

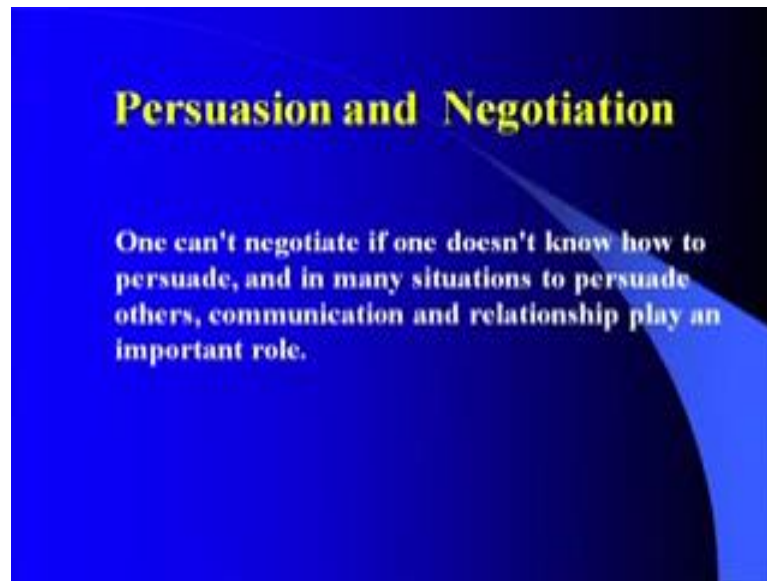
Soft Skills Development
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Lecture – 34
From Persuasion to Negotiation

Hello so, once again I am here with you and with the very interesting topic that is called "From Persuasion to Negotiation" why this topic is interesting in the context of communication because "Communication" is being playing very, very important role. So, far a "Persuasion and Negotiation" concerned 2 things are very, very important in this context we talk about a "Negotiation" in the center if you think it is nothing, but communication skills and relationships. So, I shall be focusing around these two ideas how to develop skills.

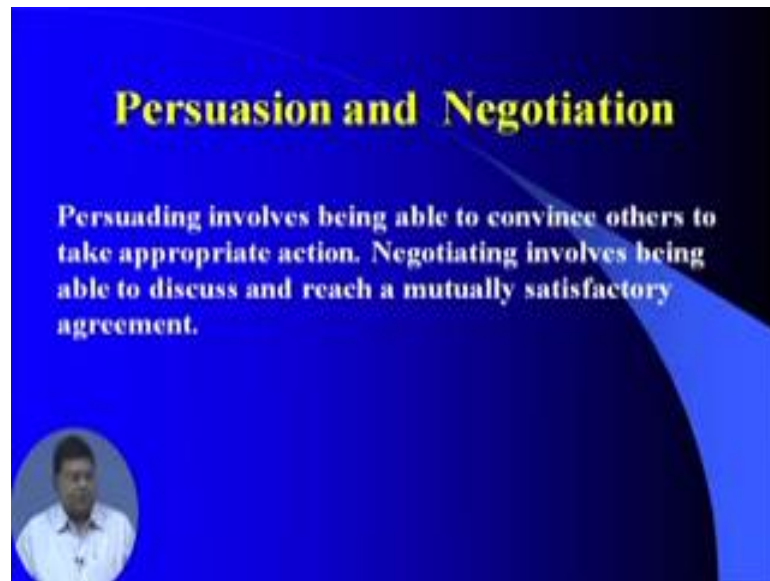
So, that we are able to persuade in my previous lectures if you remember in one my lectures related to communication styles there I focused different types of styles and one of the style was "Socratic" that means, this type of people are very good in persuading others what does it mean they have lots of you know ideas are to share with to meet people involved whatever, they are saying and the people feel, so much involved that they will listen to them. So, this is one of the skills to persuade others many times you know that when you go to some shopping center and then their sells persons are there and they will try to show their products and try to persuade you even we are not interested, but they will speak in such a nice manner that we feel tempted to have a look even we are not in a mood to buy. So, this is a really interesting skill and if we are having this particular skill then it works to Negotiate for certain things.

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So, I shall be showing few slides and then I will enter it further. So, one can Negotiate if one does not know how to persuade, one cannot negotiate if one does not know how to persuade and in many situations to persuade others communication and relationship plays an important role. So, what I was just talking about that this communication and development are maintenance and development of relationship these two things are really very, very important.

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So, basically, persuade involves being able to convince the others to take appropriate action "Negotiating" involves being able to discuss and reach a mutually satisfactory agreement what does it mean this means that convincing "Negotiation" means it is a convincing and how we can convince that is really very, very important and convincing of course, it is very difficult task to convince others, but at the same time it is also not impossible one needs certain kind of you know skills and continuous training and once you develop these things in our personality then really it becomes quite interesting.

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Now, there is certain Path of Negotiation what is Path of Negotiation? All of us negotiate many times a day. Everybody means of course, it may be in different context, but we are negotiating and we negotiated as children for things we wanted like, attention, special treats, and pocket money. In fact, this kind of negotiating behavior begins from very childhood when we are a small children, then also we are negotiating you know parents are negotiating with their children that you do this and then I will do this for you for example, if you complete your home assignment home work and then you will be given some sort of you know some gifts or chocolates or shall we going for outings.

So, this is nothing, but just a kind of Negotiation only convincing each other getting the work done by certain process, by certain communication practices. So, when we negotiate the same thing in fact, happens when we become adult. So, we Negotiate as adults for much more complex sets of desires that, when we examine them closely, often come down to the same things we negotiated for a children. So, basic behavior basic what is called instinct remains the same when we are grown up when we become adult of course, we are not negotiating as children for small thing, but big deals maybe that in our organization or the place where we are working many times we have to Negotiate with others other groups, other companies, other organizations, to convince them and also to get convinced from their communication behavior the style of communication as well as

what kind of relationships we are having and what is the goal objective. So, these things of course, not that simple, but basically this is nothing, but our childhood practice and habits.

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Now, if you try to Define Negotiation it can be something like that "A negotiation is an interactive communication process that may take place whenever we want something from someone else or another person want something from us." So, you see then in all these what is in the center that is communication process we want something from others or somebody wants something from us or we have something to get it done then we are negotiating and in negotiation our communication skill, our communication ability playing very, very important roles. So, we have to be very careful how to talk, whom to talk and about our style, behavior, our facial expression, body language, etcetera all these aspects related to communication very, very important.

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So, we usually negotiate differently with those we love than we do with strangers. Now, you know context might be different it is said that nothing wrong what is called in love and war. So, there means when we are having intimate relationship with somebody they are our it is not always that win-win situation sometimes we feel proud which feel happy to lose also. So, that is, but different thing in our intimate relationship or if we love somebody in our family or with our friends in our relationship if that is the situation, but if for our in our professional life, when we are negotiating for certain things whether to job, whether it is company related issues, whether it is in educational organizations, to deal with higher authority to get something, approved or done then of course, lot many things are there which we have to be careful. The first foundation of effective negotiation is our own style and personality as a negotiator. And, when we talk about the personality of course, in personality there are several things including our communication behavior.

So, this is playing again very, very important role to convince other. So, communication skills is in the in the center in a way that it will help to convince by using our style, by using our good words and sentences, showing respects, showing involvement, showing our intrabiotic, all such things are important in our communication behavior.

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Now, Issues in Negotiation: Basically, there are four contemporary issues in negotiation: The role of personality traits: You know our good personality there certain traits related to personality whether we are very straight forward, we are humble, we are polite, we are some missive there are certain traits in our personality and we have to understand that what personality traits will be very much suitable in that particular context or situation when we are sitting on a negotiation negotiating tables and talking with others. It is not that those who are very straight forward and those who are talking very in a direct manner they will be liked very much it is not like that sometimes even people we have to also understand the context and the culture of that particular place and the locality because some people do like direct and straight forward, but there are some people who will not appreciate if something is said directly on the face we have to understand the situation the context the people and keeping all these thing in mind if we are trying to place our point of view then perhaps, people will appreciate and they will try to give attention.

And we shall proceed further. Gender difference in negotiation: this is also very, very important because, there are certain cultures where gender issues are very, very sensitive. So, while talking to male members and talking to female members these are two different situations what kind of language we are suppose to use, what kind of respect we are

suppose to show, what kind of things related to non-verbal behavior, which is acceptable in that particular culture and situation. We have to be very cautious it is not that we can talk whatever we feel proper in our culture, we have to understand the place, the situation, and the, the people sitting over there, their age and also the gender is playing very, very important role, and another point which I have mentioned that Effect of cultural difference in negotiation.

So, then we have to always honor and respect the culture of that particular place one should be very proud of these are own culture or whatever faith if person is having that is very good, but at the same time one should also have tolerance and respect for others because if you are not having respects for others culture, others language, others food habit, others way of living, then perhaps, we will put in a very embarrassing situation and people will not like. So, culture is such a sensitive issue that everybody not think that his or her culture is the best in the world fine.

So, that thinking is good. So, it is not that there should not be a clash sort of thing rather we should have our having respect for our own culture and maintaining our dignity we should also give equal respect to others culture and religion and then keeping these things in mind if you are negotiating perhaps, we shall be in a better position than others and many times you know that in negotiating table when we are sitting or talking with other party we are not able to resolve. We are not able to come up, are we are not able to succeed in that situation what happens that sometimes the need of third party are mediator or somebody else is also helps a lot many time you know in personal life suppose sometimes we are having some issues, some problems, with other party with other persons or colleagues then we if we take the help of somebody who is really very sincere, honest, and tries to help each other and if he is acceptable to both the parties then perhaps he can play a very important role in negotiating.

So, particularly if you see that in Indian scenario very good example, might be that lots of you know marriages are taking place, because of these very good middle man or the one who knows both the parties and then trying to convince each other's so sometimes the role of this mediator or third party becomes very, very important.

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Now, coming to the next slide that there are you know number of style so for our discussion point of view here these are the few styles related to a Negotiation the first one is a "Avoider" you know in life if we can avoid a small issues a small things even we like or do not like does not matter if it is not going to affect adversely our personality, our life, then there is no need to put unnecessarily so much importance to the small issues we can just avoid for example, sometimes you know a small things like people are not saluting or shaking hands or not in a good mood and just saying thumb something which we can we may not like. So, may be that you know our human behavior is so much complex that we do not know that what kind of mood a person is having and sometimes person behave in a very strange manner, but we should not give. So, much importance at that particular point, because we find that suddenly the person has changed he is changing he is style, he is changing his mood or her mood.

So, we can avoid and this is the only way that we can go ahead otherwise what happens that if you are putting too much importance to these a small issues then perhaps we cannot go one step ahead, so to negotiate the bigger things, to achieve the bigger goals. Another thing might be the Compromiser: many times we compromise you do this for me I will do this for you a particularly these happens in the organizational context when companies are coming and the negotiating table then one step they go ahead, one step

other parties going ahead or one step they are going back, one step other parties going back. So, sometimes we compromise ok you do this I will do this for you do this for me. So, this is also one of the style the situation demands then we can help each other by compromising and then perhaps we can negotiate further.

Another style might be Accommodator: we can accommodate it is just like you know we are traveling by train and it is a just there a three seater place seats are only can accommodate only three, but one person who is standing and if we are in a accommodative mood and then we can ok come and you can also sit so we are accommodating and just adjusting it depends just you know something related to mentally space if you have that concern then we shall not even little bit inconvenience is there, but we will not feel very in uncomfortable. So, exactly this is the way it happens that in our personal, professional life whenever there is a such situation where by accommodating we can go ahead and there is nothing to lose and not much problem or difficulties will come rather it will be give a goodwill and people will like. So, it is good that we can go ahead with this type of style that is called accommodating others Accommodator Style.

And other one is very, very important that Problem solver: means there is a problem and we try to analyze critically each and every issues related to these pros and cons everything and then we try to solve the problem, because this is something very difficult and from various angles from various point of view we have to understand and taking into confidence the other parties we try to go in into in depth analysis, analyze critically, and then we try to say that yes now friends we have discussed a lot, but ultimately we have to find out a solution because if we are having a willingness to have some sort of solutions. Solution will come we can solve the problem.

So, willingness should be there and of course, this is sometimes difficult, but if we are having that kind of desire and willingness and try to convince then perhaps we can get the solution to the problem also we can solve the problem, because it is said that in this world there is no such problem where there is no. So, solution it is just like lock and key locks cannot be manufactured without key. So, when whenever there is a lock there must be some key, means there must be some solution to the problem. So, it all depends how

we take up, how we are able to convince and in the role of our communication ability, communication behavior, is very, very important.

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Now, there are certain "Foundations of Effective Negotiations" and we have to keep in mind first thing is that determine the basic style preferences: What is basic style means in communication? What kind of a style we should use it is related to communication style our way of talking as I have already mentioned that no two persons will talk in a, in similar manner. So, if we are talking in the way or in the style the other person expects that becomes really very, very interesting and effective. So, if we can match our frequency then it is going to help a lot. Acquire willingness to prepare: means we should go prepared is not that when we are trying to negotiate we are having half information or not fully equipped what exactly do we want.

So, everything should be very clear and clear crystal that exactly this is the thing we want to achieve set high expectation means it is not that we shall be satisfied, we shall be happy if we go get only this much not like that set very high goal, have high expectation, and start with the try first and then let us see what happens. And the most important thing is that Have patience to listen to others: When we are negotiating it is not the only the one person is keep on speaking and he is speaking and he is speaking and other person is

not getting chance to put forward his or her point of view.

So, we should have we should have Patience to listen to others only, because it is said that listening is the mother of all communication, means if we are not good listener we can never be a good communicator, we can never convince others because other party will feel that oh this fellow is only speaking and speaking and he is not allowing others to speak. So, it gives a very negative feeling, negative message. So, we should try we should speak, but at the same time have patience and appreciate others whatever others are speaking we should also appreciate good of course, we can also give our point of view or position, but at the same time we should have a good patience to listen to others this very, very important Make a commitment to personal integrity: never we should compromise with a personal integrity of ourselves we should always maintain that there is a limit for everything and we cannot go beyond that.

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Think, carefully what you really want now as I have already mentioned this is very, very important that we have to very careful that actually what is the bottom line, what actually do you want out of this Negotiation that we have to think of set an optimistic – but justifiable – target means, target must be there be specific, write down the goal and commit to it, and Carry the goal into the negotiation: always when we are negotiating we

have to keep in mind that what is the ultimate goal to achieve in negotiation and our talk our all the process or all the behavior or all the thinking process should be around that how we can achieve that goal never just deviate from that goal and sometimes people are talking something which is not exactly related to the goal or to the specific issue and then we start talking here and there we should be very much we should be concentrating to that particular goal. So, if you are having that in mind then our communication behavior always will be around that.

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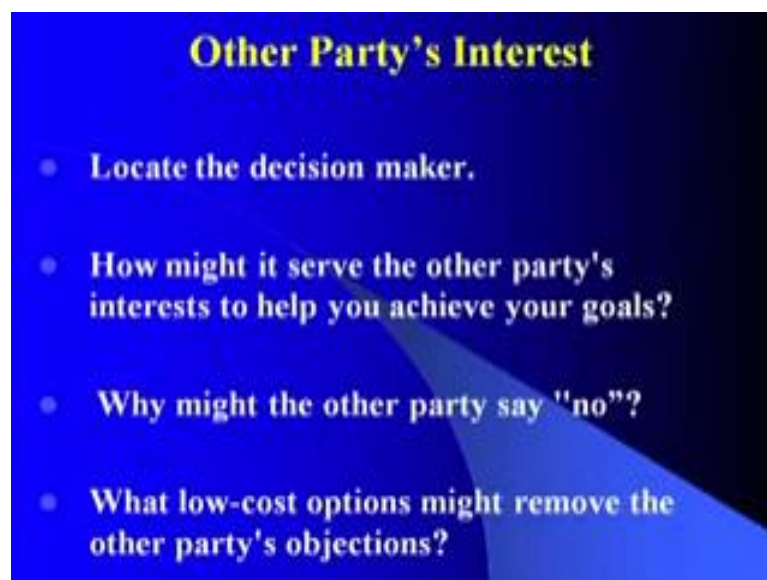


Now, there are certain "Authoritative Standards and Norms Negotiation" and this we have to keep in mind for example, Survey the applicable standards and norms. Identify the ones the other party views as legitimate. In Negotiation this is very, very important because legitimacy is also should be honored and whenever, we are negotiating what is legitimate? What is legitimate for other person, other party? That always we have to keep in mind and we should keep in hand ready. Prepare supporting data and arguments. Whenever, you know are doing certain things and we are not able to convince then it is very difficult.

Others will get convinced only our point of view is supported by very convincing argument and if necessary we can provide the evidences, we can provide the data, data

based and convincing argument help us to convince others and to get our work done further. Anticipate the argument the other side will make: who prepare now it is not that then and there only arguments might come in advance also we can prepare that in negotiation I am putting some particular argument then other person, other party, might have some counter argument. So, in what way I am going to handle those types of arguments. So, I think little bit preparation in advance will help. And if necessary, consider making arguments before a sympathetic audience. So, arguments should be in such a way that when negotiation is going on other parties are there, audience are there, then, we can put forward our point of view in such a manner that it is going to create some sort of sympathy, some sort of understanding for us.

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So, Other Party Interest is also very, very important it is not that in Negotiation only we think of our interest. So, it will never be done it will never work. What is Locate the decision maker? Who are the decision makers? in other party, how might it serve the other parties interest to help to achieve your goals, why might the other party say no means that also is very, very interesting if other party say no what could be the reason why they are saying no and we should concentrate on that particular aspect and try to get some solution and what low cost option might remove the other parties objections. So, all such things what other parties interest and expectations are there if we put in advance,

if we think in advance perhaps, we shall be in better position to handle the situation.

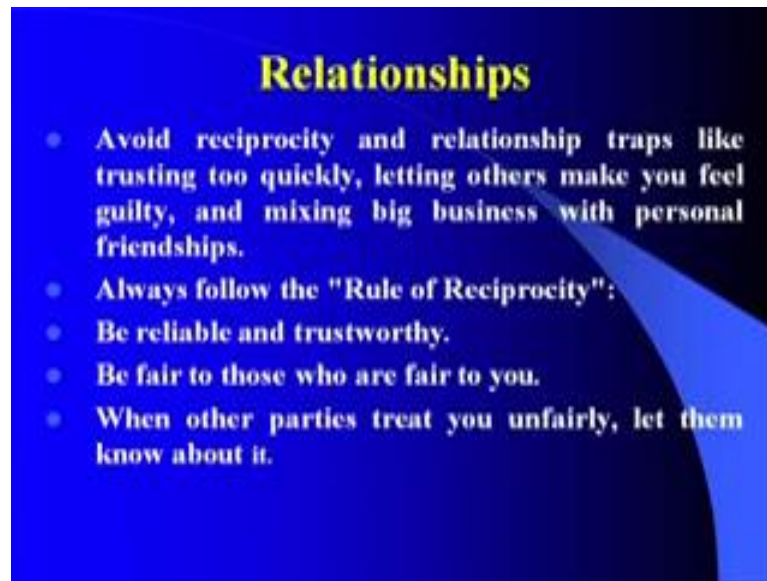
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Again, further coming to "Relationship" I have already mentioned that yes this is this is going to this is going to help a lot and then Gain access and credibility through relationship to relationship network. You know in life otherwise, also the relationships matters a lot whether it is a personal life, professional life, no one can deny the importance of relationship you are having a good relationship either others it becomes easier to convince, it becomes easier to get work done, it becomes easier to achieve the goal. So, it is an art and we should try to maintain and advance our relationship as and met required for our professional or personal life. Build working relationship across the table with smallest step such as gifts, favors, disclosure, or concision's.

So, these are some of the ways in fact, it depends in which situation what will be more appropriate that we have to decide, but these are the ways to for maintaining and advancing our Relationships.

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Avoid reciprocity and relationship traps like trusting too quickly, we should not trust too quickly, means we should not be emotional, if a person is just starts crying and weeping then we think that yes he are is always right and whatever, he is saying we should no, not like that emotion is good, but we should not be too emotional and if you are involved in such activities perhaps, we cannot have the right decision. So, we should not trust too quickly, letting others make you feel guilty, and mixing big business with personal friendship. So, these things should be should be taken care avoid follow the "Rules of Reciprocity": always follow the "Rule of Reciprocity" reciprocal this generally, happens suppose if I am disclosing certain things other part will also disclose. So, these are the things we have to take care. Be reliable and trustworthy. Be fair to those, who are fair to you. When other parties treat you unfairly, let them know about it that they are not treating you fairly. So, these things are really very, very important in our negotiation behavior

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Now, another thing is that is called Leverage. Leverage is Can I gain control over the something the other party needs? Can I commit the other party to norms that favor my result? And Can I form a collision to improve my position? So, all such questions should be put and try to get answer and worked around them.

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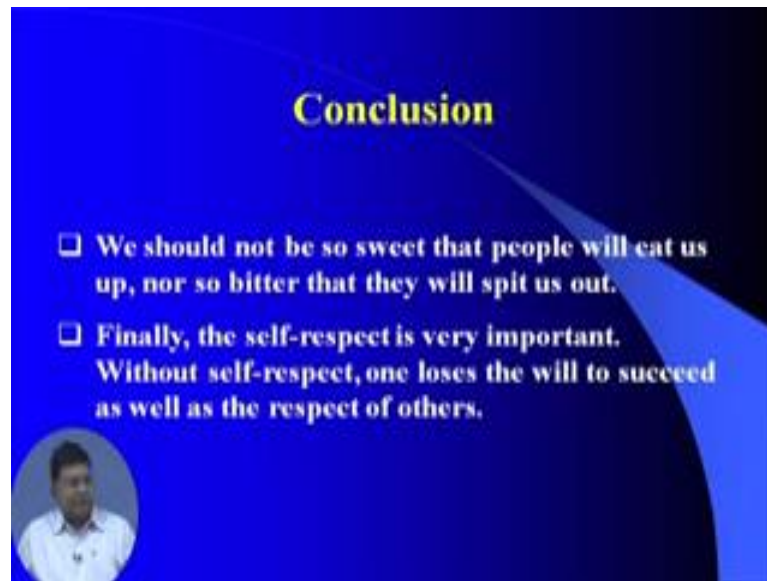
So, our Negotiation might be useful and grateful. Now, these are the certain Negotiation Process first stay peace Preparing Your Strategy: as I have already mentioned. Exchanging Information: Air communication, high skills, Opening and Making Concision, yes and Closing and Gaining Commitment, so these are the process in Negotiation and if you go follow this process then we are in a better position.

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So, finally, I would like to conclude that. Negotiation is a fascinating aspect of human social life. If we treat people right, they will treat us right – at least 90 percent of the time. Generally, people are nice generally yeah exceptions are always there, but we should be good to others, we should be having empathy, sympathy for others, or we should listen to others, definitely if you are behaving like this they will also behave. If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as from our own.

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So, this is very, very important and finally, we should not be. So, sweet that people will eat us up, nor so bitter that they will spit us out. So, both extreme both of these extreme cases we have to very careful and finally, the self-respect is very important. Without self-respect, one loses the well to succeed as well as the respect of others. So, self respect are all the time should be maintained in Negotiation Process and finally, only finally, I will end up that in any Negotiation Process or if you want to persuade others for Negotiation to get success to have a successful Negotiation two things again will be very, very important one is that our communication behavior which includes communication style, which includes our interpersonal communication, which includes how much importance we are giving to ourselves and to others and also the maintenance development and maintenance of Relationship because Relationship matters a lot in our life if we are able to have these two aspects then our Negotiation will be successful and both the parties might be in a win situation.

Thank you very much.