

# COMMUNICATION SKILLS FOR MANAGERS

## 7. NEGOTIATION TECHNIQUE AND RELATED NON-VERBAL AND VERBAL COMMUNICATION

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# Objectives of the presentation:

- Understand the basic principles and techniques of negotiation
- Focus more on the basic principles of communication skills
- Learn in detail about the elements of non-verbal communication (especially body language) as a key aspects of negotiation success
- Understand the impact of verbal and non-verbal communication on negotiation success

# Presentation outline:

1. Negotiation
2. Verbal and non-verbal communication
3. Examples of body language
4. Verbal and non-verbal communication in negotiation

# 1. Negotiation

- A higher level of communication, where each partner tries to to achieve their goals.
- A process by which two parties with different perceptions, needs and motives try to agree on a matter of common interest.
- Negotiation-conflict relationship: negotiation is a potential source of conflict...

each party defending its interests



can lead to problems during the negotiation process



if not resolved can lead to conflict.

# 1. Negotiation

- The principle: one tries to influence and persuade the other.



- This is a situation where decision making takes place.
- It is therefore a process in which:
  - information is exchanged;
  - and decisions are made.

# 1. Negotiation

- The course of negotiations is influenced by many factors, the most important of which are:
  - the negotiator's character - their personality, assertiveness, empathy, tact, helpfulness and willingness to respect others;
  - the position of the negotiators - their relationship with each other (superior-subordinate, small company-concern, etc.);
  - the importance of the objectives to be achieved and their mutual differences and contradictions.

# 1. Negotiation

- There are three basic negotiation strategies, depending on the negotiation process and the related negotiation outcome:
  - a) winner – winner;
  - b) winner – loser;
  - c) loser – loser.

# 1. Negotiation

## a) Winner – winner:

- high-value consensus;
- the most cultivated style of negotiation in which negotiators want to achieve their goals, but are prepared to compromise on their maxims;
- respect each other and focus on solving the problem without using coercion and power;
- both parties feel a sense of victory and are able to work together.



# 1. Negotiation

## b) Winner – loser:

- low-value consensus;
- a style of negotiation in which one party is coerced to make concessions, makes an unfavourable deal and loses;
- winning is usually often achieved through dominance and power, a form of intimidation and manipulation;
- often leads to the 'loser' refusing to negotiate or is pre-influenced by a negative experience;
- the germ of a future problem - conflict.

# 1. Negotiation

## c) Loser – loser:

- zero-value consensus;
- also in this case coercion, power, force and intimidation are used, but neither partner wants to give in and be accommodating;
- leading to no agreement is reached and both partners lose.

# 1. Negotiation

- Bad combination in a negotiation:
  - Reaching a win-win agreement is not possible;
  - We care about the long-term relationship with the partner, reputation and the chance to continue negotiations.



Withdrawal or temporary suspension of negotiations should follow.

- Often the partner will reconsider their approach and the next round of negotiations is more likely to achieve an outcome at least close to a win-win.

# 1. Negotiation

- There are many prerequisites for a successful negotiation. The most important ones are the following two:
  - good communication skills:
    - verbal and non-verbal;
    - the ability to improvise well;
  - careful preparation for the negotiation:
    - knowledge of the laws of the business negotiation process
    - good product knowledge.
- How we act (use our skills and abilities) is equally important as what we act on (the act itself).

# 1. Negotiation

- Three basic determinants of negotiation:
  - information (the more information we have, the better and more targeted we can be in persuading the person);
  - time (if there is not enough time, there is often no room (space) to build a relationship with the customer, ask important questions or listen properly - communication is fast, short and mistakes are made);
  - power (the more power we have, the more resources we have to achieve our goals).

# 1. Negotiation

- Three basic categories of negotiators:
  - claims (hard) negotiators:
    - want to advance their interests and needs at all costs;
    - their partners may often feel cheated or deceived after the negotiations are over;
  - soft negotiators:
    - in most cases give in to their communication partner and walk away at the end of the negotiation "defeated", feeling themselves to have been taken advantage of;
    - for melancholic character types, this can have very unpleasant psychological consequences;
  - the consultative negotiator:
    - seeks to reach an agreement in order to satisfy the needs and interests of both negotiating parties;
    - he or she applies the principle „I am ok - you are ok“ to the negotiation (transactional analysis).

# 2. Verbal and Non-verbal Communication

- Communication:
  - the Exchange of messages between people for the purpose of achieving common meanings;
  - messages contain data and then information that give knowledge.
- Types of communication:
  - verbal communication: the written or oral use of words to communicate;
  - non-verbal communication: Communication by means of elements and behaviors that are not coded into words.

## 2. Verbal and Non-verbal Communication

- Verbal communication:
  - communication expressed through words (data and information encoded in words);
  - in the case of a formal manager-subordinate relationship, it should be clearly definable and unambiguous (not open to misinterpretation) and should be exact;
  - example: clear communication of a task, delegation, specific praise or criticism;
  - the important role of context: the general conditions, environment and situations in which the specific communication takes place (the interpretation of this communication depends on the specific environment and situation).



## 2. Verbal and Non-verbal Communication

- Nonverbal communication:
  - incoded elements and behaviours that accompany verbal managerial communication and thus message of this communication (puts the message into context);
  - example: nodding to confirm understanding of a task, winking or smiling when praising, raising eyebrows when criticizing, etc.;
  - these accompanying non-verbal elements make verbal communication more effective, more direct - more successful;
  - for effective communication, both forms of communication must be respected (while respecting the psychological laws of managerial work);
  - Kinesic behavior: body movements, such as gestures, facial expressions, eye movements, and posture, gesticulations.

## 2. Verbal and Non-verbal Communication

- Each type of communication plays an important role in the effective transmission of messages within organizations (their correct combination brings positive psychological impact on the psychological relationship with subordinates).
- Context:
  - the general conditions, environment and situations in which the specific communication takes place (the interpretation of this communication depends on the specific environment and situation);
  - communicative use of material objects, including clothing, cosmetics, furniture and architecture;
  - the vocal aspects of communication, which relate to how something is said rather than what is said.

# 3. Examples of Body Language Reading

- Which of these two negotiators demonstrates greater dominance?



# 4. Verbal and Non-verbal Communication in Negotiation

- In negotiation, it is necessary to apply various communication skills.
- These skills are divided into:
  - a) conventional (traditional);
  - b) unconventional.

# 4. Verbal and Non-verbal Communication in Negotiation

- a) Conventional communication skills applicable to negotiation:
- use of open questions: they start with why, what, how (we try to force the opponent to give us more information);
  - paraphrasing (reformulating the opponent's message): it can act as a show of interest, but it is also a means of gaining time, feedback, etc;
  - to pause (break off): a manipulative technique to subtly get the other party to give more information (it should be chosen sensitively - it may provoke negative reactions from the opponent);
  - diagnosing the feelings and emotions of the opponent: this skill increases the effectiveness of the negotiation;
  - acceptance of feelings and emotions (linked to the previous point): attention - an important component of any communication, including assertive communication.

# 4. Verbal and Non-verbal Communication in Negotiation

- b) Unconventional communication skills applicable to negotiation (these skills are partly manipulative.):
- deliberate misunderstanding (miscommunication): the opponent is forced to explain everything better, repeat it and, if necessary, provide additional information;
  - exaggeration of what is being said: use of categorical words (never, always, everyone, nobody, etc.);
  - unexpected move: sudden and unexpected speech (change of topic, unexpected reaction, unexpected behaviour) during a negotiation in order to divert attention in a different direction (only works well when used for the first or only time in a communication frame);
  - information overload: overwhelming the opponent with a large amount of excess information which he/she is unable to understand, weigh and decide (a well-known manipulative method).
- All of these unconventional skills can provoke negative reactions from the opponent.

# 4. Verbal and Non-verbal Communication in Negotiation

- An absolutely key factor in the success of a negotiation is the correctness of the questions asked.
- By using the right questioning technique, we can:
  - gain a lot of information about our communication partner;
  - steer the discussion;
  - get the conversation going;
  - get time to think and argue properly.

# 4. Verbal and Non-verbal Communication in Negotiation

- A brief guide on how to ask questions using correct psychology:
  - ask if you didn't understand something (What exactly do you mean by this thing?);
  - formulate questions according to the assumptions and needs of the opponent (be respectful, be empathetic);
  - ask only one thing at a time;
  - ask questions clearly, concisely and comprehensibly;
  - if necessary, specify the question;
  - ask about things that show interest in the opponent (What do you like about it? What species are you interested in? What is good for you?);
  - use supporting notes (Oh, that's interesting...);
  - formulate your ideas in the form of questions (What if....?).



# 4. Verbal and Non-verbal Communication in Negotiation

- Remember:
  - give the opponent enough time to think about the answer;
  - the more your partner talks, the more space he gives you to argue;
  - support the opponent to comment on the problem (I am interested in your opinion. Your erudition is very valuable to us in this matter.);
  - make (lead) your partner to find a solution (he accepts such a solution better because he came up with it himself);
  - beware, sometimes we tend to make assertions...you need to ask questions (not assertions) if you want to know something;
  - opponent = the other party, counterparty, partner (the opponent is taken positively in this sense, because we want to achieve the result "winner - winner").

Thank You for Your  
Attention