

# MVŠO

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## Communication Skills for Managers

# Negotiation

# Negotiation

- what do you know about that?
- how to act? (process, methods, techniques)
- what to beware of?
- what is important?

# Definition

- Negotiation is a communication process between two or more partners where each party requires their own **expected result**.
- It is aimed to:
  - resolve points of **difference**,
  - to gain **advantage** for an individual or collective, or
  - to craft outcomes to satisfy various **interests**.

*= We need/want something, but we are not the only one, who makes decision about that. The other side usually wants something another. That is why we must influence them, convince them in our favor.*

# Preparation

- Clarify your starting **position**.
- Clarify your intention - the **maximum and minimum** level I want to reach.
- Clarify the interests and attitudes of the **other party**.
- Find out **information** about the issue, about the competition, about the personal counterparties - information is a tool.

# Preparation

- Choose **strategy**:
  - how to start
  - where to go
  - what not to mention
  - what to back down
  - what to emphasize

# Preparation

- Divide the **roles** in the team:
  - leader (main speaker)
  - assistant (completes, asks questions, recapitulates)
  - analyst (monitors the progress, continuously evaluates, advises in tactics)

# Opening

- Friendly, evoke a pleasant **atmosphere**.
- Communicate the **goal**.
- **Recap** inputs, entries.
- Divide the issue into **key parts**, which will be followed by arguments.

# Argument in favour of our opinion

- Speak **logically**, emphatically with clear emotions showing **motivation**.
- Don't use all the arguments, leave something **for later** (for discussion, questions).
- Constantly **perceive** the atmosphere and counterparty.



# Tactics

- **concessions** (offering one's own doubts)
- **summarization** (combining information into a whole)
- **postponement** (offering later additions)
- **ultimatum** (uncompromising to aggressive statements)
- **selection** (present at least two alternative views and wait for the other party to agree)

# Persuasion and influencing

- **Listen** more than talk.
- **Repeat** what the counterparty said.
- Speak in **short** clear **sentences**, in facts.
- Use the **information** provided to eliminate the uncertainties that have arisen.

# Persuasion and influencing

- Demonstrate intelligence - **logical arguments**.
- Demonstrate credibility - experience, **knowledge**, motivation, energy, friendliness.
- **Refer** to what has already been said - sensitively show **consistency of opinion**.

# TASK FOR GROUPS

**Convince us that...**

- A. Renew car fleet - replace existing petrol cars with electric cars...*
- B. Intensify trade relations with China...*
- C. Dismiss some employess to increase profit...*