



FACE-NEGOTIATION THEORY

Stella Ting-Toomey (1988)

FACE

- Combines principles of intercultural communication, conflict, politeness, and “facework”.
- Goffman (1967) and Ho (1976) "face" as a metaphor for examining self-image.
- Face is a metaphor designed to explain the boundaries that we establish with others.
- Face can be maintained, lost, or strengthened.



TING-TOOMEY : TWO QUESTIONS

- 1. "Do I want to draw attention to myself or others?"
- 2. "Do I want to be associated with others [inclusion] or disassociated [autonomy]?"



THE MANAGEMENT OF CONFLICT IS MEDIATED BY FACE AND CULTURE.

- 1. Ting-Toomey (1994) views conflict as potentially damaging to face and reducing the amount of relational closeness between people.
- 2. Culture teaches us how to manage conflict.
- The U.S. - openly airing differences.



FACE-THREATENING ACTS (FTAs)

- Face-saving involves the effort to prevent the occurrence of events that may elicit vulnerability or damage one's self-image.
- Face restoration occurs after the loss of face has happened. Examples include excuses and justifications.



Face-Maintenance

Face-Threatening Process

Face-Honoring Process

Face-Restoration
Acts

Face-Saving
Acts

Face-Giving
Acts

Face-Assertion
Acts



INDIVIDUALISM

- Individualism refers to the tendency for people to highlight individual identity over group identity, individual rights over group rights, and individual needs over group needs-as in the United States.



INDIVIDUALISTIC CULTURES AND FACE

- a. Members are primarily concerned with preserving the authenticity of their own face.
- b. Authenticity refers to the ability to preserve autonomy (negative face) and set one's own boundaries for behavior.
- c. Freedom, honesty, comfort, and personal equality (among others) are valued most.



COLLECTIVISM

- Collectivism refers to the emphasis of group goals over individual goals, group obligations over individual rights, and in-group needs over individual wants-as in East Asian countries.
- a. Collectivistic societies typically differentiate between in-groups and out-groups.
 - i. In-groups are groups whose norms and rules are considered important to the survival of the group.
 - ii. Out-groups are groups whose norms and rules are considered to be secondary to the functioning of the group.
- b. East Asian countries distinguish strongly between in-groups and out-groups compared to their North American counterparts.



COLLECTIVISTIC CULTURES AND FACE

- a. Members are primarily concerned with preserving both their own face and the face of others. Adaptability is the key issue.
- b. Adaptability refers to the ability to form interdependent bonds with others (positive face).
- c. Harmony, respecting parents' wishes, and fulfillment of others' needs (among others) are valued most.



FIVE PRIMARY CONFLICT MANAGEMENT STRATEGIES ACROSS CULTURES

- 1. Avoiding (AV)-interactants stay away from unpleasant exchanges and disagreements with others.
- 2. Obliging (OB)-interactants employ a passive accommodation that attempts to satisfy the needs of others or goes along with suggestions made by others.
- 3. Compromising (CO)-interactants try to find a "middle ground" to resolve conflicts and employ a give-and-take approach.
- 4. Dominating (DO)-interactants employ behaviors that involve using influence, authority, or expertise to get ideas across and make decisions.



CONFLICT MANAGEMENT STRATEGIES

- 4. Dominating (DO)-interactants employ behaviors that involve using influence, authority, or expertise to get ideas across and make decisions.
- 5. Integrating (IN)-interactants try to collaborate with others to find a solution to a problem in order to satisfy expectations.



TING-TOOMEY (1991)

- 1. Americans use more dominating styles (DO) of conflict management.
- 2. Taiwanese use more integrating styles (IN) of conflict management.
- 3. Chinese and Taiwanese use more obliging styles (OB) of management.
- 4. Chinese use more avoidance styles (AV) than other cultural groups
- 5. Chinese use more compromising styles (CO) than other cultural groups.

