



FACE NEGOTIATION

THEORY

conceived by **STELLA TING-TOOMEY**

presented by **SASHA LIUAG**

[THE FACE.]

The metaphor that Ting-Toomey uses to refer to our public image



[FACEWORK.]

Specific verbal and non-verbal messages that help to maintain and restore face loss, and to uphold and honor face gain.

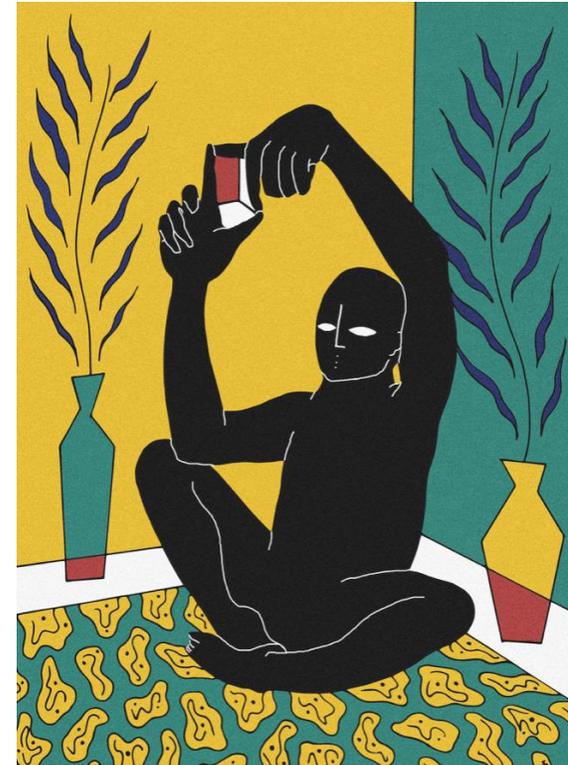


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*People are always
negotiating face*

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FACE NEGOTIATION THEORY.

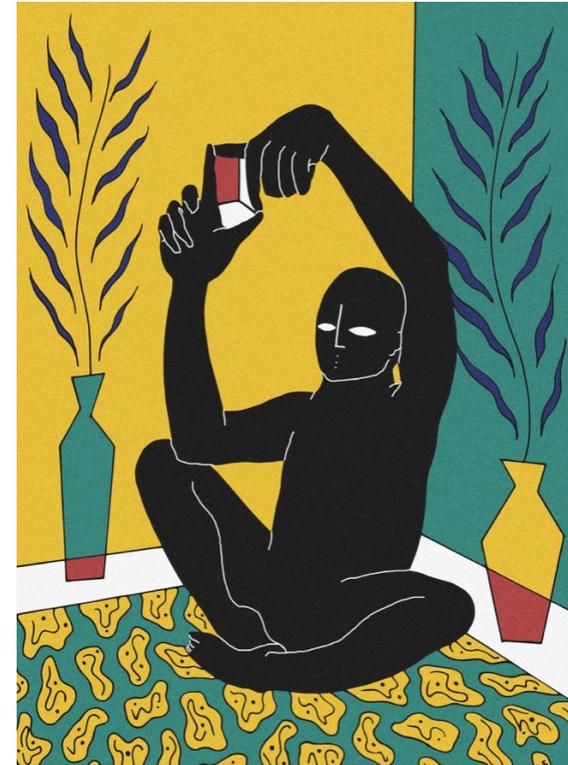


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Postulates that the facework of people from individualistic cultures differ from the facework of people from collectivistic cultures

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FACE NEGOTIATION THEORY.

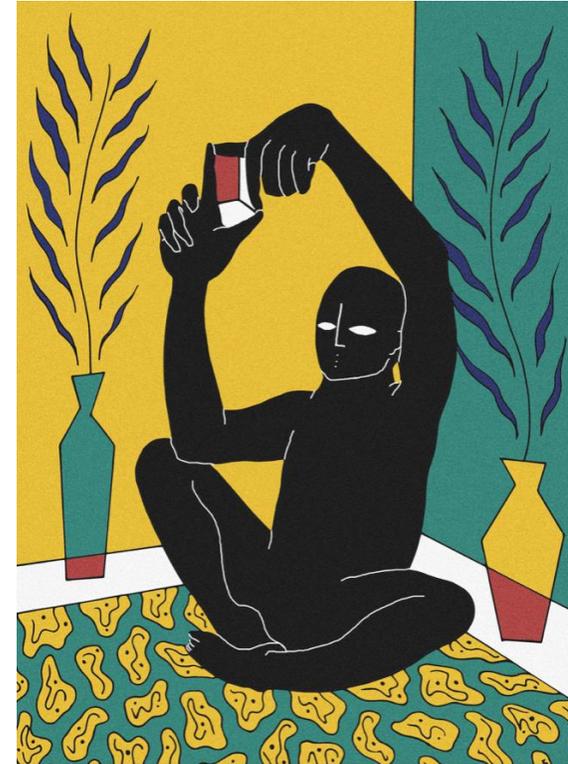


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Helps explain cultural differences in response to conflict

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FACE NEGOTIATION THEORY.



Collectivistic.

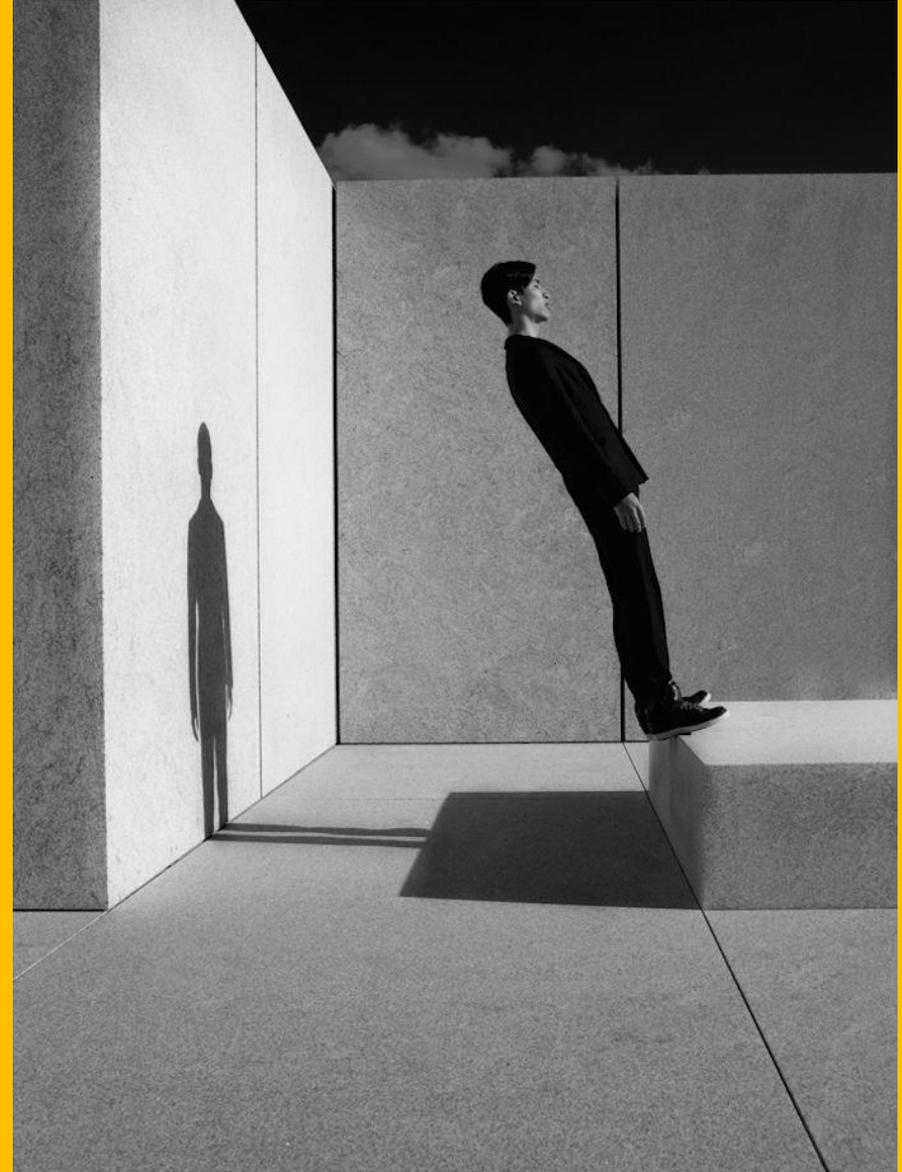


COLLECTIVISTIC CULTURE.

People identify within a larger group that is responsible for providing care in exchange for loyalty; we-identity; high-context culture

INDIVIDUALISTIC CULTURE.

*People look out for themselves
and their immediate families;
I-identity; low-context culture*



Individualistic.



**SELF-
CONSTRUAL /
SELF-IMAGE.**

*Degree to which people
conceive of themselves as
relatively autonomous from, or
connected to, others*



**SELF-
CONSTRUAL /
SELF-IMAGE.**

*Better predictor of conflict
management styles than
cultural background*



**INDEPENDENT
SELF-
CONSTRUAL.**

*Values I-identity, more self-
face oriented, restores their
own face in conflict situations*



**INTER
DEPENDENT
SELF-
CONSTRUAL.**

*We-identity, values relational
connectedness, gives other
people face in conflict
situations*

**CULTURE STRONGLY INFLUENCES
SELF-CONSTRUAL,
BUT IT IS NOT A
DETERMINANT.**

FACE CONCERN.

*Regard for self-
face, other-face,
or mutual-face.*

Face- restoration.

*Used to preserve
autonomy and defend
against the loss of
personal freedom*



Face- giving.

*Defend and support
another person's
need for inclusion*



**A THIRD
ORIENTATION:
MUTUAL-FACE CONCERN.**

*Equal concern for both parties' images
as well as the public image of the
relationship*

[styles of]
conflict
management.

AVOIDING.

*Responding to conflict
by withdrawing from
open discussion*

OBLIGING.

*Accommodating or giving
in to the wishes of another
in a conflict situation*

COMPROMISING. COMPROMISING.

*Conflict management by
negotiating or bargaining;
seeking a middle way*

DOMINATING.

DOMINATING.

*Competing to win when
people's interests
conflict*

INTEGRATING.

*Problem solving through
open discussion; collaborating
for a win–win
resolution of conflict*

EMOTIONAL EXPRESSION.

*Managing conflict by
disclosure or venting of
feelings*

PASSIVE AGGRESSIVE.

*Making indirect accusations,
showing resentment,
procrastination,
and other behaviors
aimed at thwarting another's
resolution of conflict*

THIRD- PARTY HELP.

*disputing
parties seek the aid of
a mediator, arbitrator, or
respected neutral party to
help them resolve their
differences*

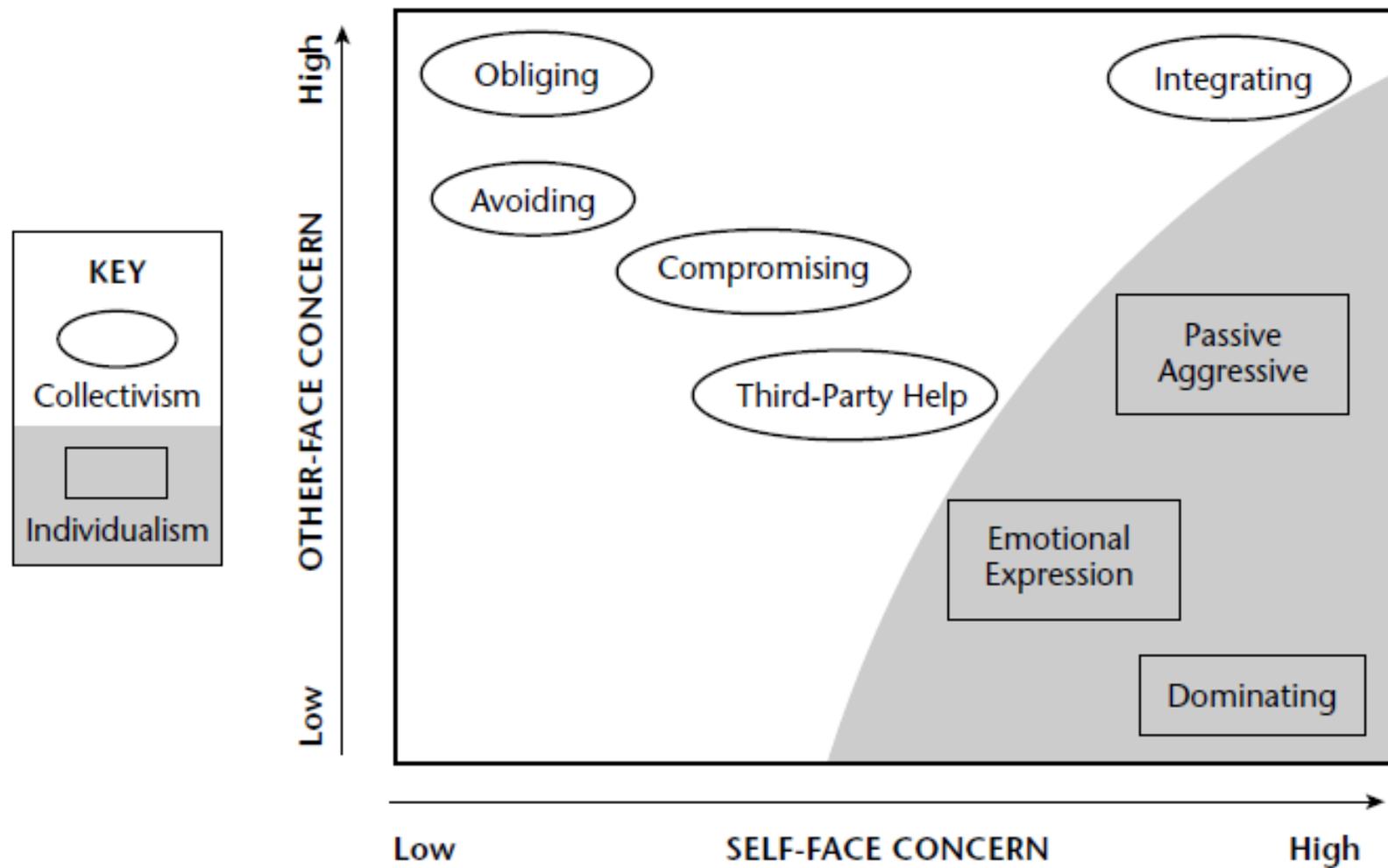


FIGURE 32-2 A Cultural Map of Eight Conflict-Management Styles

Adapted from Stella Ting-Toomey and John Oetzel, *Managing Intercultural Conflict Effectively*

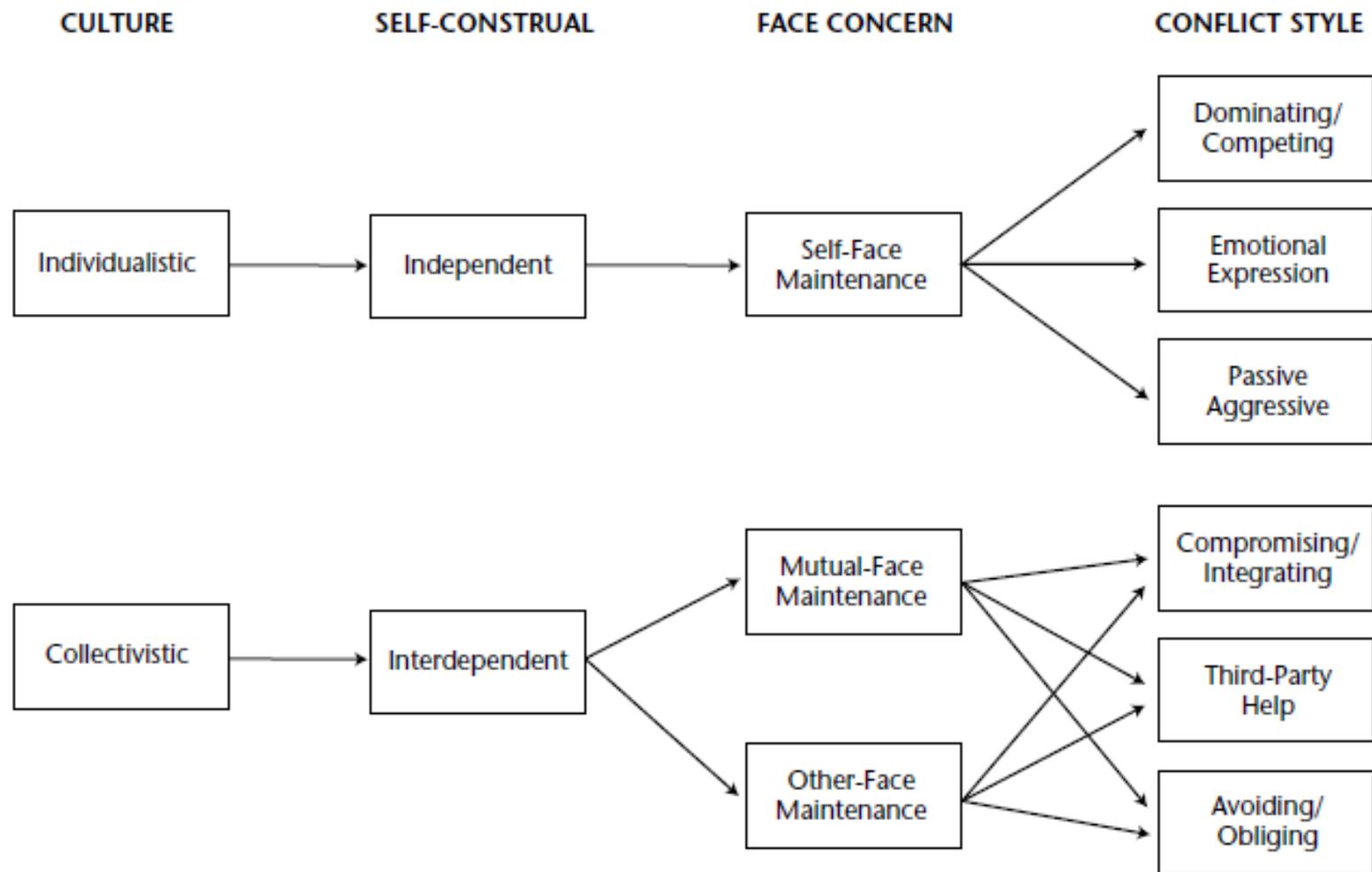
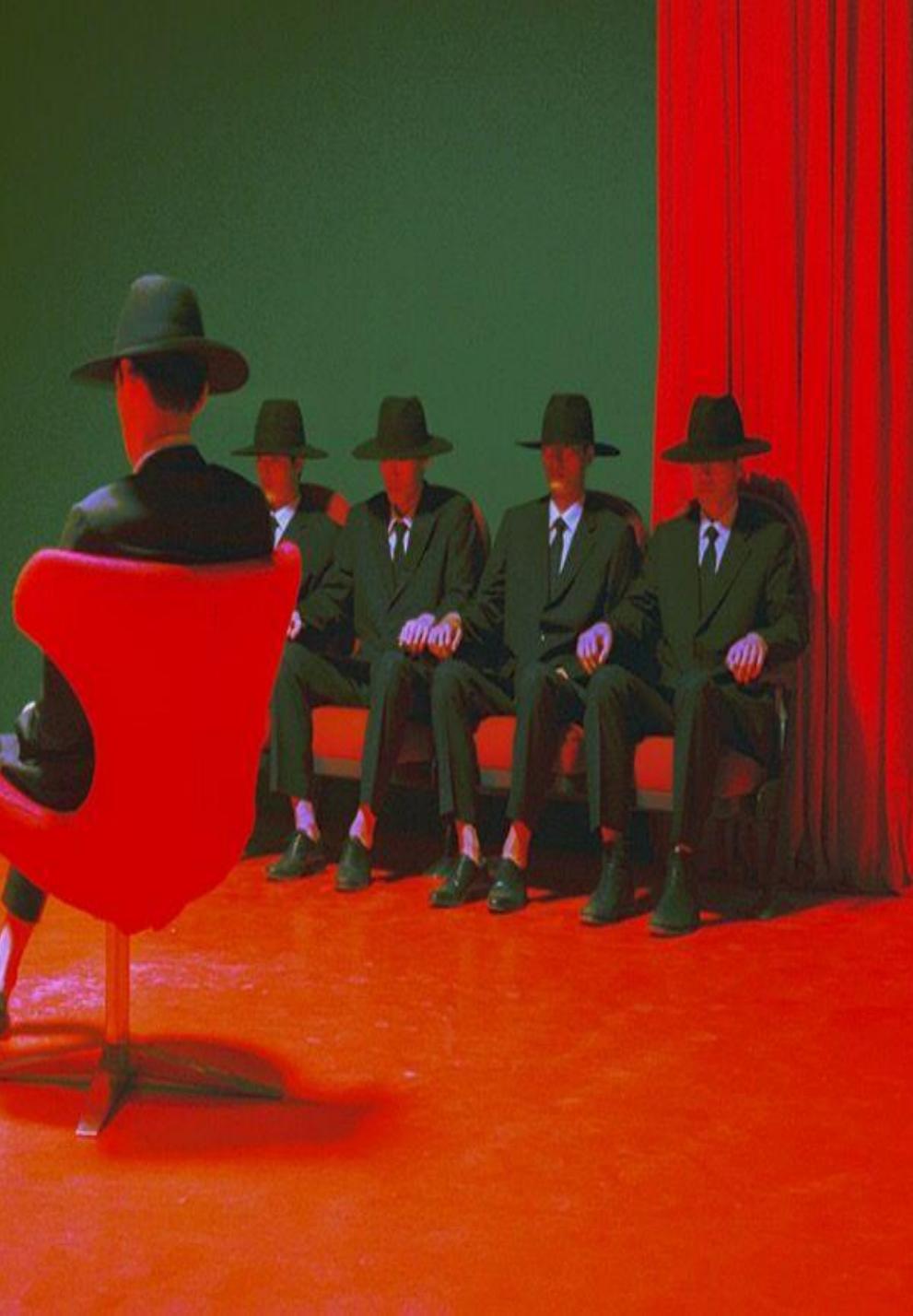


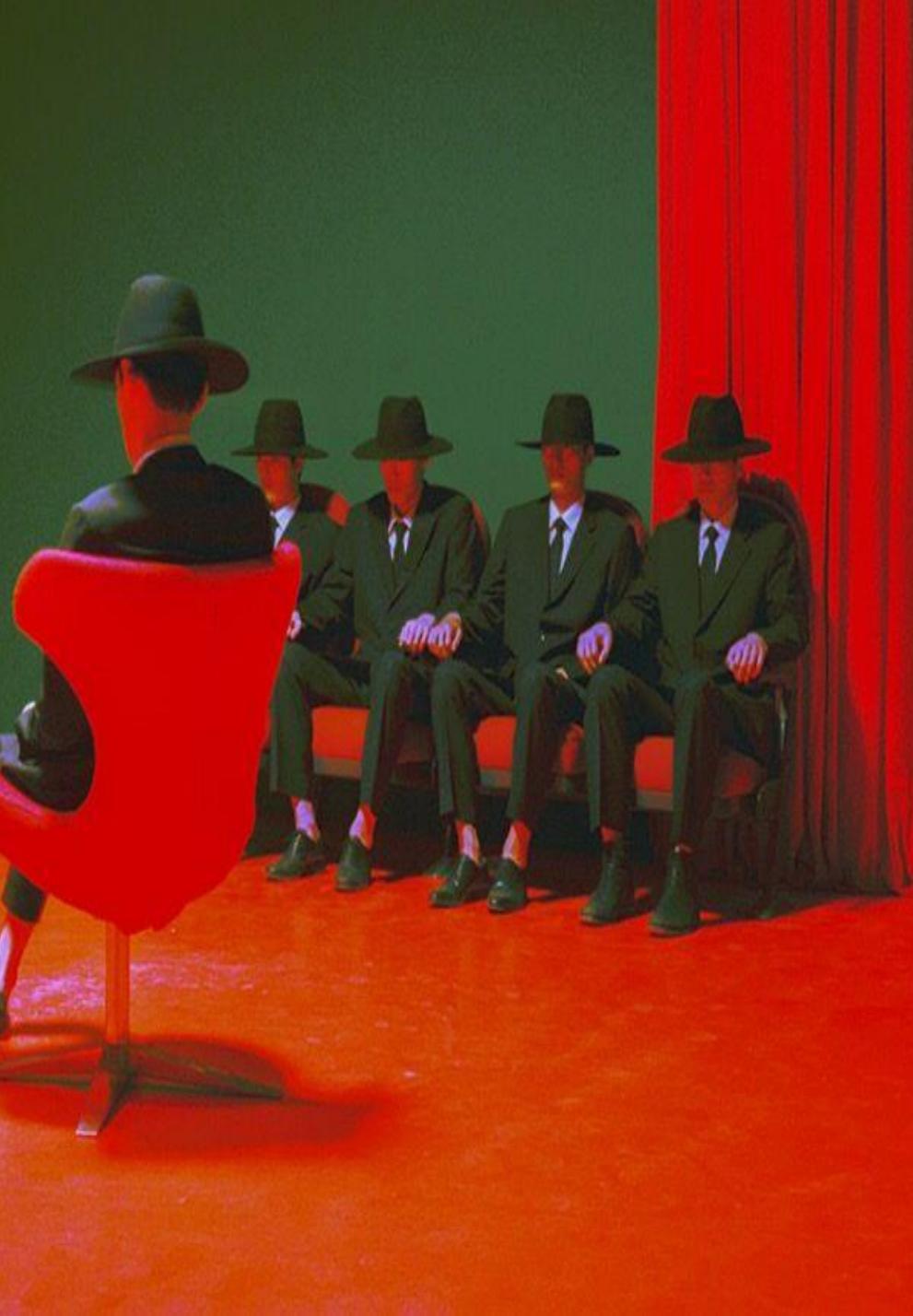
FIGURE 32-3 Face-Negotiation Model

Based on Ting-Toomey's hypotheses in "The Matrix of Face: An Updated Face-Negotiation Theory"



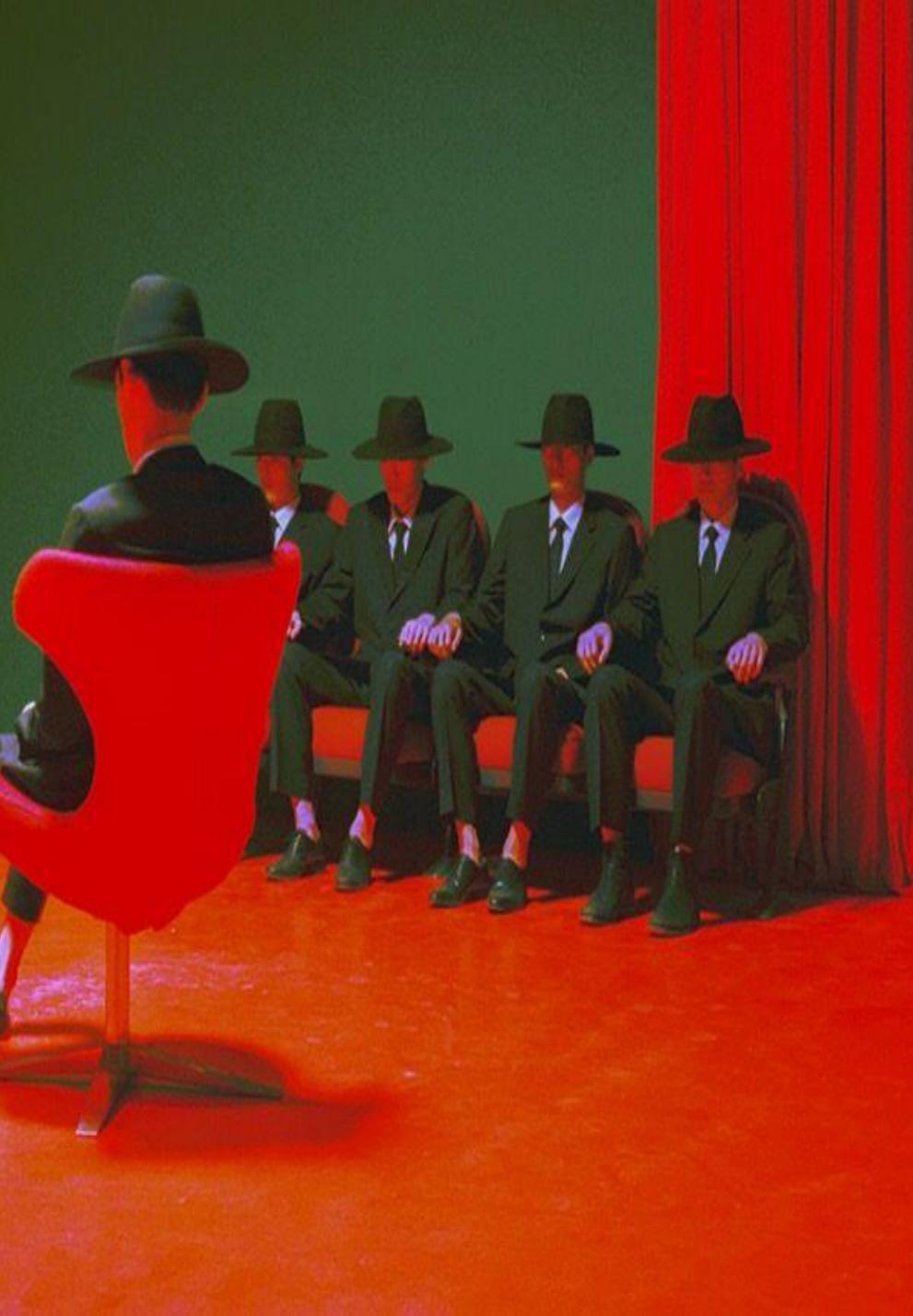
POWER DISTANCE.

*The way a culture deals
with status differences
and social hierarchies*



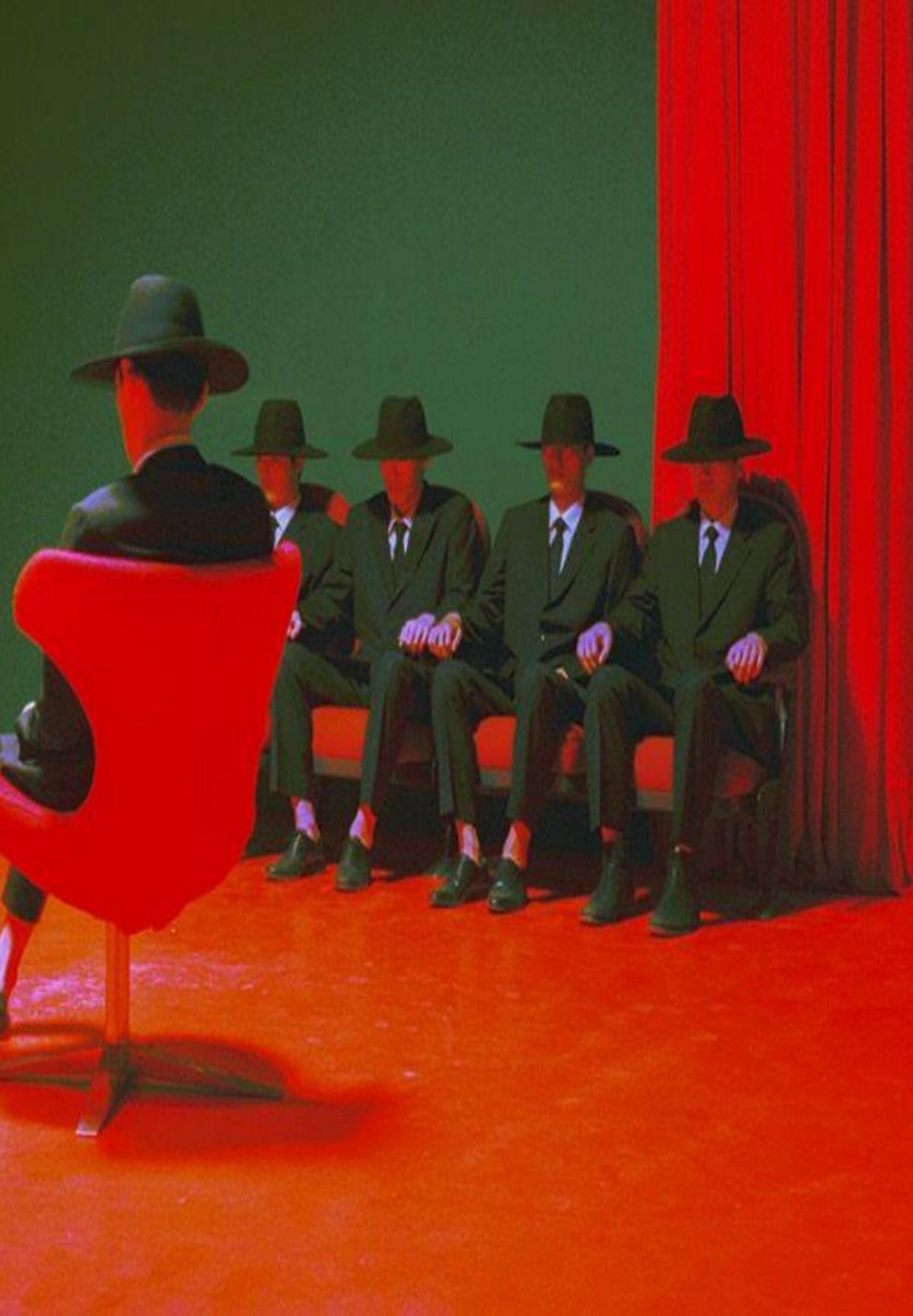
LARGE POWER DISTANCE.

*Unequal power as
natural; common in
collectivistic cultures*



SMALL POWER DISTANCE.

*Value equality; regard
most status differences as
unjust; common in
individualistic cultures*



POWER DISTANCE.

*Affects responses to conflict;
complicating factor for the distinction
between collectivism and
individualism; there are exceptions to
these two clusters of cultural values*



THE GOAL

*Her theory goes beyond
identifying how people
from different cultures
handle conflict*



THE GOAL

*Effective intercultural
communication using cultural
knowledge, mindfulness, and
facework interaction skill*