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# LEADERSHIP AND INTERCULTURAL NEGOTIATION

How Leadership Improves Intercultural Negotiation

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### Abstract

With the gradual deepening of economic integration, trade cooperation around the world has become more extensive, and the influence of cultural differences in international trade cooperation has become increasingly obvious. It is becoming important to recognize cultural differences, recognize cultural conflicts arising from different cultural backgrounds, and strengthen intercultural coordination and management of collaborators from different cultural backgrounds. This can facilitate the smooth development of intercultural negotiations despite being a challenging task.

This paper uses the case study method to study the Rumaila oilfield project of Jichai and BP, and it uses intercultural leadership theory to analyze and summarize the business negotiations of the Rumaila project and the existence of cultural differences. The problems that arise during the negotiation and cooperation process are clarified and the methods for solving the problems are found. It is hoped that through the research in this article, it can have a positive impact on intercultural negotiations and generate some useful enlightenment for future intercultural negotiations. By examining this case study, I hope to delve into an analysis.

### How Leadership Improves Intercultural Negotiation

With the expansion of economic globalization, various cross-border projects have emerged one after another. Due to the cultural conflicts arising from cross-border cooperation projects, many problems in negotiation, cooperation, and implementation have resulted in many intercultural cooperation projects facing challenges (Wilken et al., 2013). Therefore, enhancing leadership in intercultural negotiations, strengthening cultural management, strengthening communication, and coordinating and resolving conflicts in management play a vital role in intercultural cooperation projects.

Culture is a word that is widely used, but there is no uniform definition of its concept. There are many definitions of culture in countries around the world. Some define culture from a descriptive perspective and think that culture is a traditional custom, a system of rules, and a philosophy (Kroeber & Kluckhohn, 1952). Some define the structural aspect and state that culture is a social organization or model passed down from generation to generation (Triandis, 1994). In 1871, the British anthropologist Taylor first proposed the definition of culture in the sense of anthropology. Culture is the knowledge, belief, art, law, morality, and customs acquired by members of a society. Culture is a combination of these aspects (Kroeber & Kluckhohn, 1952). Culture is a group of people's way of life—that is, all habitual behaviors that are passed down through language and imitation. This definition emphasizes the relationship between culture and lifestyle (Eliot, 2010). Culture is the embodiment of people's collective spirit in a certain environment (Janosik, 1987). Anthropologists have proposed a comprehensive definition. Culture is a group of people's way of life, that is, all habitual behaviors and typed patterns, which are passed down through

language and imitation. This definition emphasizes the relationship between culture and lifestyle (Eliot, 2010).

The specific manifestation is that, in a certain era, people of a certain ethnic group or class have their own mental state, mode of thinking, social habits, and code of conduct (Triandis, 1994). People reflect the connotation of culture in their study, work, and life. For example, diet is common, but how to eat and drink reflects culture, called “food culture.”

Business negotiation refers to the process in which two sides of a trade negotiate together on a subject matter involving the interests of both parties for a certain purpose, and, by adjusting their respective conditions, finally reach an agreement with which both parties are satisfied (Graham, 1985). From the perspective of negotiating, culture has its specific meaning, and culture is the type of attitude and value criterion that affects the overall behavior of a certain group. International business negotiation refers to the process in which a business activity party in a different country or a different region meets a certain need and negotiates to achieve a transactional purpose.

Usually, people use various factors to distinguish between international business negotiations and domestic business negotiations, including greater complexity, distance in geospatial location, and longer duration. In fact, these elements are not really different, because some domestic negotiations will encounter these situations. However, differences in systems, laws, and cultures are the main factors that distinguish domestic commercial negotiations from international business negotiations (Graham, 1985).

Negotiation and culture are inseparable, and the relationship between the two is interconnected. The subject and object of negotiation are the rational manifestations of cultural phenomena, except that the former is the creator and inheritor of culture, and the latter object is the bearer and manifested of culture. Some scholars have pointed out that the

visibility of national culture has greatly increased due to the role of modern media and the growing interdependence between countries (Vuorela, 2005). This interdependence will either

lead to a relationship that transcends cultural boundaries or make people more sensitive to the different effects of culture. Intercultural negotiation skills are an indispensable ability for leadership. Cultivating intercultural negotiation skills can be very helpful in improving leadership. Leaders have competence of cultural awareness and intelligence in intercultural negotiation could help leaders to understand their BATNA (best alternative to a negotiated agreement) to gain a better understanding of their options (Vuorela, 2005). Evaluate their personal tendencies in the face of conflict and learn to manage their bargaining strengths and weaknesses. Recognize the most common manipulative negotiation tactics used by difficult people — and ways to neutralize their effects.

### **Literature Review**

The frequent occurrence of economic activities between various countries has drawn the attention and research of scholars on the issue of cultural differences affecting business negotiations. Donald, Hendon, and Herbig (1998) compared various cultures to demonstrate the impact of different factors on negotiations and how cultural factors work in this context. Salacuse (1998) surveyed 310 people from different countries and occupations and asked them to rate the top 10 factors in the negotiations. The survey results show that, in many cases, people from the same cultural and professional background are more inclined to deal with negotiations in a similar way. The survey also examined the gender of the respondents. The study suggested that culture, professional background, and gender can influence the style of negotiation. Acheson (2006) proposed that cultural loyalty affects economic activity in the study of international trade culture. Many cultural levels, such as ethnic background, religion, language, ideological orientation, and interests, are not restricted

by national boundaries. Druckman (1996) believes that, through negotiators and the negotiating clauses involved in the negotiations, we can better understand the way a country negotiates. Differentiating negotiating behaviors also requires systematic investigations, comparing differences between negotiators in different countries, and the various methodological strategies.

Most of the research by relevant scholars are theoretical studies, and no specific cases are analyzed. Relevant research should be able to solve problems, make specific recommendations, and provide reference for enterprises. Therefore, in this paper, I will select the case of Jichai and BP, analyze the differences between Chinese and British culture, introduce the specific problems they encountered in intercultural negotiations, and make recommendations.

### **Statement of the Problem**

The era of global economic integration has arrived. International business activities have become more frequent, and international cooperation has become closer. In 2017, from the perspective of global trade in goods, the export value was \$17.198 trillion, and the import value was \$17.572 trillion, increased by about 11% respectively, and the scale of world trade gradually expanded (WTO, 2018). Walking on the road of economic globalization, we have more directions and choices, and more opportunities for intercultural exchanges. Compared with the original, the main body of business negotiations is more diversified and the content of negotiations is more detailed. Therefore, it is particularly important to understand the cultures of countries around the world and to develop leadership in intercultural negotiations.

Between countries, and companies from different countries and different cultural backgrounds, mutual cooperation or trade have become closer, which has promoted the development of economic and political civilization among the countries of the world. It has also promoted the exchanges between people of various countries, thus developing cultural

exchanges between countries and promoting tolerance and understanding of cultural differences between countries (Burstein & Vogel, 2017). The success of business negotiations between countries is actually determined by many factors, such as the economic strength of enterprises, the needs of both parties, technology, and interests. In fact, in the course of business negotiations, no matter how perfect your plan is or how clear your interests are, it is inevitable that there will be unexpected situations, and we tend to overlook one problem—that is, the impact of cultural differences on us. Negotiations are done by “people” (Demiral, 2018). In the process of negotiation, people often have subjective factors. The subjective emotions of people are actually infiltrating the social and cultural environment behind them (Demiral, 2018). Therefore, in the process of communication, we should pay great attention to the influence of cultural differences on people, so as to avoid unpleasantness in business negotiations (Graham, 1985). For example, when negotiating with the Japanese, the Japanese have a strong sense of time. If you are 1 minute late during negotiations, it means disrespect for the Japanese. They will even leave directly and will not give you the opportunity to negotiate. At the negotiating table, the Japanese like to listen more than to discuss. They are used to listening carefully to each other's opinions, and after careful study, they make judgments. At the negotiating table, Americans are used to discussion. They put all the issues out, reach an agreement after discussion, and then sign the contract. Numerous cases show that differences between national cultures are key factors influencing the success of international business activities, and leadership is particularly important for enhancing intercultural negotiation.

In the process of intercultural negotiations, there will be some problems, such as language problems and nonlinguistic problems. Language provides a concept of understanding the world, and some languages have a limited vocabulary. These limited vocabularies restrict the user's ability to understand (Salacuse, 1999). Since language creates

the things that our minds observe, language also determines the form of culture. Language barriers increase the cost of international business negotiations. The influence of nonlinguistic factors is also obvious, for example, eye contact. When Westerners speak, they like to look directly into each other's eyes, which means sincerity and trustworthiness. If a person does not look directly into the other person's eyes, it means that there is a ghost in this person's heart. However, Chinese people are deeply influenced by the Chinese Confucian culture. They are not accustomed to long-term warm eye contact, and they will think this is provocative.

In the promotion of intercultural negotiation leadership, scholars analyzed and introduced the definition of culture, the definition of negotiation, the relationship between culture and negotiation, and the improvement of leadership ability for the improvement of intercultural negotiation ability. However, most of these studies have remained at the theoretical level, and no specific cases and specific problems have been studied. In this paper, I will analyze the problems encountered in the according to a specific case and the relevant theories and make suggestions. Below, I will introduce the research results of scholars from the aspects of culture and negotiation, leadership, and intercultural negotiation.

### **Purpose**

My purpose is to explore the relationship between leadership and intercultural negotiation and how leadership improve intercultural negotiation. Through the following analysis, suggestions on how to improve leadership in intercultural negotiations. This paper focuses on the following issues:

- What are the barriers that limit leadership implementation in intercultural negotiation? This article will analyze intercultural negotiations through the business negotiation case between Chinese company Jichai and British company BP, pointing out the problems that leaders are likely to encounter in intercultural

negotiations.

- What are the benefits of leadership influencing multicultural negotiation? This paper will illustrate the positive role of intercultural leadership in intercultural negotiations. Intercultural leaders can understand the cultural differences between the two sides of the negotiation and can better promote the agreement between the two parties.
- How does culture influence leadership in intercultural negotiation? This paper will illustrate the impact of cultural factors on leadership during the negotiation process. It will explain how leaders should do to better cultivate intercultural negotiation leadership.

Through this study, leaders who are faced with difficulties in cross-cultural negotiations can maximize their leadership as much as possible to participate in cross-cultural negotiations and effectively move forward the process of intercultural negotiation.

### **Significance of the Study**

In intercultural negotiations, there are more problems due to the different cultures and the resulting worldviews, values, and ways of thinking. For example, the concept of rights is an important factor affecting the composition of the negotiating team. Different countries have different aspects in determining the selection criteria, quantity, and division of labor of negotiators (Cai et al., 2000). The United Kingdom is a country with a relatively small power distance. When choosing a negotiating member, it tends to focus on eloquence, professionalism, and reasoning ability, and has nothing to do with the status of the negotiator in the company. China is a country with a large power distance. Status symbols are very important here. Therefore, the negotiators selected generally have certain status and positions in addition to their social skills.

Through an analysis of intercultural negotiation between Jichai and BP, this paper

hopes to carry out some reflections and discussions on current intercultural negotiations on the basis of previous experience, hoping to play a reference role in intercultural negotiation practice. This paper will illustrate the positive role of intercultural leadership in intercultural negotiations. It will also offer suggestions on how to improve intercultural leadership.

By fostering intercultural leadership, leaders can understand the cultural customs of all parties. Because intercultural leadership is formed in a process of cultural exchanges that are different, leaders need to have a better understanding of various values, customs, and systems. In intercultural negotiations, leaders with intercultural leadership can better understand each other's negotiation habits and cultural practices and avoid unnecessary contradictions (Grisham & Walker, 2008). It is conducive to promoting mutual understanding and speeding up agreement.

Intercultural leaders have a strong sense of self and respect for differences. In negotiations, it is very important to clarify their own interests and appeals, avoiding the excessive influence of the other party and losing their fundamental interests. For intercultural leaders, in the process of interacting with various cultures, they can implement effective leadership concepts and scientific decision-making into the organization through the reinforcement of self-awareness (Grisham & Peterson, 2017). However, the reinforcement of self-awareness does not mean the elimination of cultural differences. It is precisely formed on the basis of respect for differences. Respecting differences is an important feature of intercultural leaders that differs from traditional leaders (House et al., 1997). To be successful in a global environment, intercultural leaders must be able to recognize significant differences between people and the environment. This of course refers not only to the recognition of factors such as language, tradition and culture, but also to the ability to discover commonalities from very different perspectives.

In addition, this paper selects the Chinese enterprise Jichai for research. JC has a

strong representativeness in Chinese enterprises, and the recommendations can provide reference for Chinese enterprises. Compared with multinational companies with a high degree of internationalization, Chinese companies generally lack experience in cooperating with foreign companies. In intercultural negotiations, there are more problems arising from the face of a culture that is completely different from the culture of the country.

Jinan Diesel Engine Co., Ltd. is the only power equipment R&D and manufacturing enterprise under the China National Petroleum Corporation. It is the only company in China's internal combustion engine industry involved in the field of oil drilling. It is the only company in China that has won the gold medal in high-power internal combustion engines. Jichai is now located in Changqing Economic Development Zone, Jinan City, Shandong Province. The company employs 2,100 people and has internationally advanced internal combustion engine R&D and testing facilities, with an annual output of more than 5,000 high-power internal combustion engines and units. To fully integrate Chinese enterprises in international cooperation projects and master the initiative, it is necessary to accurately recognize the important role of cultural differences and intercultural leadership in intercultural negotiations.

### **Methodology**

This paper uses the case study method to conduct research on the Iraqi Rumaila project of Jichai and BP. Based on the analysis of various literature and related books, and using the theory of global leadership and intercultural negotiation, it analyzes the cultural differences in intercultural negotiation projects and the various cultural conflicts that arise and establishes an intercultural negotiation model.

For example, first, in the choice of language, we must choose an extroverted communication method, clarify our point of view as simple and clear as possible, not be ambiguous, or vague. Western culture emphasizes objectivity and pays attention to the

concept of equality. Therefore, it often relies on strict contracts to protect rights and obligations. As a result, contracts between U.S. companies often exceed 100 pages, including well-worded terms on all aspects of the agreement, which are designed to protect the company from various disputes and accidents (Demiral, 2018). The Chinese are accustomed to using relatively vague language to communicate, and the formulation of contract terms is simple and straightforward. Therefore, it can? Would? be too cumbersome to negotiate and formulate contracts with Western countries. This requires taking no the initiative before the negotiations, formulating the main content of the negotiations, and prioritizing what to talk about first, and what to talk about later. Second, share a certain amount of information and perspective. Its advantage is that it can quickly build trust. When the negotiating parties show their respective interests, and these interests are recognized by the other party, the two sides begin to develop mutual relations on the basis of mutual respect. If the negotiating parties are willing to be open and honest, it is easy to negotiate an integrated agreement. Third, we must have an in-depth understanding of the differences of negotiating styles. This is very helpful for us to build communication channels (Spitzberg, 2000). We can identify the real causes of misunderstandings or oppositions in time, and effectively use our strengths in negotiating styles to overcome weaknesses in certain areas. Leaders control the negotiation process to grasp the direction and progress of the negotiations and achieve the final success.

### **Intercultural Leadership Theory and Intercultural Negotiation Skills**

Spitzberg (2000) proposed an intercultural competence model from the perspective of social psychology. Spitzberg believes that intercultural quality is a complete system composed of three subsystems. The three subsystems are the personal system, situational system and relationship system. Personal systems refer to the qualities that individuals have that promote intercultural communication. The situational system is concerned with the behavior of people in relation to their specific environment, and the behaviors of different

environments are different. A relational system is an element that determines a person's interpersonal skills within a range of relationships, rather than within a certain context.

Based on the intercultural environment of Chinese companies, Gu et al. (2014) divided the leadership of intercultural enterprise organizations into six factors, which are vision orientation, organizational support, organizational operation, team building power, cultural integration, and environmental interaction. They used 25 index factors to construct the intercultural enterprise organization leadership evaluation system, and compared the application of leadership skills of different intercultural enterprises through empirical research, including European and American enterprises, Japanese and Korean enterprises, and Hong Kong and Taiwan enterprises, summed up general commonalities and differences of intercultural enterprises.

### **Background of the Organization and Case Introduction**

A consortium of BP and CNPC won a 20-year service contract for the Rumaila oil field in Iraq. The consortium has promised to increase the daily production of the Rumaila oil field from about 1 million barrels to 2.8 million barrels. After the actual production exceeds the basic production, the consortium will receive a service fee of \$2.00 per barrel. Iraq's current oil production is about 2.45 million barrels per day, and Rumaila's oil production accounts for 40%. Iraq has proven oil reserves of about 20 billion barrels. To achieve this increase in production, there are currently 82 oil wells in the field that need to be equipped with electric submersible pumps and diesel generator sets (Jichai, 2010). At the beginning of 2010, Ji Chai participated in bidding for the diesel engine generator set for oil wells. In March 2010, Ji Chai received the first official order of the project, the contract amount, \$6,764,224.5, equivalent to RMB 47.37 million, is 18 sets of 660KW diesel generator sets and nine sets of 1264KW diesel generator sets. After 2 days, the second order will be received. The contract amount was \$7,088,471, equivalent to RMB 49.66 million. It is eight

sets of 660KW and 10 sets of 1264KW diesel generator sets. At this point, Ji Chai received a contract for 55 units and received about 70% of the order quantity of the project. Jichai Successfully won the bid for the Iraqi Rumaila project, which led the oil and firewood to enter the BP oil company's bidding enterprise database (Jichai, 2010).

On July 1, 2010, the management of the operation of the Iraqi Rumaila project was officially handed over to the Rumaila Oilfield Operation Management Agency, which consists of China Petroleum Jichai, British BP Oil Company and Iraq Southern Oil Company (Jichai, 2010). After the formal transfer of operational management rights, ROO immediately set up and improved a new management system that meets international standards for finance, procurement, and oilfield operations.

In the process of business negotiation, BP's negotiation team of six business managers and professional technicians came to Jinan with the head of the China Oil Iraq Project Team and were welcomed and hosted by the senior leaders of Jichai. The general manager of Jichai Company personally led the delegation to visit the factory and various supporting factories of Jichai. The business negotiation was officially held on the afternoon of the second day after the delegation arrived in Jinan. The negotiations quickly into the topic and discussed the technical details of the entire project. For each of the details submitted by Jichai, BP directly expressed that it was not satisfactory. The meeting paused during the week of business negotiations, and many suggestions for improvement of the Jichai plan were put forward. After accepting the first day of the banquet, the next day and the third day were their own meals at the hotel, clearly telling us that we did not need to be accompanied.

The representative of the BP party is the business and technical professional of this project and hope to discuss the specific issues of business and technology. The negotiating team sent by Ji Chai is the upper and middle leaders of the company headed by the general manager, and some leaders not even directly participate in the project. It is also predictable

that problems will arise throughout the negotiation process.

### **Barriers to limit leadership implement in intercultural negotiation**

#### **Different ways of thinking in the process of business negotiation**

In the international cooperation, the Chinese people believe in the idea of harmony and hope to establish a good friendship relationship before cooperation. Compared with the staff of the company mainly from the United Kingdom, the topic directly, and immediately each detail, and quickly decide. Put all the questions on the table and pay more attention to detail (Cai et al., 2000). For example, Chinese people pay attention to etiquette, they often accompany their customers to eat, they work first to cultivate feelings, and then talk about cooperation. The British felt that it was not necessary to accompany them and directly discussed specific issues, which caused certain.

In addition, because of different ways of thinking, the way of negotiation is different. Generally speaking, there are two ways of negotiation, horizontal and vertical. Horizontal negotiation is a horizontally spread approach, which first lists all the issues to be covered, then discusses the issues simultaneously and makes progress. Vertical negotiations are to first identify the issues to be discussed, and then discuss each issue in turn (Acheson & Maule, 2006). In international business negotiations, Americans are representative of vertical negotiations and tend to start with specific terms. For Americans, a transaction process is actually a series of trade-offs and concessions for a series of specific terms. The French are representative of horizontal negotiations and tend to start with the general terms. For the French, the negotiation is to first reach some consensus on the general terms, thus guiding and deciding the next negotiation process.

In the course of this negotiation, this issue is very prominent. BP did not think about every detail in advance. Because this is a relatively large project, BP would have liked to set the basic ideas first, and then rationalize them one by one. Jichai discussed each detail from

the very beginning of the negotiations. The two sides two completely different ideas, so negotiations were suspended.

In addition, the difference in the way of thinking is also the reason why the two sides did not negotiate smoothly on the Rumaila project. It should be precisely the problem caused by the lack of experience of Jichai in international business negotiations. In order to get the order, Ji Chai did not propose opinions on the technical deviation table and the business deviation table of the submitted bidding documents. This has largely lost the initiative to cooperate. Because it is not in the standard scope of supply of BP, but there is a required amount in the RFP, BP can be fully reflected in the deviation table. Even in the course of subsequent relearning, BP can propose conditions based on this, which can be used as a means to increase the contract amount. Moreover, in the course of future work, although there is no deviation in BP's technology, there are still many places that have not met the requirements.

### **Language and Non-language Barriers**

The cooperation between Jichai and BP was largely due to the influence of language factors (Hendon et al., 1998). At the time of receipt of the invitation to bid from the party, everyone faced great challenges. The entire tender is over 400 pages, covering all the details of business and technology. The problem is that business people who understand English do not understand technology, and engineers who know technology do not understand English. At that time, due to the urgency of timeframe, the Jichai International Trade Department temporarily mobilized more than 12 people, worked overtime to carry out translation work, and even sacrificed sleep. Due to language barriers, the cost of international business cooperation has increased.

### **The impact of the concept of rights on international business negotiations**

The project organization chart of Jichai is linear. The leadership is responsible for the

company system, and the general manager is responsible for the overall responsibility (Lynham & Chermack, 2006). Within each department, there are the responsible leaders . The direct problem brought about by this is that the communication between departments and departments is not smooth. The general manager does not actually participate in the whole project process, but checks the progress of the project at any time. If there is a problem in any department, the department will report to the general manager and the general manager will handle it. This kind of organizational structure makes the dispatched third-party supervision company give a lot of rectification opinions before the products leave the factory. Even so, many problems have not been solved very well. After the several product arrived at the Rumaila site, the local supervision company many problems. Many of these problems should be avoided before leaving the factory, but because there is no strict reward and punishment system, the problem has not been solved as it should.

### **Limitations of the Paper**

First of all, this paper only selected one case because the situation of other companies may be different from Jichai and BP, and the analysis of them may not be directly applicable to other companies. Secondly, in the process of obtaining information, some information secret, this limitations in obtaining information. This has affected the analysis to a certain extent.

### **Recommendations**

To do the difficult and important work of international business negotiations, we must be fully prepared beforehand. There are many things that need to be prepared, including the following tasks.

The selection of personnel to participate is vital in the negotiation, choose different negotiators for different negotiation styles (Grisham & Walker, 2008). Those who participate

in business negotiations need to have a basic knowledge in many aspects and be good at using a variety of knowledge. In general, they should have the following conditions. First, negotiators must be familiar with the country's policies and specific measures on foreign economic relations and trade. Second, they must master the various business knowledge that may be involved in the negotiation process, such as commodity knowledge, market knowledge, financial knowledge, and transportation and insurance knowledge. Third, they must be familiar with the relevant foreign-related laws, decrees, and rules promulgated by the state. To understand the laws and practices, as well as the relevant national policy measures, regulations, and management systems related to international trade, international technology transfer and international transportation. Fourth, they should be proficient in foreign languages and be able to negotiate directly in foreign languages. Fifth, they should have a high level of psychological quality and strategy, and be flexible in dealing with various problems arising in the negotiation process.

To formulate a plan for business negotiations, leaders must talk about the principles and then talk about the details, deal with the collective and personal relations, and achieve information sharing to a certain extent (Osman-Gani & Tan, 2002). The business negotiation plan refers to the business intention determined in order to complete the import and export task of a certain type of commodity, the highest or minimum goal to be achieved, and the strategies, steps, and practices to be adopted to achieve the goal. It is the basis for negotiators to follow. The content of the plan varies according to the target.

In negotiation, leaders talk about the principles and then talk about the details, Westerners pay attention to the discussion of details. Chinese people like to agree on the general principles first and arrange the specific issues to be resolved in the specific negotiations in the future. Westerners generally believe that detail is the essence of the problem. Therefore, they are more willing to use their brains on details. The discussion of

principled issues is rather lax. And many facts show that talking about principle first will inevitably restrict the discussion of the details.

Leaders as negotiators should deal with the relationship between the collective and the individual. Westerners emphasize collective power and individual responsibility, that is, “decentralization.” The Chinese emphasize the collective responsibility and individual power, that is, “centralization.” Due to this difference, the following two phenomena have appeared in the negotiation situation (Lee et al., 2013). Westerners seem to have one or two people on the scene to negotiate, but they often have an efficient and flexible think tank or decision-making body behind them. The decision-making body gives the negotiators the appropriate authority, while the think-tank groups assist them in dealing with the complex issues in the negotiations. The Chinese side is negotiating by many people, but it is ultimately decided by one person and is therefore highly risky. In the negotiations, the relationship between the collective and the individual, centralization and decentralization should be handled scientifically and appropriately.

### **Conclusion**

Each culture forms values, a unique perspective for observing the world, a unique mindset, and beliefs. Intercultural negotiation is a complex transnational, intercultural economic activity. This kind of cooperation in the context of different ways of thinking, feeling and behaving is more challenging than cooperation in a single cultural context. Therefore, in order to cultivate keen cooperation skills, negotiators must improve their intercultural negotiation skills. They should learn to observe through a different perspective from their own culture, and always pay attention to the cultural commonalities and differences between them, and then they will better understand others.

Any kind of culture is the result of the joint action of material and spiritual and is an aspect of human civilization. The differences in cultural practices reflect the history of the

struggle between ethnicity and nature, and geographical environments in different cultures. In international business negotiations, cultural differences exist objectively. Leaders must learn to adapt to the existence of cultural differences and learn to integrate with different cultures, values, and ways of thinking.

Scholars have pointed out that our own culture has become a part of ourselves, so that we can't see our own culture, so that we always think that the culture of others is similar to our own culture (Dorfman, 1996). When the behavior of people from other cultures is inconsistent with our behavior, we usually show emotions of surprise or depression. In international business negotiations, we must establish an intercultural negotiation awareness, learn to understand and respect each other's culture, become good at seeing problems from the perspective of the other side, and become good at understanding the other way of thinking and logical reasoning.

This paper focuses on the following issues: (a) the barriers to limit leadership implement in intercultural negotiation; (b) the benefits of leadership influence multicultural negotiation; and (c) the influence of culture on leadership in intercultural negotiation. The above analysis uses intercultural negotiation theory and intercultural leadership theory, and analyzes the case of Jichai and BP. When people are engaged in intercultural project cooperation, if they can overcome cultural barriers and learn to understand the perspective of others, they can promote mutual understanding and work together to create an economic and cultural environment that can adapt to both sides and achieve success.

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