

***Journal of Organizational Behavior* special issue call for papers:**

Collaboration and Negotiation in Multi-Cultural Environments

****New Deadline: March 15, 2012****

The editors of the *Journal of Organizational Behavior* intend to publish a special issue of the journal on the subject of **Collaboration and Negotiation in Multi-Cultural Environments**.

Guest Editors:

Eduardo Salas
University of Central Florida
Orlando, FL

Michele Gelfand
University of Maryland
College Park, MD

Background and rationale for special issue

The nature of organizational work is changing at an incredible pace. In an era of rapid globalization and advancement of technology, many organizations, civilian and government alike, are turning toward multinational collaborative work arrangements in order to gain an advantage and remain competitive. Rapidly developing technology has broken down geographic boundaries, making multinational corporations and overseas employment the wave of the future in both industry and government. Two decades ago the use of collaborative work structures within organizations became the norm as organizations strived to remain competitive within an ever-changing environment. Today the complexity of working within a global marketplace has added another layer onto an already complex dynamic. From an organizational standpoint, the globalization of the marketplace has been argued to be one of the most significant changes to work environments within the last decade (Earley & Gibson, 2002). The drive towards globalization has resulted in organizations increasingly expanding to overseas markets where organizational viability is driven by the ability to work collaboratively across and within cultures different than one's own as well as the ability to negotiate within such environments. We construe negotiation not only in the traditional sense, but also being able to successfully negotiate the inherent differences (i.e., attitudes, values, beliefs) which reside in multicultural contexts where collaboration and negotiation are key processes.

The importance of understanding collaboration and negotiation when work within multicultural settings requiring interdependent work is important not only from an organizational standpoint, but the military has similar concerns. Military and political endeavors are becoming increasingly more collaborative as the world comes together to address global issues such as global economic crises, terrorism, and conservation. While cultural diversity often brings with it new perspectives and innovative solutions, differences in culture and viewpoint can also lead to misunderstandings and interaction problems. Therefore, there is a pressing need to understand the processes and influences of intercultural collaboration and negotiation as well as how to manage the process to result in the most effective outcomes possible.

Collaboration and negotiation are two key drivers of much of the most important organizational work is done. Through interpersonal interaction in collectives, people are able to share, exchange, and integrate the knowledge and skills they individually possess to produce important outcomes and products. Representatives from nations that are culturally diverse are engaging in unparalleled collaborative efforts in which the team's effectiveness hinges upon the ability to successfully engage in intercultural collaboration. Previous research suggests that different nations and societies have distinct cultural tendencies and orientations (Hofstede, 1980; Hofstede, 1991). Researchers have also noted that around the globe people think and behave in accordance with cultural influences that shape their identity and orientation (Gelfand, Erez, & Aycan, 2006; Gibson & McDaniel, 2010). Given these cross-cultural differences, teams across different cultures may engage in collaboration and negotiation distinctly as well. Although similar work outputs may result from their collective effort, the means by which collaboration and/or negotiation in these teams unfolds is likely to vary from culture to culture. The need to advance our theoretical understanding of collaboration and negotiation within and across a variety of cultures is imperative because organizations are increasingly dependent on culturally diverse teams to perform well together. The importance of understanding how culture impacts collaboration and negotiation is further driven home by recognizing that many of these multicultural endeavors occur within mission essential teams where failure can have extremely high stakes.

Potential Topics/ Ideas for Contribution

This special issue invites theoretical and empirical papers that address the impact of culture on collaboration and negotiation. The list below includes potential topics for contribution, but other topics may be suitable as well:

- How is negotiation and collaboration defined differently across cultures? Relatedly, how is success defined differently across cultures?
- What new multilevel and dynamic theoretical frameworks on culture can be brought to bear to understand collaborations and negotiations?
- What temporal perspectives can be brought to bear on understanding culture and collaborations and negotiations? How can How to manage the task and relational processes in the beginning, middle, and end stages of cross-cultural negotiation and collaboration?
- What are the challenges inherent in multicultural collaboration and negotiation?
- What is the role of trust in multicultural collaborations and negotiations?
- How do team members form a third hybrid culture that allows them to work through the cultural differences such that synergy is gained?
- How does leadership impact multi-cultural collaborations and negotiations?
- How can we intervene such that the multiple cultures in multicultural teams can be seen as facilitator rather than an impediment to performance? What strategies or mechanisms can be put in place for capitalizing on cultural differences in collaborations and negotiations?
- How can interdisciplinary approaches (e.g., psychology, anthropology, economics, and computer science) help to better elucidate dynamics in multicultural teams and negotiations?

Contributors should note:

- This call is open and competitive, and the submitted papers will be blind reviewed in the normal way.
- Submitted papers must be based on original material not under consideration by any other journal or outlet.
- For empirical papers based on data sets from which multiple papers have been generated, the editors must be provided with copies of all other papers based on the same data.
- The editors will select a number of papers to be included in the special issue, but other papers submitted in this process may be published in other issues of the journal.

The deadline for submissions is **15 October 2011**. The special issue is intended for publication in the mid 2013 Volume (Vol 34:4).

Papers to be considered for this special issue should be submitted online via <http://mc.manuscriptcentral.com/job> (selecting 'Special Issue Paper' as the Manuscript Type). Please direct questions about the submission process, or any administrative matter, to Managing Editor, Kaylene Ascough, k.ascough@uq.edu.au

The editors of the special issue are very happy to discuss initial ideas for papers, and can be contacted directly:

Eduardo Salas
esalas@ist.ucf.edu

Michele Gelfand
Mgelfand@psyc.umd.edu