Chapter 23
Credible Negotiation Leadership:
Using Principled Negotiation to Improve International Negotiation

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ABSTRACT

The purpose of this chapter is to integrate credible leadership into the authors' previous work in principled negotiation. After the introduction, international negotiation is conceptualized with an in-depth description of the process. This is followed by description of negotiation styles and eight propositions for credible negotiation leadership that are predicated upon intercultural communication study. The conclusion is an application of Credible Negotiation Leadership with recommendations.

INTRODUCTION

In 1994, "Principled Negotiation" (Hill, Long, & Javidi, 1994) was proposed as an approach to peaceful international negotiation and conflict management. Two decades ago, the authors noted that:

The increasing interdependence among peoples and nations is a double edged sword: on the one hand, it compels attention to differences and thus fosters conflict; on the other hand, it provides a wonderful prospect for development of the ability to resolve our differences and conflicts. Despite the promising opportunities presented by this interdependence and an amazing technology the world is a boiling cauldron of conflicts which threaten harmony and the social fabric of many nations and regions of the world. Instead of using the available potential constructively, people are so blinded by self-interest that they engage in destructive actions which sacrifice mutual development. Unfortunately, these episodes are common throughout the world. (Hill, Long, & Javidi, 1994, p. 194)

Although this observation was made in the 1990's, there is evidence that these circumstances still exist and will continue in the foreseeable future. Projections for the years 2010 to 2030 suggest that leading nations, such as G-20 (the 20 major world economies), will not develop and implement appropriate policies to manage international weapons proliferation, deal with increasingly bitter socio-economic divisions, and adjust global environmental constraints (Rogers, 2004). These circumstances underscore the importance of leadership to effectively use negotiation as a key tool for international conflict management now and for the future (Creede, Fisher-Yoshida, & Gallegos, 2012; Hackman & Johnson, 2013; Normore & Erbe, 2013). Recent negotiations (August, 2015) to avoid escalation of military conflict between North and South Korea are a case in point. Furthermore, conflict projections for the future provide justification for revisiting and expanding the concept of "principled negotiation" to include elements of leadership and credibility.

In the latter portion of the Twentieth Century, experts studied the international negotiation process from diverse viewpoints. Much of this was likely motivated by the peace imperative or concern as to whether or not persons with diverse backgrounds (to include gender, age, ethnicity, ideology, geography, religion, language, etc.) can coexist peacefully (Martin & Nakayama, 2008). Clearly, many scholars have been motivated with the hope that people might settle disputes peacefully (Paupp, 2014; Pruitt & Kim, 2004). This body of literature draws heavily upon communication, education, psychology, sociology, political science, management, and other disciplines to discover and create concepts, principles, and best practices that will lead to effective negotiation outcomes (e.g., see Lewicki, Saunders, & Barry, 2006 & 2015; Watkins, 2002; Kolb & Williams, 2003). Regardless of scholarly orientation, no one can contest the centrality of communication in local, national, and international negotiation arenas (Oetzel & Ting-Toomey, 2013).

During the past two decades, scholars and negotiation experts have given more attention to the role of communication, in which credibility plays an important role, as fundamental in the negotiation process. For example, one of the most widely used books about negotiation is Lewicki, Saunders, and Barry's *Negotiation* (2006, 5th Ed. & and 2015, 7th Ed.). For several years and across different editions, the authors have devoted an entire chapter to communication, referring to it as one of the four main negotiation subprocesses (other subprocesses include perception/cognition/emotion, power, and influence). While basically an introductory overview of the communication process, inclusion of the chapter was important recognition of the critical role played by communication during negotiations. In their chapter about influence, Lewicki, et al discuss the impact and importance of source credibility. They provide a three page discussion of the credibility construct (Lewicki, Saunders, Barry, 2006, pp. 215-218), noting how it directly influences the perception of whether or not a negotiator's messages are believed and the consequence for negotiation outcomes. As a result, communication and credibility have become recognized as essentials of negotiation.

Interestingly, however, negotiation process descriptions rarely recognize the negotiator as a leader. Yet, a review of the published negotiation literature will yield numerous research articles and books elaborating on concepts like leading and managing, power, influence, relationships, teams, interpersonal trust, conflict management, problem solving, managing crises, etc., (Kriesberg, 1998; Pearce & Pearce, 2000). These concepts are also deeply rooted in communication and leadership literature (Bryman, 2013). Leadership and negotiation are often spoken of and written about together, yet infrequently integrated except in a very general way (Hackman & Johnson, 2013). Often, it is assumed that good leaders are good negotiators and are normally effective in "getting their way" and effective at persuasion. This chapter's depiction of international negotiation (see

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