



# Case Studies in Japanese Negotiating Behavior (Cross-Cultural Negotiation Books)

By Michael Blaker, Paul Giarra, Ezra F. Vogel

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Japanese representatives bring to the negotiating table a distinctive mind-set and behavioral style, one that's largely free of gamesmanship and histrionics but that's nonetheless frequently exasperating.

This volume explores four recent U.S.–Japanese negotiations?two over trade, two over security-related issues?looking for patterns in Japan's approach and behavior. In the first three cases, veteran Japanologist Michael Blaker finds the same fundamental style?coping. “Coping captures the go-with-the-flow essence of the Japanese bargaining approach”: cautious, methodical, low key, resistant, apprehensive, and above all defensive. In the fourth case, Ezra Vogel and Paul Giarra recount how the United States and Japan fashioned a new security framework for their relationship in the 1990s. Vogel and Giarra show that close personal relationships, mutual trust, and a common purpose can foster flexible, fast, and fruitful negotiations.

Each case study explains the cultural as well as political, institutional, and personal factors and assesses their influence. A concluding chapter draws out common threads from the four studies, suggests how U.S. negotiators can maximize negotiating efficacy, and points the way toward a new and clearer understanding of Japanese bargaining behavior.

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### Editorial Review

#### About the Author

**Michael Blaker** has taught at several major universities and authored numerous publications, including *The Politics of Trade*.

**Ezra Vogel** is research professor at Harvard University and author of *Japan as Number One*.

**Paul Giarra** is a senior analyst in the Strategic Assessment Center of Science Applications International Corporation.

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