

Time: Europe / USA vs. Middle East

Time as a Dimension of the Negotiation Process:

- Event time vs. clock time
 - Europe/USA: people schedule events according to the clock («Let's have lunch at 1.00 PM»)
 - Middle East: events schedule people («Let's have lunch when the meal will be ready»)
- Bargaining
 - Europe/USA: inefficient mean of decision-making ("fixed-pie" mentality)
 - Middle East: efficient method to develop a relationship, create empathy, gather information, and assess another party's needs
- Speed vs. Trust
 - Europe/USA: willingness to trust the other party until he or she proves untrustworthy ("quick trust")
 - Middle East: Speed and trust are contradictory
- Social conversation
 - Europe/USA: waste of time
 - Middle East: critical step in the building of a relationship

Time as Tactic:

- Countering stall-and-delay tactics
 - Europe/USA: deadlines and ultimatums
 - Middle East: patience
- Using the past as a standard (to resolve disputes)
 - Europe/USA: tendency to put primary focus on the future

- Middle East: tendency to rely essentially on precedents and rules of past actions
- Looking toward the future
 - Europe/USA: commitments (the future is in our hands)
 - Middle East: «In Shaa Allah» ("God willing" = the future is not in human hands)

Ilai Alan and Jeanne M. Brett: *Perceptions of Time and Their Impact on Negotiations in the Arabic-Speaking Islamic World*. *Negotiation Journal*, Vol. 23, Number 1 (January 2007)