

**Soft Skills for Business Negotiations and Marketing Strategies**  
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**Lecture – 51**  
**Common Mistakes**

Hello friends. I have promised that I will tell you some common mistakes that happens during the negotiations, which are very very critical. I would say pay a very strong attention to this and try to avoid it.

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Common mistakes in terms of actions; there are two kinds of missed sets of mistakes which I will discuss one is in terms of your actions. What kind of mistakes you commit in during negotiation in terms of your actions.

Another is what are the different kind of personality oriented mistakes that we have. So, this I am highlighting first in terms of actions. Poor listening I said the listening is very important. You know a point which I will highlight later. In my next set of lectures let me just utter this here listening you know if you do not listen attentively, you do not get the points from the opponent. If you do not get the points right, then you suddenly give away a concession which is probably was not asked for.

So, poor listening is one of those common mistakes in terms of action. Then comes speaking the unexpected; this is one of the worst. Speaking the unexpected is a very very poor sub skill. What is unexpected; which is contrary to the culture of this particular discussion, which is contrary to the culture of this particular group who are participating in this negotiation discussion. It is contrary to the objective of this discussion.

Now, who may speak the unexpected, anybody. Say it is very unfortunate if your own team, one of the members speaks the unexpected. It happens basically I will tell you for in this kind of situation I will also give you an idea, a clue that how to take care of this mystery. How to you know what is the remedial actions for his mistakes; poor listening is do not get hyper excited during negotiation. You sit quietly pay attention to the speaker and put your other teams to pay attention to the other persons in case they are having cross talks. I said this in my last lecture that put them on job on duty that they were should also keep their ears open to the others in case; there is any other side talks going on.

Because that will give you a clue, but the thing is that is one not listening, at the same time you are not listening or you are not being heard. It is a very common mistake and the speaking is not expected is the remedial measure is you should decide the authority of speaking. You remember that in my team I said that there is a coordinator, there is a speaker. The coordinator who coordinates that everybody got a chance to speak and the speaker who really speaks and then there are many other players in between ok.

There would be a linesman who will give an indication that this should be spoken in a different manner. There will be a linesman there will be a stopper, there will be a blocker everything is there, but the thing is never utter something which is unexpected. Something like let me give an example, suppose you are an architect group; then you have gone for getting a project and you are almost nearing closing the deal, at that point of time one of your team member out of hyper excitement says you know I had been we had been doing a project for that particular group and the group was not very good and they are not paying in time, so what we did is we given them poor quality of drawings.

He said it out of hyper excitement, because he knows that this particular contract is coming. So, out of hyper excitement he suddenly springs up saying something it was not asked for, not even required. The moment this is uttered it is highly unexpected. Then

immediately the opponent becomes very cautious, oh if they have done it for the other group when the other group could not pay them in time, they gave them a poor quality of delivery.

So, if suppose same thing may happen to us then where we land up into then they say in such cases, yes, it is very true that you have not given the good quality, let us talk about the quality of delivery, it is speaking the unexpected which has now scuttled the whole thing. So, if somebody wants deliberately scuttling your negotiation can be done and this is what we call as scuttling the negotiation ship ok, speaking the unexpected. Internal conflicts, if your member or members who are playing this negotiation game there is an internal conflict going on inside your company on these issues.

Then it might so happen that one of the persons due to in the internal conflicts will come up with something or speak something which is unexpected. The finance department person who is sitting with you might suddenly say something which is very contrary to the health of the negotiation. The production team might say that you are committing that you will be given giving them by this delivery date. See in the negotiation this is saying your own team is saying that you are committing that you will be giving this delivery by this particular time but I think my production team cannot produce by this time.

When did he say that almost the signature was being put on the contract, it is unexpected there are many many many such examples, I think the time is not you know it is time is short here so I cannot give such examples, but I would have loved to do these examples one after another. When you find that negotiation almost leading to the closing of the deals by signature suddenly the whole ship got scuttled. This is very very dangerous. Then comes overlapping statement you are saying something; your another friend is also saying something.

You are saying something and also the opponent is also saying something at the same time no statements should be overlapping there should be a crisp individual statement. one statement over, then the next one starts. Whether this from your own team or from the opponent that is also in terms of action is very common mistakes basically what happens is by overlapping statements it creates more confusion, it creates more complexity. It becomes a kind of labyrinth you know.

So, you do not know that which one to follow which are not to follow. So, this is not a good sign take care of it, do not commit these mistakes and you should be a very good speaker. So, your verbal communication your authority or the emotional or intellectual ability all this should be. So, strong that you give a very clear diction to what you are saying and also an indication to your people that what they should say, you may invite somebody of your colleagues saying why do not you highlight this particular point.

So, overlapping statements should not be there. Then comes pushing this is another very common mistake. I will give an example here pushing never push, never push your points, never push your client requesting for order at the earliest possible I will give up example of my own experience. You know when our computer was almost coming into the market the inkjet or the laser printer a plotter did not come into the market till then, there was you know is to have t square or mini drafter one company produced or manufactured one gadget which has to be fixed with the t square or the mini drafter.

In which you know you put that on your board or a tracing paper and you put a pen on that rottering pen on that and whichever letter you type that will automatically type that is an electronic gadget ok. I would say it is an electromechanical gadget. It came into the market and naturally everybody was very much tired of writing with the stencils or writing with free hand on the tracing papers and they wanted some machines to you know speed up the whole thing and also give some relief.

A cells group with the product with two person cells persons came to our department and then our HOD invited all the faculty members to see the demonstration. One of the senior sales person was sitting next to me and I was very very young and probably at that point of time I was the most knowledgeable about the computer which is coming in the market and the printer, plotter which are likely to come in the market.

So, naturally my head was very much banking on my inference on the product or my impression on the product this senior person understood that everybody was so excited oh my god so you do not have to write anything with the hand it was going on and this then at that point the head said what is your opinion about this particular gadget will it be useful for us, should we buy this? I said yes it is it is useful is going to save our time, is going to save our labor going to give a very crisp and nice writing.

The moment I have finished then the senior person immediately shot a question to me sir when are we getting the order? See we did not say that we are taking it; we are placing an order for this. He immediately once he found that I am satisfied, he expected since I am the most knowledgeable about that those items amongst that particular group he knew that I am the person whose opinion will matter and which will make the closing the deal immediately he shot me this question, sir when are we getting the order? And you know; what was my immediate instantaneous reaction.

I said we will look into this particular item can you leave it with us? can we try for a month if we try for a month or if we find we succeeds then we will place the order, but I will tell you the thing that he has demonstrated was pushing, he pushed on to me. So, that I say you get the order tomorrow I am not the authority my HOD's authority, but the thing is he pushed me, never push, never push because the moment he pushed I bought a time for 1 month. He never left the material there, because it is very expensive he could not take that risk he said, sir actually we cannot leave it here, but we can give you more technical literature on that.

Basically what I have done here is I have just thrown the ball out of the court. No further playing, they had to go back and we never place the order for that and within one year the inkjet printer came in. So, we were happy, but the point is what I am highlighting here is he was pushy, never push everybody who is a giver every person who is a buyer you know they are never like pushing.

If a seller you go to a shop and then a seller is saying sir this garment is very good please take it. So, this particular product is very good, please take it, he is pushing do not push. Do not try to even hissed when you are going for negotiation, do not hiss there is no hurry if it is not done today it there may be a second day, when you will discuss, but do not hurry if you are in a haste you are likely to make mistakes for mistakes in giving concessions in accepting delivery date or accepting what you have to give in terms of delivery or you are not in a mental position to really judge the positives or negative about that rather the pros and cons of that so never haste.

Next point is frequent replacement of original team player. This is a very very serious issue. You know why it is important? You have a negotiation team 5, 6, 2, 3; whatever. You have a negotiation team negotiation if it is multi phased; that means, today first time

you discuss you put forward your strengths and credentials the next day you discuss they have your their demands or expectations expressed the 3rd day you talk about your the courts or the technical items you know.

So, every time if you see that your team members are being changed then the client will have no confidence on this particular team I have seen such example where initially maybe juniors they went forward to meet the clients to bag this project; that means, basically they were pitching, when they are pitching for this particular project you know they influence because of their personal soft skills they influenced the clients because of their skills and the clients were very happy and very confident about these people who are representing that particular company.

And when after 2 3 such discussions these are all phases of negotiation after 2 3 such discussions, when they said now we want to talk about the money then what happened is these 2 persons suddenly got replaced and the top bosses flew from Delhi to another city and those bosses were never a party to the whole negotiation process which has gone earlier. So, they do not know the mindset they have not done the research on the opponents they have not understood what was asked for what was to be delivered they never understood the need of the clients.

They only thought that since their superiors and they are they have the authority they will decide about the money you know what has happened finally, that project was not given the moment 2 seniors flew from Delhi to another city to discuss about the final terms and conditions the client first thing said where are the other two persons who had been communicating with us since the beginning. It is an international company I am talking about.

The moment the client said where are those two persons I had been interacting right from the day 1, where are they? Then immediate response was oh no sir actually you know they are busy in some other work so we came here. No, no, we do not want to talk with you, we do not want, they know what we need they have said what we are likely to get you do not know the whole stuff, you do not know the backgrounds, we are not going to negotiate with you, not only you know this has jeopardize the whole negotiation it has in fact, canceled the negotiation.

So, never make frequent replacement of your original team players minded, the original team players are the players who build up the whole negotiation it is a game like a football game. If suppose you know you have a chance of changing you are replacing your players, if you do it right from the beginning, the players who have built the whole game and putting pressure onto the opponent teams you know suddenly you keep on replacing those players who were very very effective in building the game then you will find that the whole harmony is lost.

Because in the whole phases, multiple phases the harmony is developed. It is built one after another, in one over the other. So, never change your original team players so frequently. It can be that they may miss 1 or 2 such kind of negotiations in multi phase negotiations, but the thing is they should be there because the unique original negotiators you know that starts original negotiation starts with the soft skills of you know exchange and coming together.

So, there is more of personal relationship than actual works. So, that personal relationship should not be destroyed. So, whoever was in the beginning ask him or her to come every time you may reduce his role of role playing in the final stages no problem, but his or her existence is very important. This I can tell you the top bosses and top managers fail to understand. I am very very clear about it because I have examples n number of such examples ok.

And never in such cases disrespect even the lower levels went for the first pitching, do not think that he is lower by authority that is why he does not have a right to come to the negotiation table, but mind it the first ice breaking is done by this low rank people only. So, be very very you know progressive in this particular mindset then comes a lack of rehearsal.

Quite often many of the negotiation did not succeed because there was a lack of rehearsal on either side. That rehearsal is basically you know understanding the whole game that they are likely to play it is just like we say net practice for cricket. It is just like we say the practice pre practice for the final games, for football. Similar; that means, you must have rehearsals and here for the best rehearsal you know I always think this way; if suppose you are rehearsing the whole negotiation then puts 1 2 or 3 of your own persons on the opponent side, in your own office and let them ask you all unpalatable, in

unsuitable, unreasonable demands or questions and you try to counter this rehearsal is very important.

If all the players have rehearsing on this side so basically what happens in football if there is a team of say 11 they have an actual team of 20 they would split into 10 10 and there are 2 goal posts and they practice against each other, play against each other basically what they are doing is they are playing as opponents and you know both opponents same thing for negotiation in your own office, in your own base you designate some people.

Basically what we do is we always put supercritical persons on the opponent side who are always critic, who always you will find in your office every time some people who will always criticize anything that you do and who become suspicious, who becomes skeptical put them on the opponent side that is the best way. You put them on the opponent side and you keep on presenting your points you know what will happen is very strong points which are likely to emerge during your actual negotiation in field will come here, at that point I always consider people who are more skeptic, people who are in oblique thinking nature, people who are critical you know they are the bones of the company because they always give you the idea which is not run of the mills, they always give observations which are not run of the mills.

Then comes the Rough game. You know quite often it happens in actions, you know the whole game is played roughly during negotiation. See it may happen with the authority I said because the authority somebody who thinks that I am I am the boss, somebody who thinks that I should speak others should not speak do not have the authority, then it you know it lands up in a rough game and again I said the monopoly you know the big house and the small house they are now negotiating, the big house starts playing are of them right from the beginning.

And in fact same thing in our football game; the big team starts not playing rough, but they start playing tough ok. So, this is the situation which we have in negotiation. So, always I would say for this kind of mistakes you do not commit.

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### Common Mistakes in Personality

- Emotional Display
- **Malapropism ( Use of Wrong Words )**
- Demonstration of Superiority
- **Overbearing ( Autocratic / Dominating )**
- Disdainful / Disrespectful
- **Snobbish**
- Haughty / Arrogance
- **Lack of Empathy**
- Lack of Knowledge



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Then comes the next set, which is related to the personality. Here the situation is that there should be a very smooth, sober, emotional display. What is the common mistake? People become emotionally disturbed, you know they have become very harassed, they become jittery, they become arrogant, they become you know they speak more than what they should really.

They start speaking unexpected things you know it is a very common mistakes in terms of personality. So, people who are not very self controlled, do not take them during negotiation. In negotiation you should take only good players, who are very good in public speaking, who are very good in verbal communication, who are very good in body languages, who have a strong personality, who have good personality, who have sure personality take such people. So, that the emotional display is not you know wrong emotional display is not committed.

Then comes the Malapropism; that means, use of wrong words use the wrong words of any kind it can be a slant, it can be abused, it can be a disrespect, it can be a wrong words which is not contrary which is contrary to the negotiation objective. So, such is a very common thing. Then comes the demonstration of superiority this is a very very common mistake in during negotiation. You know I said that somebody who has a very strong ego and he pushed for all this point in such a manner that that is disturbing to the whole scenario.

So, such kind of demonstration is not very conducive. Then overbearing is autocratic or dominating; that means, this is a big house and a small house case again the big house things that if I be autocratic I am definitely more powerful, we have a stronger batna, the opponent has a weaker batna. So, pressure put pressure, put pressure on them; this is overbearing and overbearing is not a good thing during you know negotiations, it is a very common mistake.

Then disrespectful, means here see during negotiation my friend I will advise you one thing. See if it is a 2 team negotiation and each to you has whatever number more than 1 number never try to judge the position of the others never. Never even express that what is the position of your own team members, do not give any idea that he is junior, she is junior, she is superior, he is superior no; that means, do not be disrespectful to the people. Give full respect to every individual to the level where he belong.

And then you will find that your negotiation is going on very very smoothly because every person despite their positions they have something to contribute in the whole negotiation. So, disrespectful being disdainful and disrespectful is another very common mistake. Do not be snob. Be friendly because your objective is to negotiate and come to an agreement. So, for comfortable agreement that if you want to bring within the comfortable agreement you want to bring everybody within that ZOCA that we have coined this term.

ZOCA zone of comfortable agreement; if you want to bring everybody there then you cannot word to be snob. You have to be really respectful you have to be friendly then comes hot you are arrogant. So, you cannot show arrogance through your sentences. These are all personality you know demerits. There is some people who are arrogant. So, never take the haughty persons, never take the arrogant persons during the negotiation.

Negotiation even if you even if it leads to the negative, but still the good persons are going to meet each other; it is not a fight it is not a you know it is not the enemy fight. It is only an intellectual exchange of opinions of you know expressing needs and also you know expressing what is the deliverables what is the price for it. So, there is no chance of arrogance really. So, do not ever take such people who are arrogant by nature. What happens is when you build the team is just like gain game? When you build the team you have multiple players who are playing, in our office. You pick up from different

segments or different sections the right persons who matches these qualities very well take them there.

Otherwise this mistake is going to you know scuttle the negotiation ship. Lack of empathy here this is also very true in our negotiation where, you know that you are a giver and the person who is we are negotiating is a taker or receiver, but still a sense of empathy must be there that somebody who has come here, to get or receive it is basically they are going to serve us and we are going to give this contract to them; that means, I am going to get the benefit of them ok.

So, empathy should be always a supreme world in our entire relationship. This I discussed in my soft skill discussions and the lack of knowledge, this is one of the worst part in our common mistakes. Worst part; you know what happens quite of indeed in the negotiation you find somebody is saying something, but he does not know he does not know the background of it, he does not know about the you know the feature of that particular product that he is trying to negotiate for, he does not even know the price. I will give a nice example in these cases.

See I had been negotiating with many, it may be with my individual capacity being administrator and a salesperson comes in and you know spreads all the brochures and everything and starts talking very you know very very I would say rhetorically on, what is the product about and all everything say whatever. After sometime you know I will first give a very patient hearing because I said I always like to listen and then talk.

Though I first give a very patient hearing and then once I feel that this is enough after this I should interject then I said first tell me one thing, are you a technical person or a management person, sales person you know the first jolt I gave in this first jolt a shock that he gets I have done it several times and I have successfully got the things out the cat out of the bag.

Talking about the materials, talking of the products, talking of the features and everything and then suddenly I asked tell me one thing I have understood your points. I have gone through the literatures very fast, but could you tell me that are you salesperson or technical person. If he is a technical person he will say sir I am technical person then I will ask him more technical questions no problem.

But if he is a sales person not a technical person then I say I need to talk to your technical person, because whatever you are saying that I know that after some time you will be falling back on your technical persons to know more about the answers which you have to give to me when I ask you questions. I say in that case you do one thing, next time you send your technical person if I am convinced about the product and its features and then my firm permit is I might take it, otherwise no point. You will see the whole flow of the phase of that particular salesperson suddenly diminishes and he almost takes their as a losing game.

Then there 2 things happen. Either he will become exuberant and start saying more and more to convince that he knows more about technical things or else he will say sir actually sorry today I cannot do anything tomorrow or maybe day after give me another appointment I will just bring my technical persons. This is this happens it is a lack of knowledge. Another thing which I have done some time, I find that 2 persons enter my room taking my appointment. One person keeps on speaking another person sitting very quietly and then I asked the question to the person who is speaking very you know frequently I said I would ask are you a technical person or a salesperson? Out of you who is a technical person, I find surprising to the person who is remaining quiet is a technical person.

Because the salesperson is supposed to speak they are supposed to sell by speaking and the technical person is supposed to clarify if there is any technical issues which I need clarifications for. So, unless asked the technical person will not speak and the salesperson will keep on speaking it is wasting my time. The you know what I do is in such cases the moment 2 persons have come after the pleasantries exchanges like say hello sir, how are you sir and how is it going sir, do you require something within 3 4 sentences what I do is I immediately asked who is the technical person amongst you.

Then the moment I identify the technical person then I say please tell me these things. I do not even look at the other person who is selling, because he will be speaking anyway he is trained to speak, he is paid for speaking, he is paid for connecting with me, but the technical person is a person who is going to give me the detail idea about these features and the benefit is of this. So, he is more important to me than this salesperson.

Of course this person is important for me because he connected with me, but the thing is if suppose he was technically also conversant with this particular item or product then probably it would have been more beneficial. So, that is why the technical persons quite often what happens is, you know in the company they put a very strong separation of compartments on the technical persons and the salesperson.

I think, for good successful business with the technical persons also are trained for marketing not to that level as the normal marketing people will do, but the thing is or else the technical person goes with the marketing person and speaks almost with the equal authority and the importance that will be the best. So, these are very common mistakes friends, this is how I consider a negotiation is a game which you have to play with multiple rules and multiple you know dos and donts which I have tried to say with respect to common mistakes.

If you have gone through all these things you I will suggest that you go through over and over again and listen to me repeatedly if necessary and try to get the points what I have tried to you know hit and if you agree to this good. If you do not agree to this send me your feedbacks and give me your idea about the disagreement, but the thing is if you find that yes there are certain things which you need to learn which you do not possess at this moment please go ahead that is my premier objective, that I communicate to you my experience and knowledge by which you learn. So, thank you friends in the next week I will discuss about the marketing strategies and also the time management in brief ok.

Thank you very much.