



## Negotiating: Chess or Poker?



**Win / Win**  
Scandinavia  
USA  
Germany  
Switzerland  
Netherlands



**Win / Lose**  
Russia  
Poland  
Romania  
Italy  
Greece



In his famous book on business etiquette ***Mind Your Manners***, **John Mole** splits European countries at the negotiating table into two groups.

On the one hand, **win/win cultures** conceive of the negotiation as a strife towards the same goal, that is, a mutual gain. With representatives of this culture, it is advisable to put into practice more of a **chess strategy** with a fixed scheme. On the other hand, **win/lose cultures** deem negotiating as a fight against an opponent, not a collaboration. In other words, they are uncomfortable with business relationships based on equality. In cases like this, you may feel free to put into practice a **poker strategy** that may also involve bluffing, unreasonable demands and time pressure – they will expect this and use it themselves.