

Soft Skills for Business Negotiations and Marketing Strategies
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Lecture – 49
Managing the Process, Trickes of Countering

Morning friends. We are discussing about negotiations. Till the last lecture, I discussed about strategies and tactics and the last thing that I have said that, when you find that there is a deadlock in the whole negotiation situation or there is a heated argument going on or there is lots of agreement disagreements which are going on; that means, the heat has been raised at that point of time give a pause. I suggested that.

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The slide is titled "Managing the Process" in a blue header. It contains a bulleted list of negotiation points:

- Smooth Sailing
 - Brainstorming
 - Equal Opportunity
 - Speaking with Responsibility
 - Leading to Closure
- Not Floating
- Save from Sinking

On the right side of the slide, there is a video inset showing Prof. Uttam Kumar Banerjee, a man with a beard and glasses, wearing a suit and tie, pointing towards the camera. At the bottom left of the slide, there are logos for IIT Kharagpur and NPTEL Online Certification Courses.

Now, today I will talk about the issues like how to manage the negotiation ok. So, managing the process is very very important in the negotiation. I would always repeat saying that the negotiation is a game plan; that means, you are playing a game it is a given time within which you have two sets of players and you have one objective for each on each side that is each one is trying to get the best out of this particular negotiation and now it is a process that process had lots of grammar, lots of rules, lots of decorum and such.

So, how to manage this process let me tell you. You know the first thing that you should try is in a negotiation as a part of the process is it should be smooth sailing. Negotiation

should not lead to a heated argument, it should not lead to situations where there is a deadlock situation. It is a smooth sailing it should be sailing smoothly; it all depends on the way you begin, I said that crisp beginning very focused to the point.

So, whenever you are beginning it that sets the tone for the entire negotiation. You know when you enter the negotiation room or the negotiation table how do you look like? What is your eye contact level? Whether your eye is dilated, whether it looks very soft, sober, welcoming, helpful all this will matter. In the negotiation suppose you go with a very constricted eye, a very tough looking, very arrogant looking, very in a positive that you will win; that means, you are going to play. You know this kind of things will set a negative tone in the beginning for the negotiation. It may so happen that the negotiation will go on smoothly finally.

But initially everybody will you know take guard against it is just like the football game where the players are demonstrating roughness you know a kind of rogue, the kind of arrogance right from the beginning it happens in cricket as well. Now any such game where one party is showing arrogance right from the beginning you know then it is a it is a poor game I would say because it is not a very smooth game. So, what you do is you have to have a smooth sailing.

In a smooth sailing which can be done through even brainstorming; that means, brainstorming is a idea where each one with the opponent of you, you are going to give your opinion, you are going to put forward your points, your demands, your claims, your requests and suggestions. So, brainstorming is one which leads to the smooth sailing. Brainstorming should never be converted into a heated argument.

Then comes the equal opportunity you remember I said during the group discussion meeting that you have to give equal opportunity everybody. Every individual must get the opportunity to speak here as well in the negotiation it cannot be one sided. It has to be equal opportunity; that means, both the teams should see to it or ensure that both the teams are getting equal opportunity to express, even the disagreements. Then comes the speaking with responsibility every member in this particular teams you know they should be speaking with responsibility.

If, during the negotiation every point that is raised, every point that is float on the table you know there are with the responsibility, sense of responsibility or being expressed

with responsibility automatically it becomes a smooth sailing and then it should be leading to the closure. See the closure I think I bring it here any negotiation; a positive negotiation must lead to a closure. This closure is basically closing the deal whatever is the objective of either party.

But closing the deal is the best possible result of a good negotiation and if it is smooth sailing when you would say that it is a smooth sailing, when it will lead to a closure and the closure with equal opportunity; that means, I would say taking cue from the my earlier lectures maybe both are winning. So, it is win, win even if it is win lose, but then also it is a closure like games again the football games in which one has to lose, one has to win ok.

Whoever is losing suppose after that immediately after they start having you know scuffle, they have started having fights and all that that is not a smooth sailing. Smooth sailing is very very rightfully both the teams played their best and given the opportunity people have put the ball in the net of the opponents and this court and then finally, when the final whistle is being you know blown by the referee, then both of them are shaking hands with each other and leaving the ground that is what it is a smooth sailing.

But if it goes into a scuffle, it goes into a fight, it goes into slangs uttering or say abusing each other that is not a smooth sailing same is in negotiation in which when you are entering it should be smooth, sober I do not need to elaborate how what is that smoothness, soberness because I have talked enough before on the soft skill, but the thing is once you enter as if it is an aura of your company which is entering you know.

The negotiation room is empty, your team is entering, somebody is sitting over there it may be the full team waiting for you or it may be nobody, but the thing is at any point it should be an aura of your company that should be reflected a good aura of your company reflected when you enter and then one by one members come in and then you might find that everybody is coming you shake hands, you give a sweet smile, you know exchange pleasantries and then you sit for the negotiation till the point you sat for the negotiation it is a very harmonious relationship that you have. You are setting the tone for smooth sailing.

And then after that when the negotiation starts you start reading one by one points either they read it or you read it. They means your opponent is reading, your client is reading or

you are reading. Once you are doing this it is setting the tone for the business; no longer pleasantries. It is now the business and all of your very very serious you are talking every sentence with full responsibility on the authority.

And in case you find that during negotiation somebody is saying something without any sense of responsibility or reflection or responsibility the negotiation now will be floating you know. Nobody will take a decision because they know that this person is not the person of authority and he has come here just to you know just to be present over here and ultimately it almost appears to be cling time that is not good.

So, it should be smooth sailing. It should not be floating what I mean by this is see you take a ship in the water or the boat in the water there are three situations that you have. The boat is being you know you are sailing the boat the boat is moving forward, another situation you are you are rowing, but the boat is not going anywhere it is just floating and it is maybe rotating on that same particular point this is a second situation and the third situation for the boat could be the most disastrous that is sinks.

Negotiation is the same situation that particular negotiation boat should be always sailing forward it should not float; that means, if we have 2 hours time, 3 hours time whatever is the time then the negotiation should lead always towards the forwardness; that means, it should be going forward and not really floating; that means, there should be least chances or probability of getting into in decisions or disagreements and the final one is save from sinking. My suggestion to your friend is this, when you are negotiating you have gone with the purpose, you have gone with the purpose of getting something or also giving something it is not one way.

Here you should see to it that you should not float and also you should see it with it is not going to sink. This is the point which is very very important in terms of managing the process of negotiation. Managing this process of negotiation is very critical and in this cases; we have such players called coordinator.

The coordinator is a person who is going to look into it that the whole negotiation is going towards or rather moving forward not in leading to the stalemate or you know in decisions or deadlock situations. You know the situation is you have prepared significantly given lot of time lot of manpower in the company has been spent on deciding how to negotiate? What to negotiate about? What would be the strategy? What

will be the tactics of getting through what you want? What will be the kind of concession that you are going to give?

About giving concessions and other things I will discuss in my next set of lectures but the thing is quite often it happens that you also decide that what is the lowest price that you are going to accept? Yesterday I was talking about these particular points. Now when you see that it is not reaching such particular points you keep on selling, keep on sailing not selling sailing; that means, you let it go, let it float, let it cool, let it go.

But not float in the same situation and neither it should sink and if you see there is a situation that because of the disagreement it is likely to sink then immediately take guard against and see to it with find out immediately innovate, discuss with your friends and colleagues to find out that how can you save the negotiation from sinking? I will tell you one more thing friends, in the negotiation team you remember there is something called stopper, blocker.

Person who blocks, basically he decides that ok, now it has to be sunken and what they do is they give some you know through such statements which makes the whole negotiation futile at that point of time and closes negotiation does not take any positive decision. It may not also take a negative decision like say no more negotiation, but the thing is at that point of time; no further negotiation, no further discussion on this issue. We will think about it later we will get back to you once you are ready with it. You know this is how the whole thing is.

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Tricks of Countering

- Play the Game Fairly
- Encourage Client to Play the Game
- Continue to Play Till it is in your Favour
- Listen to Inner Voice
- Follow the Mind over Heart



Then comes a situation where the tricks of countering. Since it is a game that naturally is just like one person is trying to override over you and you are trying to you know contest or counter and to get in the benefits. In fact, both the parties are trying the benefit is for the benefit is for their own, Now the tricks of countering is important. Here my first suggestion is play the game fairly see dribbling and fouling in football are there which one is positive? Which one is negative? Dribbling is positive, fouling is negative.

Now, if you have a fair you know no player contesting you or countering you, you take the ball forward towards the ball post that is very rare in the negotiation. You will not see a situation in the negotiation that you are simply sailing and others are keeping quiet and not obstructing you. Not no way; because a negotiation starts with the idea of saying no or a refusal. So, naturally the no and refusal now has to be negated through the negotiation in which the game now has started. If it has started every point that you put forward you will be contestant or countered.

And in 3 point the opponents for placed forward you will be contesting or countering that does not mean it is negative you are giving a point against that particular point in which you are likely to otherwise lose, it is true for either party. So, play the game fairly. So, as it is said fairly, rationally, universally true that any game that you play with the opponents you do not make fouls. Same is here, it should be a fair play and both parties should try to see that it is a fair play which is being played.

In fact, you know the most enjoyable game is where the entire game had been a fair playing. Same is for the negotiation. Negotiations end result should be even if you do come to a disagreement it is almost like you know you are enjoyed you have enjoyed the negotiation though you have disagreed for your personal reasons or it is company's reasons, but you have at least played fair. This is important.

And also another important thing in countering is, encourage climb to play the game see quite often in the negotiation what happens is you are playing the game, you are ready for the playing the game of negotiation. You are ready with your points, but you are finding that your opponent is passive. I can caution you in this. This passiveness of your opponent is also a game plan or strategy or tactics. You are saying something there is no response coming. You are saying something no contesting is coming, no objection is coming.

If you see that something which are asking which is not very rational or reasonable and your opponent is not asking questions, not countering, not contesting, be extra careful that they must be playing a game. They have a strategy, they have a tactics. It is simply I always you know say in this forum; that is basically the potential energy which is being stored by the opponent by not speaking, not contesting, if the potential energy rises at one point when it breaks this limit it becomes a high force kinetic energy.

So, the thing is if you find that you are you are saying your points you are saying one by one several points you are saying an opponent is quietly listening all the members are quietly listening not contesting, not countering, not objecting, not even agreeing, then you be very sure end of the negotiation a bad verge question will come to you. As a kinetic energy you know the entire flow of questions will come in such a manner you will be caught unaware.

So, friend it is not a very easy game. Negotiation is a kind of total mind play, intellectual play. How you play it? It also you know you are you gain this particular experience by negotiating several times. Not necessarily for the first time you will win and it is also not necessary I said repeatedly during negotiation it is not necessary that you will be if you had been winning all the negotiations in the past you will be winning the next. It is like every game every game is a fresh game it starts and then ends with a results.

So, if you have or a good negotiator already; please do not have that self compressions and you do not think that you are going to win the next negotiation because there can be a smarter person with a smarter points and countering points which is going to let you lose this particular negotiation. Next is how you counter? This trick is a very very interesting trick. See my research is bringing me to all these kind of ideas based on my experience not only that I do see during negotiation even if I am not a very strong player at that particular negotiation but I see, I watch, I see the results, I see the process.

So, all these points which are bringing forward here you know it is basically comes from the experience. My suggestion is during negotiation, continue to play continue to play till the matter is in your favor. It is something like you know even if our time is given, an example if you suppose you have taken an appointment for negotiation and the time given is half an hour. At the 25th minute you are finding that you did not get the things in your favor you are contesting you know this discussion is going on, it is not a heated discussion it is a very very smooth discussion smooth sailing is going but at 25th minute you find you have not got your results. You have got your result.

If it is so in such cases you should now keep on playing till the whistle is blown saying that the game is over. See the thing is during negotiation what happens is half an hour time is given everybody knows that it can go a little beyond half an hour, but certainly not for the entire day. So, if it is half an hour and then the opponent is also seeing that 25th minute we have not reached any conclusion we have not reached any agreement we have not reached any closing the deal.

So, the thing is they will also keep on playing, but you are you are negotiating in this. So, what you do is you should keep on playing do not give any hint that you do not ask shall we continue is 25th minute? Do not ever ask that could be very unwise. Do not ask you simply see your clock you find it is 25th minute nothing has really progressed much nothing in at least in your favor.

So, what you do is keep on playing till the time they say now gentlemen we have to you know conclude it we have to come to a consensus or a decision or you know an agreement, till then that is that is I would say a pre final whistle of the referee that ok. Now it is time that we have spent enough time beyond 30 minutes and we need to now come to a conclusion, but you have seen that it is still not in your favor.

If you find that still it is not in your favor then buy some more time and see to it that you continue to play till it is in your favor this is a very important trick of negotiation. That is why you will find the people who are coming as a push seller in your house door to door seller. You know you say I do not require it. He will ask he will tell you another inputs and he will expect that he will give a reply to or response to that. If you keep on saying no, no, no, you will not find that he has left your door, he will continue till the point you say, let me think about it.

You bet then he will ask then can I come tomorrow? Shall I give you a call in the morning is tomorrow? And then can I come in the afternoon? that means, what he is doing is negotiation he is extending till tomorrow till something happens in his favor, but there are also contrary to it like say if you find that it is not in your favor, if you find that the whole thing is going not in your favor you want to bring it to your favor you continue.

But at the same time you also see in case you find that you have to stop this because it will never go into your favor in such cases you should be very very straightforward and saying there is no point discussing we have entered into the exit domain and now I think we should leave and you say goodbye and leave. It is just like door to door seller or the push seller who comes to you to your door you say oh it is a wonderful it is wonderful product you know the way I do it. I never say I do not require it, I do not say I do not like it, I do not say the price is high, I have never said it.

I always appreciated his product first I said it is a wonderful product, but I already have the moment I say I already have then he knows that I am not going to buy too. Then he says what is the age of that particular product can I see I say no you cannot see because that is not the leverage I have given you, but the thing is like I say it is about 5 years old and still working do not bother.

Then he asked that when do you think that you will be replacing that, I will say after about another 5 years basically what I have done I just pushed him 5 years behind. This is the kind of trick it is which buy of contouring which you have to do.

Now, in such cases where you know real negotiation in the business negotiation that is not going to come in your favor anyway, then you decide the exit domain. You are counter exit domain; you say this is the exit domain. Now I am entering into the exit

domain I have to move, I have to leave this place no point wasting any more time. That is why you will find that many of the seller after some discussions and all they say sir thank you very much if you need give me a call.

Basically he kept a pleasantry back to you saying please give me a call he knows that you will never call him, but he says it as a courtesy and that is what is a good skill, that is a people skill, that is a professional skill. Now this is important there are certain situations in which means you have to listen to your inner voice and this is the trick of countering. What is the trick? Listen to inner voice what is the trick in it? The trick is basically you are whatever is seen is being discussed whatever is seen in the paper is being discussed.

What is being spoken it is being discussed you know, but your mind is saying something your inner voice is saying something not measurable, not really predictable as well. It may come out any time. Suddenly you start feeling why am I wasting time in this negotiation it is not going to get any headway. I am not going to get this contract it seems that they have somebody else in their mind they are unnecessarily trying to reduce my price so that I say no. Why should I say no? On that way what they will let them say what is the price and then I refuse it. You know sometimes inner voice is saying no point taking this contract. This inner voice is basically a countering point. Another thing happens the opponents are putting demands after demands, the claims after claims or concessions after concessions. Your inner voice is saying that you can always get the concessions, but at the cost of the quality of the work and the manpower usage in your own office.

You know that once you know this your inner voice is saying dear do not go forward simply refuse this agreement. Do not have to negotiate further stop this, come out of the whole zone, you first cover the zone of possible agreements, then come out to that particular zone where is a biggest disagreement. This is a process you cannot jump to the end. Come to the disagreement so that means, you have left your comfort zone much before, you have come to that disagreement zone and then now you come to the end of agreement you know that end at that particular level.

What you do is the end domain that you have exit domain that you have entered then you start saying dear we can talk later maybe we can communicate later let me go back to my

office and discuss with our chairman, let me work with work out with my production team, let me work with my sales marketing team; that means, basically you are buying your time to come out of it ok, but listen to your inner voice if your inner voice is giving some you know negative signal not necessary that you have to follow, but you should pay respect to it.

In such situations what happens is you follow your mind, not the heart. What happens is in the whole sales situation I will discuss this in my next lectures is this you know it is an emotional play. People every time not necessarily buying with their mind being applied the impulse buying has come which is out of not out of mind, but out of the heart I like it. Not I need it. If it is I like it then it is impulse buying and it comes from the hearts and I need it; that means, I do require it other than that I will have trouble it is a mind saying.

In negotiation in the trick of countering in this I would always suggest that listen to in our heart also take care of your mind, what your mind is saying, do not go by heart sometime of course, we do a friend is asking for something through negotiation you say dear you are my friend or a client you are my client as a loyalty will give you this that you are doing out of your heart, not out of your mind.

But the thing is certainly there is a calculation which you have made there by giving this concession or the privilege to your friend or to own clients or the earlier clients you are not really running into trouble and if you have calculated this very split secondly, then you have really thought about you know through mind not through your hearts ok.

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Barriers to Agreements

- Dogmatic (Rigid / Inflexible)
- **Loosing the Big Picture**
- Myopic Vision
- **Lack of Knowledge / Understanding**
- Ego of Authority
- **Ego of Monopoly / Autonomy**
- Lack of Authority
- **Fear of Loosing**
- Foul Play






Then comes the barriers of agreement to agreements. This is very very important. You know the barriers to agreement there are lots of reasons why it is done? I will go a little fast on this. Say it is sometime it is dogmatic realness ok.

That means it is a rigidity of the members rigidity of the points that brings barriers to the agreement. Then comes the losing the big picture during a treatment you know if you lose the big picture that if you agree to this, what is going to be your cost? What is going to be of gain? If you do not take copies of the big picture then this is going to be a barrier.

Then comes myopic vision, quite often we try to see what is the benefit of this particular agreement, this agreement and we try to negotiate as best as possible to gain the best ok, but this is what is Myopic vision. In fact, Myopic vision leads to the loosing of big picture. Myopic vision is what you are seeing now, the losing the big picture is what you are perceiving in future; that means, if suppose, an example let me give you that you are negotiating for one project the first time with a client.

And then at that point of time you are discussing the client is a group who is young; young means young in terms of entrepreneurship and then you take you have taken the feedback on your form that they have a good opportunities in future. Today they may be young, they may be in a stress situation to pay you more. If you say no I need what I need then it is a myopic vision you may lose, you may win.

But the thing is if you have a big picture that if I give a little bit of concession to them, if I give a little bit of comfort to them, then I win this particular project at the same time I win their hearts and then after that if I give good delivery and a quality delivery then they will think about me only in the next time and the time after; that means, if I have Myopic vision I bag more, but I lose the future.

But in that loop in the big picture I may not bag much at this point, but I have a secure future. Then comes the lack of knowledge and understanding quite often, the barriers to the agreement is if it is a lack of knowledge and understanding of the subject, of the object, of the product, of the delivery, of the market values you know there are so many such things which one has to really learn. Then comes the Ego or authority; ego of authority.

Sometime what happens is if suppose you are contesting the opinion of a chairman who is sitting in the negotiation board, that chairman does not necessarily mean the chairman of the company. It is a chairman of that negotiation board, every such board or committee has a chairman designated or nominated and I am referring to only those chairmen and that chairman who is really not the authority actual authority is the chairman of the company, but this chairman is the authority of this particular committee of the negotiation committee.

And then if he starts exercising his ego of authority then it acts as a barrier to the agreement; that means, if he says no I do not agree. If he does not agree so he does not agree that is what is the situation. Then comes the Ego of Monopoly or Autonomy. Quite often this is very very true for large company whom you are negotiating with. The large company who is who really works on the monopoly or autonomy they know that if you do not get the project from them you do not get project from the others as well.

Because it is a monopoly they have. Suppose it is a monopoly of one particular kind of product, that they are manufacturing unable to go for negotiation. In such cases you will find that if they say no then after that you really do not have much of clients left. So, this ego of monopoly on autonomy also becomes a barrier of agreement. This barrier is what I mean by this is; that means, when you are going for negotiations and discussions always there is a one sided pressure on the weaker.

So, now basically I refer back to again the batna; the one that is with a higher monopoly autonomy they have the highest stronger batna and the one that you are you are negotiating with them you have a weaker batna; that means, if they do not give you the project at least for 2 years you do not have any other projects. So, when there is a you know real short supply of the projects to be given to the you know consultants in such kind of cases monopoly on autonomy works.

Now, it is what is happening is the common agencies are getting all the large projects in the epc board or p and c board for constructions or development, infrastructure, building or whatever ok. The large scale projects are generally being you know taken by the government agencies. The government agencies the policy has changed in the countries and naturally government agencies which were originally a facilitator, now they are also a provider, they are also constructor, they are also a project manager.

So, in such kind of cases what happens is when this big houses they get the project by virtue of their own weights, what is the weight, the weight of their own teams, weight of their support of the government, weight of the privilege of getting without tender, the weight of their corpus. So, with that weights what happening what is happening is all those you know publicity unit is originally being facilitator who are now we converted to all this executors.

They are getting all the large projects. Whether getting a large projects in such cases what they are doing is they are now taking sub consultants. So, they are offering consult you know in the name of offering conservancy basically they are subletting to the other consultants. If all the big projects are large scale projects of infrastructure and buildings and all that you know housing and all that is going to such houses, then individual consultants like say engineers, architects you know any other project managers or all, what happens is you know they have they do not have any individual access to the big projects.

Because big projects to back you have to have a good amount of credential and these companies they have a strong credential over time and automatically, which individuals do not have and then these companies will be appointed by these big houses. So, there is a big house and a small house situation and now the big house is negotiating with a small house, for granting a project taking them as sub consultants at that point of time is a pure

monopoly on the autonomy that works and they keep on pressurizing on the small consultants to charge less, though they know that charge is not very rational and not very realistic.

But still, they do it otherwise they will be subjected to audit. If there are two such companies small companies who are now contesting against each other to get this project from the big house and one of them has charged lesser then it is very difficult for the big house to give it to the higher charger, because then will be subjected to audit and they have to write two pages of statements, justifying why they have given to the higher charging person, higher quoting rates. So, these are the different situations which keep on going.

But so there are barriers and then the lack of authority. I said this before during negotiation or during such kind of interactions you should do a good research and find out that persons who are sitting in front are the persons of authority. Maybe the chairman is assigned by the actual chairman of the company, but still he is not the authority and if the decision maker is the chairman of the company, not this chairman of the board, chairman of the board is only supposed to take all these points and take it to the actual chairman for it is approval, then in that case I would say this person is not the person of authority, but he is the person of authority for conducting this meeting.

So, when you are trying to really win the projects, you have to read the mind of the actual chairman not this chairman that becomes a barrier and when you will quite often you will find that you have gone for negotiation. You are you know wasted you have wasted about 1 hour time discussing with 2 3 persons and finally, you came to know that it was only a time western because they did not have any authority. Any authority and they simply kept on you know spending time to show their bosses that they had been negotiating, but actually they have no authority, neither they can take a decision, not they can give you suggestions, not they can even advise you on improvements or reduction of your prices they say ok fine in that case it is fine so I will arrange for another meeting with our chairman and that day you please come forward again with your all your points and then we will discuss further.

Simply means today's 1 hour time wasted, these are barriers then comes a fear of losing that is also another barrier. In the you know coming to an agreements, if you have always

afraid that you may lose and if you lose, then you may you are going to run into trouble you remember that worst consequence as I said worst consequences if you lose a project and this is the killer for any negotiator.

When a person is going to get a contract in such cases if they suffer from this fear of losing; that means, they have a very weak batna and if it is a weak batna, then in that case, right from the beginning he is a loser and the if suppose there is a very powerful team and a weak team they are playing on the field together in football the weak team already knows that the powerful team has all the big players at least out of 11 there are 5 were you know stalwarts the national level or international level players and we do not have any; that means, once you are entering the field you are already lost, your fear of losing is one of the killer and that becomes a barrier.

The fear of losing starts with a very poor start. To put forward your points for the claims of your fees and everything if you have a fear of losing, then in that case right from the beginning you are loser and this is shown on the face of everybody and then you start giving concessions; irrational concessions, irrational unjustified demands of the you know you rather comply to unjustified demands of the opponents.

So, my friend my suggestion is this. Get rid of these barriers, get rid of these barriers do not ever show your weak batna to your opponent and always show to them that you have a strong batna keep them an idea that I do not care whether I get this project you have invited me for the negotiation I have come.

If you do not give me this project no way I will go to another person, I will get another project ok. So, your fear of losing if it do not show right from the beginning if you even if you have everybody has at the back of their mind, but even if you have do not show and that is the kind of skill that what is in your mind and what your face showing that is important and that is why all this soft skill about. It is not coming it is not one particular item it is a combination of many.

How you are looking at each other? How you are smiling? Your face is how it is glow showing that you are very confident. So, your confidence, your verbal communications, your body languages, your eye contacts, your smile, your getup everything will start playing a role in this to come off lodge your fear of losing. So, this you try and the last one is the foul play. This is a very strong barrier of our agreement. Foul play played by

any party, foul play paid played within, this I will discuss a little further basically it is if I am saying that it should be a smooth sailing then you should sit with the foul play is never a part of it ok. Foul play becomes a very very bad you know items or barrier to disagreements how this is done in the negotiation.

Suppose everything is going on smoothly it is almost coming to a closure coming to an agreement it has entered into a comfort zone of agreement ok. Now this what we what I have said as ZOCA zone of comfortable agreement you know; that means, you have entered into this through discussion 1 hour, 2 hour discussion and suddenly 1 person either in your team or in the opponent team plays foul. It is something like opponent team says I still think the price that we are arriving at is not rational, can you look into it again foul playing.

Because you have arrived did this particular price mutually discussing for last 2 hours and then suddenly one person plays foul saying I still think, if he says I still think; that means, he has to be now given an opportunity to clarify why he thinks? Even if it is not rational right, justified still as a part of the game he has to be given an opportunity to clarify why he thinks?

Now, on your part your side one person says sir please do not do not accept this rate please do not accept this rate, suppose you have gone with the idea that you will be freezing in case for accretion fees say at 2.5 for a large project where we know that you have some (Refer Time: 37:34) corpus to run this particular project, but you first offered 3.5, client is saying no it is not 3.5 it should be 2.25. I get this example in the last class.

Now, you are raising you were raising and ultimately you said 3 and then he is saying no it is 2.75, sorry 2.25 a little more 2.3 and then at one point you say 2.5 agreed he says 2.5 you say agreed. One of your colleagues suddenly springs up and says I think sir we should give away this project we should not take it.

Because 2.5 is too less to run our organization that is a foul play because he should have said right in the beginning or in the middle of the conversation at the end suddenly if it does it there is an intention ill intentions. So, some that is why I say your friends when you are going for negotiation take stock of your own team. Own team can really sink your ship. One of the person on board can make a hole in your boat and let it sink same thing may happen in the negotiation.

I have seen this happening. If you have understood this; that means, basically what I am trying to say is it is a full game that you are playing with your full conscience, full knowledge of the points and then you are discussing about it ok. In this situation what happens is you come to a point of agreement and try to remove all those barriers. So, I will discuss about this points further.

Thank you.