Finland, silence is appreciated and a person who does not talk is considered to be thinking about something. In Spain there is a common idea of silence. If you talk you have something in your head to talk about. If you are silent you have nothing in your brain. One of the first things a foreigner notices in the Spaniards is their aggressive and loud communication. A person who does not understand Spanish could even think that the Spaniards are fighting all the time. Everybody seems to talk at the same time and still communication functions well. Messages are changed. The Finns are said to be good listeners. Not the same is said about the Spaniards. They themselves often comment how everybody speaks at the same time and nobody listens. This aspect appeared in the interviews. For example the Finnish negotiator [F7] comments that sometimes he has to say that "*silence, please*", in the meeting. He says that the Spanish negotiators get bored rather quickly and they start to talk about other things. For the Spaniards the Finnish communication style is boring: there is only one person talking at a time, then there is a pause and another person may speak. In Spanish communication style there is no interrupting. Everybody can speak and the person who has the most important thing to tell or who is able to tell the matter in the most interesting way gains the other people's attention. A Finnish negotiator [F24] explains a bit the Spanish communication style. She says:

*"Minä en usko, että he etsivät konfliktia. He etsivät keskustelun aihetta. Kaikilla on kauhea mielenkiinto saada se oma perustelunsa. Ja se, että jos joku väittää sun mielipiteitäsi vastaan niin hän saattaa loppujen lopuksi päätyä siihen sinun*

*mielipiteeseesi, mutta väittäily syntyy sen takia, että se halutaan testata, että pystytkö perustelevaan puheesi. Se ei riitä, että on jotain mieltä ja toiset ihannoivat, vaan heti kun jollakin on joku mielenkiintoinen mielipide niin heti joku haluaa tietää, että miksi. Ja minkälainen perustelu sillä on kunnes se hyväksytään. Mikä on minusta ihan terveellinen tapa neuvotella."*

*("I do not believe that they try to look for a conflict. They look for a subject to talk. Everybody has a horrific interest to get his/her own explanations heard out. If somebody contradicts your opinions, s/he may in the end end up with your opinion. But the discussion or dispute arises because one wants to test whether you are able to explain you speech. It is not enough that you have a certain opinion which the others admire. But straight when somebody has an interesting opinion, the others want to know why. And what kind of an explanation it has, untill it is accepted. This is in my opinion very healthy way to negotiate.")*

Bertol Brecht has said that the Finns are silent in two languages. Today Brecht's opinion is used as a cliché. Hill (1993:182-183) describes the Finns as the odd ones of Scandinavia. According to Hill, the Finns seem taciturn, which is partly a reflection of their difficulties in communicating. Hill reports that not only the Finnish language isolate the Finns, they even have problems in communicating among themselves. Hill probably does not understand the importance of silence in Finnish communication. In Finland silence is a very big part of communication. The Finns do not feel uneasy with non-talking, and they do not try to fill the silent gaps. Something which is totally different in Spanish communication. For the Spanish silence can be dangerous. Here is one Spanish [S3] opinion:

*"Mi impresión es que piensa más antes de exponer una idea. Puede ser más peligroso, porque evidentemente cuando una respuesta se piensa mucho, es una respuesta más elaborada. Y por tanto más meditada y más medida. Puede esconder más cosas."*

*("My impression is that they think more before exposing an idea. It may be more dangerous, because evidently when an answer is thought about a lot, it is an elaborated answer. And so it is more meditated and more measured. It can hide more things.")*

The negotiators mention very little about total silence. In fact there are only three (3) negotiators [S8, F18, S19] who make comments on total silence. Negotiator [S8] interprets that the Finnish silence is due to the timidity.



*"Es que el finlandés es muy tímido y el español es muy locuaz. Y mis mayores problemas los he tenido en esas reuniones con los clientes, donde he servido de traductora. Y el finlandés ante una pregunta para la que no estaba preparado se ha quedado callado."*

*("The Finn is very timid and the Spanish is very talkative. And I have had major problems in those meetings with the clients where I have served as a translator. A Finn in front of a question to which he was not prepared, stayed silent.")*

The silence can be considered a tactic of not hearing the others' opinions and not collaborating. The Spanish negotiator [S19] tells that in the beginning there normally is no communication problems, but there is always a moment when the Finns shut up. Normally this moment comes when the Finns do not like or understand some procedures. He understands that Finnish silence in those cases is due to a will to go along their own lines of procedures. Closing up is like not saying anything neither hearing others' opinions. The interviewee says:

*"Suelen ser gente que se aísla y un poco te dicen que "sí" a todo, pero después ellos hacen en realidad lo que les interesa."*

*("They tend to be people who close up and say "yes" to everything, but then in fact they do what they are interested in.")*

The Finnish negotiator [F18] has observed that Finnish negotiators' silence is very uncomfortable. He tells:

*"...mutta se mikä espanjalaisille tekee olon epämukavaksi on se, että suomalainen ei puhuu. Hän vaan kuuntelee ja miettii. Keskustelutilaisuus on hankala, kun suomalaisilta Espanja esittää kauhean laueasti asian ja selittää. Ja toinen jää sitten tuijottamaan."*

*("...but what makes a Spaniard uneasy is that the Finns do not talk. He only listens and thinks. The communication situation is difficult. The Spaniard expresses his idea really extensively and explains. And the other stays and stares.")*

Negotiator [S4] tells one joke about the Finnish non-talk. Somebody had told him the joke and this negotiator thinks that the joke describes rather well the personality of the Finns.

*"Es que dos amigos finlandeses quedan en un bar para tomar una copa. Entonces se llega a la barra cada uno coge su cerveza y uno de ellos levanta la cerveza y le dice al otro "kippis". Le dice el otro: "?Hemos venido a hablar o a beber?". Es un chiste, pero quizás el finlandés es un poco así. Concentrado en una cosa o en otra. Pero no le abras mucho el abanico."*

*("Two Finnish friends are in one bar having a drink. They go to the counter, and both take their beers. One of them lifts up his beer and tells the other "kippis". The other person tells him: "Did we come here to talk or to drink?" It is one joke, but probably a Finn is a bit like that. Concentrating on one thing at a time, but do not open your mouth very much.")*

A Finnish negotiator [F15] thinks that non-talk is a sign of low professionalism derived from poor social skills. In this opinion the Finnish negotiators' negative attitude toward silence is noticed. He says:

*"Täällä, ei täällä kukaan lue papereita. Tämä on shokeraavaa sellaiselle, joka ei tule ihmisten kanssa juttuun, joka joutuu asiailmapiiristä toisenlaiseen ilmapiiriin ja sitten ne tuntevat itsensä täysin orvoiksi. Ne ei uskalla mennä, ne ei uskalla puhua, ne ei ei uskalla esiintyä, ne ei osaa kieltä. Ne on omilta raiteilta siirretty sivuraiteille."*

*("Here nobody reads papers. This is shocking to those who do not cope well with people. To those who need to change from the task atmosphere into an other kind of atmosphere. Then they feel totally left out. They do not dare to go, they are afraid to talk, they do not dare to appear in front of the public, they do not know the language. They are totally off the rails.")*

Some of the Finnish negotiators have noticed that they should learn a bit more vivid communication with the Spanish. Also, to pay attention to how the matters are explained is something which the negotiators consider important. One very experienced Finnish negotiator [F7] gives his opinion.

*"Kenties mä olen luonteeltani vähän sellainen että ja kiireitä kun on joskus paljon niin tehokkuus lyö joskus leimansa tälle ulosannille ja suhtautumiselle niin siinä nyt on kyllä dele(...) hyvä olla vähän \*\* monisanaisempi taikka vähän toisella tavalla ottaa ne asiat. Ikävätkin asiathan voi sanoa niinkuin monella eri tavalla. Ja se on ollut oikein antoisaa oppia, että näin on. Kyllä sen voi tehdä monella tavalla. Tässä on joutunut juuri tuon, että maassa maan tavalla. .... Meillä ei tarvitse suomalaisen kommunikaatiokäsitteen mukaan. Ei meillä tarvitse sanoa mitään turhaa. Mutta kun asia vaan se riittää ja terveisin ja se on sillä siisti. Mitä*

*lyhyempi ja selkeämpi sitä parempi. .... Mutta täällä tämä kulttuuri kuultaa vielä voimakkaana läpi ja tämä hienostuneisuus jollain tavoin tuossa muodossa."*

*("My personality is a bit like when there are many things to do, then this efficiency breaks through. And it marks this delivery and attitudes.... it is better to be a bit more \*\* wordy or to take the things differently. The bad news can be said in many different ways. And it has been very rewarding to learn this. You can do it in many ways. I have learnt this that do in Rome as the Romans do ....We do not need according to Finnish concept of communication, we do not need to say anything unnecessary. Only the matter itself is enough and that's it. The shorter and clearer the better.... But here the culture reflects still strongly through and this refinement is somehow in these forms.")*

#### **6.3.4. Finnish and Spanish negotiators' concept of time**

The aim of this chapter is to analyse Finnish and Spanish negotiators' concepts of time and how it is seen in their way to conduct business. The research examines what the negotiators' mentioned conflict areas are concerning time. Time has a significant impact on how the plans are made, how the things are organized and finally how the negotiations and business is conducted.

Two different time orientations are observed in Finnish-Spanish negotiations. Time is very importantly tied with values, for example with respect and effectiveness. Time is also a very deep value itself. For example, being on time has different meanings in Finland and Spain. In Finland coming ten minutes later than the agreed time is considered being late, even in informal situations. From the Finnish point of view being late, is a sign of irresponsible person who does not respect other people's time or plans. By being late one can cause other people to "lose time". The person him/herself feels also bad when not fulfilling the agreed dates or deadlines. A Finnish negotiator [F17] mentions about this:

*"No tietenkin jo tämä, minkä kaikki tietävät, että sanonta "soitan teille huomenna" ei päde. Suomessa ihminen tuntee suurta tuskaa, jos hän ei saakaan soitettua seuraavana päivänä. Hän tuntee, että hän on tehnyt rikoksen."*

*("Well, of course this saying which all know "I will call you tomorrow" is not true. In Finland the person feels a great agony if he cannot call the person next day. He feels that he has committed a crime.")*

The Spanish negotiator [S3] has also noticed the Finnish "seriousness" in agreements. He appreciates such characteristic very much. The negotiator's comment is considered an expression of monochronic-time concept (see the chapter 6.3.4.2.): schedules need to be respected and promises fulfilled. The negotiator says:

*"Es decir que si ellos dicen, que una cosa la van a hacer el día 15 de julio. Será el 15 de julio. Ellos se programarán para cumplir lo que han prometido."*

*("If they tell you that they will do one thing by the 15th of July. It will be 15th of July. They will program themselves to fulfill what they have promised.")*

From the Spanish point of view, one does not count the minutes so rigidly. This can be considered characteristic of the polychronic time system. Coming to a meeting even half an hour later the agreed time, is accepted as not being late. Surely, there are personal as well as situational differences. The present author (the interviewer) was late in one of the interviews and ran worried to the office organizing a reason why the interview has to be started later. During the interview, the Spanish negotiator [S19] was asked about being late. He explains:

*"\*\* Pues, hombre puede ser que.. no sé. La manera de entrar y saludar. Cuando has empezado "perdona que he venido tarde y tal" y ni siquiera me había dado cuenta de la hora que era. \*\* Pues, eso en España, entre españoles, hubiesemos dicho pues, "Siento el retraso y tal" no le hubiesemos dado demasiado importancia."*

*("\*\* Well, it might be, well I do not know. The way to enter and to greet. When you started "I am sorry I am late" and so on. I did not even notice what time it was. \*\* Well, that in Spain between the Spanish we would have said that "I am sorry for being late" and so on, but we would not have given it too much importance.")*

#### **6.3.4.1. Present and future orientation**

Spain is considered to be a present oriented culture. This orientation is supported, for example, in the following point of view of the Spanish negotiator [S8]:

*"La principal diferencia es que al finlandés le gusta programar las reuniones con mucha antelación. Es muy organizado. El español por el contrario vive muy al día. Y le cuesta cuando le pides una reunión con, pues un mes de antelación."*

*("The main difference is that a Finn likes to program the meetings in advance. S/he is very organized. A Spaniard on the contrary lives very much the day. And it is hard for her/him if you ask her/him to fix a meeting one month in advance.")*

A Finnish negotiator [F17] comments also the difference in time orientation. He supposes it is due to not being persistent:

*"En tiedä johtuuko se yhteiskunnallisista perinteistä vai muusta, mutta ei niinkuin osata katsoa asioita hirveästi. Niinkuin sanotaan, että tehdään kolmen vuoden markkinointisuunnitelma, niin moni yritys sanoo, että mitä he semmoista tekevät, kun ei tiedä, että mitä he ostavat. Mites' me suunnitellaan? Ok. He myyvät sitä mitä kysytään tai tarjoavat sitä mitä on. Mutta pitkäjännitteisyys puuttuu kuitenkin. Muuten päteviä, kyllä."*

*("I don't know whether it derives from the societal traditions or from somewhere else, but they aren't able to see the things in the long-run. Say, that let's do a three-year marketing plan, many companies ask "why to do that?". We don't know what will they buy. How to plan? OK, they sell what is asked and offer what they have. But the persistence is lacking here anyway. Otherwise, qualified people, yes.")*

For the Spanish negotiator [S19] the Finnish long-term planning would not work in Spain even he does appreciate it. He says:

*"...la planificación de los nórdicos - sois los mejores en previsiones de ventas en la planificación. En España por ejemplo se suele hacer de un mes para otro y a los finales del mes. Los nórdicos trabajáis por ejemplo con año movil. Y siempre sabéis lo que vaís a vender en los siguientes doce meses. Eso en España para un español sería dificilísimo."*

*("...the planning of the Nordics - you are the best at predicting the sales in the planning. In Spain for example, you normally do that every month and in the end of the month. The Nordics, you always work them a year before. You always know*

*what you are going to sell the next twelve months ahead. In Spain for a Spaniard this would be very difficult.")*

One Finnish negotiator [F18] goes a bit deeper, and tries to find an explanation why the differences exist and where they possibly come from. He makes the following comment:

*"Suomalainen lyö päivämäärän lukkoon puoli vuotta aikaisemmin. Espanjalaiset puoli päivää aikaisemmin. \*\* Siinä on aika suuri ero. Suomalainen ei ymmärrä kuinka toinen ei voi luvata, puolen vuoden päästä, että silloin tavataan. Siinä on hyvin suuri ero. Espanjassa muuttuu niinkuin koko ajan. He elävät niin paljon lyhkäisemmällä aikajänteellä. Ei lyhytjänteisemmin. En minä sitä sano, mutta he eivät voi. Businessstyyli on sellainen, että ei voi lyödä lukkoon aikaisemmin, koska se rajoittaa heidän toimimistaan jos he tekevät niin. Täytyy niinkuin varoittaa ja periaatteessa sopia ja sitten vasta viime hetkellä lyödä se lukkoon."*

*("The Finn fixes the date half a year before, the Spaniard half a day before. \*\* There is quite a big difference. The Finn does not understand how come the other person can not promise the day to meet half a year before,. There is a big difference. In Spain the things change all the time. They live with a shorter timespan, not shortsighted. I am not saying that, but they cannot. The business style is such that you can not fix the dates before, because that would limit their functions if they did so. You should warn or remind them and in principle put the date, but only the last moment really to fix the date.")*

The Finnish negotiator [F26] puts the Finnish long-term planning in question, because it causes rigidity. This person is "the special case Finn" who has been living in Spain from eight-years old boy. He says:

*"Heikko puoli espanjalaisessa on organisaatiopuoli, tai ei organisaatio, kun suunnittelu enemmän pidemmällä tähtäimellä. Ehkä se on, että kun puhutaan teollisuustuotteista niin puhutaan 10-12 viikon toimitusajoista normaalisti. Silloin puhutaan, että nyt pitäisi jo huhtikuussa, missä me ollaan, niin pitäis tietää mitä me tullaan tekemään syys-lokakuussa, että vois' jotakin suunnitella. Ja on kesälomat edessä. Meillä on tällaisiakin ongelmia, että Espanjassa kesälomat on elokuussa. Suomessa ne on heinäkuussa. Niin espanjalaisilla on erittäin heikko tämä. Sanotaan puoli-pitkä suunnittelu. ....Suunitelmia ei välttämättä tehdä, vaan soitto ja nyt pitäisi tapahtua. Suomi taas, kaikki tämä joustavuus mikä Espanjassa on niin se sallii myös, että vähän pitempiaikainen suunnittelu puuttuu. Suomessa taas joustavuutta ei lyhyellä tähtäimellä ole varmaan. Ja pyritään korvaamaan se pitemmän ajan suunnittelulla."*

*("The Spanish weakness is their organization, or let's say the longer-term planning. Probably it is, when we talk about industrial products, we talk about ten*

*to twelve weeks delivery time normally. Then we talk that now in April we should know what we are going to do in September or October in order to be able to plan something. And we have the holidays coming. We have these problems too that in Spain the holidays are in August. In Finland they are in July. The Spanish, let's say a medium-term planning is weak. .... You do not make plans, but only a telephone call and right now something should happen. Finland instead, all this flexibility in Spain gives space for the lack of planning. In Finland there is no flexibility, not at least in the short-run. And it is substituted by long-term planning.")*

It can be concluded that the Finnish and Spanish negotiators differ in their focuses on time. The Spanish focus more on the present and the Finns more on the future. This difference is supposed to be the national difference affecting business rhythm and planning. In Spain things change and plans change continuously. This is an aspect which the Finnish negotiators need to learn. It would be impossible to change the whole country's system on planning. The Spanish need to know this difference also when conducting business with the Finns.

Continuous changes and quick decisions are very familiar to the author of the present study. Meeting times, schedules, plans, freetime activities and many things change in Spain. It is difficult to plan things very much in advance. It can also be a relaxing aspect - at last one can feel free from too tight schedules. Also it can be stressing to try to stick to the plans. The Spanish [S22] negotiator gives her opinion about 'the people in North' on this aspect. She says:

*"Yo creo que estan muy receptivos a la idea de vivir con una informalidad más grande y un poco menos preocupados y tienen buenas vibraciones hacia España."*

*("I believe that they are very receptive toward the idea of living with more informality and less worried, and they have good vibrations toward Spain.")*

#### **6.3.4.2. Monochronic and polychronic time concepts**

A complicating factor in intercultural relations may be that each culture has its own time frames in which the patterns are unique. Finland is according to Hall (1973, 1976, 1984) defined as a monochronic time (M-time) culture and Spain as a polychronic time (P-time) concept culture. Monochronic time emphasizes schedules, segmentation, and promptness. One thing at a time is done according to this time system. The polychronic time system is characterized by several things happening at once. Polychronic time concept cultures stress involvement of people and completions of transactions rather than adherence to present schedules. P-time is treated as less tangible than M-time. There are differences in how monochronic or polychronic the situation is. Normally the formal situations are more monochronic in every culture. Informal situations are normally more polychronic in nature.

The difference in monochronic and polychronic time systems can be observed in the data of the present study. In some business situations this difference is considered as a conflict issue. In general the monochronic Finns need schedules to be respected and the orientation is mainly to tasks rather than to people. On the contrary the polychronic Spanish put more attention on people and good relationships with them. The tasks are important, but they are not done strongly tight with the time limits. Time is seldom wasted in P-time system (Hall 1973, 1976, 1984). Spanish have more fluid attitudes toward time schedules.

A Finnish negotiator [F15] explains about the importance of personal relationships in Spain. Personal relationships, 'amigo-nets' are very important in Spain, and they are part of P-time system. The negotiator explains:

*"Riippuu ihan siitä missä vaiheessa sinä olet. ....Ensimmäinen kysymys on se, että tunnetko sinä ketään vai tunteeke ne sut? Ensinnäkin jos ei sinua tunneta, niin ethän sinä mihinkään pääse. Sinut ottavat yleensä vastaan väärät henkilöt. Tai sanotaan ne epäolennaiset, jotka ne tärkeät heittää sinut niin kuin näin näille. Sitten, kun pääset siihen vaiheeseen, että tietyllä positiolla olevat ne soittelevat silloin tällöin. Täällähän on myöskin se, että ihmisillä on tietty määrä aikaa. Ethän sinä voi niitä aina häiritä. Mutta se, että se yhteys pitää.. Minulla on*



*niinkuin omat ajatukset, millä minä pidän vuosittain näitä yhteyksiä. Minulla on ehkä pitkälti toistasataa (200) ihmistä Espanjassa. Eihän sinulla ole aikaa matkustaa, eikä sinulla ole mahdollisuutta käydä, mutta silleen, että sinä pysyt siellä tiedossa tai yleensäkin aivolohkossa."*

*("It depends on which stage you are. ....The first question is whether you know anybody or do they know you? Firstly, if you are not known, you can get nowhere. Normally the wrong people receive you or the irrelevant ones, who throw you here and there. Then, when you reach the stage, that those with a certain position call you every now and then. Here is also that fact that people have only a certain amount of time. You can not interrupt them always. But the contact you have to take care of. I take care of my connections every year. I have more than 200 people in Spain. You do not have time to travel or visit them, but just so that you stay in their brains in general.")*

This person seems to be socially skilled and handles well his 'amigo-nets'. A Spanish negotiator's [S20] comment describes the difference in Finnish-Spanish meetings: the Spanish negotiators try to talk about other things outside the meeting also, and the Finns want to stick to the business. He says:

*"Los españoles tienden a llevar la conversación a su campo utilizando elementos ajenos al negocio, como por ejemplo temas deportivos, con el fin de distender el ambiente y conseguir que su interlocutor finlandés se coloque en una posición más receptiva. El finlandés entra en el juego con que le presentan, pero intenta salirse lo antes posible para centrarse de nuevo al negocio."*

*("The Spanish tend to lead the conversation in their field using elements outside the business, like sport themes. The object in doing so is to extend the atmosphere and make it so that the Finnish interlocutor would possess himself in a more receptive position. The Finnish enters into the play, but tries to get out as soon as possible in order to center again into the business.")*

In the interviews M-time and P-time is observed in the interviewed negotiators' opinions. One of the clearest description about changing plans and priorities, which is characterized in P-time communication, was given by the Finnish director [FS26]. He explains:

*"Sinä voit sopia, minähän en esimerkiksi ikinä sovi tarkkoja tapaamisaikoja. Siinä on jo se joustavuus jo. Tietysti minulla treffit niin.. Maanantaina mennään kymmeneltä ja pyritään olemaan kymmeneltä siellä, mutta ei kukaan ihmettele sitä jos on liikenneongelmia, jos sinä olet ajoissa ja tapaamasi henkilö ei ole paikalla tai myöhästyy tai on jonkin toisen vieraan kanssa tai päinvastoin jos sinä*

*myöhästyvät, niin sinä on erittäin suuri joustavuus. Tai siinä miten pitkäaikainen se suhde on. Meillä puhutaan tällaisista. Minäkin matkustan autolla ja tapaan monta asiakasta päivässä. Se saattaa olla ja yleensä asiakkaat yhtenä päivänä on paljon asiaa, mutta niillä on tärkeämpiä asioita hoitaa. Se pitää jättää seuraavaan päivään ja se pitää elää sen asiakkaan prioriteetin mukaan. ... mitä minä olen kuullut, jossakin Saksassa, ehkä se on semmoista, että sovitaan palaveri kymmenestä puoli yhteentoista (10.00-10.30) ja se aloitetaan ja se lopetetaan. Käytännössä ehkä käy niin, että siinä palaverissa ainoastaan ratkaistaan, että milloin pidetään seuraava palaveri. Ja Espanjassa ehkä se palaveri pitenee, mutta ainakin ne asiat ratkaistaan siinä. Toinen erittäin hyvä eri käsitys on se mitä usein Suomessa, että Espanja on joku 'mañana maa'. Suomi on paljon enemmän 'mañana maa' kuin Espanja. Kerran Espanjassa sanotaan, että "mañana". Se mañana voi olla viikon päästä tai kuukauden päästä, mutta se kuitenkin tapahtuu suht koht lyhyessä ajassa. Suomessa ei puhuta 'mañanasta'. Suomessa sanotaan, että ok 5 viikon päästä. Mutta 5 viikon päästä sanotaan, että ok. Se ei onnistunutkaan, että 3 viikon päästä. Asiat, kyllä käytännössä tapahtuu nopeammin kuin Suomessa. Tämä on juuri tämä joustavuus. Suomessa se on mitä sovitaan, että tällöin ja tällöin, mutta sitten kuitenkin ne ei ole valmiina. Tai sitä siirretään tai lykätään eteenpäin sitä päätöspäivää tai mitä tahansa. Espanjassa ei ainakaan mitään määrättyä päivää. Puhutaan 'mañanasta' ehkä, mutta se kuitenkin tapahtuu lyhyessä aikavälillä."*

*("You may arrange, I for example never put any exact appointment times. In this you can see the flexibility already. Of course if I have a date then ..On Monday we go at ten o'clock and we try to be at ten there, but nobody wonders if there are traffic problems. If you are on time and the person you a meeting with is not or if s/he is with an other visitor. Or other way round, if you are late, so there is this great flexibility. Or how long the relationship is. We talk about these themes. I also travel a lot by car and I meet many clients a day. It may be, and normally the clients have many things to solve, but they have more important things to solve. You need to leave your thing for next day. You need to live according to the priority of your client. ...what I have heard that in Germany they fix the meeting from ten to half past ten o'clock (10.00-10.30); and they start it and they finish it at time. Probably they practically only agree in that meeting that when they are going to have an other meeting. In Spain the meeting may take longer, but at least the matters get solved. In Finland there is an idea that Spain is a some kind of 'mañana country'. Finland is a lot more 'mañana country' than Spain. In Spain 'mañana' means in a week or month time, but anyway the thing gets solved during that time. In Finland they probably do not talk about 'mañana', but they say that - OK - after five weeks. But after five weeks they say that they couldn't do it anyway, so after three weeks then. In practice the things get solve quicker that in Finland. This is exactly this flexibility. In Finland it is that on which has been agreed upon. Then and then, but the it is not ready anyway. You just put the things off, the decision day or whatever. In Spain there is no fixed day. Probably you talk about 'mañana', but anyway the things get done in short timespan.")*

The Spanish negotiator [S19] gives a very clear picture of the conflicts occurring between M-time and P-time people. This person follows Hall's (1984) M-time and P-time descriptions nearly point by point without knowing it. He says:

*"\*\* Vamos a ver un director español, no sé. Son mucho más polifacéticos. Pueden tocar muchísimos más temas a la vez. Pueden meterse en 40 asuntos distintos y intentar coordinarlo. Un sueco se metería seguramente en un departamento y no sé. Son también más constantes. Un poco menos latinos, ¿no?. Un español se metería en los 50 departamentos y intentaría resolverlos los 50. Se pondría nervioso en unos saldría con mucho estrés en otros se lo tomaría con más calma. Un sueco más o menos iría a la misma marcha en todos los departamentos. Y seguramente no se metería tanto, ¿no?. Procuraría o sea delegaría tres o cuatro personas, cada uno en una area lo que sea. Más organizado, quizás menos polifacéticos como te digo, pero con una mayor organización. Un español sería más desorganizado."*

*("Let's see, a Spanish director, I do not know. They are a lot more multifaceted. They can touch far more themes at a time. They can put themselves in 40 different tasks and try to coordinate them. One Swede would put himself into one department and I do not know. They are also more persistent. A bit less 'latinos', aren't they? A Spaniard would put himself into 50 departments trying to solve all the 50. They would get nervous. In some departments he would solve with a lot stress, but in the other he would take with more calm. A Swede would go more or less with the same rhythm in all the departments. And surely he would not get into such many things. Would he? He would try to delegate the task for three or four persons, each one of them in a certain area. More organized, probably less multifaceted as I told you. But more organized. A Spanish would be more disorganized.")*

A Finnish negotiator [F7] has a slightly ethnocentric opinion. The Finnish way is better anyway. He says:

*"Joko he keskittyvät huonommin tai he pystyvät paremmin keskittymään kahteen taikka kolmeen asiaan samanaikaisesti. Eivät ehkä nyt yhtä tehokkaasti kuin joku suomalainen."*

*("Either they concentrate worse or they are able to concentrate better on two or three matters at a time. Probably not as efficiently as a Finn.")*

It is seen that it is difficult for M-time and P-time people to understand each other's behaviour. Time is such a basic concept in our daily organizing, thinking and perceiving

our environment. It may be difficult to understand that the time system spreads out into all our behavior. It can be considered to be one of the main formers of our behavior.

The Spanish negotiator [S3] makes a comparison between the Spanish and the Venezuelans. The concept of 'mañana' has already been mentioned, for example, by the Finnish negotiator [F26]. He judged the Finns to be a lot more 'mañana people' than the Spanish. Now Spain and Venezuela are compared with respect to the same 'mañana'. He says:

*"Bueno, pues yo he viajado mucho a America del Sur. Y hay una enorme diferencia con España. La forma de hacer negocios es totalmente distinta. Es decir, allí, yo recuerdo mi primer viaje a Venezuela. Bueno, pues yo había hecho un programa para los días que iba a estar allí. Y había puesto una serie de faxes a aquellos señores con los que yo tenía que tener negocios, diciéndoles, pues "tal día a tal hora le recibo a usted en mi despacho en Venezuela. Y pensé que a este señor le dedico dos horas y a continuación, entonces, a las once de la mañana ponía otro fax a otro señor, diciendo, pues a las once de la mañana le recibo a usted en mi despacho. Hicé un programa y dije, pues bueno con este programa en cuatro días hago todo. No funcionó. No funcionó porque allí, bueno allí lo de decir que como hay por ejemplo lo de decir que pues mañana viene usted pues a las diez de la mañana. Pues, mañana es en estos días. Y a las diez de la mañana quiere decir a lo largo del día. Es otra interpretación. Y luego, pues eso, allí la mentalidad brasileña, mentalidad sudamericana en general, pues bueno. "Pues eso oye chico vamos a tomar unos tragos y no sé que y tal y cual". Y les estás vendiendo la máquina, pero estás hablando de otra cosa. Pero al final te dice que bueno, pues "Sí, sí te compro la máquina"."*

*"Well, I have travelled a lot to South America. And there is an enormous difference with Spain. The form for conducting negotiations is totally different. I can remember my first travel to Venezuela. Well, I had made a program for those who were about to be there. I had sent faxes to certain gentlemen with whom I was about to have some business, saying that that day I will receive you at my office in Venezuela. I had thought that to that gentleman I will dedicate two hours and then later on. At eleven o'clock in the morning I sent an other fax to another gentleman telling him that at eleven o'clock I will receive him at my office. I made a program and I said that, OK, with this program in four days I do everything. It did not function. It did not function, because there for example it may be said that 'mañana' you will come at ten o'clock in the morning. But, 'mañana' means 'in these days'. And at ten o'clock means during the day. It is an other interpretation. And then, the Brazilian mentality, South American mentality in general, well. This, "Well, chap let's go and take some drinks" and this and that. And you are selling them the machine, but you are talking about another thing. But in the end he tells you that "OK, I'll buy this machine".")*

Finnish M-time system and Spanish P-time system are clearly observed in Finnish-Spanish negotiations. The situations do not seem to be chaotic, but the negotiators get irritated. The negotiators live the differences in their business relations. The following example of one Finnish negotiators' [F27] functioning as "a shock absorber" as he himself calls it is an indication that Finnish and Spanish negotiators have to work as cultural interpreters in front of their fellow countrymen. The negotiator explains:

*"Mulla on henkilökohtaisesti käynyt niin, että minua on kutsuttu "Shock absorber" eli minun rooli on toimia tällaisena puskurina. Espanjalaisten tapa on toimia jollain tavalla ja niiden tapa sanoa on joku. Se sama tapa en minä voi viestittää Suomeen, että se on näin, vaan mun täytyy muuntaa Suomeen soveliaaksi tämä viesti, joka täältä tulee. Just on käynyt niin, yhden asiakkaan kanssa. Sellaiset aika pahat riidat, se sanoi, että. Jos minä nyt yhden konkreettisen esimerkin kerron, että maksuehdot oli, meillä oli sanotaan nyt vaikka meillä oli 30 päivää maksuehdot ja espanjalainen sanoi, kun minä soitin sille, kun se ei ollut maksanut vielä - espanjalainen sanoi, että "Kyllähän sinun X pitää ymmärtää, että Espanjassa 30 päivää tarkoittaa ihan jotain muuta kuin mitä se Suomessa tarkoittaa. 30 päivää tarkoittaa sitä, että asiasta ruvetaan keskustelemaan ja maksetaan mahdollisesti 60 päivän kuluttua". Minä sanoin, että eihän näin voi toimia, niin hän sanoi, että: "Kyllähän sinä tiedät X, että sinun pitää Suomeen nyt myydä tämä tieto jollain tavalla. Näin toimitaan Espanjassa. Tämä on meidän tapamme toimia, että älkää tulko opettamaan tänne meille Espanjaan meille suomalaisia tapoja tai saksalaisia tapoja. Täällä markkinat määrää, että se tapahtuu näin". Eli meidän rooli on nimenomaan tämä "puskuri" ja me yritetään näitä kahden maan erilaisia - tässä tapauksessa - maksukäytäntöjä lähestyttää toisiimme ja yritetään siinä mielessä tasapainoilla kahden välillä. Siinä on ihan selvä niinkuin. Ja tämä on minun mielestä sellainen hyvä esimerkki, koska he itse sanoo, että eihän hän voi sanoa Suomeen, että se on näin. Mutta minäpä voin sanoa, koska mä tunnen maan olosuhteet."*

*("For me it has personally happened so that, I have been called as "shock absorber" that means that my role has been like a buffer. The Spanish have a certain way to function and to tell things. I can not communicate in their way of functioning to Finland. I have to change their message so that it is correct to Finland. It just happened so with one client. Rather big quarrels. He said that. If I tell one concrete example about the terms of payment. We had about 30 days terms of payment. And the Spanish told me when I called him as he had not payed yet. He told me that "You X, you need to understand that in Spain 30 days means a totally different thing than in Finland. 30 days mean that the discussions about the matter are started and the payment will be done probably in 60 days." I told him that you cannot do that. He told me that "You have to know X, that you need*

*to sell this fact to Finland somehow. This is the way how things are done in Spain. This is our way. Do not come here, in Spain, to teach us your Finnish ways or German manners. Here the sales define that the things are done in this way". So, our role is to be like a "buffer", and we try to make these two different - in this case terms of payment -to make them nearer to each other. We try in this sense to balance / walk on a tightrope between these two. It is so clear. I think this is such a good example, because they themselves say that they can not come to Finland and tell that it is this way. But I can say, because I know these circumstances.")*

### **6.3.5. High and low context in Finnish-Spanish business negotiations**

The difference between high and low context cultures lies mainly in how the messages are communicated between people. In high context cultures the messages move inside the context. These cultures are often polychronic and people-oriented by nature. According to Hall (1984) Spain is a high context culture. In low context cultures the messages are transmitted explicitly, verbally. Low context cultures are generally monochronic and procedure (task) oriented by nature. Finland is described by Hall as a low context culture. There are differences between their two contexts in whether little or much information is transmitted and how.

The difference in context is assumed by the present author to be one of the most hidden intercultural aspects in Finnish-Spanish negotiations. High and low context difference seems to be one conflict factor between these two partners. It appears in various forms in the present study. One aspect of context is the question of how directly things can be said. Finnish directness arises at various times in the negotiations. Both Finnish and Spanish comment that Finns are very direct. It is seen partly as a positive characteristic. Directness is according to "Finnish cultural eyes" a sign of honesty. The Spanish negotiators appreciate this feature as well. They associate Finnish directness to fairness and good organizing. The negative part of directness is from the Finnish negotiators' point of view "showing the cards" too easily and being very choppy in their communication. The Spanish consider this exaggerated directness as a sign of superiority, coldness and evidence of a lack of vocabulary in Finnish language.

One of the Spanish negotiators [S22] emphasizes directness in her management and negotiation style. She considers the directness as a part of her personality and high professionalism. She says:

*"Pues, yo tengo una forma muy directa de relacionarme. Porque generalmente lo que.. Yo trabajo mucho para mi clientela. Mi clientela son las empresas de vino, las empresas exportadoras de vino. Yo sé bien lo que ellos quieren o lo que necesitan o lo que estan esperando que yo haga por ellos en un mercado concreto. Entonces cuando yo me relaciono indirectamente, pues con Finlandia como con todos paises. Voy directamente al grano; "Este es el asunto. Este es el tema. Tenemos estos vinos. Habría posibilidades de hacer esto. Creemos que tienen una buena calidad que podrían tener aquí un interés. Yo estaría dispuesta a apoyar actos o actividades de este estilo. Me gustaría saber en que medida a usted le interesaría poder colaborar con nosotros, participar. Me gustaría saber su opinión sobre los vinos que estoy presentando, y". Lo planteo muy directamente por mi educación, por mi forma de ser. Y porque al final es un trato, que si a esta persona le interesa - muy bien. Si no le interesa - muy bien. Entiendo perfectamente."*

*("Well, I have very direct form of acting. I work a lot for my clients. My clients are the wine companies, the enterprises exporting wine. I know well what do they want or what they need or what they expect me to do for them in a concrete market. Then, when I act indirectly, well with Finland alike with all the other countries. I go directly to the core; "This is the matter. This is the theme. We have these wines. There would be possibilities to do this. We believe that it is good quality and that here there would be interest in this product. I would be ready to support these kinds of occasions or activities. I would like to know to what measure you would be interested in collaborating with us. I would like to know your opinion about the wines I am presenting." I put it very directly because of my education, for my personality. And because in the end it is a treatment like if the person is interested - very good. If s/he is not interested - very good. I understand perfectly.")*

The masculinity feature in Spanish culture could be one of the reasons why directness, interpreted as assertiveness, is appreciated. The negotiator whose opinion is shown above is a female director in a very high post in a governmental enterprise. Her opinion about behaving directly is rather different from the other Spanish negotiators. She behaves very directly.

Directness is not always so positively appreciated. The Spanish negotiators [S11, S12] are not at all fascinated about such behaviour. [S12] comments about Finnish way of obtaining information:

*"La manera de conseguir la información. La información la consigues de una manera muy suave. A lo mejor es una comida y se habla de muchos temas y entre cantidad de temas va a salir la información que tu necesitas. Si esto lo hace un finlandés muchas veces se pecan de ser demasiado directos. Llegan, se sientan y te cogen y te dicen: "A ver, ¿Cuántos compases han pasado? ¿Quiénes son tus proveedores? Tantas. ¿Cuánto compra cada uno?" Claro, un tipo de preguntas, ya ves. Como es un finlandés y llaman de esa manera. Pues, a lo mejor alguien le contesta y se ajunta, pero si tu le dices a un cliente que oye: "¿Cuánto has cobrado?". Pues tal pues oye mira tu eres el proveedor. Oye, "que aquí las preguntas las hago yo". Hay ciertas cosas que se puede preguntar, pero otras no se pueden decir."*

*("The way to obtain information. You obtain the information in a very soft way. Probably over lunch you talk about many subjects and among that quantity of themes the information you need comes out. If a Finn does that, many times they make the mistake of being too direct. They come. They sit down. They take you and tell you: "Let's see. How many (compases) have passed? Who are your suppliers? That many. How much each of them, buys?" Of course, this type of question. You can see how the Finn is. They call you in this way. Probably somebody answers you and joins you. But if you tell the client that. "Hey, How much you have earned?" Such questions. Well then. "Listen, you are the supplier and here I make the questions". There are certain type of things you can ask, but there are others you can not say.")*

It is noticed that directness is interpreted as superiority and lack of subtlety in these negotiators' minds. For the Finnish negotiators the directness in this very interview is a sign of being a good professional. Two totally different interpretations which are derived from high and low context differences.

A rather original interpretation comes out in the following opinion. [S4]:

*"El finlandés es una persona muy directa. Es una persona directa. A mi me decía un compañero de la empresa. ....Decía, que claro uno de los problemas es que un idioma como el español, el inglés o el francés tiene algunos millones de palabras, pero el finlandés tiene pocas palabras. Es un idioma con muy pocas palabras. Y muchas veces somos muy directos, pero porque es la única posibilidad que nos da nuestro idioma. ....Nuestro idioma es muy simple y entonces también nuestra*



*cabeza funciona de acuerdo con nuestro idioma. Somos muy simples y muy directos en nuestra forma de expresarnos."*

*("The Finn is a very direct person. A very direct person. One colleague from the company told me that one of the problems is that a language like Spanish, English or French has some millions of words. But the Finnish has very few words. It is a language of very few words. And many times we are very direct, because it is the only possibility that our language gives us..... Our language is very simple and also our head functions according to our language. We are very simple and very direct in our form of expressing ourselves.")*

It seems that the explanation was given by a Finnish colleague. Such an explanation clarifies the importance of intercultural communication training, especially in the area of context.

Few Finnish negotiators feel that the Spanish store information. Lack of Spanish language proficiency might be one reason for feeling so. Also the problem here could be the difficulty in decoding high context messages. The Spanish negotiators [S11, S12] in the previous example mentioned how important it is to talk and socialize. The information is obtained from those "half-social situations" when negotiators meet with each other or with their clients or suppliers. A Finnish negotiator [F17] who has a short international history comments on the difficulty in acquiring information. He describes the process accordingly: "You need to milk the information.", "You need to unwrap things all the time.". He gives a Finnish opinion about the negotiation.

*"Noh. Tämä nyt on suomalainen näkökulma. Kun puhutaan jostain esimerkiksi jostain teknisestä laitteesta tai jostain kaupasta tai jostain, niin puhutaan ihan sivuseikasta. On joku yksityiskohta, jolla ei loppujen lopuksi ole mitään merkitystä. Siitä saatetaan jauhaa ja jauhaa. Jotkut asiat nousevat eikä tiedä yhtään, että minkä takia jostain asiasta puhutaan ja miksi se on niin tärkeä."*

*"Well. This is a Finnish point of view. When you discuss some technical device or about a trade or about something, you talk about a nonessential point. There is one detail which in the end has no importance. About that you may talk and talk. Some matters arise and I do not know why they are discussed and why they are so important."*

Quite surely the Finnish negotiator waited for some explicit information, a verbal message, but he did not get it from his high context Spanish partner. That gave him the

idea that it is difficult to get information. The same person [F17] comments about this difficulty several times. He continues:

*"...koska täällä on ne omat hallinnolliset ja rahoitukselliset kuviot, joita ei sitten suomalaiset aina tahdo malittaa ymmärtää. Puhutaan vaan ruuveista, kun pitäisi puhua, että kuka antaa rahaa ja mitä tehdään ja miksi ei tehdä ja näin. ....Yleensä firmoilla Suomessa on enemmän informaatiota siitä mitä ne tekevät. Täällä asiat perustuvat monesti tuntuun ja fiiliksiin. Ainakin tuolla pkt -puolella."*

*("...because here there are those particular administrative and financial circles which a Finn does not always have patience to understand. One talks only about screws when you should talk about who gives money and what shall we do, and why do not we do so". .... "Normally the companies in Finland have more information about what they are doing. Here, matters are based many times on contacts and feelings. At least in the small and medium size companies.")*

This person's colleague, a more experienced negotiator [F18] explains the problem's origins.

*"Suomalaisia saattaa hämätä se, että espanjalainen käyttää hirveästi aikaa semmoiseen kehumiseen tai esittelyyn. Kaivaa sitä asiaa aika pitkään ennen kuin pääsee itse varsinaiseen asiaan. Tässä espanjalainen tyrmistyy, kun suomalainen nimensä sanottuaan suurin piirtein kertoo sen asian miksi hän on soittanut."*

*("It may be that it confuses a Finn that a Spaniard puts a lot time into praising and presenting. He digs into the matter for a long time before he gets into the real issue. The Spaniard is shocked when a Finn after telling his name more or less tells the matter for which he has called.")*

In the process of negotiation one has to know how much of information can be given, asked and how. High context and low context negotiation styles may have difficulty in functioning together. The low context partner possibly has an idea that the high context partner stores the information since the message is hidden inside the context for the low context person. It is possible that he then feels that he is giving too much information. A Finnish negotiator [F27] comments on this aspect in meetings. He says:

*"Minusta tuntuu, että suomalaiset ovat niin, ainakin mitä minä olen täällä kokenut. Mennään asiaan selvemmin eikä kierrellä. Mennään suoraan asiaan ja ehkä liiankin avoimesti paljastetaan kaikki kortit heti kättelyssä, että tässä nyt*

*olla. Kun espanjalainen pitkään niinkuin on ikäänkuin kokeneempaa kauppamiehenä totunut pitämään korttinsa selän takana vielä. Ei ne niitä paljasta heti. Suomalainen on paljon suurempi noissa neuvotteluissa kuin espanjalainen."*

*("I feel that the Finns are so, at least I have experienced it so here. We go more clearly to business and we don't skirt around it. We go straight to the heart of the matter and probably even too openly show our cards at the very first handshake, that here we are. The Spaniard for a longer time, like a more experienced businessman, is used to keeping his cards behind his back. They do not show them at once. A Finn is a lot more direct in those meetings.")*

It is seen that one interprets the situation through one's own cultural lense. For a Finn not telling things openly is keeping them as trump cards on purpose. Knowing how much to communicate is important in negotiations. Quite surely the Spanish partner here does not consciously keep the information to himself, but he transmits it in the context, which is probably not readable for the Finnish negotiator.

#### **6.3.5.1. The impact of high and low contexts on the communication channel election in Finnish-Spanish business negotiations**

High and low context also affects the communication channel used in negotiations. As high context negotiators are often polychronic and people-oriented they look for good relationship where the information can be given and taken. The low context negotiators put their attention on the process and the task itself. They think more practically about the negotiation while the people and the relationships between them are not so much emphasized. The low context Finns seem to prefer communication channels where the task is quickly and clearly transmitted. The Finnish negotiators report that they prefer to use faxes to telephones for example. The Spanish prefer the telephone, because it is more personal. High and low contexts are naturally not the only influencing factors on communication channel choice. However, the context is a rather important aspect, and that is why such emphasis is given to it.

The question of the most frequently used communication channel was not asked for all the negotiators. In the first phase of interviews the differences in faxes, telephones, mail, meetings, and in few cases e-mail, was asked. In the second phase of interviews, the negotiators were asked to put the channels in order according to their frequency. This is a weakness in the study. The questions do not give an objective or balanced picture about the communication channel choice.

Thirteen (13) [F7, F13, F15, S16, F18, S20, S21, S22, F23, F24, F25, F26, F27] negotiators comment about the frequency and the importance of the chosen communication channel. All of them report that the most frequent way to communicate in Spain is by telephone. Negotiator [S16] makes no comment about the telephone. He stresses that e-mail is very important in his company. E-mail is used only inside the company so the telephone is assumed to be the most frequent communication media. Negotiator [F27] notes that fax is often used more in communication between Finland and Spain as it is more economical. The remaining twelve (12) negotiators [S1, S2, S3, S4, S5, S6, S8, S10, S11, S12, F17, S19] comment about the content similarities and differences when conducting business by telephone, fax, e-mail and meetings. The negotiators' views about meetings is discussed in chapters 6.3.-6.3.6.4.

Here are two opposing examples of the negotiators' reported content similarities and differences in Finnish-Spanish business negotiations. Negotiator [S1] does not perceive any great differences in Finnish and Spanish faxes and telephone calls. He is an inexperienced negotiator (1,5 years conducting business). It can also be observed in his rather superficial comment. He says:

*"Este [fax] por ejemplo viene de Finlandia y está hasta en finlandés. ...Pero en general no hay mucha diferencia. Es más o menos normal. No hay mucha diferencia de otros países. La forma de contestar o de tratar un tema. ....[Teléfono] Es más o menos bien parecido al resto."*

*("This [fax] for example comes from Finland and it is even in Finnish. ....But generally there isn't much difference. It is more or less normal. There is little difference between different countries. In their ways to respond or solve a theme. ....[Telephone] More or less very similar to the rest.")*

By contrast, the Spanish negotiator [S19] observes big differences between Finnish and Spanish faxes. He explains:

*"La forma y luego el contenido. ¿No? De la forma, sí, puede ser. Puede que los faxes nórdicos sobre todo los finlandeses sean más simples, menos complicados. Los españoles son a lo mejor más barrocos y los escandinavos son más simples. En España pondríamos: la dirección, el logotipo, el departamento, cantidad de cosas. ¿no?. Los nórdicos seguramente pondrían en una esquina el logotipo y nada más. Son mucho.. No sé. Más simples, más esquemáticos. Y de respecto al contenido. La verdad es que no tiene nada que ver. La forma de expresarse de los nórdicos con la de los españoles. Los españoles son más latinos. ¿No? Reflejarían más cosas que las que uno quiere decir. Los nórdicos son un poco más resumen, más esquemáticos. También lo mismo que pasa con la imagen del fax."*

*("The form and then the contents. No? The form, yes it can be. It can be that the Nordic faxes above all the Finnish, are more simple, less complicated. The Spanish are probably more baroque and the Scandinavian more simple. In Spain we would put: the direction, the logotype, the department, many things. The Nordics would surely put in one corner the logotype and nothing else. They are a lot.. I don't know..more simple, more schematic. And in respect to the contents. In fact it has nothing to do with it. The Nordic and Spanish way of expressing themselves. The Spanish are more Latin. Aren't they? They would reflect more things than one wants to say. The Nordics are a bit more schematic. The same happens with the image of the fax.")*

The low context Finns seem to appreciate preciseness in their communication which for the Spanish eyes looks simple and schematic. The high context Spanish value image and impressing the partner with decorative faxes.

The highly experienced Finnish director [F7] makes the following comment.

*"...mutta espanjalainenhan mielummin soittaa. Hän mielummin puhuu. Hehän rakastavat tätä puhumista niinkuin tiedämme, espanjalaiset. Puhelimet soivat jatkuvasti ja noita faxeja niitä oikeastaan joutuu vähän niinkuin pyytelemään. ....Siinä joutuu joskus sanomaan, että: "Pistä nyt tää vielä faxilla ja vahvista!". Ja kyllähän se sit' tulee, mutta heille tämä suullinen kommunikaatio tuntuu niin paljon luonnollisemmalta ja miellyttävämmältä myöskin todennäköisesti."*

*("... but the Spanish prefers to call. He prefers to talk. They like this talking as we know. The telephones ring all the time and those faxes you in fact have to beg. ....Sometimes you need to say that: "Send that still by fax and confirm!". And it*

*comes, but for them this oral communication seems to be a lot more natural and comfortable, probably.")*

This opinion can be considered to support the fact that Spanish are more people-oriented and want to conduct business based on good relationships and dialogue.

Another Finnish negotiator [F15] brings out more concretely how one has to know the communication preferences of a culture in order to work more efficiently. He says:

*"Kyllä faxia käytetään. Kyllä sitä liikkuu, mutta se on nyt vain sitä, että pidetään yhteyksiä yllä. Mutta konkretisoimalla esimerkiksi, että saat tiedot esiin esim. minun sektoreista. Ei siellä koskaan saa faxeilla mitään esiin. Se on ihan varma juttu. Jutut hoidetaan puhelimitse ja neuvotellen."*

*("Yes, fax is used. Faxes do move, but it is only to keep contact. But by making certain, for example, that you can get the information you want for example from my sectors - you never get anything by faxes. That's for sure. Things are handled by telephone and negotiating.")*

This person relates an incident in Colombia. Only once did he get an inquiry about a concrete matter. He was positively surprised and called the company and enquired about the possibility to go and discuss it further. When he was in the company he noticed that the inquiry was made by a Swiss person. He says:

*"Minä menin toimistoon ja tämä kolumbialainen kaveri tuli ja sanoi minulle, että hän esittelee minulle kuka tuon kyselyn oli tehnyt. Se oli sveitsiläinen. Minä sanoin, että sen takia tulit tänne, että tämä on ensimmäinen mietitty kokonaisuus mitä sinä haluat. Se oli ainoa mitä minulle tuli vastaan. Kaikki muu on se, että istut alas ja rupeat keskustelemaan asioista. Sitten tulee kaikennäköisiä asioita esiin, joista sinä sitten rupeat muovaamaan jotain kokonaisuutta."*

*("I went to the office and this Colombian guy came and told me that he will present me to the person who made that inquiry. It was a Swiss. I told them that I came here, because this is the first well thought out and integrated whole of what you want. It was the only one which I came across. All the rest was that you sit down and start discussing things. Then all kind of things came out from which you could start to form some kind of entity.")*

There is a great difference between Spain and the Latin American countries in negotiating. This example is presented in order to show only a slight glimpse of the differences. This study concentrates on the business negotiations between Finland and Spain. The Latin American countries are left for future research.

A Finnish negotiator [F18] describes the difference in communication channels between Finland and Spain.

*"On siinä eroja (faxit). Ensinnäkin espanjalaisethan eivät käytä faxia paljon. Se on vielä aika uusi käsitys täällä. Tässä maassa vielä vuonna 1985 ei ollut juuri montaakaan toimivaa fax laitetta. Suomessa se oli silloin jo ihan yleinen käytäntö. Se on tullut niin paljon myöhemmin. Espanjassa hyvin vähän tehdään sopimuksia faxin perusteella vielä. Se on lisääntymässä tietysti koko ajan, mutta Suomessa esimerkiksi. Yksi semmoinen tieto, jonka voit jostain varmasti tarkistaa on, että Suomessa kaupan tilauksista tai yritysten välisistä tilauksista yli 90% tapahtuu faxilla. Nyt se on menossa vielä sähköisiin, e-maileihin ja tällöisiin. Espanjassa se luku on alle 20%. Jonkun markkinatutkimuksen perusteella. Minä sen talvella luin, että se on 17%. Se on niin suuri se ero. Koska täällä perustuu henkilökohtaiseen kontaktiin. Sen takia, kun suomalainen fax tulee, jossa lukee pam, pam, pam; tilaan tai tarjoan jne. niin se ei aiheuta minkäänlaista reaktiota espanjalaisissa liioitellusti sanottuna. Siitä puuttuu tämä inhimillinen elementti, jonka he vielä vaativat."*

*("There are differences (faxes). Firstly, the Spanish do not use the fax very much. It is a rather new concept here. In this country in 1985 there weren't many functioning fax machines. In Finland, it was already then very usual procedure. It has come so much later. In Spain very few contracts are made by fax. Of course there are more and more all the time. One fact which you can surely check somewhere. In Finland, the orders in trade or orders between companies more than 90% is done by fax. Now it is already going toward electronic, e-mails and such. In Spain it is less than 20%. According to one market research study it was only 17%. It is a big difference. Because here it is based on personal contact. This is why, when a Finnish fax comes where is written bang, bang, bang; I order and I offer etc. It does not cause any reaction in Spanish, to put it mildly. It lacks this human element, which they still demand.")*

This aspect is very important to know as one may lose time and nerves in trying to communicate and negotiate without having any response from the Spanish partner. The reason is that papers are not trusted as much as in Finland. Business is done with people not with the papers. The present author assumes this is one of the reasons why she was received rather positively by companies is that she collected the data by interviewing the

directors. Many researchers have tried to conduct a study by sending faxes from Finland. Those faxes go nearly straight into the waste-paper basket. However, as in every aspect, it is better not to exaggerate, in this matter also.

Culture and economical factors may influence the election of the form of communication. However, only one Finnish negotiator [F27] comments about the costs, the economical aspect of negotiating between two countries. He explains:

*"Espanjalaisten kanssa numero 1 kommunikaatiokanava. Kyllä se on puhelin edelleenkin. Nämä tykkää puhua puhelimessa nämä espanjalaiset. Numero 2 on varmaan kyllä fax. Numero 3, neuvottelut ehdottomasti. Täällä on tämä sähköposti vasta tulossa, hyvää vauhtia kuitenkin. Mutta se ei ole vielä yleisessä käytössä. Suomen kanssa numero 1 on fax tällä hetkellä, koska nämä puhelin kustannukset on niin kovat tuonne Suomeen. Niin me tietysti sen takia on pyritty käyttämään enemmän faxia. Seuraava on puhelin ja sitten on sähköposti. Sähköposti suomalaisten kanssa on aika laajalle levinnyt."*

*("With the Spanish the number 1 communication channel is still the telephone. These Spanish like to talk on the phone. Number 2 is surely fax. Number 3 is meetings absolutely. Here electronic mail is just coming into play, quickly anyway. But it is not yet in general use. With Finland the number 1 is fax at the moment, because telephone costs are so high in Finland. So of course we use more fax for that reason. The next is telephone and then electronic mail. Electronic mail is widely spread with the Finns.")*

It is difficult to determine how much the costs and expenses influences Finnish-Spanish negotiating by referring to only one opinion.

Some of the negotiators mention very briefly the order of the used communication channels. The Spanish negotiator [S20] writes shortly in her questionnaire answer:

*"En este orden: Teléfono, fax ..."*

*("In this order: Telephone, fax ....")*

Negotiator [S21] mentions only the most important channel which is:

*"Teléfono"*



*("Telephone").*

Only ten (10) [F13, S16, F17, F18, S22, F23, F24, F25, F26, F27] negotiators mention that they use e-mail. E-mail is reported to have more and more importance all the time. It is easy, quick and economical. The culture is assumed to have an influence on the use of e-mail and vice versa. The data is not enough to analyse this aspect in the current study. Negotiator [S22] comments on e-mail in the following way. She says:

*"E-mail. El canal más usado es el teléfono. Teléfono, fax. El e-mail ha cogido una importancia impresionante. Sobre todo,.. no. Internamente también, pero sobre todo en la capacidad para hablar al mismo tiempo a varios. En varios países y obtener respuestas inmediatas cuando hay diferencias horarias, muchos kilómetros. Y además informas a tu jefe de lo que estas haciendo al mismo tiempo. Y realmente es impresionante. Yo creo que se va a convertir en numero uno. En un año, quizás."*

*("E-mail. The most used channel is the telephone, fax. E-mail has become very important. Above all,.. no. Internally also, but above all for the capacity to talk at the same time to various people. In various countries and to obtain immediate responses when there are schedule differences, many kilometres. And also you can inform your boss about what you are doing at the same time. And it is really splendid. I believe that it will become a number one. In one year, probably.")*

### **6.3.6. Finnish-Spanish business negotiations analysed with the help of Hofstede's four cultural dimensions**

The terminology in the following four chapters: power distance, individualism-collectivism, masculinity-femininity and uncertainty avoidance is based on the four cultural dimensions Hofstede has defined in his work. The questions of four cultural dimensions were not directly addressed to the negotiators. Negotiators were asked in

general about the cultural differences and similarities in their business relations. This aspect was expected to arise at least in some degree in the interviews. Negotiators were not guided to give any specific answers on these dimensions. The present author assumed that if the negotiators comment about the four cultural dimensions or some of them, those dimensions are considered to be a significant and influencing factor in Finnish-Spanish business negotiations.

### 6.3.6.1. Power distance in Finnish-Spanish business negotiations

Not all the interviewed negotiators comment about power distance. It seems that the Finnish negotiators mention it more often than the Spanish. It can be observed that the larger power distance which the Finnish negotiators report is new and a little bit difficult to adapt to for them. The following Finnish and Spanish negotiators' opinions are supposed to reveal the power distance in Finnish-Spanish business negotiations.

The Finnish negotiator [F17] describes the difference between the younger and older director in Spain. He mentions that one ascends more slowly in a Spanish company than in a Finnish enterprise. He says:

*"Joo, mutta se vaihtelee. Jos hän on yrittäjä-johtaja, niin hän on hyvin ylpeä. Hän tietää kaikesta kaiken: asiakkaistaan, markkinoista, kilpailijoista. Hän on aika herkkä sille jos häntä ruvetaan neuvomaan tai hänelle ruvetaan kertomaan, että asiat voi tehdä toisella tavalla. Eli hän on tällainen, niinkuin moni on sanonut - Don. ....Nyt kun on nuorempaa väkeä yrityksissä, jotka ovat ihan palkkatyöntekijöitä. Vaikka he olisivatkin korkeissakin asemissa, niin he ovat mielestäni enemmän sellaisia niinkuin joka paikassa: korkeasti koulutettuja ja monesti kansainvälistyneitä yrityksiä, joilla on kansainväliset käytännöt. ....Tietenkin hierarkiset asiat ovat hirveän tärkeitä espanjalaisille. Jos johtaja vaihtaa toiseen firmaan niin tärkeintä on kuka saa minkäkinlaisen huoneen, paljon siinä on neliöitä ja missä se sijaitsee. Tällaisilla asioilla Espanjassa osoitetaan hirveän paljon: mikä on titteli ja mikä huone sinulla on toimistossa. Tätä suomalainenhan ei voi ymmärtää. Huoneen koko on tavallaan aseman mittari. Kaikki olettavat, että samalla se liittyy palkkaan tai muuhun. Meillä nyt ei ole tuommoista. Minä olen kuullut, että samantien, kun johtaja lyö oven kiinni, edellinen johtaja, niin alkaa kauhea ruletti kaikista huoneista ja autopaikoista jne. Hierarkia on edelleen*

*aika jyrkkä ja portailla on merkitystä. Ei sillä välttämättä ole niin merkitystä mitä sinä osaat, vaan jos sinä olet johtaja niin olet johtaja. Just' nuoret kaverit saattavat olla 10 vuotta jossain jossain sellaisessa tehtävässä ja odottaa, että se aukeaa. Niin sekin tietysti nostaa sitä arvostusta, että sitten, kun pääset johtajaksi niin sitten myös näet, että. Joka on erilaista kuin Suomessa."*

*("Yes, but it depends. If he is an entrepreneur-director, he is very proud. He knows all about everything: his clients, markets, competitors. He is rather sensitive too if somebody starts to advise him or if somebody tells him that the things can be done differently. He is like many have said - Mister. ....Now when there are younger people in the company. They may be simple employees. They may be in high positions too. But I think that they are more as in every place: highly educated and often internationalized companies which have international practices. ....Of course, hierarchical matters are very important to the Spanish. If a director changes to an other company, then the most important thing is that who gets what kind of a room and where is it situated. These kinds of matters testify to very much: what is the title and what room you have in the office. This, a Finn cannot understand. The size of the room is in a way the indicator of your position. Everybody supposes that it refers to the salary and to other things. we do not have such things. I have heard that right after the director closes his door, a big hullabaloo starts to whirl about the rooms and parking places etc. The hierarchy is still very steep and the levels do matter. It does not necessarily matter what you know, but that you are a director, so you are a director. The young fellows may have to wait for 10 years in other positions and wait for the door to be opened to a better position. This may also lift the appreciation that when you become a director then you also will see. This is different in Finland.")*

A Finnish negotiator [F23] describes the Spanish directors. She reports:

*"Minä en kyllä kuule tunne niin hirveästi meikäläisiä johtajia. Espanjalainen johtaja on sellainen, että sillä on selvästi enemmän arvovaltaa."*

*("I do not know our directors so well. The Spanish director is such that he has clearly more power.")*

These opinions can be considered as a characteristic of the large power distance culture. In large power distance organizations the hierarchy reflects the existential inequality between higher-ups and lower-downs.

A Finnish negotiator [F15] comments on hierarchy:

*"Hierarkisuus on ihan silmiinpistävää. Sen näkee heti, kun menet taloihin sisälle. Kun lähdet haastattelemaan, niin heti tietää mihin kerrokseen menet ja kenen kanssa seurustelet. Niin, kyllä sen heti tietää portista, kun menet sisälle."*

*("The hierarchy is striking. You notice it straight away when you go into companies. When you start interviewing, you know it right away to which floor you go, and with whom you talk. You know right away when you set foot inside..")*

Another Finnish negotiator [F24] who has been along time in Spain and working both in Spanish and Finnish companies, comments about hierarchy. She says:

*"Täällähän voi olla hyvin autoritäärinen. Varsinkin espanjalaisessa yrityksessä saattaa olla kovinkin vanhoilliset kuviot vielä. Ja jopa teittelyä ja kaikkea tämmöistä. Ihan erilainen yrityskulttuuri. Riippuu tietysti millaiseen yritykseen mennään. Jos mennään vanhoilliseen, pitkään markkinoillaolleisiin yrityksiin niin sitä autoritäärisempi se on se johto yleensä."*

*("Here the system can be very authoritarian, especially in Spanish companies there may be very conservative circles still. Even addressing people formally and that kind of thing. It's a totally different organizational culture. Of course it depends on which type of company one goes to. If one goes to the conservative type - those which have been in the markets for a long time, the more conservative the management is normally.")*

The same person mentions that even though there is hardly any hierarchy in Finnish companies it still does not open constructive communication; rather to the contrary. People start to complain about everything. She considers that hierarchy to a certain point is needed.

*"Se on minusta aina ollut erikoinen asia, kun meillä tuo demokratia on viety kauhean pitkälle. Ja jokainen saa huudella mitä haluaa ja tavallaan noi välit johdon ja alaisten välillä on hirveän pienet. Joskus jopa minusta mennään ihan päinvastaiseen suuntaan. Niin, että se ei synnytkään tavallaan kehittävää keskustelua, vaan päinvastoin. Kaikki alkaa olla tyytymättömiä. Sen takia minä uskon, että tietynlainen johtoporras tarvitaan. Tietty distanssi ja auktoriteetti. Itse olen tullut siihen tulokseen. Luulen, että se pelaa paremmin."*

*("It has always been a strange thing that we have taken democracy so very far. Everybody may shout what they want and in a way the distance between the management and subordinates is very small. Sometimes I even think that we go into the opposite direction. And it does not create constructive conversation, but*

*rather the contrary. Everybody starts to feel dissatisfied. That is why I believe that a certain type of leadership is needed. A certain distance and authority. I personally have come to this conclusion. I think it works better.")*

Another Spanish negotiator [S22] on the formality in written texts mentions that she prefers the more direct and simple way of writing business texts. She says:

*"En España es más formalista el texto, ....En los textos, digamos oficiales concedidos que estan perdiendo, pero todavía dicen: "Distinguida Señora" o "Apreciada Señora". Nunca recibes una carta de Suecia diciendo "Distinguida Señora". Es mucho más directo. Y no es que sea o que no sea educada la carta, que no sea correcta. Es muy correcta, pero es más sencilla. A veces el correo español es más sofisticado. ....Yo en mi caso lo encuentro algo fantástico. Yo nunca escribo, si no es directo. Nunca escribo "Distiguido". Hay algunas ocasiones que lo requiere como es el carácter español y por como la forma tiene que ser, pero nunca es una carta comercial. Es una carta de representación muy concreta."*

*("In Spain the text is more formal, ....In the texts, let's say official which are disappearing, but they still say: "Honoured Madam" or "Appreciated Madam". You never receive a letter from Sweden saying "Honoured Madam". It is a lot more direct. And it is not that it would not be correct, but it is more simple. Sometimes the Spanish mail is very sophisticated. ....I, in my case, find it something fantastic. I never write, if it is not direct. I never write "Honoured". There are some occasions the Spanish character demands it, and for the formality it is needed, but never in the commercial letter. It is one very specific representation letter.")*

Also five (5) other negotiators [F7, S8, F13, F17, F18] mention the formality in Spanish written texts.

One of the Spanish negotiators [S4] emphasizes the friendly relationship he has with his colleagues. He mentions that this warm relationship has developed over many years of working together. The relationship is anyway different between the Finnish and Spanish negotiators according to him. He says:

*"La diferencia de carácter. Bien, bien. Efectivamente la relación humana entre los españoles es bastante distinta que la relación humana con los finlandeses. Yo te puedo decir que bastantes de mis clientes, cuando me envían un fax, empiezan diciendo "Querido Joaquín" y terminan diciendo "Te mando un fuerte abrazo". Por que bueno, como te he dicho antes. Son más de 20 años en la industria de la*

*celulosa en España. Y muchos estos que hoy son clientes hace 15 años eran compañeros y hace 10 eran vendedores míos. Así que llevamos muchos años juntos y nos consideramos amigos. Entonces aunque estamos en relación de trabajo, pues yo de un amigo me despido mandándole un fuerte abrazo. Entonces esto quizás a los finlandeses les suena un poco raro y no suelen poner ese tipo de cosas."*

*("The difference in character. Well, surely the human relationship between the Spanish is rather different to the human relation with the Finns. I can tell you that many of my clients when they send me a fax, start telling "Dear Joaquín" and they finish by saying "I send you a strong hug". Because, as I told you. It is more than 20 years in the paper and cellulose industry in Spain. And many of them who today are my clients were 15 years ago colleagues and 10 years ago they were my salesmen. We have been many years together and we consider each other as friends. Then, even though we are in professional relationship, I say goodbye to my friend by sending him a strong hug. Probably to the Finns this sounds strange, and they do not tend to put these kinds of things.")*

This opinion may be an indication of the people orientation in Spanish negotiations. It may also reveal that the level of hierarchy in Finnish-Spanish business negotiations is strongly influenced by the intensity of the trust relationship in every organization. The Finnish negotiator [F18] clarifies that authority is part of the Spanish organizational culture. In social situations there are not such strict rules as there are in Finland, and especially in Sweden. He says:

*"Suomalaisilla on myös se sama vika, että he jäykistyvät espanjalaisten kanssa muun muassa. Tulee vaikeus siitä, kun ruvetaan näitä normeja noudattamaan ja tiettyjä tapoja, joita ei tarvitse niin kauheasti noudattaa. Otetaan ruokailutavat ja mitä nyt on kaikkia drinkin ottamisia ja muita. Ruotsalaisethan ovat tietysti huippuesimerkkejä. Hehän eivät koskaan.. Se on aina se lasi [Osoittaa kuinka lasia tulee pitää rinnan korkeudella]. ....Eihän Espanjassa ole tapoja siinä mielessä ollenkaan. ....jos sinulla on lasi tyhjä niin sinä otat viinipullon ja kaadat siihen. ....Suomessa ei missään nimessä voi tehdä sellaista. ....Tietysti tulee tämä hierarkisuusvaikutelma Espanjassa. Jos on hyvin suuri ero asteikossa niin sitten olet hyvin nöyrä tavallaan. ....Meksikohan on osin hyvin vanhanaikainen maa ja siellähän on niin, että puhutaan pitkään, teitellään ja kaikkea muuta."*

*("The Finns have the same problem that they become stiffer with the Spanish. The difficulty comes when you start to follow certain norms and customs, which you do not have to follow. Like dining manners and drinks, for example. The Swedes are the extreme examples of this of course. They never.. They always have their class [He shows how and where the glass has to be kept before taking the drink.]*

*....In Spain there are not such norms. ....if you have an empty glass and a bottle of wine, you just pure it to yourself. ....In Finland you cannot do that. ....Of course in Spain there is this hierarchy. If there is a big difference in the scale, then you need to be rather humble. ....Mexico is partly a very conservative country. There you talk a long time, you address the other person formally and so on.")*

### **6.3.6.2. Individualism and collectivism in Finnish-Spanish business negotiations**

According to Hofstede (1991, 1993), management in individualistic countries is about managing individuals, and in collectivistic countries it is about managing the group. Members of the individualistic cultures enjoy working alone and personal time as well as space is appreciated. The collectivistic people work in groups and spend their freetime in groups. Being alone is undesirable or perceived as something negative.

As an indication of Spanish collectivism and Finnish individuality, the negotiators report, for example, the Spanish custom of spending time in large groups in bars or in street terraces. The Finnish negotiators were reported, for example, to follow their own forms of working and negotiating through the papers. The following Finnish and Spanish negotiators' opinions are expected to reveal the individualism-collectivism dimension in Finnish-Spanish business negotiations.

The Spanish negotiator [S22] comments on this aspect:

*"En España la gente es más pasional. Grita más. Se enfada más. Se rie más. Tienen unas costumbres más a la calle, porque hace calor más tiempo y la gente sale fuera más rato. Y está en la calle y en la calle estás con otros. Y hablas con el otro porque estás en la calle. Entonces esto crea unas circunstancias etc."*

*("In Spain, people are more passionate. They shout more. They get more angry. They laugh more. They are more accustomed to the life in the street, because it is hot for a longer time and the people go out more. You are in the street and there you are with other people. You talk with other people, because you are in the street. Then it creates certain circumstances etc.")*

The climate in Spain allows the people to stay a great amount of their time outdoors. Spending time in the street is often a theme the Spanish take when discussing North-South differences. They usually comment that the Nordics stay a lot inside their homes. For the Spaniard this is considered something rather sad. Negotiator [S3] also comments about the same aspect. He says:

*"Sí, claro. Esa es la gran diferencia, porque a mi me sorprende mucho en Finlandia. Bueno, la gente sale, pero sale de su casa y va a un restaurant directamente o a otra casa. Es decir a un sitio, un sitio concreto. Y va allí a un restaurant. Pues, se cena. Se baila. Pues cosa muy curiosa en Finlandia. Se baila. Eso es muy chocante para nosotros. ....Yo pienso que está condicionado un poco por el clima. Porque encontrar de eso aquí en los países mediterraneos, es lo que usted decía. Es muy llamativo ver en Madrid que son las once de las noche, las doce o la una o sabe Dios a que hora. Y hay mucha gente en la calle. Hay mucha gente sentada ahora en las terrazas por la noche. Muy agradable, pero evidentemente se puede hacer con este clima. ?No?."*

*("Yes, surely. That is the great difference, because for me it is very surprising in Finland. Well, the people go out, but they they leave their home and go directly to the restaurant or to another house. That means, to an other concrete place. And they go there to a restaurant. They dine out. They dance. A very curious thing in Finland. They dance. It is very shocking for us. ....I think that it is conditioned a little with the climate. Because to find that in Mediterranean countries, is what you said. It is very sensational to see in Madrid at eleven, at twelve o'clock or God knows at what time. And there are a lt of people in the street. There are a lot of people sitting on the terrace at night. It is very pleasant, but evidently it is possible to do in this climate. Isn't it?")*

Group work is valued more in Spain than in Finland. The Spanish prefer to work in teams, and teamworking is stressed also in the universities. One of the interviewed negotiators [S19] explain about the problem of teamworking with the Nordics.

*"Lo que es más facil de hablar del sol y de todas esas cosas que tenemos en España. Pero después la verdad es que la comunicación se hace difícil. Si empiezas entrar en el detalle de las cosas que, de los detalles de un asunto concreto. La verdad que se hace complicado. Y llega un momento. Estoy hablando siempre de mi experiencia personal, claro. Pero llega un momento que los nórdicos normalmente se cierran. Suelen ser personas muy independientes y muy no sé como decirlo. Se aíslan cuando no comprenden un tema o en cuanto no se va exactamente en la línea que ellos esperan. Suelen ser gente que se aísla y un poco te dicen que "sí" a todo, pero después ellos hacen en realidad lo que les*



*interesa. En España existe una expresión, supongo que la conoces, que es 'hacerse el sueco'. ¿La conoces? \*\* Hacerse el sueco consiste en.. Es una expresión muy común, se utiliza mucho. Y consiste en cuando te dicen una cosa disimular o hacer como que el asunto no va contigo. Como que si se lo contasen al otro en realidad aunque aparentemente tu estás de acuerdo y dices que sí a todo y después haces lo que quieres, ¿no?. Pues, yo creo que es una expresión \*\* que define bastante bien la mentalidad nórdica. \*\* Exactamente. Y vamos, no es falta de colaboración tampoco. La verdad es que los nórdicos sois bastante colaboradores, pero no se cuesta mucho transmitir lo que aquí se quiere. Probablemente es por la diferencia de mentalidades entre los dos países. ....No se trabaja en equipo. Se hace muy difícil trabajar en equipo. Suelen ir los nórdicos por un lado y los españoles por otro y se hace difícil la coordinación. ....Cuando pasa tiempo, mejora mucho. ....con esta independencia que te digo. Y al final se hizo equipo con los nórdicos."*

*("It is easy to talk about the sun and the things we have in Spain. But later on when you enter into more details, the communication becomes difficult. Surely it becomes complicated. ....There is one moment when the Nordics normally shut themselves away. They tend to be very independent people and very.. I don't know how to explain... They isolate when they do not understand something or when something does not go exactly along the line they expected. They are a bit like people who withdraw themselves and tell you "yes" to everything, but anyway they do what they are interested in. In Spain there is an idiom "Make oneself a Swede" ("Hacerse el sueco"). Probably you know it? \*\* It means that.. It is a very used expression. It means that when somebody tells you something you apparently agree, but you do whatever you want. I think this expression defines quite well the Nordic mentality. \*\* Exactly. And it is not the lack of collaboration either. The truth is that the Nordics, you are rather collaborators, but it is difficult to transmit what is wanted here. Probably it is the difference of the mentalities between these two countries. ....You do not work as a team. It is difficult to work as a team. The Nordics tend to work on one side and the Spanish on another. Coordination is very difficult. With time it becomes a lot better. ....The Nordics are very independent people. ....But anyway in the end we have been able to work as a team.")*

In the present research, sixteen (16) [S3, S4, F7, S8, S10, S11, S12, F13, F15, S16, F17, F18, S19, S22, F24, F26] negotiators give special attention to the importance of personal relationships in Finnish-Spanish business. The data gathered from the two (2) questionnaires [S20, S21] do not give enough information on this aspect. Four (4) [F13, F15, F17, F18] Finnish interviews use a word 'Friendship-net' ('ystävöverkko' or 'amigo-net') and the importance of the decisions made inside that net. The importance of the people related to the business, the 'amigo-nets', is by the researcher partly a representation

of high-context communication (discussed in the chapters 6.3.5.-6.3.5.1) and collectivism. 'Amigo-net' is formed of the most capable people to perform the task, anyway if those people are not found inside one's in-group the capable people are found somewhere else. It could be thought that Spanish 'Amigo-nets' are characteristic of the intermediate kind of collectivism in Spain. A Finnish negotiator [F17] comments on the 'amigo-net'.

*"No, se on oikein hyvä, että täällä ns. verkostot toimivat. Tämähän perustuu nimenomaan siihen, että sinulla on 'amigo', jolla on 'amigo', jolla on 'amigo', joka tietää. Tällaisenkin ketjun päästä voi lähteä kysymään tietoa asioista. Se on hyvä. Se on huonokin, koska se kertoo, että virallista tai julkista tietoa ei ole julkaistu asiasta."*

*("Something very good here is that the nets function. Here the things are based especially on the fact that you have an 'amigo' who has an 'amigo' who has an 'amigo' who knows. After such a long chain you may start asking information about things. It is very good. It is also bad thing, because it means that formal or public information has not been published about those matters.")*

The Finnish negotiator [F18] also mentions the importance of the 'amigo-nets'. He explains:

*"Espanjalainen tyrmistyy, kun suomalainen heti nimensä sanottuaan suurinpiirtein kertoo sen asian miksi hän on soittanut. Jos he eivät tunne toisiaan niin he ajattelevat, että mikä tämä on. ....Espanjalaisilla on se 'amigo-systeemi' ....Parempi on kertoa, että soitan, koska yksi henkilö, jonka tunnet on suositellut, että puhuisin sinun kanssasi."*

*("The Spaniard is shocked when the Finn right after telling his/her name gives the reason why s/he is calling. If they do not know each other, they think that what is this. ....The Spanish have that 'amigo-system' ....It is better to tell that I'm calling because one person which you know has recommended that I should talk with you.")*

In the interviews, the Finnish negotiators comment mostly verbally and explicitly about the importance of people. It is assumed that as people orientation is more characteristic to the Spanish culture and they probably do not notice how much it is part of the Spanish negotiation style. For the Finnish negotiators, paying more attention to people than to negotiations in Finland is something new. They comment about the difference and seem

to reflect the Spanish and Finnish difference. It is often so that noticing "the other way" of doing things one also observes "our way" of solving matters.

### 6.3.6.3. Masculinity and femininity in Finnish-Spanish business negotiations

Negotiators comment rather little about masculinity and femininity. There are some responses to cultural differences (and similarities) in Finnish-Spanish business negotiations which indicate some differences in the masculinity-femininity dimension between these two countries.

A masculine negotiator is assumed to be assertive, decisive and even somewhat aggressive. A Spanish director [S20] comments the Finnish-Spanish difference in negotiation. His opinion is considered as a reflection of Spanish masculinity and Finnish femininity.

*"Al principio se extrañan [los finlandeses] un poco de la forma agresiva de negociar de los españoles. Después lo aceptan."*

*("In the beginning they [the Finns] are a little bit astonished at the aggressive negotiations style of the Spanish. Later they accept it.")*

In the interviews there are six (6) women and four (4) of them are in a high post (managing director) in their companies. Two (2) of them are Finnish and two (2) are Spanish businesswomen. In the first phase of the interviews there was only one (1) woman in a high managerial position. The present author (the interviewer) commented the first female negotiator that she was the only woman in such high post interviewed so far. She [S8] considered her position as an indication of Finnish equality between women and men. She explains her situation:

*"Como comprenderás una mujer de mi generación trabajando es bastante excepcional. Y en mi juventud la mujer se la educaba para casarse - sobre todo en España. Pero a mi me gustó mucho estudiar idiomas. Empecé a salir al extranjero muy joven cuando en España nunca se hacía. Y empecé trabajando*

*como secretaria. Por circunstancias en seguida estuve en contacto con una empresa finlandesa. Y esa empresa finlandesa me ha ido promocionando y enseñando de forma que he ido de simple secretaria a ser assistant dentro de Managing Director. Y después de haber la oportunidad de ser la directora de esta filial. ....Si es cierto. Mi caso por lo que lo considero excepcional. Es por lo que le comente es que en mi juventud sobre todo en España la mujer se preparaba para casarse. Entonces el hecho de que yo me rebelara para eso ya fue algo excepcional, pero lo más excepcional de todo es que los finlandeses vieran en mi esas condiciones como para darme su confianza para que fuera su delegada en España."*

*("You surely understand that a woman working in my generation is rather exceptional. In my youth a woman was educated to marry - especially in Spain. But I liked to study languages. I began to travel abroad at a very young age. In Spain that wasn't done at that time. I started to work as a secretary. Owing to various circumstances, I was quickly in contact with one Finnish company. And that Finnish company has been promoting and teaching me so, that I have moved from a simple secretary to a assistant, then to managing director. And later I had the opportunity to become a director of this subsidiary. ....Yes it is true. My case, why I consider it an exceptional case. It is because as I commented to you before that in my youth the woman, especially in Spain, was prepared to marry. That I rebelled against that was something exceptional. But even more exceptional was that the Finnish would see in me the conditions to put their trust in me in order to be their delegate in Spain.")*

About one and a half (1,5) years later more interviews were conducted. Three (3) more women in directorial positions were included into the observation. These female negotiators did not emphasize national, neither Finnish or Spanish, equality or democratic ideas for their post. One of them makes the following comment on women and men in high posts. [F23]:

*"Minä en kyllä kuule tunne niin hirveästi meidän johtajia. Espanjalainen johtaja on sellainen, että sillä on selvästi enemmän arvovaltaa. Hän on pidetty. ....Ja se on tietysti aina mies . ....90% johtajista on miehiä. ....Meillä voi olla nainenkin."*

*("I don't know our directors so well. The Spanish director is such, that he has clearly more power. He is liked. He is of course always a man. ....90% of the directors are men. We can have a woman too.")*

The following two opinions can be indicators of the masculinity of the negotiations in general. It can be seen that as in the present study as well in the business word in general,

most negotiators are still men. Negotiator [S5] describes the Spanish negotiator who is always a man.

*"En cuanto a un hombre de negocios. Pues, el español es un hombre abierto y hablador, con un aspecto.. Cuida mucho su aspecto en general. Aunque yo me haya quitado mi corbata (...)"*

*("As to a businessman. Well, the Spanish is an open and talkative man, with an outlook.. He takes care of his outlook in general. Even I had taken off my tie (...)"*)

The Finnish negotiator [F7] explains about the staff working in his office. The word he uses for his woman colleagues may indicate manpower in the office. He says:

*"Täällä on siis ylivoimainen enemmistö on tietysti espanjalaisia. Mutta sitten meillä on täällä tämmöisiä lähetettyjä suomalaisia muutama. Ja muutama toinen suomalainen tyttö. Jokunen tyttö, joka on ollut ja jäänyt tänne. Meitä on kaiken kaikkiaan suomalaisia ehkä noin 5-6. ....On sitten yksi Ruotsissa syntynyt tyttö, joka on täällä naimisissa espanjalaisen kanssa. Meillä on pari australialaista tyttöä, jotka ovat menneet naimisiin espanjalaisten kanssa. Ja meillä on joku jenkki ollut töissä täällä ja tuollaista. Mutta ylivoimainen enemmistö on espanjalaisia."*

*("Here the majority of the staff is of course Spanish. But then we have some Finns who have been sent here. And a few other Finnish girls. Some girls who have stayed here. The Finns, we are in total probably about 5-6. One girl who was born in Sweden. She married a Spanish man. We have couple of Australian girls who have married Spanish men. And we have had some Yankees (Americans) working here, and soon. But the majority of people are Spanish.")*

#### **6.3.6.4. Uncertainty and risk avoidance in Finnish-Spanish business negotiations**

Hofstede's outcome suggests that Spain avoids uncertainty more than Finland. Great uncertainty creates anxiety, which the cultures tend to avoid with the help of technology and legislation. The high-uncertainty avoiding cultures are, according to Hofstede,

anxious and the members of such cultures are expressive, because raising the voice, gesticulating and expressing feelings is a socially acceptable way of reducing anxiety. The Spanish are considered to be expressive people, talking loudly and gesticulating much. A Finnish negotiator [F7] describes Spanish communicating in the following way.

*"Pistä vaan kaksi espanjalaista yhteen ja sitä juttua riittää viikoksi. Ei ole mitään vaikeuksia. Puhuvat ihan mistä vaan. Siinä pitää ihan jarruttaa."*

*("You just put two Spanish together and they have topics to talk for the whole week. No problems. They talk about whatever. You might even need to slow them down.")*

One Spanish negotiator [S22] also comments on this expressiveness. She says:

*"En España la gente es más pasional. Grita más. Se enfada más. Se rie más."*

*("In Spain, people are more passionate. They shout more. They get offended more. They laugh more.")*

These opinions could be signs of Spanish uncertainty avoidance, but they are still rather weak in proving this dimension.

Uncertainty avoidance is nearly impossible to detect from the negotiators' opinions. The interviewed persons were not asked about the questions of law or norms. In strong uncertainty avoiding cultures there are clear laws and rules in order to reduce uncertainty. Negotiators did not comment about legislative or normative structures. The following negotiators' opinions may reveal a little of the dimension of uncertainty avoidance. Some of the interviewees mention the importance of formal documents in Spain and by contrast, the lesser importance of them in Finland. Negotiator [F7] mentions judicial texts. He is a judge, so logically he pays attention to his own field. He says:

*"Se on selvästi espanjalaiselle vaikeampi jotenkin kirjoittaa vain kylmän asiallisesti asioista. Olen sitä usein miettinyt ja, kun katson jotain juridista tekstiä, joka tulee tuomioistuimilta. Tai jotain sopimuksia, kun tehdään ja siihen meikäläisittäin katsottuna pistetään niin paljon turhia asioita. Ja sitten se varmaan tulee kulttuurista ja koulutuksesta minkä he ovat saaneet."*

*("It seems to be clearly more difficult to the Spanish to write about purely current matters. I have often thought about it and, when I look at some judicial texts which comes from the court of justice. Or some contracts when they are made. There are from our point view so many unimportant matters written in them. Then it probably comes from the culture and from the education they have received.")*

A Spanish negotiator [S8] also mentions the Spanish judicial texts. She says:

*"Donde todavía hay diferencias es el idioma más de los abogados. En Finlandia se sigue siendo muy natural, muy directo. En España no. En todo los profesionales de tipo legal, como los notarios, abogados, jueces utilizan mucho su propio idioma que es bastante rebuscado."*

*("Where there are still differences is in the language of the lawyers. In Finland the language is very natural, very direct. In Spain it is not. In all the legal-type professions like the notaries, lawyers, judges use their own language a lot which is rather artificial.")*

Even uncertainty avoidance is nearly impossible to analyse on the basis of the present data, risk avoidance appears more clearly in this study. There are various opinions which indicate that Finnish negotiators avoid the risks strongly. Many negotiators report Finnish risk avoidance in various ways. Negotiator [S3] comments:

*"Ellos se programarán para cumplir lo que han prometido."*

*("They will program themselves in order to fulfill their promises.")*

Negotiator [S4] comments on the Finnish well prepared agendas. He says:

*"....la agenda de la reunión. No es demasiado común en España. Yo lo hago, porque lo llevo haciendo desde que terminé mi carrera y empecé a trabajar. Y cuando he llegado a XX me he encontrado con que es prácticamente norma en la empresa convocar las reuniones así."*

*("....the agenda of the meeting. It is not very common in Spain. I do it, because I have been doing so since I finished my studies and started work. And when I came to XX, I have noticed that it is practically a norm in the company to call a meeting in that way.")*

Negotiators [S11, S12] comment about the Spanish lack of organization. They refer to Finland as "the over-organized country". They say:

*"Puede que nosotros estemos más desorganizados, pero si hay un problema, podemos sobrevivir. Si hay un problema en países demasiado organizados. Como les falta la regla a seguir, pues se paran."*

*("It may be that we are more disorganized, but if there is a problem, we can survive. When the over-organized countries lack the rule to follow, they stop.")*

A Finnish negotiator [F26] comments about the timetables in Spain. He says:

*"Maanantaina mennään kymmeneltä, ja pyritään olemaan kymmeneltä siellä. Mutta ei kukaan ihmettele sitä jos on liikenneongelmia. Jos sinä olet ajoissa ja tapaamasi henkilö ei ole paikalla tai myöhästyy. ....Siinä on erittäin suuri joustavuus."*

*("On Monday we go at ten o'clock, and we try to be there at ten. But nobody wonders if there are traffic problems. If you are on time and the person you are going to meet is not there or comes late. ....There is that great flexibility.")*

A Finnish negotiator [F7] gives examples of two different "word-explaining doctrines". He comments:

*"Katolisen sananselitysoopin (luetaan vain latinalaista sananselitysooppia) mukaan, kaikki mikä ei ole kiellettyä on sallittua. Luterilaisen mukaan, se on täysin päinvastoin. Eli jos ei ole johonkin lupaa tehdä jollakin tavalla niin silloin se on varmaan kiellettyä."*

*("According to the Catholic word-explaining doctrine (only Latin word-explaining doctrine is read) all that is not forbidden is allowed. According to the Lutheran one it is totally the opposite. If you do not have the permission to do something in a certain way, then it surely is forbidden.")*

With these examples it is intended to reveal the Finnish need for risk avoidance by organizing and planning. The Spanish do not try to avoid risks. They are used to them and they know how to survive problematic situations. Negotiator [F15] either feels himself at home in the Spanish speaking countries where low risk avoiding is part of everyday life,



or he has learnt it living in Spain and Colombia. He comments about his moving to Colombia:

*"...kun minä menin sinne. Minä en puhunut espanjaa. Firma päätti lähettää minut sinne, kun siellä oli tietty kuvio. Ja se sanoi, että sinun pitää mennä sinne selvittämään se. Minä lähdin espanjankielen kirja taskussani Bogotaan pääsiäisenä vuonna 1980. Hotellihuoneessa pänntäsin verbejä sen verran, että pääsin liikkeelle."*

*("...when I went there. I did not speak any Spanish. The company decided to send me there as they had a certain problem there. The company told me that you have to go there to solve it. I left Bogota during Easter 1980, a Spanish language book in my pocket. In the hotel room I grinded away at Spanish verbs so that I could get started.")*

#### **6.4. Finnish and Spanish negotiators perceptions according to five (5) aspects influencing the negotiations**

The negotiators report a wide variety of aspects which do not describe directly the negotiators or negotiations, but more general cultural aspects influencing negotiators' behavior as well as the negotiations. These perceptions are the same aspects reported before in this study (part of them are in the appendices 18-25). In this chapter these perceptions are discussed in an other way: comparing together as Finnish and Spanish opinions (not counting the frequencies of the reports), analysing them rather independently from the theory framework selected in this study. In the discussion chapter 7.4. these perceptions are elaborated some more and analysed as perceived and non-perceived similarities and differences. The classification of the five aspects influencing the negotiations is actually and outcome of the data of the present research and it is used in this study in order to provide new and more profound insight into the aspect of culturally-bound perceptions in intercultural communication in Finnish-Spanish negotiations.

The negotiators' opinions about Finnish and Spanish negotiators as well as the negotiations between these two countries are divided into five (5) different categories which all influence on the negotiations: 1) general personality aspects, 2) general social aspects, 3) general educational aspects, 4) company policies, and 5) behavior in the meetings and negotiations. These reported aspects cover five (5) important areas influencing the intercultural communication in Finnish-Spanish negotiations. 1) General personality aspects refer to general aspects of the personality of Finnish and Spanish. 2) General social aspects refer to some general and typical characteristics (attitudes) in Finland and Spain. 3) General educational aspects include the general knowledge and some specific themes studied influencing the negotiations. 4) Company policies are considered to be those aspects referring purely to business policies. 5) Behavior in the meetings and negotiations are those specific characteristics Finnish and Spanish negotiators believe are helping in the development of a meeting or negotiation.

It must be remembered that when Finnish and Spanish negotiators describe the positive and negative characteristics of the negotiators and negotiations they are actually describing

their expectations (derived from their perceptions) they have of the Finnish and Spanish negotiators as well as of the negotiations. In order to reveal the possible conflicts there may be in Finnish-Spanish negotiations, the attention has to be paid to whether the expectations are different. The important matter is not only to be aware of one's own perceptions but to know how the other perceive me.

#### **6.4.1. Finnish describe the Finnish negotiators' positive aspects (Fin> Fin+)**

##### General personality aspects of the Finnish negotiators:

Honest

Trustworthy

##### General social aspects of the Finnish negotiators:

More women in business

Hospitable/Take good care of the guests coming to Finland

More Latin than the Swedes

##### General educational aspects of the Finnish negotiators:

High level of technical know-how

High educational level

##### Company policy of the Finnish negotiators:

Attention to long-term planning

Importance of control

Quick ascending in the company

Delegation from the managers

##### In a meeting/negotiation the Finnish negotiators value (and expect):

Straightforwardness and directness

Punctuality and respect for the timetables

Well-organized meetings

Careful consideration of matters

Concentration on the topics of the agenda

Displaying a high degree of company information to the company members

#### **6.4.2. Finnish describe the Spanish negotiators' positive aspects (Fin>Spa+)**

##### General personality aspects of the Spanish negotiators:

Self-confidence

Open

Kind

Temperamental

##### General social aspects of the Spanish negotiators:

Take good care of their clients (hospitable)

Well-dressed

Free dining manners

Strong culture traditions

Easy to communicate with

##### General educational aspects of the Spanish negotiators:

Well-educated in general educational matters

Capable businesspeople

##### Company policy of the Spanish negotiators:

Triangular structure of the organization (power in the hands of few)

Negotiators have power to make decisions

Quick decision-makers

Authoritarian

##### In the meetings/negotiations the Spanish negotiators value (and expect):

Open(ness) to new ideas

Readiness to achieve solutions  
 Solving the problems in a meeting even it takes long time  
 Experienced negotiators  
 Managing well the business relations

#### **6.4.3. Spanish describe the Finnish negotiators' positive aspects (Spa>Fin+)**

##### General personality aspects of the Finnish negotiators:

Ethical  
 Honest  
 Hard working  
 Trustworthy (do what they promise)  
 Patient  
 Polite

##### General social aspects of the Finnish negotiators:

Try (effort) to please  
 Well-mannered  
 Easy to communicate with (tu a tu)  
 Positive predisposition toward the Spaniard

##### General educational aspects of the Finnish negotiators:

Specialist in paper industry  
 Professional

##### Company policy of the Finnish negotiators:

Contention and control over the situations  
 Simple-practicality

##### In a meeting/negotiation the Finnish negotiators value (and expect):

Organizing the meetings in a long-run

Well-organized meetings and agenda  
 Professionalism  
 Openness in expressing professional opinions  
 Direct when speaking  
 Plain treatment to everybody (no distancies)  
 Try to provide solutions  
 Collaboration  
 Calmness with serenity  
 Efficiency  
 Flexibility

#### **6.4.4. Spanish describe the Spanish negotiators' positive aspects (Spa>Spa+)**

##### General personality aspects of the Spanish negotiators:

Creative and spontaneous  
 Imaginative  
 Understanding  
 Transigent  
 Good sense of humor  
 Quick

##### General social aspects of the Spanish negotiators:

Well-dressed  
 Gestured communication  
 Easy to communicate with  
 Easiness in building friendship relations  
 Good at receiving and integrating people

##### General educational aspects of the Spanish negotiators:

Good professionals (professionalism)

Company policy of the Spanish negotiators:

Change easily plans

Not rigid

In a meeting/negotiation the Spanish value (and expect):

Improvising

Elastic concept of time

Giving many opinions about an idea

Understanding the real decision-making mechanisms

Ability to manage confused/chaotic situations

Expressing openly opinions

Multifacetedness: capacity to deal with several topics at a time.

Capacity to adapt to different environments

Not keeping distances between people

**6.4.5. Finnish describe the Finnish negotiators' negative aspects (Fin>Fin-)**General personality aspects of the Finnish negotiators:

Rigid

General Social aspects of the Finnish negotiators:

Poor expression/communication skills

Poor inter-personal skills

General educational aspects of the Finnish negotiators:

Poor Spanish language skills: difficulties in formal writing

Extreme specialization

Company policy of the Finnish negotiators:

Slow decision-making

Not flexible in a short-term

Lack of freedom to make decisions

In a meeting/negotiation the Finnish negotiators' weaknesses:

Get easily offended

Do not master human networks/ getting close to people

Unable to cope the change of atmospheres

Do not consider the relationships important

Problems with small talk

Too technical focus

Have more problems than solutions

Difficulty to accept new ideas

Lack of sufficient trust towards the Spaniards

Fear to appear in public

Difficulty to express opinions in public

**6.4.6. Finnish describe the Spanish negotiators' negative aspects (Fin>Spa-)**

General personality aspects in the Spanish negotiators:

Arrogant

Concervative

General social aspects of the Spanish negotiators:

Not open in private life as it seems in the beginning

Too concentrated on the family: a great effort needed to know well a Spaniard

General Educational aspects of the Spanish negotiators:

Poor technical know-how

Lack of working experience among young people

Lack of proficiency in/of foreign languages

Company policy of the Spanish negotiators:

Slow in giving/sending written confirmations



Quick in making decisions, but mistake makers  
 Decide sometimes on shaky grounds  
 Too concentrated on the price, sometimes  
 Organizations are underdeveloped in comparison to the Finnish ones  
 Weak medium and long-term planning  
 Long terms of payment  
 Aggressive advertisers  
 Male and powerful managers

In a meeting/negotiation the Spanish negotiators' weaknesses:

Not organized  
 Need to explain things many times  
 No straight communication  
 Too talkative  
 The directors believe to know (many times without foundation) everything  
 Difficulty to accept criticism if the Spanish is in high position  
 Difficult to obtain information compared to the meetings organized by Finns  
 Smoke in the meetings  
 Difficult to reach managers in the first meetings  
 Lack of knowledge of the matters to be dealt

**6.4.7. Spanish describe the Finnish negotiators' negative aspects (Spa>Fin-)**

General personality aspects of the Finnish negotiators:

Slow  
 Lack of spontaneity and creativity  
 Lack of humor

General social aspects of the Finnish negotiators:

Dress without taste  
 Alcohol problems

Do not care about the image

General educational aspects of the Finnish negotiators:

Bad English

Company policy of the Finnish negotiators:

-

In a meeting/negotiation Finnish negotiators' weaknesses:

Rigid with timetables

Need to have norms to follow

Difficulty to work in a team

Do not like to mix business with informal relations

Narrow minded - "cuadriculado" (squareheads)

Isolate when do not agree

Do not change their way of thinking easily

Not talkative: can give the impression of harsh and unfriendly people

Too direct

Less receptive than the Spanish

Have preconceived ideas

Shocked with Spanish mentality

#### **6.4.8. Spanish describe the Spanish negotiators' negative aspects (Spa>Spa-)**

General personality aspects of the Spanish negotiators:

Not trustworthy

Not too polite

General social aspects of the Spanish negotiators:

Street customs

Expressiveness

General educational aspects of the Spanish negotiators:

Lack of foreign language proficiency

Company policy of the Spanish negotiators:

Lack of proper organization and planning

Lack of modern working methods

In a meeting/negotiation the Spanish negotiators' weaknesses:

Talk about the business out of the agenda in meetings

Lack of organization

Excess of improvisation

Old managers

Fear of expressing own opinions

Lack of proper preparation of topics

Not too efficient

Do not go directly into the business

Too talkative

Lack of proper definition of things

People look for own interests: may not be loyal

Unpunctual

Not precise when setting meeting times

Mix the personal and professional matters

Aggressive in the meetings

Impatient

Get easily offended

Shout: talk in a loud voice

## 6.5. Summary of the results

In brief the following research findings can be presented. Finnish and Spanish negotiators perceive qualified international negotiators rather differently due to their cultural background and the different business styles existing in Finland and Spain. Finnish negotiators stress directness, straightforwardness, conciseness, careful organizing and technical know-how. Spanish negotiators stress creativity, flexibility, improvisation, spontaneity, ease of communication with people and good style in dressing. Both negotiators expect the characteristics they value also to be the positive characteristics of their partner. To some extent Finnish and Spanish negotiators misinterpret (non-perceived differences) each other's positive aspects. The Finns see Spanish negotiators as not organized, too talkative, too concentrated in the family, not giving information and lacking knowledge of the matters to be dealt. The Spanish perceive Finnish negotiators rigid, narrow-minded and not willing to change their way of thinking.

The present author agrees with Graham (1983) on that the opinions about a qualified international negotiator depend on whom you ask. That is, the national culture defines the capacities the negotiator needs in order to function effectively in business negotiations. It seems anyway that both Finnish and Spanish negotiators appreciate each other as capable international negotiators. It could be proposed that Finnish and Spanish make a good team as their capacities and weaknesses seem to be exactly the opposite to each other. Finnish weaknesses are the poor expression and relationship skills, rigidity and slow decision-making. Spanish weaknesses are the lack of organization, mixing personal and professional matters together and talkativeness.

Finnish and Spanish negotiators operate both in a foreign language, in English. It is seen problematic sometimes as the negotiators feel their communication to be rather limited. The majority of the negotiators have noticed that in order to communicate and negotiate effectively they also need to know the culture. Especially the Finnish negotiators, as they are in a foreign ground, need to have better command of Spanish language and

more knowledge about regional differences in Spain. Spanish negotiators need a better command of English and more international awareness.

Silence was mentioned mainly as a negative aspect of Finnish-Spanish communication in negotiations. Finnish negotiators are too often and too long silent. That makes Spanish negotiators feel uncomfortable. It seems that the Finnish negotiators have adopted the Spanish attitude toward silence. Spanish in general use talk in order to gather information from the other party and non-talk is something very uncomfortable. In Finland non-talk is used to make silent observations of the other party, but in Spain the Finnish negotiators regard silence negatively and as a sign of unprofessionalism. However, Finnish negotiators keep a lot more silent than the Spanish. Finnish silence is perceived as problem in Finnish-Spanish negotiations. Spanish negotiators try to interpret Finnish silence. They suppose it is a sign of Finnish timidity, Finnish way of doing what they want and a dangerous, conscious tactic in business. It can be said that both Finnish and Spanish negotiators lack knowledge on this aspect.

Finnish and Spanish negotiators seem to operate according to different time concepts and time orientations. Finnish are monochronic and future oriented. Spanish are polychronic and present oriented. Time systems can be seen in Finnish and Spanish business styles. Finnish business style stresses careful agendas and organization, long-term planning, slow decision-making and little changes in plans. Spanish business style stresses continuous changes, short-term planning and flexibility. Finnish and Spanish negotiators are not aware of different time systems even though they notice the differences in their communication and negotiation behavior in these aspects. Time can be said to be a conflict matter. When the partners know each other already for long time this aspect does not cause major problems.

In Spanish companies one ascends rather slowly, doors to the offices are not open to everybody, negotiators have more power and that is why they can decide quicker than Finnish negotiators. Spanish written texts are rather formal. The present author considers these characteristics as a part of large power distance system. Finnish negotiators comment on hierarchy and aspects referring to the power distance. Spanish

negotiators comment little on this aspect. It seems to be more difficult for the people from small power distance to adapt to larger power distance country. Spanish negotiators comment only that Finnish negotiators are very friendly and the relationship with them is directly without distances ("tu a tu").

Spanish negotiators find it difficult to work in a team with Finnish negotiators. Spanish feel that in the end the Finns do what they want even they may say 'yes' to Spanish proposals of the ways of working. Spanish appreciate relationships, 'amigo-nets' and mixing personal matters with the professional. They are aspects pertaining to people-oriented and collective cultures. Finns stress the tasks and papers. They trust in the written agreements more than the oral ones. These aspects pertain to task-oriented and individualistic cultures. The problem of working as a team is an aspect which mainly Spanish negotiators consider as a conflict matter. Again the length of the business relationship matters here. The longer the partners have known each other better they work together and more understanding they have.

Spanish negotiators negotiate more assertively and even aggressively in the eyes of the Finnish negotiators. Spanish communication and negotiation styles demand good expression skills and giving good reasons for one's statements. The floor is taken by good and interesting statements. This kind of communication and negotiation style is considered typical to the countries with masculine values. Finnish negotiators communicate according to feminine communication style. All the possible participants are heard and given the floor to speak by order, so that everyone may speak were it interesting statement or not. It is seen that some of the Finnish negotiators have adopted more assertive (masculine) negotiation strategy as they have noticed that it works in a Spanish market. Business is anyway rather masculine by nature. In this study there are only six (6) female negotiators of the total group of fifty-five (25) negotiators.

The location of the negotiations influences strongly on the negotiations. In Finnish-Spanish negotiations it can be seen that the negotiations follow mainly Spanish (international Spanish) negotiation and communication practices. Finnish need for uncertainty and risk avoidance is rather strong in Spain. This is rather logical as the

Finns are in a foreign country and they are responsible for gaining good economical results. Finnish need for avoiding uncertainty and risks is seen in little flexibility, sticking to their opinions and not changing their ideas easily, careful organization and long-term planning. These aspects are all characteristic for Finnish business style, but now in a foreign country the need for avoiding uncertainty and risks seem to be stronger.

In relation to communication channel choice, when communicating in face-to-face meetings is not possible, Finnish and Spanish have different preferences. Finnish negotiators prefer fax and e-mail over other communication channels. Spanish prefer telephone as they appreciate personal relationships. High and low contexts seem to have an important influence on communication channel choice. Surely the distance, level of the familiarity between the partners and the urgency of the negotiation affect on this aspect also. However, Finns seem to trust more on written documents and confirmations. When comparing Finnish and Spanish faxes the negotiators mention some differences. Finnish prefer short and simple, undecorative faxes. They may even write them by hand and respond adding details in the fax they received from their partner. Spanish like to use decorative and longer faxes. They direct the person they are writing to as "Honoured Mister" and "Appreciated Madam". For Spanish negotiators the image of the fax is very important.

The present study confirms the assumptions made in the beginning of this study. The main assumption was that culture influences Finnish-Spanish communication and their negotiations. Other assumptions were that the negotiators need to know their differences in management and negotiation styles in order to avoid conflicts. Also the intercultural differences seem to be more significant in the beginning stage of the negotiation (business relationship), later they have minor significance as the trust and common strategies have been created. Finnish and Spanish negotiators surely notice many of the differences in their communication and negotiations practices, but it seems that they are not really aware that such differences derive from their national culture's values.

## 7. DISCUSSION

### 7.1. Negotiators' perception of themselves

Negotiators in organizations hold a particular sets of assumptions, ideas, beliefs, preferences, and values on how successful negotiations should proceed, and what the qualities of a good negotiator are. These assumptions, ideas, beliefs, preferences, and values are determined by the negotiators' national cultures and their own experiences. It is interesting that even the interviewed participants were asked to describe Finnish and Spanish negotiators' positive and negative characteristics in a specific field of business. They do not define, or in only a minimal way, specific business strategies, practices or procedures in which they are good or bad. The negotiators report general Finnish and Spanish national features, which indeed influence the abovementioned. National culture has an even stronger impact on negotiators' attitudes than their organizational culture, age, gender, function, education etc. Monochronic and polychronic time concepts, task and people orientation among other cultural aspects seem to be the real influence on Finnish-Spanish business negotiations.

There is a difference how the Finnish and Spanish negotiators perceive themselves. At the same time both negotiators are described much in a similar way by the Finnish and the Spanish negotiators. The Finnish appreciate their own positive characteristics as negotiators' directness, conciseness, straightforwardness, their great capacity for organizing and technical know-how. All the mentioned qualities are characteristic of task-oriented people. The Finnish negotiators hardly mention any interpersonal skills as part of their positive qualities as negotiators. They do mention poor expression and poor relationship skills as their weaknesses. It looks like Finns pay much attention to the technical aspects and on task realisation. They themselves, notice that they lack the social skills in communication. They are too rigid and too slow in decision-making when conducting business with the Spanish negotiators.

On the contrary the Spanish negotiators report creativity, flexibility, improvisation, spontaneity, ease of communication with people and careful dressing as their strengths. All



these aspects can be said to represent the importance of the negotiators' image, interpersonal communication skills and people-oriented values. The Spanish negotiators hardly mention any technical aspects in their strengths as negotiators. Spanish mention among their weaknesses, the lack of organization, too much improvisation and involving both personal and professional matters in business.

The three most frequently mentioned positive and negative characteristics Finnish and Spanish negotiators report about themselves are listed below. (The numbers are understood in the following way: for example 6/10 (60%); six of the ten Finnish negotiators reported the characteristic which makes 60% of them.)

Positive characteristics:

Finnish > Finnish:

Direct, concise, straightforward	6/10 (60%)
Long-term planning	4/10 (40%)
High technology	3/10 (30%)

Spanish > Spanish:

Flexible, multifaceted and elastic time concept	15/15 (100%)
Improvisors, creative, spontaneous	10/15 (67%)
Open, good communicators, carefully dressed	5/15 (34%)

Negative characteristics:

Finnish > Finnish:

Cannot speak Spanish, poor expression skills	6/10 (60%)
Poor relationship skills, rigid	4/10 (40%)
Slow decision-makers	3/10 (30%)

Spanish > Spanish:

Not organized	11/15 (54%)
Mix the personal and the professional matters	3/15 (20%)
Talkative	3/15 (20%)

The research findings about the negotiators mentioned qualities for a good negotiators seem to be parallel with those of Graham's (1983). He came to the conclusion that the

qualities of a good negotiator depend on whom you ask. The Finnish negotiators value directness, conciseness and straightforwardness. That is why they believe that effective negotiators are highly rational and task-oriented. The Spanish negotiators value flexibility, multifacetedness, improvising and elastic concept of time. Based on Spanish negotiators' value, effective negotiators are creative, spontaneous, flexible and they dress with style.

Finnish and Spanish interviewees' perceptions of negotiators' strengths and weaknesses are rather different. Problems could be assumed to appear when Finnish rational, organized and task-oriented negotiator and Spanish creative, flexible and spontaneous negotiator conduct business with each other. However, Finnish and Spanish negotiators could be assumed to be good partners. Finnish positive characteristics seem to be often Spanish negative ones, and vice versa. Combining Finnish and Spanish positive characteristics in a balanced way could make effective teamworking possible in their communications in business negotiations.

Burger & Doktor (1976:76) found that German managers perceive themselves as more willing to tolerate conflict than do the other groups. In the present study the Spanish negotiators have a different opinion about the German managers. According to Laurent's (1986:96) research the German managers believed more than anything else, creativity is essential for career success. It is very interesting to compare Laurent's findings and the findings in the present research on this specific aspect. Six (6) [S1, S6, S10, S11, S12, S19] of the Spanish negotiators compare the German and Finnish negotiators and negotiating practices together. Two (2) [F18, S25] of the Finnish negotiators make a similar comparison. The negotiators' opinion about the German negotiators' creativity is very much contrary to the German managers's own view. The Spanish consider the German negotiators to be not at all creative. They must always have rules in order to be able to work. The comparison between the Germans and the Finns is considered such an important aspect that rather many examples are presented here in order to see the indirect picture some of the Spanish have about the Finnish negotiators. Spanish negotiators [S11 and S12] describe the German negotiators like this:

*"No sé. Yo creo que la manera de los españoles si hay una característica es que nosotros adaptamos al terreno. En el sentido en que no haya normas, reglas y no este todo puesto. Nosotros sabemos al final, no sé como, pero al final, hacerlo sin que nos tengan que decir justo lo que tenemos que ir haciendo. Para un alemán además. Lo que pasa es que esto ya a veces está en los tópicos o sea tienen que decir. Bueno, procedimiento número uno: hay que hacer esto; el dos tal, tal, tal."*

*("I do not know, I believe that in the Spanish practices there are certain characteristics. We adapt to the terrain. In the sense that even there is no norm, rules, and everything is not set and fixed. We know in the end, I do not know how, but in the end to do the thing without somebody needing to tell us exactly what one needs to do. For a German, in addition. What happens is that this is sometimes seen in the stereotypes. Well, procedure number one: you need to do this, and number two, so and so and so.")*

The same negotiators continue about Germany (indirectly about Finland) using the concept "the too developed countries":

*"Si hay un problema en países demasiado organizados. Como les falta la regla a seguir, pues se paran."*

*("If there is a problem in the too developed countries. If they lack the rule to continue, they stop.")*

The Germans are generally seen as "squareheads" which is rather often used term in Spain for not imaginative and rule-oriented people, mostly for the Germans. The negotiator [S1] stresses:

*"Aparte de eso la mentalidad, un poco más cuadrada. El finlandés es un poco más cuadrado. No es tanto. Tampoco como los alemanes. Los alemanes son como más distintos todavía."*

*("Apart from that, a bit quadrangular, a Finn is a bit square, not so much. Neither they are like the Germans. The Germans are even a bit more different.")*

The Finnish negotiator [F18] compares Germany and Finland as similar cultures, and Spain as rather different from these two. He says:

*"...koska koko suomalainen kulttuurihan on semmoista saksalaiseurooppalaista kulttuuria tai germaanista. Siinä on tietty sääntöviidakko, jonka kanssa pelataan. Se ei ole sellainen ranskalainen sääntöviidakko. Ranskakin on tavallaan latinalainen maa, mutta se ei ole itseasiassa latinalainen maa ollenkaan. Kaikki on*

*muotoutunut vahvasti niin, että mikä on oikein. Mitä voit tehdä ja mitä et."*

*("...the whole Finnish culture is like Germano-European culture or Germanic. It is a certain jungle of rules according to which you play. It is not like a French jungle of rules. In some way France is also a Latin country, but as a matter of fact it is not at all a Latin country. Everything has formed strongly, such information that what is right. What you can do and what you can not.")*

Later on he continues:

*"Kyllä. Kielitaito on suurin ongelma. Kyllä suomalaiset, koska eihän saksalaiset ole yhtään sen ihmeellisempiä kuin suomalaisetkaan. Ihan samat erot on, kun saksalainen tulee tänne. Ei sekään osaa.. Ei sekään ole latino. Ei suomalaisissa ole siinä mielessä mitään hävittävää. Kyllä se voi ihan yhtä hyvin pärjätä. Sen on syytä osata sitä kieltä, että pystyy puhumaan, koska se on suurin este minun mielestäni ehdottomasti."*

*("Yes. The knowledge of the language is the biggest problem. Yes, the Finns, because the Germans are not any better than the Finns. The same differences, when a German comes here. Neither can he.. He is not a Latino either. The Finns have nothing to lose. He can make it as well. He should know the language that he can speak, because that is the biggest barrier definitely, I think.")*

These comparisons between the Germans and the Finns are parallel to Hofstede's (1991, 1993) outcome. He found out that the Finns are more similar with the Germans than with the other Nordics.

## **7.2. Negotiators' perception of "the other"**

The Finnish negotiators appreciate Spanish negotiators' good communication skills, flexibility, experience as businessmen and their capacities to make quick decisions. All these aspects are capacities which the Finnish negotiators consider themselves not to have. It seems to be that the Finnish participants really value Spanish social skills and verbose expression. The negative aspects the Finnish negotiators mention of the Spanish negotiators are poor language proficiency, the difficulty in obtaining information from them, a lack of organization and insufficient knowledge of the matters about which they are negotiating.

The Spanish negotiators value Finnish well-organized agendas, long-term plans and working methods in general. The Spanish consider the Finnish negotiators very professional, hospitable, practical and direct. Up to a certain point Finnish directness is perceived positively, but there is a point when excessive directness is reported as rudeness and a lack of manners and subtlety. The Spanish negotiators regard the Finns as cold, and lacking in creativity and spontaneity. Also their lack of taste in dress is mentioned. The outlook and the image of the negotiator is very important in Spain. Careless dressing is viewed rather negatively. The Finnish negotiators seem to need to pay some more attention to their clothes.

The three most frequently mentioned positive and negative characteristics Finnish and Spanish negotiators report about "the other" are listed below.

Positive characteristics:

Finnish > Spanish:

Experienced and capable businessmen	4/10 (40%)
Good communicators	4/10 (40%)
Flexible	3/10 (30%)

Spanish > Finnish:

Organized, practical	7/15 (47%)
Experts in cellulose and paperindustry	4/15 (27%)
Hospitable	2/15 (14%)

Negative characteristics:

Finnish > Spanish:

Poor foreign language proficiency	3/10 (30%)
Lack of organization and planning	3/10 (30%)
Difficult to obtain information, Insufficient knowledge of matters	2/10 (20%)

Spanish > Finnish:

Too direct, cold	5/15 (34%)
Little creative and little spontaneous	4/15 (27%)
Rigid	3/15 (20%)

The negotiators regard each other as good and capable businessmen. The business relations could be better when Spanish negotiators were more fluent in foreign languages

and placed more attention to organizing when conducting business with the Finns. Finnish negotiators value Spanish flexibility, but they seem to lack it themselves. It seems that the Finns should understand the importance of building good relationships with the people they are negotiating with in Spanish market. Finnish and Spanish negotiators seem to operate in different time systems (M-time and P-time; present and future orientation). Finnish rigidity and Spanish lack of organization could derive from different time systems. Also the higher need for avoiding risks in Finland may cause strict planning and organizing. Finnish directness and the difficulty to obtain information could be assumed to derive from high and low context differences. However, it is not possible to separate the different cultural dimensions or time differences. It would be too simplified way to analyse such a complex issue as cultural differences can be.

### **7.3. Negotiators' perception of the meetings and negotiations**

It seems to be clear that both Finnish and Spanish negotiators should know about their own and each other's cultures in order to conduct successful negotiations. There are differences in perceptions derived from cultural differences and they influence how Finnish and Spanish negotiators communicate and conduct business.

#### **7.3.1. Language in Finnish-Spanish business negotiations**

The language mainly used in Finnish-Spanish negotiations is English, and with the Spanish clients it is Spanish. The Finnish language is rarely considered as the chosen language in Finnish-Spanish business. In seventeen (17) of the all nineteen (19) companies the official language in conducting business is English. Twenty-two (22) negotiators claim that fact. It means that nearly all the negotiators communicate in their international business relations in a foreign language. The lack of English or Spanish language proficiency is regarded as one conflict matter in their business negotiations. It is not reported as an insurmountable obstacle, but rather many negotiators mention it as limiting their communication. Only four (4) negotiators mention that communicating in a foreign

language is a positive factor.

Some conclusions could be drawn from the interviewees' opinions about the relation between the language and culture in Finnish-Spanish business. Better command of the language, in this case English, which is used in Finnish-Spanish negotiations is needed. Especially the Spanish negotiators need more language training. The Finnish headquarters sending their personnel to Spain should be more aware of the regional, cultural and linguistical differences in Spain and so train their personnel better for the Spanish market. Culture has been noticed to have a strong impact on language and communication. Finnish and Spanish negotiators can be considered to lack the general knowledge about intercultural communication. Long experience alone does not fulfill this deficiency. A better command of languages and deeper insight of the partner's culture are assumed to facilitate Finnish-Spanish business negotiations.

### **7.3.2. Silence in Finnish-Spanish business negotiations**

The negotiators do not have a very good impression of silence. Silence is reported to appear only in Finnish negotiators' communication. Silence is mentioned by rather few interviewed. It is not noticed as a part of Finnish communication, but it is directly judged as a sign of Finnish negotiators' inability to communicate generally and in social situations. Few interviewed comment that communication becomes difficult when Finns remain silent after a Spanish negotiators' torrent of words. The Spanish try to interpret the silence in various ways. The Finnish and Spanish negotiators appreciate good verbal expression skills. It is assumed that the Spanish value on verbosity and highly verbal communication is so strong that the Finnish negotiators have also adapted to it.

This is rather opposite to Sajavaara & Lehtonen's (1997:270) conclusions about the attitude toward talkativeness in Finland. There seems to be a difference in Finnish negotiators' attitudes toward talkativeness in a Finnish and in Spanish (organizational) context. According to Sajavaara & Lehtonen, talkativeness is an indication of slickness, which serves as a signal of unreliability. They (1997:270) also bring out the traditional

comparison between talkative Americans and non-talkative Nordics in speech communication. According to the research findings between these two cultures talk and non-talk serve totally different objectives (Sajavaara & Lehtonen 1997:270). The Americans use talk to gather information about the other party and to reduce uncertainty, and the Finns try to reach the same goal by making silent observations of the other party. The Spanish are similar to the Americans in this aspect. Talk is often used to know the partner, even though not always to give information. The stereotype of cold Finns derives greatly from the Finnish way of getting to know the other partner - observation and silence.

Silence is not very much discussed in the interviews. The difference in talk is noticed by the interviewees. The Finns seem to interpret their silent moments in communication as something quite negative and a sign of unprofessionalism. The Spanish try to interpret the Finnish silence. They suppose it is a sign of Finnish timidity, a Finnish way of doing what they want or it may be a dangerous tactic in business. None of the negotiators have a very positive impression of silence. Silence is noticed in Finnish-Spanish negotiations, but it is not understood as a part of Finnish communication. It is seen that Finnish and Spanish negotiators lack knowledge on this aspect. McCall & Warrington (1989) state, that "the knowledge of the difference in perception of silence can be used to advantage by a negotiator by making simple adjustments to his behavior to make the dialogue a more comfortable one to the other party". More information about Finnish and Spanish communication styles is needed in business relations between these two countries in order to conduct more satisfactory business.

### **7.3.3. Time concept in Finnish-Spanish business negotiations**

Two theoretical frameworks are used to clarify the negotiators' time orientation in their negotiations. Firstly, the Finnish and Spanish negotiators' direction of focus: past, present or future is studied according to Kluckhohn & Stroedtbeck (1975). Secondly, the negotiators' time concepts: Monochronic and Polychronic are analysed according to Hall's (1984) theory on these time concepts. These two theories support each other. Each of them can be considered to explain aspects of time and reactions to it from various angles. Both



Kluckhohn & Stroedbeck's and Hall's frames give insight into the concept of time and its reflections on negotiations. Time has a significant impact on how plans are made, how the things are organized and finally how negotiations and business is conducted. Two different time orientations are observed in Finnish-Spanish negotiations. Spain is a present-oriented country. The situations change rather much and the present moment is valued. Finland is an example of a rather strong future orientation. That can be seen, for example, in the Finnish eagerness to make long-term plans. One Finnish interviewed [F18] explains:

*"Suomalainen lyö päivämäärän lukkoon puoli vuotta aikaisemmin. Espanjalaiset puoli päivää aikaisemmin. \*\* Siinä on aika suuri ero."*

*("A Finn fixes the date half a day before. The Spanish fixes the date a half a day before. \*\* There is a rather big difference.")*

The Finnish negotiators appreciate that the negotiations are planned a long-time before. Some Spanish negotiators assume anyway that strict long-term planning is difficult to do in Spain. The Finns want to negotiate according to a clear and well organized agenda. The Spanish negotiators like well prepared agendas even though such agendas are new to them. They believe that time is used more constructively when the meetings are planned well. The Spanish particularly hold as positive the final point of the well prepared agendas "other matters". That is the point when they can discuss freely about the important matters which probably are not written in the agenda.

As a general rule, Finland and Spain represent different time concept cultures: monochronic and polychronic. (Even though M-time and P-time systems exist in both countries.) In some business situations this difference is regarded as a conflict issue. The Finnish negotiators follow monochronic time concept values. The plans are made carefully and negotiations are organized in order not to waste time. Monochronic Finns emphasize schedules, segmentation and promptness. Time can be wasted in monochronic system that is why it has to be organized carefully. The Spanish negotiators behave according to polychronic time concept. The polychronic Spanish put more attention on people and good relationships with them. The tasks are important, but they are not done according to strict time limits. P-time is seldom wasted, and it is treated as less tangible than M-time. Spanish have a more fluid attitudes toward the time and schedules. The schedules are

changed continuously and it is not seen negatively. It is a part of flexible negotiation. The schedules or time does not "order" so strictly when the Spanish negotiations should begin or finish. The matters under discussion define the length of the meeting and how much time is needed for each matter. It has to be noted that, even though monochronic time is shared mostly by most North European cultures and the polychronic time is shared for example with the South European cultures; they have their own variations for each culture and region (Hall 1984:25).

The Finnish negotiators have to adapt up to certain point to Spanish polychronic time system as the negotiations are conducted in Spain. Nearly all the Finnish negotiators seem to meet the Spanish P-time as a great challenge. They want to show that they are able to handle it. The majority of the Spanish negotiators seem to be willing to learn Finnish negotiation practices. Some Spanish negotiators comment that since the Finnish are the "giants" in the paper industry they are a good example to follow. Some Spanish negotiators consider the Finnish systems representative of highly organised and developed countries and for that reason they are willing to learn from them. There are also few Spanish who are rather unwilling to learn any Finnish practices. They do not want the foreigners to teach them new negotiation practices. It is also observed that in the majority of the cases where the headquarter is a Finnish company the negotiators in a subsidiary are more willing to adapt to the headquarter practices. The headquarters has a certain influence on the Finnish-Spanish negotiations.

Pozo Lite (1997) obtained a rather similar outcome about the headquarters' influence on the subsidiaries' in her research. She analysed the multinational foreign parent companies in the internal communication process of Spanish subsidiaries. She conducted her study through interviews and questionnaires among the people responsible for the internal communication in 213 companies in Spain. Pozo Lite analysed whether there is any influence of the corporate culture of the foreign parent corporation on the internal communication process of the Spanish subsidiaries. Those responsible for internal communication in the Spanish subsidiaries consider:

- There is hardly any influence 6.6%
- There is a general influence 69.9%

- There is a considerable influence 23.3.%

Neither the Finnish nor the Spanish negotiators, in the present research, seem to know that different time concepts do exist and that they are the main factors influencing negotiation practices. The majority of the negotiators can observe that the differences exist, but they do not know the reasons why. It is not easy to change one's time concept. Even the present author knows that in certain situations in Spain she should be late and she would like to be more relaxed with schedules, it is very difficult for her to do so as being on time according to M-time concept is one of her basic learnt values. From the Spanish point of view, one does not count the minutes so rigidly; coming to a meeting even half an hour later than the agreed time, is accepted as not being late. Surely, there are personal as well as situational differences.

Lewis (1993) gives an amusing and at the same time irritating example of Finnish and Spanish organisation. The story is adapted in this study and these two gentlemen are called Señor Finn and Señor Spanish. They have a meeting at 17.00 o'clock. Señor Finn is waiting for his partner already ten minutes before the agreed time which is considered polite and correct in Finland. There he is, Señor Finn, waiting. It is a quarter past five already and the Señor Spanish does not appear. It is 17.30 and 17.45, nobody comes. At 18.00 o'clock the Señor Spanish appears. Señor Finn hardly can bear his anger as he has lost one hour waiting for his partner. Señor Spanish had three other meetings on his way to this one. He had made good agreements. Señor Finn does not have any interest for negotiating with his partner anymore. This situation is exaggerated, but similar situations happen between monochronic and polychronic people. The relation toward time is very different in these two concepts. Who should change? The issue is not the change, but knowing about differences and looking for compromises.

Finnish readers might get irritated after reading Lewis' example. The feeling of being cheated is rather logical. While waiting for the Spanish director to come the Finn lost her/his time. M-time and P-time are very different from each other. They do not mix, according to Hall (1984). The present author does not agree with Hall. Even Finland is a representative of M-time country and Spain is a representative of P-time system, both time

systems exist in Finland and Spain. The intensity of the systems varies and M- and P-time systems do mix according to the situation and the level of familiarity, for example. The present study aims also to introduce the Spanish point of view. The Spanish might get irritated with Finnish monochronism. They can not understand how it is that the Finns stick to plans and agreements so seriously. It is not only time and schedules defining what should be done and when, but also the matter itself. If the matter is important it is done right away, but if it is not it is left for later. Hall (1984:48) defines this procedure to be characterizing to the M-time concept. It is emphasized that in polychronic time concept the difference with monochronism is that the most important matter can be a totally new task which needs to be solved. Even that matter is not in the list of tasks, it is solved if it is considered the most important task.

Finnish M-time system and Spanish P-time system can be observed in Finnish-Spanish negotiations. Both negotiators follow their "own" time system which are rather different from each other. The situations do not seem to be chaotic, but the negotiators are irritated. How large a complication time causes is difficult to say, but differences in time concept can be said to be a conflict matter. The negotiators are clearly aware about the differences. They do not know anyway, from where such differences arise. Success in Finnish-Spanish negotiations can be suggested to be based on good will between the partners. The negotiators themselves working together in Madrid are working toward a common goal. They look for each others' help and support each other in front of the headquarters. The next example of a Finnish negotiator [F27] illustrates negotiators' relation. As the example is rather long and it has been presented already in the results chapter only the English version is shown here. He explains:

*"For me it has personally happened so that, I have been called as "shock absorber" that means that role has been like a buffer. The Spanish have a certain way to function and to tell things. I can not communicate in their way of functioning to Finland. I have to change their message so that it is correct according to Finland. It just happened so with one client. Rather big quarrels. He said that. If I tell one concrete example about the terms of payment. We had about 30 days terms of payment. And the Spaniard told me when I called him as he had not payed yet. He told me that "You X, you need to understand that in Spain 30 days means a totally different thing than in Finland. 30 days mean that the discussions about the matter are started and the payment will be done probably in 60 days." I told him that you can not do that. He told me that "You have to know X*

*that you need to sell this fact to Finland somehow. This is the way how things are done in Spain. This is our way. Do not come here, in Spain, to teach us your Finnish ways or German manners. Here the sales define that the things are done in this way". So, our role is to be like a "buffer". And we try to make these two different - in this case terms of payment to make them nearer to each other. We try in this sense to walk the tightrope between these two. It is so clear. I think this is such a good example, because they themselves say that they can not come to Finland and tell that it is this way. But I can say, because I know these circumstances."*

#### **7.3.4. Power distance in Finnish-Spanish business negotiations**

The Finnish negotiators comment more about the differences in power and hierarchy in Finnish-Spanish business negotiations. The Spanish do not comment directly about hierarchy neither in the Spanish nor in the Finnish companies. The present author observes that the Spanish comment on the smaller Finnish power distance by commenting the easy and direct ("tu a tu"), not formal communication from the beginning with the Finns. The Spanish also mention that the Finnish negotiators are very human, friendly and not proud. Finns are used to smaller power distance and being more equal with their superiors and subordinates. Great differences in hierarchy is a new and more difficult aspect for the Finns and that is why they mention it more than the Spanish negotiators in their interviews.

According to Hofstede (1991, 1993) Finland is a smaller power distance culture than Spain. The difference is not enormous anyway. The power distance index for Finland is 46 and for Spain it is 31. Finland's score number is 33 and Spain's number is 57 in the power distance list. Hofstede reports some reasons for the power distance difference, for example, the level of wealth in the country. A better economical situation opens more possibilities for more people to study and travel. Knowledge and information is not in the hands of the few. These facts equal the power distance differences. In Finland, more people have the opportunity to study because the state supports studies more, for example, with the loan system. This aspect was not reported by the interviewed persons. Finland is referred often as "the more developed countries" or "the more organized countries" in the interviews. It refers to the level of technology and developed systems in general, like

financial aid for example.

The difference in power distance is mentioned by some negotiators to be seen in entering into an office of the Finnish or Spanish director. The Finnish directors usually have their doors open. The relationship to the Finnish director seems not to be as formal as to the Spanish director. The secretary lets the person more easily talk with the Finnish director than with the Spanish director. A Finnish negotiator [F15] comments on hierarchy:

*"Hierarkisuus on ihan silmiinpistävää. Sen näkee heti, kun menet taloihin sisälle. Kun lähdet haastattelemaan, niin tietää heti mihin kerrokseen menet ja kenen kanssa seurustelet. Niin, kyllä sen heti tietää portista, kun menet sisälle."*

*("The hierarchy sticks out. You notice it immediately when you go into the companies. When you start interviewing, you know straight away which floor you go, and with whom you talk. You know right away when you go inside the door".)*

The slow ascending in the Spanish companies is a sign of stronger hierarchy in Spain. In Finland one changes one's position according to the needs of the organization. The Finnish negotiator [F18] describes the Finnish-Spanish differences clearly:

*"Perinteinen espanjalainen yritys on hierarkinen. Siellä on omistaja, johtaja ja sinne tullaan alhaiselle tasolle töihin. Ja pikkuhiljaa nouseaan. Kun on 30 vuotta oltu töissä niin voi päästä kuninkaaksi kuninkaan paikalle - kalifiksi kalifin paikalle. \*\* ....Suomessahan tapahtuu niin, että yhä enemmän ei ole enää kiinteätä organisaatiota. Se on menossa ihan selvästi siihen suuntaan, että yrityksissä sinä olet tällä hetkellä tuossa asemassa, mutta vuoden päästä voit olla ihan toisessa: ylemmällä tai alemmalla tasolla. Voit olla ihan toisenlaisessa hommassa riippuen mitä senhetkinen organisaatio vaatii."*

*("The traditional Spanish company is hierarchical. There is the owner, the director, and you start to work there in the low level. And little by little you ascend. When you have worked there 30 years you may get to the king's place as a king or to the calif's place as a calif. \*\* ....In Finland there are always less stable organizations. It is going directly toward that direction that you may be in a certain position now, but after a year you may be in a totally different position: higher or lower. You may be in a totally different work depending the organization needs at that time.")*

It is seen that Spain is a larger power distance country. The Spanish superiors have a lot more power and authority than the subordinates. In Finland there are not such big differences. This influences the decision-making process. The Spanish negotiators are able

to make quicker decisions. The Finnish negotiators have to consult more people before deciding. That is why the Finns may seem to be slower in Finnish-Spanish negotiations. The Spanish find it difficult to understand why Finns need so much time in making a decision. The power distance is surely not the only factor affecting the decision-making process, but an important aspect anyway.

There are few Finnish negotiators who think that the hierarchy is a good and necessary aspect in the organization. The Finnish negotiator [F24] considers that a certain amount of authority is very good. By her some distance is needed to make things work better. She mentions that Finnish democracy is not good. There are too many opinions and common goals are difficult to find.

The only more or less direct comments the Spanish make about the formalities in written Spanish texts could be considered to refer to the hierarchy in the negotiations and in the organizations. Finnish use more direct style and may even write formal texts by hand. The Spanish value simple and practical texts, but they also think that sometimes very formal texts are needed.

There are important differences in Finnish-Spanish negotiations in hierarchy. These differences are commented upon mainly by the Finnish directors. Probably the Spanish cannot see the differences. It is difficult to give a clear reason why it is so. It may be also that the Spanish people-orientation is such an important factor in the negotiations that the less hierarchical Finns are seen very pleasant negotiators, but it is not associated with the smaller power distance. One important factor was also mentioned by the negotiators. The Finns seem to have more strict dining rules. When one can pour more wine in own's class or to take more food, is more strictly defined than in Spain. In Spain one takes more food or drinks when s/he wants. One negotiator [F18] mentions that in Sweden these dining norms are even more strict. One factor in relation to power distance may be the labour unions. In Finland the employee often belongs to a labour union, and joining to them is recommended to the new subordinates and to the superiors. In Spain the attitudes towards the labour unions are quite negative. People who join them are considered as trouble-makers. This aspect would need deeper analysis. Labour unions would be a fruitful theme for future research.

### 7.3.5. Individualism - Collectivism in Finnish-Spanish business negotiations

There is a difference in which aspects Finnish and Spanish negotiators focus in this dimension. The Spanish emphasize the Spanish lifestyle: spending much time outside, on streetcafes or terraces. The Spanish like to negotiate over lunch. The human aspect of negotiating is very important. The Spanish mix personal and professional life. Also, the company where one works represents an important social group. The Spanish also prefer to work in groups. One of the Spanish negotiators [S19] describe the problem between Finnish and Spanish negotiators. He says that the Finnish do not know how to work in groups. They take their own course of action anyway. The Spanish even have an idiom "*Hacerse el sueco*" ("*To make oneself a Swede*") to describe a person who agrees to everything, but does what s/he wants regardless of the others' opinions.

The Finnish negotiators report rather different aspects of revealing Finnish individualism and Spanish collectivism. The Finnish negotiators report 'friendship-nets' in Spanish negotiations practices. One has to have a friend in order to obtain information and other kinds of help in the Spanish market. Both Finnish and Spanish negotiators comment on the fact that it is impossible to negotiate through paperwork in Spain. You need to build up a good working relationship in order to conduct efficient business negotiations. Some of the Finnish participants admit that creating friendship-nets and being socially able to create trust relationships is always easy. Also, as the information is largely transmitted through people, written information pales in significance and that can lead to disrupted negotiations.

Finnish negotiators like the Spanish social and more collectivist lifestyle. It is easier for the representative of an individualist country to adapt to a collectivist culture than vice versa. It is easy to socialize in Spain. That makes the adaptation process easier for Finnish and other foreign negotiators. Some Spanish negotiators mention that they receive newcomers very happily and want to integrate them into the Spanish culture. Finland and Spain are situated in the following way along the Hofstede's individualism-collectivism



dimensions. The individualism index for Finland is 17 (score rank 63), for Spain it is 20 (score rank 51). There is little difference in individualism and collectivism between Finland and Spain according to Hofstede. The present author does not agree completely with Hofstede in this aspect. The Spanish people spend rather much of their life and free time in general outside, the climate making this possible. Colleagues or friends are normally not invited to one's home, but rather to the terraces in summer time and to cafeterias or bars during the winter. Meeting people in public spaces facilitates the formation of larger groups and communication becomes more social than private. Only the relatives of closest friends are invited home. This aspect tends to make a Finn feel that it is difficult to make real friends with the Spanish. One of the Finnish negotiators noticed after many years of working in Spain that the Spanish are not that open beyond their family circle. Spanish homes are not considered the place to meet others or spend time. Even small children, as soon as they are able to express a preference make it clear that they want to go outside, on to the street to see people.

Spanish negotiator [S22] comments on this aspect:

*"En España la gente es más pasional. Grita más. Se enfada más. Se rie más. Tienen unas costumbres más a la calle, porque hace calor más tiempo y la gente sale fuera más rato. Y estás en la calle y en la calle estás con otro. Y hablas con el otro, porque estás en la calle. Entonces esto crea unas circunstancias."*

*("In Spain the people are more passionate. They shout more. They get more angry. They laugh more. They are more accustomed to life in the street, because it is hot for longer and the people go out more. You are in the street and there you are with other people. You talk with other people, because you are in the street. Then it creates certain circumstances".)*

Spending time in the street or not is often a theme the Spanish take when talking about the North-South differences. They usually comment that the Nordics stay indoors a lot. For a Spaniard this is something rather sad.

Group work is valued more in Spain than in Finland. The Spanish prefer to work in teams, and teamworking is stressed also in the universities. One of the interviewed negotiators [S19] explained this problem of teamworking with the Nordics. This negotiator's opinion is shown in the result chapter. As it is rather a long description it is reported only in

English here.

*("In the beginning there are not big difficulties when you talk about the nice weather in Spain and so on. But later on when you enter into more details, communication becomes difficult. Surely it becomes complicated. There is one moment when the Nordics normally shut themselves away. They isolate themselves when they do not understand something or when something does not go exactly along the lines they expected. They are a little like people who withdraw into themselves and tell you "yes" to everything, but anyway they do what they are interested in. In Spain there is an idiom "Make oneself a Swede" ("Hacerse el sueco"). Probably you know it? \*\* It means that, and it is a very common expression. It means that when somebody tells you something you you apparently agree, but then you do whatever you want. I think this expression defines quite well the Nordic mentality. It is difficult to work as a team. The Nordics tend to work on one side and the Spanish on the other. Coordination is very difficult. With time it becomes a lot better. The Nordics are very independent people, but anyway in the end we have been able to work as a team.")*

There is a greater difference, than Hofstede (1991, 1993) makes us understand in individualism-collectivism dimension, in Finnish-Spanish business. This dimension influences the way in which the Finnish and Spanish negotiators conduct business. The Spanish emphasize relations between people and trust. One Finnish [F24] negotiator reports that the Spanish clients may continue buying your product even if it were of lower quality and more expensive than the other products in the market as long as they trust you. The Finns stress the tasks themselves and they like to negotiate with paperwork as well. But the Finns have to change their negotiation practices in Spain and when negotiating with the Spanish. This difference does not seem to be a big conflict in Finnish-Spanish business relations. The Finnish negotiators seem to like Spanish negotiation practices when they have understood their way to conduct business.

According to Hofstede (1991, 1993) management in the individualistic countries is managing individuals. The subordinates are transferred as individuals and if they are offered bonuses they should be tied to individual achievements. According to Hofstede in collectivistic countries management is managing groups. The employer does not only employ the person, but also takes also into consideration the person's in-group, ethnic group, etc. The employee will act according to the person who belongs to an in-group, which may not always coincide with his or her individual interest. The hiring process in a collectivistic society always takes the in-group into account. In the individualistic society,

family relationships at work are often undesirable as they may lead to nepotism and to a conflict of interest. In the present study sixteen (16) [S3, S4, F7,S8, S10, S11, S12, F13, F15, S16, F17, F18, S19, S22, F24, F26] negotiators give special attention to the importance of personal relationships in Finnish-Spanish business. The data gathered from the questionnaires [S20, S21] does not give enough information on this aspect. Four (4) [F13, F15, F17, F18] Finnish interviewed use the word 'ystäväverkko' or 'Amigo-net' ('friendship-net') and the importance of the decisions made inside that net. The importance of people related to the business, 'Amigo-nets', is partly a representation of high context communication, P-time system, people-orientation and collectivism. The information is transmitted inside the 'amigo-net', through colleagues, relatives, friends, teachers, etc. An 'Amigo-net' is formed of those people most capable of performing the task. If such people are not found inside one's in-group the capable people are found somewhere else. It could be thought that the Spanish 'Amigo-nets' are characteristic of the intermediate kind of collectivism in Spain. Finnish negotiator [F17] comments on the 'Amigo-net'. (Reported also in the chapter 6.3.6.2)

*"Something very good here is that the nets function. Here the things are based especially on the fact that you have an 'amigo' who has 'amigo' who has 'amigo' who knows. After such a long chain you may start asking information about things. It is very good. It is also a bad thing, because it means that formal or public information is not been published about those things."*

In the interviews the Finnish negotiators comment mostly verbally and explicitly about the importance of people. It is assumed that as the people orientation is more characteristic of the Spanish culture they probably do not notice how much it is a part of the Spanish negotiation style. For the Finnish negotiators, putting more attention on people than on the negotiations in Finland is something new. They comment about the difference and seem to reflect the Spanish and Finnish difference. It is often so that noticing "the other way" of doing things one also observes "our way" of solving matters.

### **7.3.6. Masculinity - Femininity in Finish-Spanish business negotiations**

Finland and Spain differ in the masculinity-femininity dimension. According to Hofstede

(1991, 1993), Spain is a more masculine country than Finland. The present study also indicates this. Hofstede's masculinity index for Finland is 47 (score rank 26) and for Spain it is 37/38 (score rank 42). In the masculine countries the gender roles are clearly distinct. In this research sample there are only six (6) female negotiators. Two (2) of them are Finnish in a directorial posts. From the four (4) Spanish female negotiators two (2) are in a directorial position. It must be remembered that the negotiation country is Spain and it may influence the selection of both Finnish and Spanish negotiators. It is assumed, that in general the business culture is rather masculine, and in Finland also, high managerial positions may be mainly occupied by men.

The situation of men and women in a workforce was mentioned only by a few female directors. One female negotiator [F8] emphasized that her working in a high position is an indication of Finnish equality between men and women. She has been working for twenty-six (26) years with the Finns e.g. in Finnish subsidiaries. When she started it was a novelty for a woman to work outside the home, and it was even stranger that she worked as a director. The other female negotiators, whether Finnish or Spanish, did not emphasize national equality or demographic ideas about their positions. One of them makes the following comment on women and men in high posts. [F23]:

*"Mä en kyllä kuule tunne niin hirveesti meikäläisiä johtajia. Espanjalainen johtaja on sellainen, että sillä on selvästi enemmän arvovaltaa. Hän on pidetty ja se on tietysti aina mies, paitsi yksi matkanjärjestäjä täällä on, jolla on nainen johtajana. Mutta sanotaan, että 90% johtajista on miehiä. Meillä voi olla nainenkin."*

*("I don't know our directors so well, but the Spanish director is such, that he has clearly more power. He is liked and he is of course a man. There is even one travel operator here which has a woman as a director. But let's say, that 90% of the directors are men. We can have a woman too.")*

The male participants did not mention the masculinity-femininity aspect directly. Some observations can be done from their comments. When the male negotiators were asked to describe the (positive or negative qualities of) Finnish and Spanish negotiators, they clearly described male negotiators. Nobody mentioned characteristics of the female directors. One Finnish negotiator [F7] when he was asked how many people are working in his company used the word "girls" for female staff. It may reflect a somewhat chauvinist

or paternalistic attitude. The negotiator is a Finnish man so the attitude puts into doubt the Finnish femininity in Finnish-Spanish business relations. Also it may be a reflection of the masculinity in business in general. All the companies have a female secretary, for example.

Masculine and feminine cultures create different managing and negotiating styles. The masculine director is assertive, decisive and somewhat aggressive. A Spanish director [S20] comments on the Finnish-Spanish difference in negotiation. The opinion is a reflection of Spanish masculinity and Finnish femininity.

*"Al principio se extrañan un poco de la forma agresiva de negociar de los españoles. Después lo aceptan."*

*("In the beginning they are a little bit astonished at the aggressive negotiation style of the Spanish. Later they accept it.")*

Also the Spanish negotiator [S22] mentions about Spanish aggressiveness in negotiations.

*"Una reunión en España, con mis sectores, con clientes es mucho .. Yo salgo muy cansada, agotada. Porque todo el rato estan teniendote en el límite a ver hasta donde puedan llegar.... Yo cada año tengo que ir mejor resuelta y con más claridad. Hay más pelea. Hay más pelea."*

*("One meeting in Spain, with my sectors, with my clients is very .. I leave the meeting very tired, exhausted. Because all the time they push your limits to see to which point they can reach.... Every year I have to go with more decisions and with more clarity. There is more fighting. There is more fighting.")*

A feminine director emphasizes democratic decisions, stresses relationships and empathy towards the weaker part. These definitions support the experiences of the present author in working in a Spanish team. Often she noticed that asking other teammembers' opinions was an indication of not knowing what she wants or giving the possibility for the other team members to order how things have to be done. Masculine countries tend to resolve conflicts by fighting; feminine countries by compromising and negotiation (Hofstede 1991, 1993).

One Finnish negotiator [F24] explains the difference in Finnish-Spanish communication and negotiation style. She says that the Spanish want to have a good discussion. One has to

be able to defend her/his opinion. Others make arguments in order to see whether one is able to clarify and defend her/his opinion.

*"Se ei riitä, että olet jotain mieltä ja toiset ihannoivat. Vaan heti kun jollakin on joku mielenkiintoinen mielipide niin heti joku haluaa tietää, että miksi. Ja minkälainen perustelu sillä on kunnes se hyväksytään. Mikä on minusta ihan terveellinen tapa neuvotella."*

*("It is not enough that you have an opinion and the others adore it. But right when somebody has an interesting opinion somebody wants to know why. And what kind of explanation there is before it is accepted. Which I think is a healthy way to negotiate.")*

This is a reflection of masculine communication style. The negotiations can be aggressive and the empathy is on the side of the strong. In feminine societies, communication and the weak are emphasized (see the table in chapter 2.11.3.). Every time the author of the present study goes back to Madrid (This dimension seems to be stronger in the capital as people have to fight for their rights more as the number of the people is greater.) the first two days nobody hears her, and she is treated in a rude way. In Finland people communicate in a rather low voice. Communicating very loudly is not appreciated. In Spain, Madrid, a person talking in a low voice is considered as an ineffectual and weak person. They do not receive any empathy. The assertive and dynamic image of the people is appreciated. Everybody must fight for her/his rights. In the market place, supermarkets, doctor's consultancies or other public places one has to take care that the others do not jump the queue. In the telephone one has to be very decisive in telling what s/he wants. The difference for the weak or strong is seen in Finland and Spain.

The Finnish negotiators have adapted well to the Spanish masculine system in negotiations. Finnish negotiator [F15] suggests that the personality together with one's origin affects the adaptation process. He has a clear message to those who do not adapt to the Spanish system. He says:

*"Eihän tänne ole pakko tulla. Maailmassa on 200 muuta maata. Miksi et mennyt sinne sitten? Ei tänne kukaan kärsimään tullut. En minä tuota. Minä olen enemmän tuolta Itä-Suomesta tai mitä tämä nyt on karjalainen vaikutus. Joku pohjolaisten vaikutus on vähän toisenlainen. Yksi on luonnekysymys. Kyllä nämä asiat vaikuttavat."*

*("You do not have to come here. There are 200 other countries in the world. Why did not you go somewhere else then? Nobody came here to suffer. I do not, well. I am from East-Finland, this Karelian influence. The East Bothnian influence is a bit different. One thing is the personality question. These things do have an effect".)*

In society, masculinity and femininity are seen for example in the equality of women and men to influence, have power in high positions. In Nordic Countries it is more "normal" to see a woman in high posts than in Southern Europe. In the interviews there were only one comment done [S8] on women's participation in working life. Women's participation in the workforce was in 1993 30% in Spain and 45% in Finland according to Härö & Karlsson & Ursin-Iivanainen (1993:82). During the last ten years feminism and the fight for women's rights increases in strength every year, in Spain. Women march for their rights and organize protests in the street. Many highly-educated women have rather strong opinions about women's new role in society. They do not want to have family, for example. Raising a family may be rather difficult especially in Madrid as the living expenses are one of Europe's highest, but the incomes are those of the lowest. For example renting a flat with three rooms and a kitchen in Madrid costs approximately 5500 fmk (the second most expensive in Europe) and in Helsinki it costs about 4000 fmk according to Härö & Karlsson & Ursin-Iivanainen (1993). The women are asked in job interviews (in Finland also) whether they have family or are about to have one, according to the answers to that question the women's possibilities are better or worse at getting the job. More and more organizations fighting for women's rights have been set (better jobs, better salaries, better possibilities to influence society and also to get distance from the old housewife role). The present author does not agree with the feminism struggle. Probably that is due to the equality gained up to certain level from the feminist protests in Finland in the -60s. She has heard the following sarcastic comments from her Spanish female colleagues: *"And we thought that you Scandinavian women wanted to fight for women's rights and that you were liberals."* (*"Y nosotras que pensabamos que vosotras nordicas queráis luchar por los derechos de mujeres y que seais más liberales."*) and *"I walk comfortably and laugh to the people."* (*"Ande yo comodo y riase de la gente."*).

Finnish femininity and Spanish masculinity is seen in these countries' business negotiations. It must be noticed that the business culture is masculine by its very nature.

Both countries' society's attitudes towards the individual influence on the business relations, but surely they are more influenced by the Spanish business practices as the negotiations are conducted in Spain.

### **7.3.7. Uncertainty and risk avoidance in Finnish-Spanish negotiations**

The most visible aspect in Finnish-Spanish business negotiations in respect to uncertainty avoidance is the following. The Finns want to organize and prepare everything as carefully as possible so that no mistakes, problems or ambiguous situations would arise. It seems to be difficult for Finnish negotiators to change their minds once they have reached a certain opinion. The Finns need to follow rules and norms. They shun ambiguous situations. The Spanish on the contrary emphasize spontaneity, creativity and improvisation in business. They do not prepare for meetings very carefully as they do not want to limit themselves to certain preplanned procedures. They are not afraid of ambiguous situations. It seem to be that the Finnish and Spanish negotiators are quite different in how they prepare and follow up on meetings and negotiations.

According to Hofstede (1991, 1993) Spain is a high-uncertainty avoidance country and Finland is a low-uncertainty avoidance country. Hofstede's uncertainty avoidance index is 31/32 for Finland (score rank 59) and it is 10/15 for Spain (score rank 86). The outcome of this research is rather opposite to Hofstede's findings. The Finnish negotiators seem to consciously avoid uncertainty as well as risky situations. The Spanish negotiators seem to be more relaxed. The dimension of uncertainty has been one of the most difficult aspects in the present study. Three aspects seem to be important for consideration here. 1) Uncertainty avoidance is not the same as risk avoidance. Fear and risk are both focused on something specific. 2) Anxiety and uncertainty are both diffuse feelings. Anxiety has no object. The third (3) important aspect is that the Spanish are negotiating in their own country and the Finnish negotiators are in a foreign country. The individual and social differences should not be confused either. The actual uncertainty avoidance in respect to



social norms, law and religion is very difficult to analyse in the present study as there were no questions about the Finnish or Spanish legislation system or norms and rules inside the organization.

The paradox between Hofstede's theory and the interviewee's opinions on uncertainty avoidance and risk avoidance has not been an easy task. The Finnish negotiators are reported by themselves and by the Spanish, to be organized, methodical, rigid (they do not change their opinions or methods easily), long-term planners and having control over situations. By contrast, the Spanish are said to be flexible, creative, inventors, open to new ideas, spontaneous and quick. These features would indicate that Finland is a high-uncertainty avoiding culture and Spain is low-uncertainty avoiding culture. Here are some examples the negotiators report about each others. [S10]:

*"...un poco flexibles [los finlandeses], sean poco flexibles. Y cuando tienen unas ideas preconcebidas, cambiar esas ideas, hacerles ver que esas ideas quizás ya hay que cambiarlas. No es fácil. ....pues los centroeuropeos y los nórdicos tienen las ideas mucho más dentro de un marco y es difícil salir y sacarles de ese marco."*

*("...the Finnish are quite inflexible, quite inflexible. And when they have preconceived ideas, to make them change their ideas is not easy. It is difficult for them to get out from their ideas. ....The Europeans from the Centre and the Nordics have their ideas a lot more inside certain frames and it is difficult for them to leave those frames".)*

Also negotiator [S3] comments on this.

*"Son muy metódicos, muy ordenados y por tanto hacen las cosas muy bien y en su momento exacto."*

*("They are very methodical, very organized and for that reason they do the things very well and at the exact moment".)*

Finnish negotiators [F25] and [F26] give their point of view.

*"Joustavampia yleensä. ....Heidän kanssaan on helppo kommunikoida. He ovat todella avoimia uusille ideoille."*

*("More flexible in general. ....Easy to communicate with. They are very open to*

*new ideas".)*

*"Heikko puoli espanjalaisissa on se organisaatiopuoli, tai ei organisaatio, kun suunnittelu enemmän pidemmällä tähtäimellä."*

*("The weak point in Spanish is the organization, or not the organization, but the longer-term planning".)*

There are aspects in which the research findings are similar to Hofstede's outcome. High-uncertainty avoiding culture members tend to be very expressive as they reduce the anxiety by expressing the feelings. The Spanish are considered to be expressive people, talking loudly and gesticulating much. A Finnish negotiator [F7] describes Spanish communicating in the following way.

*"Pistä vaan kaksi espanjalaista yhteen ja sitä juttua riittää vaikka viikoksi. Ei mitään vaikeuksia. Puhuvat ihan mistä vaan. Siinä pitää ihan jarruttaa."*

*("You just put two Spanish together and they will have topics to talk about for the whole week. No problems. They talk about whatever. You even need to slow them up.")*

This is one sign why Hofstede's definition about Spain as a high-uncertainty avoiding culture would fit the Finnish-Spanish negotiators' sample as well. Even though there are many rules and norms in Spain, which are also characteristic of a high-uncertainty avoiding country, the Spanish seem to be good at breaking or not following them. It may be the case that "No parking here!" signs invite even more Spaniards to park their cars in the forbidden area. Following the rules is sometimes situation and relationship-dependent. If you are able to explain well why you need some more understanding and not a plain rules in your problem, you sometimes may have a more human solution in Spain.

There seem to be some aspects in the present study which could coincide with Hofstede's classification of Finland as a low-uncertainty avoiding culture. In Finland, as in the low uncertainty avoiding cultures in general, feelings are internalized as they are supposed not to be shown. Also there seem to be many unwritten rules in low-uncertainty avoiding cultures. This seems to be the case with the Finnish negotiators. The Finnish negotiator [F18] comments on this by explaining the difference in Finnish Lutheran tradition and in

Spanish Catholic tradition.

*"Katolisen sananselitysopin .... mukaan, kaikki mikä ei ole kiellettyä on sallittua. Luterilaisen sananselitysopin mukaan, se on täysin päinvastoin. Eli jos johonkin ei ole lupaa tehdä jollakin tavalla niin silloin se on varmaan kiellettyä."*

*("According to the Catholic word-explaining doctrine .... all that is forbidden is allowed. According to the Lutheran one it is totally the opposite. If you do not have the permission to do something in a certain way it is surely forbidden.")*

Lynn (1981) describes that in low-uncertainty avoiding cultures, as in Finland, anxiety levels are relatively low. More people in these countries die from coronary disease. This can be explained partly by the lower expressiveness of these cultures. Aggression and emotions are internalized as they are not supposed to be shown. Coronary disease is reported to be Finnish "national disease".

Comparing Spain and Finland and their capitals gives some clarification to the issue of uncertainty. In Helsinki (and in general in Finland) one normally can walk and drive in a relaxed fashion. Traffic does not cause considerable problems, Finland is still rather safe country, beggars are not seen in the street, pickpockets are still rather few, no terrorist organizations attack in Finland and natural catastrophes are rather rare. In short, Finland is a calm country to live in. One does not need to avoid uncertainty as the country is a relatively certain place to live in. One's attention does not need to be paid to uncertainty, but there is time to consider what the possible risks could be. In Finland there seems to be a need to avoid risks.

Madrid, and various cities in Spain, in contrast, is not such a safe place anymore. The traffic is heavy, beggars stop you at traffic lights and in the street, pickpockets are many and one must not carry too much money. ETA (Bask terrorist organization, Euzkadi TaAzkatasuna, Bask Country and Liberty) launch constant attacks on the civil guards and even civilians and the aridity of the climate and of soil produces problems for even getting fresh water. Everyday life in Madrid is more uncertain compared to Helsinki and the Spaniards live in greater uncertainty than the Finns.

The negotiation country could be one reason for the Finnish negotiators' rigidity (not

easy to change their opinions and methods). The Spanish are in a familiar country, but the Finnish are abroad. The special case person is the negotiator [F26] who can be considered to be half Finnish and half Spanish. His opinions are rather different from the other Finnish due to his background. Being outside from one's familiar circles causes uncertainty. Living and working abroad can also be considered a risk situation. Finnish eagerness to follow the rules, organize and plan are reported to be characteristic for the Finnish negotiators. These characteristics may be even stronger when one is outside his/her familiar circles. The majority of the Finnish negotiators in this sample are very experienced, however, being on foreign ground may be an uncertainty factor for them. Sticking to the plans and order might be one way for the Finnish negotiators to reduce uncertainty.

#### **7.3.8. Negotiations by telephone, fax, and e-mail**

There seem to be clear reasons why a certain channel of communication is chosen. The Finnish negotiators prefer to communicate by fax and by e-mail. High-technology products are rather easy to obtain for a great group of people in Finland. One Finnish negotiator [F18] mentions that 90% of the orders in Finnish trade is conducted by fax. In Spain the percentage is 17-20%. E-mail was discussed little because in the first phase of interviews the use of e-mail was hardly asked from the negotiators. The e-mail was not so much used in 1995 than it is used in 1997 in Spain. The Finnish negotiators look for practicality and efficiency in their negotiations by fax. They may even respond by writing by hand on the same fax their partner has sent them. The Finnish negotiators want to have written confirmations. Usually the fax is the most practical and quickest way to do it. They report that it is difficult to get faxes or written confirmation in general from the Spanish negotiators. The Finns emphasize tasks and results in their negotiation. Finland is a low-context country and the messages are transmitted directly with much verbal and clear contexting. The telephone is also used by the Finnish negotiators, but its use is sometimes limited as the costs may be rather high when calling internationally.

The Spanish negotiators prefer the telephone over any other communication channel. The

Spanish do not want to build contact and trust based on papers. They emphasize people, trust and the process of negotiation in their business relations. Spain is a high-context country where messages are transmitted very much inside the context. As a context may serve the person itself or other non-verbal and "between the lines" aspects. These factors are difficult to communicate on paper. The Spanish negotiators also have to consider the costs in their international telephone calls and that is a factor which influences the telephone and fax use. E-mail is becoming a more used communication channel in Spain too.

The interviewed participants report some differences between Finnish and Spanish negotiators in communicating by telephone and fax. The Finnish faxes are more direct and shorter. They are also very simple. The Spanish pay more attention on the image of the fax. They use logotypes, decorative and formal style. The Spanish do not always go directly into the matter of business, but they use small talk in their telephone calls as well as faxes too. The amount of small talk depends how well you know the person you are talking or writing with. The Spanish may also address their partner as "*Appreciada Señora*" ("Appreciated Miss") or "*Estimado Señor*" ("Honoured Mister"). They comment that faxes are hardly ever addressed so highly from Scandinavia. The Spanish negotiators like the more simple and undecorative way of communicating. They say it is more practical.

Some of the Finnish and Spanish negotiators' comments on the telephone, fax and e-mail are rather superficial. They only mention that there are not differences and no problems. This may be due to that there really are no differences, but more likely it is considered that the negotiators have not thought this matter and they do not regard it as an important aspect. Many negotiators have also been conducting business between Finland and Spain for many years. They already have trust and friendly relationship with their partners, so the differences or similarities are not that important.

The Finnish negotiators comment more on the Spanish way of communicating by fax and telephone than the Spanish negotiators about the Finnish way. This can be due to the Finnish negotiators' foreign ground of negotiating. The Finns are the ones who have to

adapt into the Spanish system, even though the Finnish headquarters do have some influence on the Spanish communication and negotiating practices. The Finnish negotiators emphasize that their Spanish partners like to talk very much and they do not read their faxes.

#### **7.4. Perceived and non-perceived similarities and differences in Finnish -Spanish negotiations**

The aim of this chapter is to conceptualize and analyse the Finnish and Spanish negotiators' perceptions from the point of view of perceived and non-perceived similarities and differences. Negotiators' perceptions are classified according to five (5) aspects influencing negotiations (see the chapter 6.3.7.): general personality aspects, general social aspects, general educational aspects, company policy, and behavior in the meetings/negotiations.

By perceived similarities is understood the aspects which both Finnish and Spanish negotiators consider positive in both of them. Perceived similarities could also be presented with following models: (Fin>Fin+ and Fin>Spa+), (Spa>Spa+ and Spa>Fin+). For example, Finnish and Spanish perception of both of them as hospitable toward their clients is a perceived similarity.

By perceived differences is understood the aspects which both negotiators consider negative in them. Following models may help in understanding this aspect: (Fin>Fin- and Fin>Spa-), (Spa>Spa- and Spa>Fin-). For example, Finnish and Spanish perception of both of them as poor in foreign languages is a perceived difference.

The perceived similarities and differences are detected rather easily in this kind of comparative studies. They are important aspects in the field of intercultural communication as they reveal us what do the Finnish and Spanish negotiators think about themselves and each other. Being aware of the perceived similarities and differences is not yet enough in order to communicate successfully interculturally in international negotiations. It is important to know How does "the other" perceive "me"; and what expectations does "the other" have of "me".

The aspect of how we are seen by the others is very important in intercultural communication in international business. For example, if the Finnish are perceived as trustworthy and honest negotiators by the Spanish, it surely influences positively on the

Finnish-Spanish negotiations. If the Spanish negotiators are perceived as “mañana people” (not serious, slow in decision-making, not trustworthy, etc.) by the Finns, it surely does not facilitate the Finnish-Spanish negotiations, especially, if the perception is inaccurate. We behave according to our perceptions and expectations. They function as a cultural lence, which is based on cultural values, attitudes and behavior. This is why non-perceived similarities and differences may give valuable insight into Finnish and Spanish negotiators’ different expectations (mismatch of expectations) of skillful negotiators and how the successful negotiations should proceed.

By non-perceived similarities is understood the aspects which Finnish and Spanish consider positive in Finnish and Spanish negotiators. It could also be written as a following model: (Fin>Fin+ and Spa>Fin+), (Spa>Spa+and Fin>Spa+). By non-perceived differences is understood the aspects which Finnish negotiators consider positive in themselves, but the Spanish consider negative in the Finns (Fin>Fin+ and Spa>Fin-). Or the aspects which the Spanish negotiators consider positive in themselves, but the Finns consider negative in the Spanish negotiators (Spa>Spa+ and Fin>Spa-).

#### 7.4.1. Perceived similarities (Fin>Fin+; Fin>Spa+)

Aspects which the Finnish negotiators consider positive in themselves and in the Spanish negotiators. The opinion about the Finns is marked with \* and the opinion about the Spaniards is marked with ☒ in this chapter.

##### In a meeting/negotiation:

-

##### General personality aspects:

-

##### General social aspects:

\*/☒ Hospitable/Take good care of their clients coming to Finland

##### Company policy:

-

##### General educational aspects:

\* High educational level  
\* High level of technical know-how  
☒ Well educated in general educational matters



### ☒ Capable businessmen

The picture above shows that Finnish negotiators do not find any positive similarities between Finnish and Spanish negotiators in their way of behaving in meetings/negotiations, their general personality aspects neither in their company policies. This surely does not mean that there would not be positive aspects. There are, but they are not similar between Finnish and Spanish opinions. Finnish consider that both of them take good care of their clients and quests (general social aspect). Also in general educational aspects the Finnish and Spanish negotiators are both capable businessmen. They possess a high educational level: Spanish particularly in general educational matters, and the Finns in technical know-how. Spanish have a wide knowledge about a great variety of actual matters, such as politics, business, highculture (arts and philosophy for example), economy, social life, the people in power etc. Nowadays Spanish youth (students) seem not to possess such a wide knowledge. The educational system has changed quite a bit in Spain during the last twenty (20) years and it has often been blamed to narrow down and make superficial the knowledge of the present generation. Finnish technical know-how in a paper industry is rather logical. Finland's economy is based greatly on forest and paper industry. They have to know their area very well. The data overall this present study demonstrates that the Finnish strength in Finnish-Spanish business is on technology, know-how and good organization. The Spanish strength on the contrary is on communication skills, flexibility and improvising.

#### 7.4.2. Perceived similarities (Spa>Spa+; Spa>Fin+)

Aspects which the Spanish negotiators consider positive in themselves and in the Finnish negotiators. The opinion about the Finns is marked with \* and the opinion about the Spaniards is marked with ☒ in this chapter.

##### In a meeting/negotiation:

- ☒ Express opinions openly
- ☒ Do not keep distances between people
- \* Open in expressing professional opinions
- \* Plain treatment to everybody (no distances)

##### General personality aspects:

-

##### General social aspects:

- \*/☒ Easy to communicate with

Company policy:

-

General educational aspects:

-

Spanish negotiators consider that Finnish and Spanish negotiators behave similarly in the meetings/negotiations. Spanish consider that both express openly their opinions and do not keep distances between people. For the Finns this may be due to the low context communication. A great part of the message is in the verbal communication. Finns need to have and give relatively lot information in order to be able to function well in negotiations. Spanish clarify that the Finns are open in professional aspects. This can be understood that they do not consider Finns open in their personal life, for example. This may be because of Finnish individualism (rather great personal space). Finnish small power distance may be a factor why the Spanish consider the Finns easy and open in their communication in negotiations. Finnish negotiators treat more or less equally all the company members, partners and clients. In a Finnish communication style the titles are not very much used. This may be a reason for a plain and democratic communication in the meetings. The data indicates that the Spanish aggressive negotiation style (masculinity) may give the Finns an impression of open and plain communication. The Spanish great attention to people and relationships seems to be perceived by the Finnish negotiators as not keeping distances between people, even in Spain the power distance is higher than in Finland. Also the majority of the business relations are maintained between companies which have been commercing between Finland and Spain for many years. Spanish negotiators do not perceive similarities in general personality aspects or company policies between Finnish and Spanish negotiators. Spanish appreciate the easy communication with Spanish and Finns, as well as professionalism in paper industry. The Finnish expertise in paper industry is obvious. The paper industry has been for long one of the main industries. Finns know how to treat, manufacture, and sell wood, cellulose and paper. Spanish opinion is based on real facts.

**7.4.3. Perceived differences (Fin>Fin-; Fin>Spa-)**

Aspects which the Finnish negotiators consider negative (weaknesses) in themselves as well as in the Spanish negotiators. The opinion about the Finns is marked with \* and the opinion about the Spaniards is marked with ✕ in this chapter.

In a meeting/negotiation:

- \* Get easily offended
- ✕ Difficulty to accept criticism in a high position

General personality aspects:

-

General social aspects:

-

Company policy:

- \* Slow decision-making
- ✕ Slow in giving/sending written confirmations
- proficiency in foreign

General educational aspects:

- \* Poor Spanish language skills: difficulties in formal writing
- ✕ Lack of languages

Finnish negotiators do not report any weaknesses as far as to Finnish and Spanish general personality or general social aspects. Finnish observe the problems in the area of practical working and conducting business together: the strategies. They perceive slow decision-making from the side of Finnish negotiators in general; and slow reaction to the written confirmations required by the Finns from the Spanish negotiators (company policy). The written confirmations are very important in the Finnish business style. The Finns trust the written texts more than spoken word, especially if the partners are not both Finnish and there is a long distance between them. Finnish negotiators expect the written confirmation which may not be the way to confirm a negotiation in the Spanish business customs. It seems that for Spanish the confirmations are not done in writing or sent by fax. That may be why they do not consider such confirmations important.

In the meetings Finnish negotiators are reported to get offended easily and the Spanish are considered to have the difficulties in accepting criticism in high positions. Both are assumed to indicate a similar problem in negotiations: one has to be careful what to say when Finnish and Spanish negotiators are meeting face-to-face. The reason for such behavior could be found in Finnish individualism and Spanish hierarchy (power distance). Probably the Spanish break the Finnish personal space. Also their way to mix personal and professional matters or their rather aggressive way to negotiate are somewhat disturbing to

the individual Finns. Finns on the contrary may offend the Spanish in not respecting the differences in the hierarchical structure.

Finnish and Spanish negotiators perceive the lack of foreign language proficiency in their communications. In Europe the Spanish are known as poor foreign language speakers, but the Finns and Scandinavians in general are considered to master very well even various languages. That is why it is surprising that Finnish negotiators are perceived to lack foreign language proficiency. The age distribution of the Finnish and Spanish negotiators may give some insight in this aspect. The majority of the negotiators are over forty (40) (see the appendix 6) years old. In Finland the generation until 1950 did not enjoy a comprehensive foreign language teaching method. The language was studied and taught with a rather monotonous and automatic method, based on learning the language by written translation, memorizing by heart and repetition. During that time German was studied mainly as a first foreign language. German is not the language used in Finnish-Spanish negotiations. Also in their communicating and negotiations with Spanish negotiators the Finns do not only have to master English which is the most widely spoken language in Finland, but they also have to master Spanish which is still considered as an exotic and little spoken language in Finland. This may be an other reason for perceiving the Finnish negotiators as poor in foreign languages.

The lack of foreign language proficiency indicates that the companies do not pay enough attention to the aspect of language. The data demonstrates that the situation with the language is catastrophic. One [F27] of the Finnish negotiators was sent by his company to Catalonia, where mostly Catalan is spoken, in order to learn Spanish. The negotiator [F15] stresses that he went to Colombia with a dictionary in his pocket and on his way he memorized few words and that was how he started doing business in Colombia. Various negotiators comment that the language is a problem in their communications. To omit this weakness the negotiators should be facilitated and motivated to participate in foreign language courses.

#### 7.4.4. Perceived differences (Spa>Spa-; Spa>Fin-)

Aspects which the Spanish negotiators consider negative (weaknesses) in themselves as well as in the Finnish negotiators. The opinion about the Finns is marked with \* and the opinion about the Spaniards is marked with  $\alpha$  in this chapter.

##### In a meeting/negotiation:

-

##### General personality aspects:

-

##### General social aspects:

-

##### Company policy:

-

##### General educational aspects:

- $\alpha$  Lack of foreign language proficiency
- \* Bad English

The similar weaknesses which the Spanish negotiators observe in Finnish and Spanish communication in negotiations are found in the area of general educational aspects. For them the main problem lays in the lack of foreign language proficiency. The problem from the Spanish part is clear. They are uncomfortable with negotiating in foreign languages. They do not consider to master English neither they consider the Finnish negotiators as capable to conduct business in Spanish or English. The other negative aspects perceived by the Spanish negotiators about Finnish-Spanish communication in negotiations are rather different from the Finnish opinions.

#### 7.4.5. Non-perceived similarities (Fin>Fin+; Spa>Fin+)

Aspects which the Finnish and Spanish negotiators consider positive in the Finnish negotiators. Finnish negotiators' opinion is marked with \* and Spanish negotiators' opinion is marked with  $\alpha$  in this chapter.

In a meeting/negotiation:

- \* Well-organized meetings
- ☒ Well-organized meetings and agenda
- ☒ Organize the meetings in a long-run

Company policy:

- \* Importance of control
- ☒ Contention and control over situations

General personality aspects:

- \* Honest
- \* Trustworthy
- ☒ Honest
- ☒ Trustworthy

General social aspects:

- \* Hospitable/Take good care of their guests
- \* More Latin than the Swedes
- ☒ Try (effort) to please
- ☒ Positive predisposition toward the Spanish

General educational aspects:

-

The general personality and social aspects of the Finnish negotiators influencing positively on negotiations are the Finnish trustworthiness, honesty, hospitability, similarity with the Latin character and the positive predisposition toward the Spanish. Finnish negotiators are considered to be honest and trustworthy. These two characteristics surely influence on the negotiations. The Finns are trusted as negotiators. The data indicates that the Finnish seriousness in fulfilling their promises (standing behind their words) gives for the Spanish the image of trustworthy and honest Finns. Both Finnish and Spanish consider the control over situations as a company policy as a typical and distinctive aspect for Finnish style of negotiating. The control is understood as continuous checking that each stage in the process of production and negotiation proceeds without complications and surprises. This is characteristic for the high risk avoidance countries as Finland. The Spanish do not possess the same quality (at least not so much attention is paid to controlling the matters) as it is less needed for Spanish style of negotiating. Risks and quick changes in productions and negotiations are considered part of all the time changing life. The Spanish are observed to appreciate the careful controlling. In the meetings the Finns are considered to organize everything in a long-term. Meetings are planned already long beforehand. This has to do with M-time concept and task-orientation (among some other aspects), according to which one can save time by careful organizing and planning.

Surprising is that the Finns are perceived to be similar to Latin character, at least more Latin than the Swedes. To be Latin, means to be extrovert, exuberant, joyful, quick, flexible, not too serious and without keeping distances. The Swedes are commented to have even more rules than the Finns. Especially the dining rules are mentioned by the negotiators. Finns are human in their relationships. They do not follow a certain, strict protocol. Finns do not keep distances and they have a positive predisposition toward Spanish. These Spanish perceptions are important aspects for the Spanish negotiators. According to them the Finns are perceived as of Latin character. The present author has heard this quality various times from Spanish and from various Latinamerican negotiators. As there is hardly any data about the Swedish negotiators it is impossible to compare the Finnish, Spanish and Swedish negotiators' perceptions together and draw any conclusions on this aspect.

#### **7.4.6. Non-perceived similarities (Spa>Spa+; Fin>Spa+)**

Aspects which Spanish and Finnish negotiators consider positive in the Spanish negotiators. Finnish opinion is marked with \* and Spanish opinion is marked with ☒ in this chapter.

##### In a meeting/negotiation:

- ☒ Capable to adapt to different environments
- ☒ Able to manage confused/chaotic situations
- ☒ Improvisers
- \* Experienced negotiators
- \* Manage well the business relations
- \* Open to new ideas

##### Company policy: integrating -

##### General personality aspects:

- ☒ Understanding
- ☒ Transigent
- \* Kind

##### General social aspects:

- ☒ Dress well
- ☒ Easy to communicate with
- ☒ Good at receiving and people
- \* Dress well
- \* Easy to communicate with
- \* Take good care of their clients

##### General educational aspects:

- ☒ Good professionals

### \* Capable businessmen

The Spanish are perceived as understanding and transigent. The Finns describe them as kind. Based on the data obtained this may be due to the Spanish flexibility, people-orientation as well as their custom to mix personal and professional matters when they are negotiating. These characteristics give the Finns an impression of the Spanish as kind and human negotiators. Finns seem to appreciate the Spanish flexibility and improvising. They perceive the Spanish capable businessmen and experienced negotiators.

Both Finnish and Spanish negotiators appreciate the Spanish good style in dressing. This aspect seem to be rather important in negotiating in Spain as rather much attention is paid to it. The present author does not analyse deeper this aspect as it would include semiotics and other fields of science which are left out of this study. There seem to be difference in the importance of the image between the South and North Europe. It may be assumed that the careful attention to the image (outlook) is still somewhat more important in Spain than it is in Finland. That it why the Spanish dress with more care.

Spanish flexibility and comprehension is observed in the Finnish and Spanish perceptions. It is reflected for example, in the perception that the Spanish are seen as easy to communicate with. Finnish and Spanish coincide totally with considering each other very hospitable with their clients and quests. Spanish stress more the aspects of integrating the people to Spanish society and negotiation style. This may reflect the rather strong Spanish cultural traditions and pride of Spanish lifestyle in general. Finns stress the taking good care of their quests. This may be due to femininity (care for people), M-time concept (one thing is done at a time and it is done carefully) and the fact that Finland is a sparsely habited country. Compared to Spain, Finland is a lot more peaceful country and less incidents take place in Finland. These three aspects may be the reasons for the Finns concentrating more on people as well as on the matters. Finland is not "an instant culture" by the present author. By this it is meant that people, situations and matters are appreciated and valued. They are often taken seriously and given time.



#### 7.4.7. Non-perceived differences (Fin>Fin +; Spa>Fin-)

Aspects which Finnish negotiators consider positive in themselves, but Spanish perceive as negative (weaknesses) in them. Finnish opinion is marked with \* and Spanish opinion is marked with ✘ in this chapter.

##### In a meeting/negotiation:

- \* Straightforward and direct
- ✘ Too rigid
- \* Punctual and respect for the timetables
- ✘ Rigid with timetables
- \* Well-organized meetings
- ✘ Need norms to follow
- \* Careful consideration of matters
- ✘ Have preconceived ideas
- \* Concentration on the topics of the agenda
- ✘ Do not like to mix business with informal matters
- ✘ Narrow-minded, “cuadrulado“
- ✘ Difficult in changing their way of thinking
- ✘ Have preconceived ideas

##### General personality aspects:

-

##### General social aspects:

-

##### General educational aspects:

-

##### Company policy:

-

It is rather amazing to notice how differently Finnish and Spanish may perceive their capacities and positive characteristics in negotiating with each other. Spanish seem to observe difficulties in their business relations with the Finns only in one specific area which is face-to-face negotiation and meetings. The non-perceived differences and potential conflicts lay from the Spanish point of view only on behavioral models and strategies in the meetings. Finnish and Spanish negotiators' expectations and strategies of how the meetings and negotiations in general should proceed are rather different. Finns stress organizing, planning, control, straightforwardness and punctuality. Finnish negotiators also expect these characteristics from their Spanish partner, but Spanish perceive them as rigidity, narrow-mindedness and unwillingness to change one's way of thinking. The characteristics the Finnish negotiators suppose to transmit are interpreted and perceived totally in the opposite way by the Spanish negotiators. It can be noticed that

it is not enough to know what one thinks about oneself or about one's partner. It is very important to know what the parties think and expect about each other when communicating interculturally in international negotiations. It may be catastrophic to think that business is business wherever you conduct it. The interpersonal relations do matter and when the negotiators are from different cultures the qualities for a good negotiator or good negotiation are perceived differently.

#### 7.4.8. Non-perceived differences (Spa>Spa+, Fin>Spa-)

Aspects which Spanish negotiators consider positive in themselves, but the Finns consider negative (weaknesses) in the Spanish negotiators. Finnish opinion is marked with \* and Spanish opinion is marked with ☒ in this chapter.

##### In a meeting/negotiation:

- ☒ Improvisers
- ☒ Elastic concept of time
  - \* Not organized
- ☒ Give many opinions about an idea
  - \* Need to explain things many times
  - \* Too talkative
- ☒ Express opinions openly
  - \* No straight communication
- ☒ Multifaceted: capable to deal several topics at a time
  - \* The directors believe to know everything
- ☒ Do not keep distances between people
  - \* Difficulty to accept criticism in a high position
  - \* Difficulty to obtain information
  - \* Lack of knowledge of the matters to be dealt

##### General personality aspects:

-

##### General social aspects:

- ☒ Easiness in building friendship relations
  - \* Not open in a private life as it seems in the beginning
  - \* Too concentrated in the family: a great effort needed to know a Spaniard

##### General educational aspects:

-

##### Company policy:

-

Spanish improvising, elastic concept of time, expressing open and many opinions about an idea and multifacetedness are perceived as lack of organizing, no straight communication and lack of knowledge of the matters to be dealt by the Finnish negotiators. The characteristics the Spanish consider positive are interpreted as weaknesses by the Finns. For example, the Spanish consider themselves (as well as many Finnish tourists) as open and easy to build friendship relations. The Finnish negotiators perceive this matter in a

totally different way. The Finns consider that the Spanish are not as open as it seems at first glance. The Spanish are difficult to “discover“. They are very much concentrated in their own families. Spanish are open inside their families, but closed to the people outside of them is how the Finnish negotiators perceive the Spanish. This is something what the present author has also perceived. The stereotype of the “open Spaniard“ and “cold or closed Finn“ seems not to be really true. The Spanish seem to interpret the openness as being extrovert, but Finns interpret it as talking about profound and personal matters with people they trust.

The Finnish and Spanish perceptions about the Spanish differ quite a bit in two specific areas of communication in business: in meetings/negotiations and in general social aspects. It is very interesting to notice that Spanish do not notice problems in Finnish social aspects. It is often thought that Spanish pay much more attention to social and interpersonal aspects, but in this study it seems that Finnish negotiators are more unsatisfied with the interpersonal relations with the Spanish. Finnish negotiators are abroad in Spain and probably they have a greater need for building social relations. The Spanish surely have established their social circles for long before and less effort is needed from their part. Spanish seem to be rather satisfied with the Finnish as far as the human relationships were considered, but the Finns seem to expect more from their Spanish friendships.

Some general conclusions could be drawn from the Finnish and Spanish negotiators' opinions. Finnish and Spanish value two rather different aspects of conducting business. Finns appreciate good organization and planning in a long-term and Spanish value improvising, ability to adapt and manage different environments and situations. Both consider each other as capable businessmen, however. Finnish and Spanish aspects cover very important aspects of negotiating, and they complement each other, when combined in a way suitable for both parties. Few negotiators (for example [S4] and [S8]) propose that the best results are gained in Finnish-Spanish negotiations by working in a team. Then the Spanish and Finnish qualities could support each other when communicating in their business relations. It seems to be that Finnish and Spanish negotiators appreciate each others differences (perceived and non-perceived similarities) but they also seem to miss

the qualities of each other (non-perceived differences). Finnish (organizing and planning) and Spanish (improvising, creativity, flexibility) style of conducting business reflect the cultural values in behavioral model one follows in Finland and Spain. Finnish M-time concept, high need for avoiding risks and individualism for example are factors why the careful planning and organizing is very important and valued in Finland. Surely the Finnish negotiators continue following the learned values and behavioral models in negotiating with the Spanish. One does not change his strategies very easily as they often are based strongly on cultural values. Anyway the Finns are negotiating in Spain and they have to follow and adapt to the Spanish style of communicating and conducting business. That is why they need to know the Spanish way of negotiating, introduce their own way of negotiating and have the ability to change their strategies.

The Spanish improvising, creativity and flexibility are very much appreciated in Spanish society in general. Timetables, agreements and plans change quickly and often. One can not plan things in a very long time-span and one has to be able to adapt to different situations and environments. P-time-system, present time orientation and low (lower need than the Finns have as the Spanish are used to greater insecurity than the Finns) need for avoiding risks create all the time changing, quick and rather aggressive way of negotiating. Everybody has to take care of his own business (masculinity) more than in Finland where one is taken more care of (femininity). These aspects appear in the data and they indicate that the communication and negotiation style and strategies in business are rather different between Finnish and Spanish negotiators, but combining them it is possible to create functional strategies of communicating and negotiating in Finnish-Spanish business relations.

### 7.5. Future research

The present study has aimed to survey and analyse the intercultural communication in Finnish-Spanish negotiations as well as some aspects (assumed to derive from the differences between negotiators' national cultures) influencing on the negotiations between these two countries. Until the present no or very little research in Finnish-Spanish business negotiations from the point of view of intercultural communication had been conducted in Finland. This research is an opening into this interesting field. Surely, it is worthy of a deeper and more careful analysis in future. The collected data in Madrid enables to conduct a more profound investigation on the aspects influencing on communication channel election and how the negotiators perceive meetings and negotiations. Also, the aspects of language and silence are productive issues for future research.

In the present study Finnish and Spanish negotiators' perceptions about their own and each others' weaknesses and strengths as negotiators as well as their perceptions of the Finnish-Spanish meetings and negotiations has been analysed. Negotiators' perceptions are thought to guide their expectations of good international negotiators and how international (Finnish-Spanish) negotiations should proceed. Expectations are considered to form the strategies negotiators use in their business negotiations. The focus in the future research will be on the strategies derived partly from the expectations the negotiators have of each other. Following aspects will be examined: How different or similar are Finnish and Spanish negotiators' strategies? How are their strategies modified in Finnish-Spanish negotiations?

A third country, Colombia, is included into the future study. Colombia was one of the Spanish colonies until 20.07.1810 when it obtained its independence from Spanish dominance. Spain is often referred as "the bridge" between Europe and Latin America. The future research aims to reveal what does Spain's "role as a bridge" between Latin America and Europe imply in the field of intercultural communication in international business relations (negotiations).

Colombian negotiators' perceptions of themselves, as well as of Finnish and Spanish negotiators' positive and negative characteristics will be examined in the future research. Also negotiators' perceptions of international negotiations will be studied. Colombian negotiators' perceptions are thought to guide their expectations of good international negotiators and satisfactory negotiations. Their strategies will be investigated and compared with the Finnish and Spanish strategies. The future research aims to reveal how Colombian international negotiation strategies should be modified in order to conduct more successful negotiations with Finnish and Spanish negotiators.

Deeper knowledge about international business is necessary in order to conduct any future research. The present author has chosen very consciously to limit this present study to intercultural communication. For future research it is considered important to have more insight of international business: its terminology, strategies and practices in order to reveal the planned future comparative research in Finnish-Spanish-Colombian business negotiations.

## **7.6. Evaluation**

The present study has aimed to survey Finnish-Spanish communication and perceptions in business negotiations in the Spanish organizational context. The main focus has been on what are the Finnish and Spanish negotiators's perceptions of good international negotiator and those of international negotiation. The process of collecting the data has been rather successful. Very few companies declined to participate in the study. It has been surprising how positively the negotiators have received the researcher and helped in the data gathering process. The following three (3) aspects have been of utmost importance in the realization of this study: 1) the interviewee is a familiar person at least to some of the negotiators, 2) she has been immersed in Spanish culture for a rather long time, and that 3) she speaks fluent Spanish.

The research proposed to report the relation of the negotiators' experience and their opinions. This has not been very successfully presented in this study due to weaknesses in

research design. The negotiators' experiences, their history does not show enough. The interviews are too open. Answers are numerous and at points conflicting making analysis of the data problematic. There is a danger that the study is rather superficial and not clear enough as very many aspects are included. There is a positive aspect also in conducting rather open interviews. The collected data is abundant. This study proposes to explore Finnish-Spanish business negotiations from the point of view of intercultural communication and perceptions, it would be impossible to examine what aspects exist in Finnish-Spanish trade and negotiations if the negotiators were not given the possibility to give the information they consider important. The participants' "voice" is heard, in three languages.

The data is analysed by interpreting and observing according to the qualitative research methods. The theory on qualitative research method, in this study, should be more expansive. This problem has to be solved in the future research. There may be a lack of objectivity as the present author may become "blind" to her own data and analyse it too subjectively. It is possible that being immersed in both cultures complicates in noticing some important differences or similarities in the negotiations conducted between the Finnish and Spanish negotiators.

The theory election for this research has been successful. Adler, Hall, Hodgetts & Luthans, Hofstede and Kluckhohn & Stroedbeck are the main sources of this study, and they surely do provide a rich framework in the field of intercultural negotiations. The weakness may be that the theory has been adopted with rather little criticism. The present author considers that she succeeded in presenting the negotiators, context and the national culture's influence on negotiations rather well. Also she notes that Finnish-Spanish communication in business negotiations is presented from many aspects.

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**Entrevistas para preparación del material y base de la tesis doctoral**

**Título de la tesis:** Ibero-Nordic Communication Problems

**Entrevistadora:**

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**Plan de entrevistas:**

Realizar entrevistas formato tipo 'test' en Mayo-junio-julio 1995 en empresas españolas situadas en Madrid que comercian con Finlandia. En otoño 1995 realizar entrevistas en Finlandia. En base a las entrevistas y estudios ya realizados sobre el tema llevaré la tesis a cabo.

**Grupo de entrevistados:**

Personal Español y Finlandés (personas que ocupen posiciones directivas y subordinadas) en las empresas que se dedican al comercio entre España y Finlandia.

**Método de investigación:**

Entrevistas, conversaciones abiertas y enfocadas con los entrevistados. Las entrevistas van a ser grabadas en cassettes con micrófono y grabadora. Se asegura la confidencialidad y el anonimato de las conversaciones llevadas.

**Tema de la tesis:**

Españoles y Finlandeses: imagen reciproca que tienen unos acerca de los otros. La comunicación entre ellos. Diferencias y similitudes de comunicación, culturas y maneras de comportamiento. Aspectos en la comunicación transcultural e interpersonal que pueden facilitar o dificultar el comercio entre España y Finlandia.

## APPENDIX 1

### **Hipótesis:**

La cultura influye en todo tipo de comportamientos y así también en las relaciones comerciales. España y Finlandia tienen diferencias culturales, y tales diferencias van a afectar las diversas maneras de negociar. Dependiendo de las experiencias transculturales los directivos pueden ser más o menos "internacionales" ó concientes de las diferencias interculturales. Supongo que en muchas ocasiones el personal directivo y subordinados no tienen suficientemente en cuenta el impacto negativo que pueden tener estas diferencias en los negocios y en el comercio entre España y Finlandia.

### **Utilidad para la empresa:**

La aportación del presente estudio o 'Ibero-Nordic Communication Problems' es el conocimiento de los aspectos negativos y positivos que pueden tener en las relaciones comerciales, las diferencias transculturales entre Españoles y Finlandeses. El propósito es informar a los directivos y subordinados de los dos aspectos.

### **Posibles proyectos**

Sí la empresa lo considera importante, sería posible organizar cursos y desarrollar material sobre este tema. De todos es sabido los grandes frutos que puede la unión entre teoría y práctica.

**Entrevistas para preparación del material y base de la tesis doctoral**

**Titulo de la tesis:** Ibero-Nordic Communication Aspects

**Entrevistadora:**

Srta. **Päivi Johanna Vaahterikko (25.11.1966)**. Estudiante de doctorado e Investigadora en la Universidad de Jyväskylä: Dpt. de Comunicación (Comunicación Intercultural); Profesora de Comunicación Intercultural en la Universidad de Jyväskylä y en el Centro de la Educación Continua

**Plan de entrevistas:**

Realizar entrevistas acumulativas en febrero de 1996 en empresas españolas situadas en Madrid y que comercian con Finlandia. En otoño de 1996 realizaré entrevistas en las empresas matrices en Finlandia. Los resultados obtenidos tanto en las filiales españolas como en las matrices finlandesas serán la base de mi investigación.

**Grupo de entrevistados:**

Directivos Españoles y Finlandeses en las empresas que se dedican al comercio entre España y Finlandia.

**Método de investigación:**

Entrevistas, conversaciones abiertas y enfocadas con los entrevistados. Las entrevistas van a ser grabadas en cassettes con micrófono y grabadora. Se asegura la confidencialidad y el anonimato de las conversaciones llevadas.

**Tema de la tesis:**

Españoles y Finlandeses: imagen reciproca que tienen unos acerca de los otros. La comunicación entre ellos. Diferencias y similitudes de comunicación, culturas y maneras de comportamiento. Aspectos en la comunicación transcultural e interpersonal que pueden facilitar o dificultar el comercio entre España y Finlandia.



## APPENDIX 2

### **Hipótesis:**

La cultura influye en todo tipo de comportamientos y así también en las relaciones comerciales. España y Finlandia tienen diferencias culturales, y tales diferencias van a afectar las diversas maneras de negociar. Dependiendo de las experiencias transculturales los directivos pueden ser más o menos internacionales conscientes de las diferencias interculturales. Supongo que en muchas ocasiones el personal directivo y los subordinados no tienen suficientemente en cuenta el impacto negativo que pueden tener estas diferencias en los negocios y en el comercio entre España y Finlandia.

### **Utilidad para la empresa:**

La aportación del presente estudio 'Ibero-Nordic Communication Aspects' es el conocimiento de los aspectos negativos y positivos que pueden tener en las relaciones comerciales, las diferencias transculturales entre Españoles y Finlandeses. El propósito es informar a los directivos y subordinados de los dos aspectos.

### **Posibles proyectos para el futuro:**

Si la Empresa lo considera importante, sería posible organizar para cursos y desarrollar material sobre este tema. De todos es sabido los grandes frutos que puede ofrecer la unión entre teoría y la práctica.

## APPENDIX 3

### LAS LLAMADAS A LAS EMPRESAS

"Buenos días. Soy Päivi Vaahterikko. Soy una investigadora finlandesa. Estoy realizando una investigación sobre Comunicación Intercultural en las empresas que mantienen un buen comercio entre España y Finlandia. Su empresa ha sido seleccionada para esta investigación.

Parte de mi trabajo de investigación es entrevistar directivos de su empresa. Me gustaría que me pusiera en contacto con la persona adecuada que me pueda responder a mis preguntas y facilitarme la realización de mis entrevistas.

?Me puede decir con quien me puedo comunicar?

("Good afternoon. I am Päivi Vaahterikko. I am a Finnish researcher and trainer of Intercultural Communication. I am conducting a research on Intercultural Communication in the companies which conduct a successful trade between Finland and Spain. Your company has been selected to this research.

One part of my research is to conduct interviews with the directors of your company. I would appreciate if you could contact me with the right person who could respond to my questions and facilitate to conduct the interviews."

Whom could I talk to?")

## ENTREVISTAS

### Información sobre el entrevistado:

Nombre:  
Sexo:  
Edad:  
Nacionalidad:  
Estado civil y número de hijos:  
Profesión:  
Posición que ocupa en la empresa:  
Tiempo que lleva en su cargo actual:  
En que cargos ha desempeñado antes:  
Ha trabajado en otros países:  
Está satisfecha con su cargo y su aportación en la empresa:  
Piensa que en su empresa tiene las posibilidades de desempeñar las funciones de su cargo efectivamente:

### Información sobre la empresa:

Descripción corta de la empresa:  
Año de fundación:  
Headoffice (Sede):  
Subsidiaries (Filiales):  
Campo de actuación:  
Número de empleados en su oficina:  
Otras nacionalidades en la empresa, en su oficina (en que cargos):  
En qué idioma se comunica en su empresa:  
A través de que canal (tel., fax, correo, correo electrónico, reuniones,...) se realiza comunicación más frecuentemente entre su empresa y las empresas con las que conduce negocios (1=con mucha frecuencia...5= con poca frecuencia):  
Teléfono:  
Fax:  
Correo:  
Correo electrónico:  
Reuniones:

## APPENDIX 4

**Descripciones sobre los españoles y los finlandeses:** (Se trata de hacer un perfil en general por ej. las características de negociar, de trabajar en equipo y con otras nacionalidades, aspecto físico, profesionalidad, etc. – características típicas)

Describa la persona española que ocupa una posición directiva:

Qué características positivas y negativas puede mencionar en la manera de negociar de los españoles:

Describa la persona finlandesa que ocupa una posición directiva:

Qué características positivas y negativas puede mencionar en la manera de negociar de los finlandeses:

Mencione modos de comunicar en negocios a través de fax característicos para los españoles / finlandeses:

Mencione modos de comunicar en negocios a través de teléfono característicos para españoles / finlandeses:

Mencione modos de comunicación de negocios en las reuniones, de los españoles / de los finlandeses:

### **Para los finlandeses:**

- Tiempo que lleva fuera de Finlandia
- Tiempo que lleva en España

En su opinión, la realización o participación de cursos de Comunicación Intercultural Organizacional serían útiles para su empresa?

Existe algún tema de Comunicación Intercultural Organizacional que le interese en especial?

Le interesaría recibir material sobre 'training' de Comunicación Intercultural Organizacional en las empresas?

Me podría informar acerca de alguna persona o empresa en Colombia que negocie con los españoles o/y con los finlandeses? (Esta información me es de mucha importancia, ya que en el otoño -97 realizaré las mismas entrevistas con hombres / mujeres de negocios en Colombia.)

Le agradecería mucho si junto con las respuestas me podría enviar su tarjeta de visita y el catálogo informativo de su empresa.

¡Muchísimas gracias!

APPENDIX 5

**GROUP OF INTERVIEWED NEGOTIATORS:**

**NUMBER OF THE NEGOTIATORS. THEIR NATIONALITIES AND SEX:**

<u>Nationality</u>	<u>All</u>	<u>Men</u>	<u>Women</u>	
<u>Finnish</u>		10	8	2
<u>Spanish</u>	15	11	4	
<u>Total of the interviewed:</u>	25	19	6	

## APPENDIX 6

### The age distribution of the interviewed is:

Edad de los entrevistados:

S1.	25
S2.	27
S3.	59
S4.	40-50
S5.	40-50
S6.	30-40
F7.	over 60
S8.	53
S10.	over 60
S11.	over 60
S12.	40
F13.	38
F15.	44
S16.	49
F17.	less than 30
F18.	40-50
S19.	30
S20.	62
S21.	26
S22.	38
F23.	45-55
F24.	40
F25.	47
F26.	44
F27.	44

### **Age distribution:**

Less than 30 years old:	4
31-40 years old:	5
41-50 years old:	10
50-60:	2
60-70 years old:	4

## APPENDIX 7

### Married (the nationality of the spouse) or Single, how many children:

Estado civil y número de hijos:

1. Single		
2. Single		
3. Married:	French:	2
4. Married:	Spanish:	2
5. Married:	Spanish:	4
6. Married:	Spanish:	3
7. Married:	Finnish:	?: nephews and nieces
8. Married:	Spanish:	2
10. Married:	Spanish:	1
11. Married:	Spanish:	?
12. Married:	Spanish:	?
13. Married:	Finnish:	3
15. Married:	Hungarian:	2
16. Married:	Spanish:	2
17. Single		
18. Married:	Finnish:	1 daughter
19. Single		
20. Married:	Spanish:	2: 1 niece
21. Single		
S22. Married:		2 children
F23. Single		
F24. Not married:		children
F25. Married:		2 children
F26. Married:		1 daughter
F27. Married:		2 children

Single:	6
Married:	18

**Education distribution: Position in the company:**

Profesión y posición que ocupa en la empresa:

S1. Technical Engineer:	
S2.	: Secretary, Sales Assistant
S3. Mining Engineer	: Director General
S4. Master of Chemical Sciences	: Director
S5. Bachelor of Economic Sciences	: Commercial Director
S6. Bachelor of Economic Sciences	: Financial Director
F7. Lawyer, Master of Laws	: Director General
S8. 'Self-made woman'	: Director
S10. Industrial Engineer	: Director General
S11. Master of Chemical Sciences	: Director
S12. Master of Chemical Sciences	: Director
F13. Graduate Engineer	: Managing Director
F15.	: Executive Director
S16. Industrial Engineer	: Sales Director
F17. Master of Economic Sciences	: Comercial Attaché
F18. Graduate Engineer	: Commercial Business Manager
S19. Industrial Engineer	: Director
S20.	: Executive Director
S21.	: Secretary, Sales Assistant
S22. Bachelor of Economic Sciences	: Director
F23.	: Director
F24. Bachelor of Economic Sciences	: Marketing Secretary
F25. Bachelor of Economic Sciences	: Director
F26. Bachelor of Economic Sciences	: Comercial Agent
F27. Bachelor of Economic Sciences	: Executive Director



**Working experience abroad:**

Ha trabajado en otros países (aparte de España):

- S1. No
- S2. Aupair in England (4 months), London.
- S3. No. Continuous business trips to Latin America and other countries.
- S4. No. Business trips to Guatemala and Sweden.
- S5. No. Professional relationships with other countries.
- S6. No.
- F7. France (70's) and Switzerland (80's).
- S8. As a student. Continuous business trips to Finland.
- S10. No. Business trips to other countries.
- S11. In Germany, England and France.
- S12. No.
- F13. Australia, Chile, USA.
- F15. Colombia, Malaga, Madrid.
- S16. No.
- F17. Finland.
- F18. Finland.
- S19. No. Continuous business trips to other countries.
- S20. No.
- S21. No.
- S22. 3 years in Seattle, USA, in the Boeing-company
- F23. Usa: 3,5; Sweden: 4,5; Denmark: 3,5
- F24. In Spain; Usa: 3,4; Holland: 9 months
- F25. Mexico, Brasil, Algeria, Madrid, Amsterdam, Kirkniemi (SF)
- F26. No.
- F27. Sweden, Turkey (Istanbul),

**The year of foundation:**

Año de fundación:

(The year this particular "group" has been founded)

- S1. 1992
- S2. 1992
- S3. 80's
- S4. 1974
- S5. 1975
- S6. 1975
- F7. 20's
- S8. 1988
- S10. 1988
- S11. 1991
- S12. 1991
- F13. ?
- F15. 1994
- S16. 1990 (1991)
- F17. ?
- F18. ?
- S19. 1988-1990?
- S20. 1990
- S21. 1988
- S22. 1982
- F23. 1987
- F24. 1987
- F25. 1.7.86
- F26. 1980
- F27. 1990

**The foundation year distribution:**

- 20's: 1 company
- 70's: 2 companies
- 80 luvulla: 9 companies
- 90 luvulla: 5 companies
- ?: 2 companies

**Headoffice:**

**(Sede):**

- S1. It was in Hamburg, but it will move to Helsinki.
- S2. --- || ---
- S3. Finland (divided into smaller entities)
- S4. In Sweden.
- S5. In Finland.
- S6. In Finland
- F7. In Finland
- S8. In Finland
- S10. In Spain, Madrid.
- S11. In Finland, in Spain we are like 'Sociedad radicada en España'.
- S12. In Finland, in Spain we are like 'Sociedad radicada en España'
- F13. In Finland.
- F15. In Finland.
- S16. This company is divided in smaller entities and our headoffice is in France. XX's headoffice is in Helsinki. XX West is in München, XX East is in Wien.
- F17. In Finland
- F18. In Finland
- S19. The headoffice is in France. We have three (3) main offices in Madrid, in Paris and in London. Actually right now our headoffice is in Usa. In Europe our headoffice is not yet defined clearly. The headquarter in Nordic Countries is in Sweden.
- S20. Madrid, Spain
- S21. Madrid, Spain
- S22. Madrid, Spain
- F23. Helsinki, Finland
- F24. Helsinki, Finland
- F25. Helsinki, Finland
- F26. Madrid, Finland
- F27. Finland

**Headoffices :**

In Finland:	12
In Spain:	3
In Sweden:	1
In France:	2

The participants do not and can not mention all the headoffices.

**Subsidiaries (Filiales):**

- S1. Many European countries: England, Belgium, Germany, Finland, Norway (Spain).
- S2. --- || ---
- S3. Factories in Finland, France, USA, Brazil, South Africa,
- S4. Production -, design - and development centres in Sweden, Finland, Canada and in USA. Sales offices in all Europe: Portugal, Spain, France, England, Italy, Austria, Germany, Poland, in Czech republic, Russia, Turkey. Outside of Europe in: USA, Canada, Venezuela, Chile, Brazil, and Argentina. In Far East: Jakarta, Tokyo and so on. Even in such poor countries as Caribbean countries there are paper factories.
- S5. We have a factory in Spain, in Finland, in Germany.
- S6. --- || --- We have subsidiaries in Spain, Holland, England, USA, etc.
- F7. France, England, Germany, Belgium, Sweden....
- S8. Sales network all around the world.
- S10. We have subsidiaries in Finland, Colombia, North Africa and in many European countries.
- S11. We have sales offices and subsidiaries in all over the world, like: France, Switzerland, Italy, Germany, Spain, Austria, Portugal, Poland, Hungary, USA, Canada, Estonia. Agents we have for example in China and Argentina.
- S12. --- || ---
- F13. In many countries, like: England (about 800 people), Germany ( 150-200), Italy (more than (100), France (100). USA; Latin America, Asia (India, China, Singapore, Malaysia, Thailand), New Zealand, Australia.
- F15. In Spain.
- S16. In Spain, Italy, Belgium, Portugal
- F17. We have offices in many countries all over the world.
- F18. --- || ---
- S19. We have commercial relations with all our factories around the world. In Nordic countries we have the following factories: One in Helsinki, one about 40 km from Oslo, one in Göteborg.
- S20. None.
- S21. Same as [S8]
- S22. Canada, England, Germany, Holland, USA, Denmark, Sweden, Colombia,..
- F23. All over the world (not in every country anyway)
- F24. --||--
- F25. Germany, Switzerland, Russia, Netherlands, Estonia, Sweden, Norway, Great Britain,..
- F26. Portugal, Turkey,... (in 6 or 7 countries)
- F27. Turkey, Portugal, Sweden, ... (in 6 or 7 countries)

<b>Subsidiaries:</b>	<b>Company:</b>	<b>Pers.:</b>
None:	1	1
Only in Spain:	2	1
All over the world:	12	23

The participants do not and can not mention all the subsidiaries.

**The most intensive business relations we have with:**

La relaciones comerciales más intensivos con:

- S1. More with Norway than with Finland.
- S2. --- || ---
- S3. More wit France than with Finland
- S4. Finland and Sweden
- S5. Finland and Germany
- S6. Finland
- F7. Finland
- S8. Finland
- S10. Finland and Sweden
- S11. Finland (2. France, 3. Germany)
- S12. --- || ---
- F13. Finland
- F15. Finland
- S16. France (1), Finland (2)
- F17. Finland
- F18. Finland
- S19. France
- S20. Finland
- S21. Finland
- S22. ?
- F23. Spain and Finland
- F24. Spain and Finland
- F25. Spain and Finland
- F26. Spain and Finland
- F27. Spain and Finland

**The most intensive business relations:**

	<b>Company:</b>	<b>Person:</b>
Finland:	15	20
Norway:	1	2
France:	3	3

**Also intensive business with:**

Sweden:	2	3
Germany:	2	3

## APPENDIX 15

### **Number of employees:**

Número de empleados:

(En la dicha oficina)

- S1. 12 Spanish
- S2. 12 Spanish
- S3. 11 Spanish
- S4. 8 People
- S5. 11, 9 Spanish, 2 Finnish
- S6. 11, 9 Spanish, 2 Finnish
- F7. 50 Majority are Spanish, about 5-6 Finnish, 1 Swedish, 2 Australians, Few Americans, The total number of people ?
- S8. 4, 2 Spanish, 2 Finnish
- S10. --- || ---
- S11. 17 all Spanish
- S12. 17 all Spanish
- F13. 4 Spanish, 4 Finnish
- F15. 2, 1 Spanish, 1 Finnish
- S16. 1
- F17. 5,5 (one secretary works in an other office), Spanish, Finnish
- F18. --- || ---
- S19. About 100
- S20. 4
- S21. 4, 2 Spanish, 2 Finnish
- S22. 100 Spanish
- F23. 4: Finnish
- F24. 4: Finnish
- F25. 23: Finnish and Spanish
- F26. 4 Spanish
- F27. 6: 3 Finnish, 3 Spanish

### **Number of employees in by companies (and by interviewed):**

SMALL SIZE COMPANY:	1-10:	11	(pers.:14)
MEDIUM SIZE COMPANY:	11-20:	4	(pers.:7)
BIG SIZE COMPANY:	21-50:	2	(pers.:2)
BIG SIZE COMPANY:	51-100:	2	(pers.:2)

**The language of doing business (international circles):**

- S1. English  
 S2. English  
 S3. English (official), French  
 S4. English  
 S5. English  
 S6. English  
 F7. English (Spanish inside the office)  
 S8. English  
 S10. English  
 S11. English  
 S12. English  
 F13. Written communication mostly in English, inside the office in Spanish, English and Finnish, with the joint enterprises Spanish.  
 F15. English, Spanish and Finnish  
 S16. English  
 F17. Spanish, (sometimes English) (inside the office also Finnish)  
 F18. --||--  
 S19. English  
 S20. English  
 S21. English/Spanish  
 S22. English  
 F23. Spanish (with the clients), Finnish (in the office)  
 F24. --||--  
 F25. Outside: English, Inside the office: Spanish  
 F26. Official: English, Inside the office: Spanish  
 F27. Official: English, From-To Finland: English, Inside the office: Finnish and Spanish,

**The business language:**

	<b>Company:</b>	<b>Person:</b>
English:	17	22
Spanish	2	4
French	1	1

The numbers with the companies, persons and the business languages do not match as there are various languages used in the company.

**The researcher's observations about the office size and "the level of international functions" of the company:**

- S1. Medium, not very international  
 S2. -- || --  
 S3. Medium, quite international company  
 S4. Small, very international company  
 S5. Medium, very international company  
 S6. -- || --  
 F7. Big, very international  
 S8. Small, very international  
 S10. -- || --  
 S11. Medium, very international company  
 S12. -- || --  
 F13. Small, very international  
 F15. Small, not very international as a company, but as a director ('amigo-nets') yes  
 S16. Small, very international  
 F17. Small, very international  
 F18. -- || --  
 F19. Very big, very international company.  
 S20. Small, international  
 S21. Small, very international  
 S22. Very big, very international  
 F23. Small, very international  
 F24. Small, very international  
 F25. Big, very international  
 F26. Small, quite international  
 F27. Small, quite international

<b>Office size:</b>	<b>Office:</b>	<b>Persons:</b>
Small size office	1-10: 11	14
Medium Size office	11-20: 4	7
Big size office	21-50: 2	2
Very big size office	51-100: 2	2



## APPENDIX 18

### POSITIVE

#### FINNISH > FINNISH

- F7 Short and concise in business, respect the timetables (schedules), concentrate on the themes of the meeting (in the meeting)
- F13 Straightforward, can take the things forward quickly
- F15 Technical know-how carefully thought, establishments are extremely well taken care and managed, control of every thing
- F17 Decision-making quicker, the companies have more information about what they are doing, ascending in the companies is quicker, straightforward
- F18 More straightforward functions. Many Spanish negotiators consider the Finns completely Latin in comparison with the Swedes. Considers and thinks carefully the matters. Makes less mistakes, short amortization period, manage well with the Spanish, take a good care of their guests
- F23 In Finland there are more female directors/ managers, direct. Both we are from the periferies, individualists, the Spanish praise the Finns.
- F24 The know-how is more developed, the technology is higher, Finnish meetings are more honest, the Finns inform more, high education level
- F25 Trustworthy, promptness, no problems
- F26 The long-term planning, no flexibility in a short-term it is substituted by long-term planning
- F27 The Finnish director delegates more, makes more use of the resources in the company, goes directly into the business, more direct

## APPENDIX 19

### POSITIVE

#### SPANISH > FINNISH

- S1 More intensive and efficient
- S2 More well-mannered, more considered with you, more normal treatment with you, companionable, more attentive, more kind
- S3 Serious, what they promise they'll do, methodical, more organized
- S4 They have positive predisposition towards the Spanish, very organized
- S5 Practical, do not fear to express their opinion professionally, tries to be kind
- S6 Talk clearly, very open, immediately 'tu a tu' ('you') without distances, plain and direct treatment, pleasant, kind, very good professionals, try to give you the solution to the problems, simple methods, practical
- S8 Very organized, manage well the professional relations
- S10 Concise, concrete, use the minimum of words to communicate, more efficient, more organized in the meetings, prepare better the agenda, organized, direct, honest, present the matters as they are, easy to relate with
- S11 Agrees with 12
- S12 Easy to communicate with, simple, easy to work with, the most flexible, the most kind, those who try to help you the most, tries to please you the most, open mentality, the face towards the exportation, do not try to be superior, love their country
- S16 Especialists in the cellulose and paper industry
- S19 Quite collaborative, constant, organized, personalized planning, the best in sale preindicating in planning, great people, the Finns talk in a foreign language even there is only one foreigner in the group
- S20 In the beginning they find the Spanish aggressive way to negotiate strange, but later they accept it. They value a lot the clear expositions.
- S21 Young, energetic, yielding, patient, ambitious, trustworthy

## APPENDIX 19

S22            Good impression in general, want to relate with and integrate to the rest of the Europe, serious, formalistic, calm, serenity, contention and control over the situations

## APPENDIX 20

### POSITIVE

#### FINNISH > SPANISH

- F7 They are open, kind and temperamental. Discussing we can reach the result. They accept you, receive you and give you the possibility to express your matter. They are not demaning with the language. Easy to deal with, easy communication.
- F13 Very capable to manage their business relations. Take care of their clients. High goals, they even exceed even our level,very pacient
- F15 Damn quick to make decisions
- F17 Highly educated, international practices, dress better, know to take care of their money (that is a sign of a good businessman), the amigo-net function.
- F18 They are genius in talking, quick decission-makers. Spanish company structure is a triangle shape, so the person who negotiators have power to make decisions. The dining manners are very free, relaxed people and easy to talk with.
- F23 Says nothing positive about the Spanish. Probably: Functional systems - not rigid.
- F24 Self-confidence, strong culture traditions, civilized background, Spanish directors a very educated, high education level, strong all-around education make them more confident and secure. The meetings go easily with the Spanish, know to communicate. Authoritharity is also a good thing, people know how to enjoy life, combine the work and life.
- F25 More flexible, easy to communicate with, very open to new ideas, study very quickly the "message".
- F26 Flexibility, the Spanish have more solutions than problems, they have the solutions always ready, easy to communicate, the people receive you with pleasure, the meeting may last long but the things get solved, probably you do not fix any dates but the things get solved in a short-term.
- F27 Good old Finnish masters, do not delegate (positive?), more experiences as negotiators, do not show their "cards" right away.

## APPENDIX 21

### POSITIVE

#### SPANISH > SPANISH

- S1 Some of them work very much, dress better - more seriously.
- S2 They know to combine (dresses) - quality suits and shiny shoes.
- S3 More improviser, facility of opening (aperture), receive you very well, they integrate you quickly to their culture, less reserved, more pleasant (acogedor).
- S4 More imaginative, great capacity if improvising.
- S5 More creative, more spontaneous, talkative, make more gestures, open, takes a lot care of his outlook.
- S6 Direct, open, do not guard distances, creative, good professionals.
- S8 Improvises a lot, quick, changes easily his mentality and plans.
- S10 Give many opinions around one idea, more flexible, do not have rigid schemes, more flexibility, more nimble (quicker).
- S11 We know to acquire (attain) information in a softer way, adapt to the terrain, we know what to do without exact instructions, we can overcome the chaos, even in confusion the country functions, know how to look for the way out/solution.
- S12 --||--
- S16 A good international manager should: have the possibility of facility to listen and understand the client. Very versatile men, able to discuss technically, humanly, commercially, financially and in a pleasant way for the country. Flexible, understand the decision mechanisms of the both countries, very high communication capacity, broad knowledge, to know where the opportunities are and to catch them.
- S19 The Spanish directors are a lot more multifaceted, can touch a lot more themes at the same time, easier to reach tighter and better friendships.
- S20 A good negotiator: We express more openly our opinions (less diplomatic), we include elements of irony and humour, in our company: careful in dressing and language.

## APPENDIX 21

- S21 Cordial, careful / finished outlook, patient, well-mannered, comprehensive, transigent.
- S22 I am: very direct way to relate with the people, work a lot for the clients, directly to the subject. The Spanish put a lot of importance to the informal treatment, more passionate, know how to relax.

## APPENDIX 22

### NEGATIVE

#### FINNISH > FINNISH

- F7 A little bit stiff and difficult, sometimes jerky. Finnish do not speak Spanish very much, difficulties in small talk.
- F13 We do not master Spanish in order to write formal documents. The Finnish imagine that they can change the Spanish or local ways of functioning. The highest management does not trust the Spanish.
- F15 The Finns think they can function here without the relationships. Finns are not good in conducting business through the people (they do it with the papers). They are shocked when they are changed from the task atmosphere into the other kind of atmosphere. They get shy, they do not want to appear in front of public, they do not master the language. Very stubborn, rigid, stiffness, silence, bad oral expression, fabulously slow in decision-making. I do it myself -mentality.
- F17 Technically focused, impatient, may comment badly and directly.
- F18 A Finn does not speak. He only listens and thinks. He can not get near to the people in Spain or in Latin America. Poor language proficiency.
- F23 Difficult, you ask them something and you need to wait. "Rigid Nordics", "Rigid Scandinavians", "Rigidos Luteranos". We watch that everybody pays his bills and taxes. We are not known. We are not capable to praise (boast).
- F24 Narrow knowledge, concentration only on one subject in the university. Poor expression. Want to make the things very quickly (sell things). Extreme specialisation, poor social skills, often negative information in the meetings, gets offended easily.
- F25 Rigid. To introduce new things and ideas is more difficult.
- F26 Always more problems than solutions, slow in times of delivery, no flexibility in short-term. Nobody speaks Spanish in Finland. Finland is "a mañana" country. Understand "as soon as possible" , "assumpt" and "urgent" differently, react very slowly to them. This type of communication problems.
- F27 Too often they do not have free hands to make decisions, but it is ordered from Finland. Limits are set strictly.

## NEGATIVE

## SPANISH &gt; FINNISH

- S1 Poor English, a bit slow, differences in timetables, rigid in timetables, "cuadrado" , "cuadrangular" mentality, dress "hortera"
- S2 Do not have taste to dress.
- S3 Difficulty in opening, reserved, less receptive (in the beginning), very direct with the themes or objectives of the meeting, alcohol, they go out in order to get drunk.
- S4 Very direct, few words in Finnish, simple and direct in their form of expressing themselves, alcohol, get drunk
- S5 Less spontaneous, less creative, careless in dressing, dresses in summer clothes, cold character probably
- S6 In the meetings when there is more than one Finn they may speak in Finnish.
- S8 A bit slow, difficulties in changing their form of thinking, timid. Sometimes great difficulties in meetings when the Finns keep silent or speak very little.
- S10 The direct, concise and short communication style may give the impression of harsh and little friendly people. Little flexible, preconceived ideas, difficult to change their heads
- S11 In obtaining information they sin being too direct. They always need to have norms how to do things. They do not take care of their image. They may tell very directly that the prices have risen. Colder
- S12 --||--
- S16 Tells nothing negative about the Finnish negotiators.
- S19 Some moment they close themselves up and they isolate themselves when they do not understand or agree on something. Very independent, many misunderstandings, they are shocked with the Spanish character, difficult to work in team, difficult to co-ordinate, professionally very closed people. I was 1 month in Finland and I have very few close relationships with the Finnish
- S20 Colder in their communication, do not use humour



## APPENDIX 23

- S21 More rigid with the norms
- S22 Has to be more Nordic, more from the north (negative, Latin is more positive), very punctual, formal treatment, up there business is business ad the personal matters are personal matters, we do not have common language, they do not like to eat and negotiate at the same time.

**NEGATIVE**

**FINNISH > SPANISH**

- F7 You need to explain the same things many times, not organized and unionized, not so open in their private life as we think, everything goes around the family, a foreigner needs to make great efforts in order to know the Spanish better
- F13 The Spanish culture is somewhat more conservative in the written documents. In the organizations the different levels do not communicate as straight as in Finland. Franco's dictatorship (finished -75) has still some impacts. Many young (about 25 years old) people have no working experience. This may influence on the insecurity in the organizations.
- F15 Technical know-how is poor. Nearly no foreign language proficiency. The organizations are 15-20 years behind the Finnish ones, strong hierarchy.
- F17 Often you need to milk the information or you need to clarify it all the time. Some people talk things without any basis. Spanish director is very proud. He knows everything about all things: clients, markets, and competitors. He is very sensitive if you start to advice him that the things could be done in the other way. He is like a "Don" (Mister). The Spanish business is based on feelings and suppositions. The result of the meeting may be another meeting.
- F18 They make quick decisions, but they may make mistakes. Long terms of payment (73-77 days). The structure is still different from the Central-European and North-European countries.
- F23 The advertisers are aggressive and too familiar. You have to wait for the faxes and written confirmations. The directors are mainly men and they have very much power. Seldom you meet the highest director in the first meeting. I can not stand that you may smoke in the meetings. Long meetings, you can not tell the matters directly. The Spanish are a bit "important" (proud) sometimes. Being Spanish is important. The Spanish can not speak foreign languages. They may say that they can speak English "un poco" ("a little bit"), but in fact it means "zero".
- F24 When you have a meeting with the Spanish you get less information than when meeting with the Finns. To create a trust relationship may take a long time.
- F25 Tells nothing negative about the Spanish.

## APPENDIX 24

- F26            Their weak side is the organization, or planning. The medium-long planning is weak. Plans are not made, but only a quick telephone call and now it should happen. The Spanish do not speak foreign languages. It is difficult to communicate.
- F27            Insufficient knowledge of the matter. They do not concentrate on the matters. Lack of acquaintance. The decision-making is often on shaky grounds. They concentrate only on the price when there are many other factors affecting the decision-making.

NEGATIVE

SPANISH > SPANISH

- S1 The typical old director who eats three hours, and is very old.
- S2 Less-educated than the Finns.
- S3 Less methodical, less organized
- S4 Less organized, improvises more. He can say: "I can not remember this or that, because I forgot to take notes".
- S5 Is afraid to express his own opinions. The Spaniard is a liar (said frivolously).
- S6 Improvising, do not take the things very seriously, do not prepare the things, leave always something for the improvising, too much improvising
- S8 Improvises a lot, is very talkative (locuaz)
- S10 Less efficient, talk more, prepare less the meetings, in telephone or faxes do not go directly into the business. We lose more time. In the meetings we talk many matters outside the agenda. We do not have very clear ideas. We mix a lot the things.
- S11 Does not really tell anything negative about the Spanish. We have been living for centuries in an organized disorder. We are accustomed to it. We are more disorganized.
- S12 --||--
- S16 Does not mention any negative aspects.
- S19 The Spaniard is disorganized. His fundamental handicap is the lack of organization and planning.
- S20 profi Does not define exactly the things. Lack of foreign language ciency. Many people speak English, but poorly.
- S21 Little modernized in their working methods, because they are accustomed to the 25 years old methods. The [business] relations are also somewhat personal and they take more time. The people look for their own interests and may be disloyal.

## APPENDIX 25

S22

Unpunctual, not precise when setting meeting times, mixes the personal and the professional, more passionate, laughs more, gets offended more, shouts more, not so organized, impatient, communicates worse than the Finns. The Spanish are more aggressive in the meetings.