



NOVA SCHOOL OF
BUSINESS & ECONOMICS

PERSUASION & NEGOTIATION

Communication

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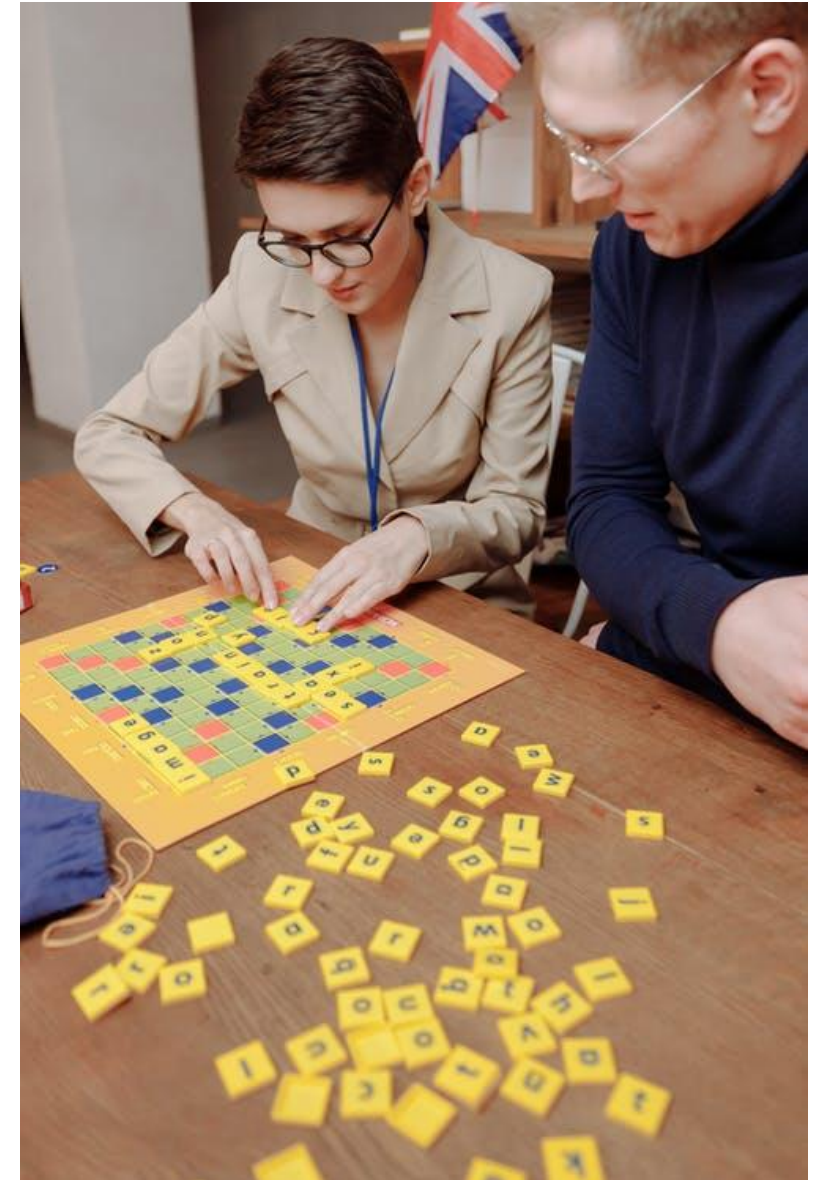
Introduction

Topics:

1. What is communicated during negotiation?
2. How do we communicate?
3. How to improve communication in negotiation
4. Closing negotiations



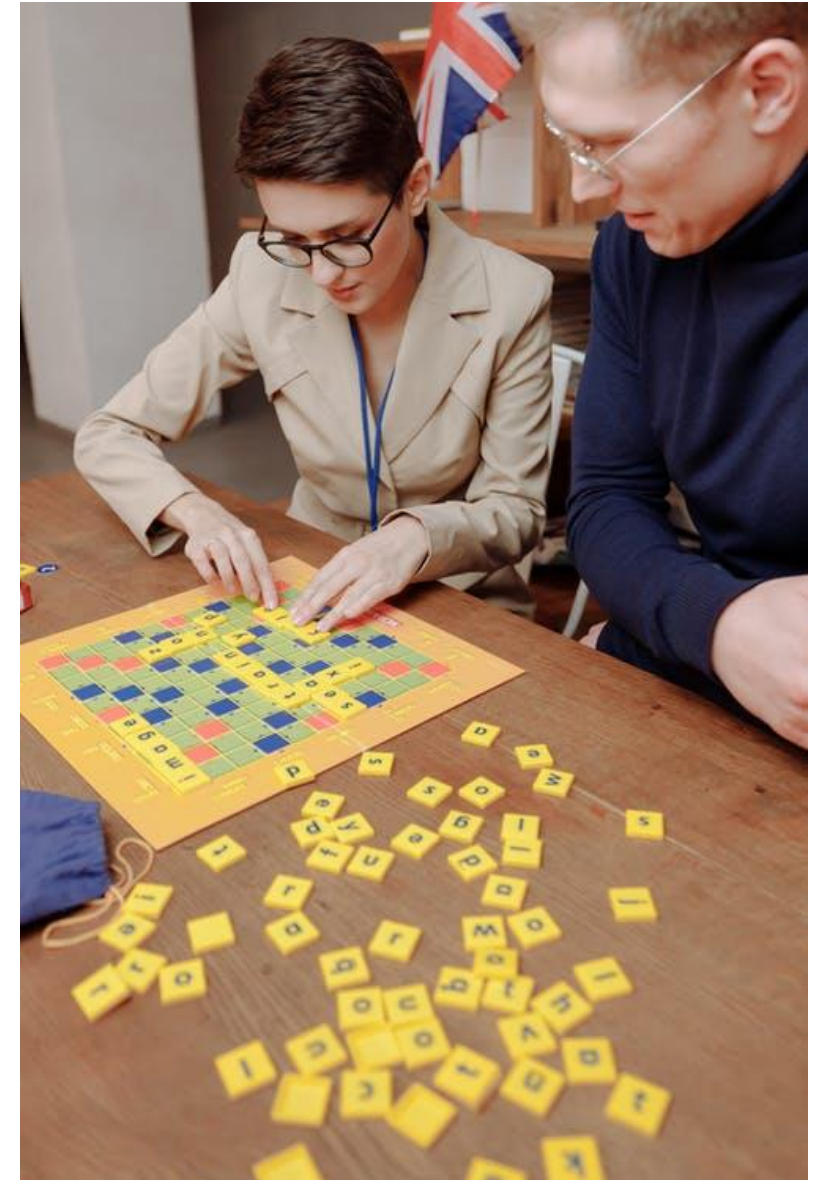
- Offers, counteroffers, and motives
- Information about alternatives
- Information about outcomes
- Social accounts
 - Explanations of mitigating circumstances
 - Explanations of exonerating circumstances
 - Reframing explanations
- Communication about process



What is communicated during negotiation?

(3 Questions)

- Are negotiators consistent or adaptive?
 - Many negotiators prefer sticking with the familiar rather than venturing into improvisation
- Does it matter what is said early in the process?
 - What negotiators do in the first half of the process has a significant impact on their ability to generate integrative solutions with high joint gains
- Is more information always better?
 - There is evidence that having more information does not automatically translate into better outcomes



How do we communicate?

- Use of language operates at two levels:
 - Logical level (proposals, offers)
 - Pragmatic level (semantics, syntax, style)
- Use of nonverbal communication
 - Making eye contact
 - Adjusting body position
 - Nonverbally encouraging or discouraging what the other says



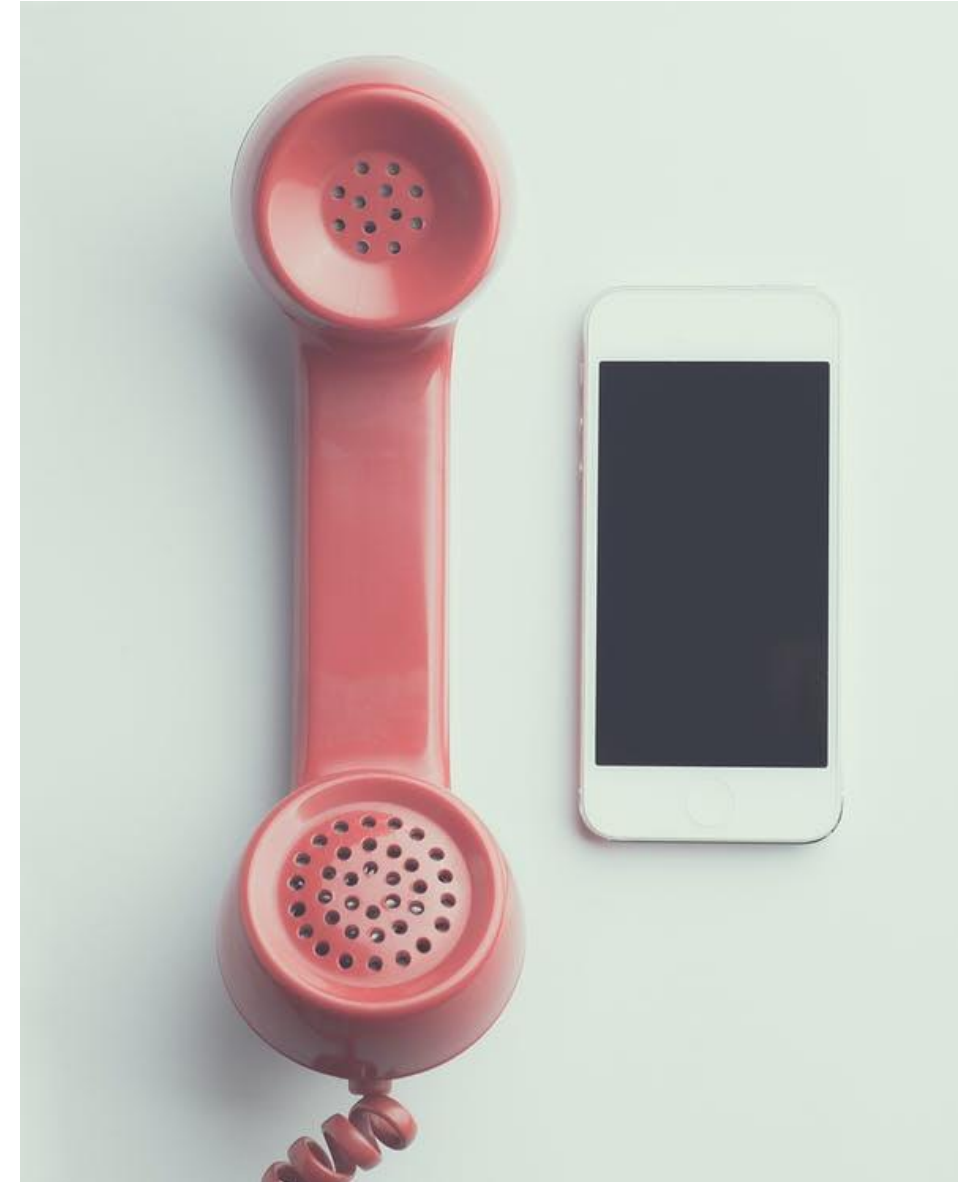
TED Talk: Non-verbal communication and power

Amy Cuddy



How do we communicate?

- Selection of a communication channel
 - Communication is experienced differently when it occurs through different channels
 - People negotiate through a variety of communication media
 - (e.g., by phone, in writing and increasingly through electronic channels or virtual negotiations)
- Social bandwidth distinguishes one communication channel from another.
 - the ability of a channel to carry and convey subtle social and relational cues from sender to receiver



How to improve communication?

- **Use of questions in negotiation**
- Two basic categories
 - *Manageable questions*
 - Cause attention or prepare the other person's thinking for further questions: "May I ask you a question?"
 - Getting information "How much will this cost?"
 - Generating thoughts "Do you have any suggestions for improving this?"



How to improve communication?

- **Use of questions in negotiation**
- Two basic categories
 - *Unmanageable questions*
 - Cause difficulty “Where did you get that dumb idea?”
 - Give information “Didn’t you know we couldn’t afford this?”
 - Bring the discussion to a false conclusion “Don’t you think we have talked about this enough?”



How to improve communication?

- **Listening**

- Three major forms

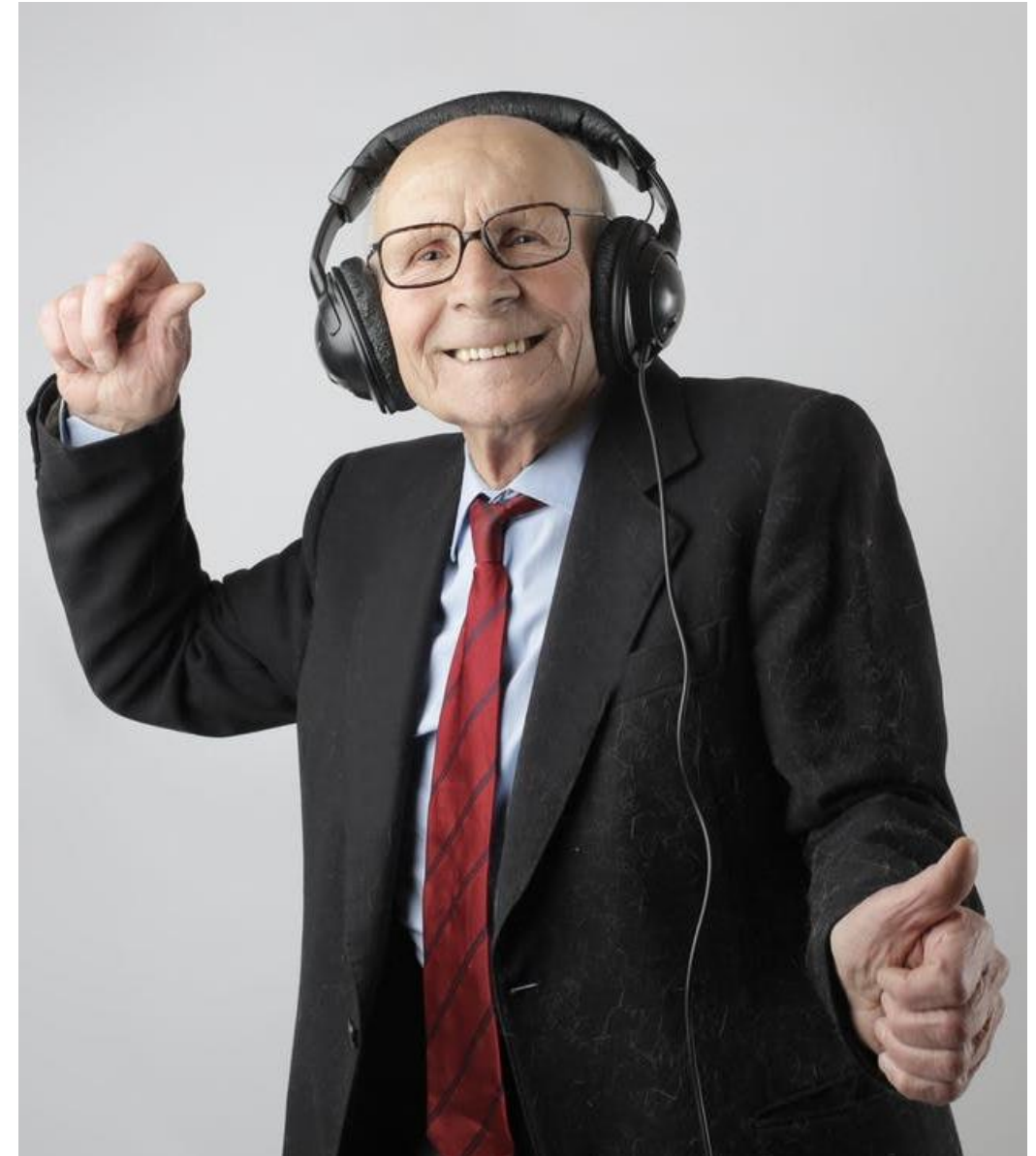
- *Passive listening*: Receiving the message while providing no feedback to the sender
- *Acknowledgment*: Receivers nod their heads, maintain eye contact, or interject responses
- *Active listening*: Receivers restate or paraphrase the sender's message in their own language



How to improve communication?

-Active Listening Techniques

- 1) Attending:** using non-verbal indicators such as leaning forward, nodding your head, sitting in an open, receptive posture
- 2) Paraphrasing:** repeating in your own words what the other person has said; the restatement should not judge in any way
- 3) Speaking from the self:** using "I" statements, rather than speaking for others (we all think) or speaking in the passive tense. Do not make assumptions about others, their opinions, and feelings.
- 4) Clarifying:** asking for further clarification or an example to illustrate often helps find clarity in the meaning.



How to improve communication?

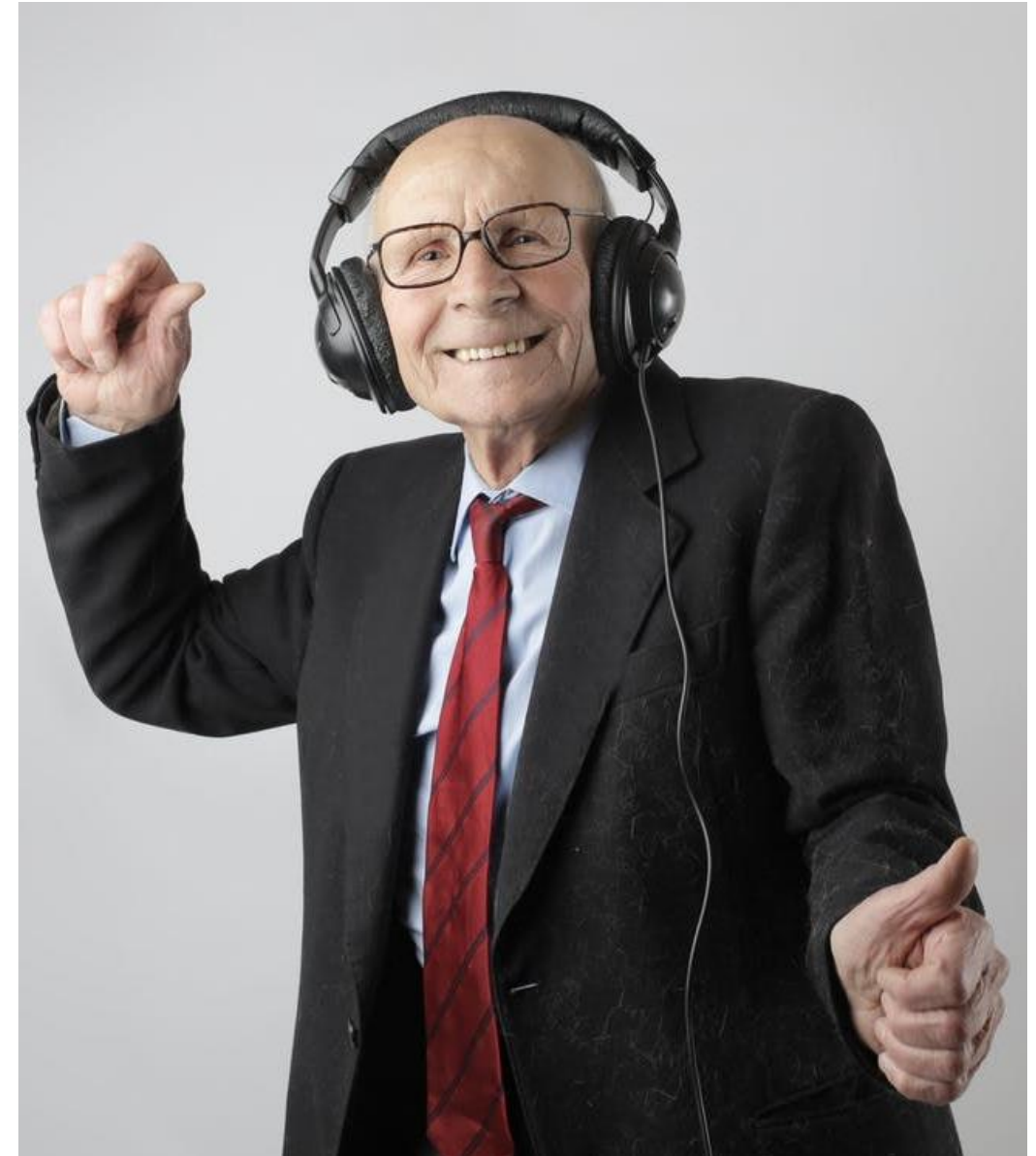
-Active Listening Techniques

5) Asking: probing questions; identify and explore options and alternatives e.g., use probes - short, open questions to dig deeper into issues. May be non-verbal such as a look that asks "Then what/ How?" Silence can be used to encourage the speaker to continue.

6) Encouraging: asking person to "tell me more about" or give them a supportive comment like "good idea" or "I like that approach".

7) Reflecting/Emotion labeling: playing back the communication as you hear and feel it, e.g., "you seem to feel very strongly about that"

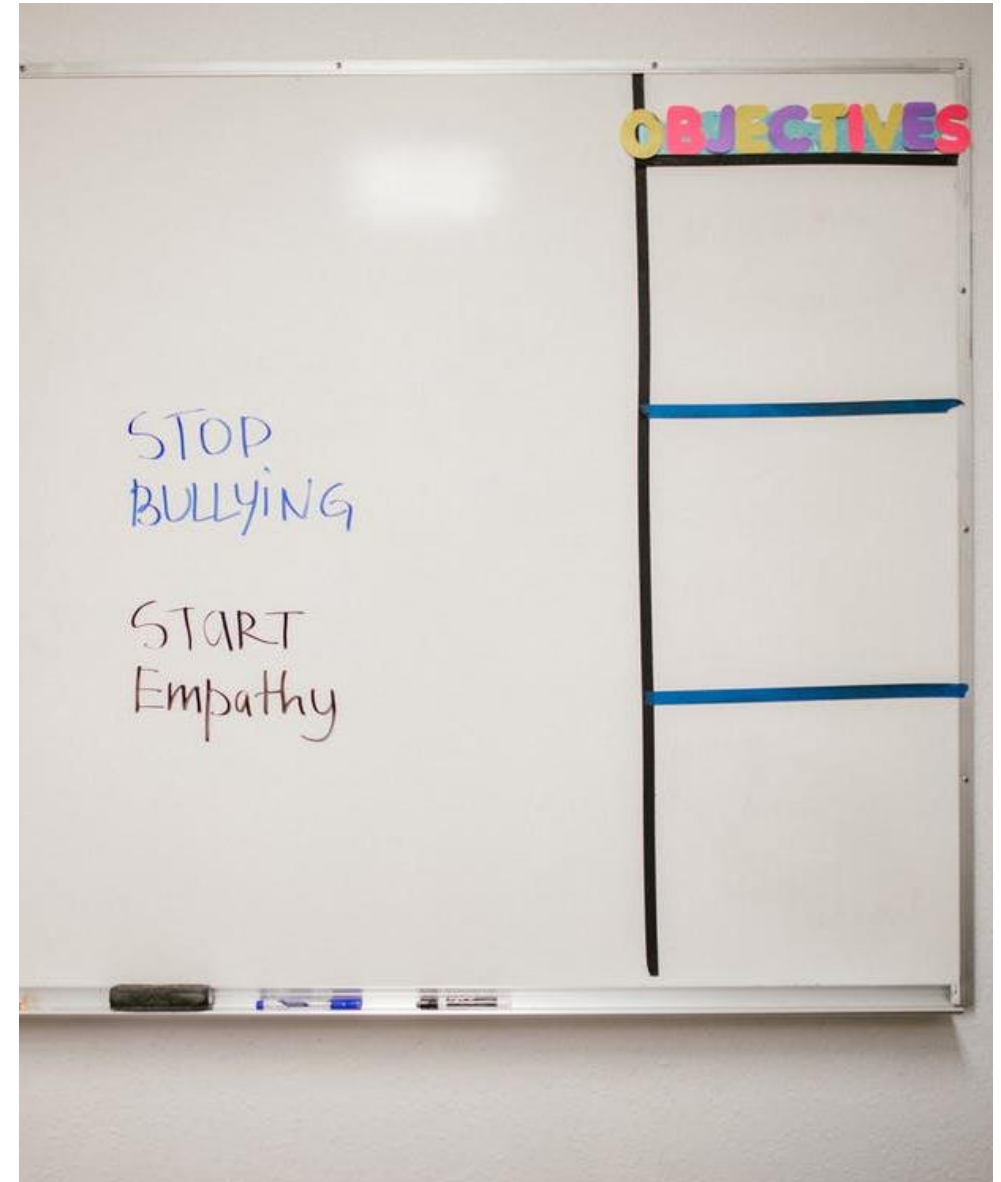
8) Summarizing: giving back a review or summary of what you heard. This helps make sure the communication is accurate and that the main ideas expressed reached you, the listener.



How to improve communication?

- Role reversal

- Negotiators understand the other party's positions by actively arguing these positions until the other party is convinced that he or she is understood
- Impact and success of the role-reversal technique
 - Research suggests it is a useful tool for improving communication and the accurate understanding and appreciation of the other party's position



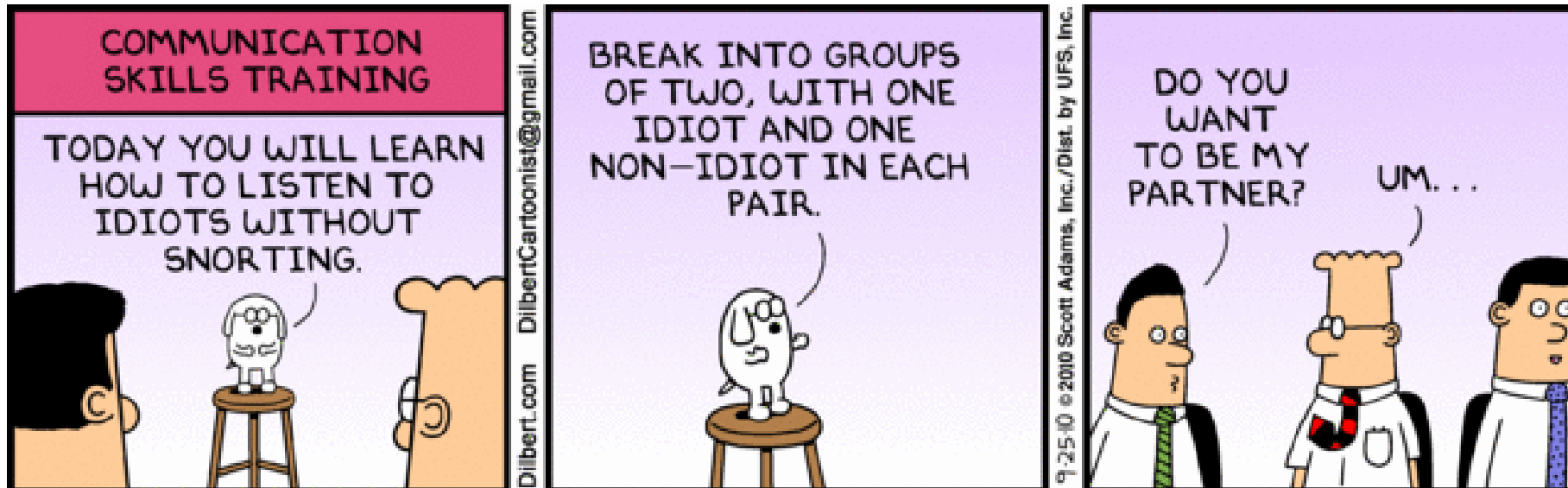
Closing negotiations

- **Two key aspects:**
- Avoiding fatal mistakes (*learning from feedback*)
 - Keeping track of what you expect to happen
 - Systematically guarding yourself against self-serving expectations
 - Reviewing the lessons from feedback for similar decisions in the future
- Achieving closure (*know when to shut up*)
 - Avoid surrendering important information needlessly
 - Refrain from making “dumb remarks”



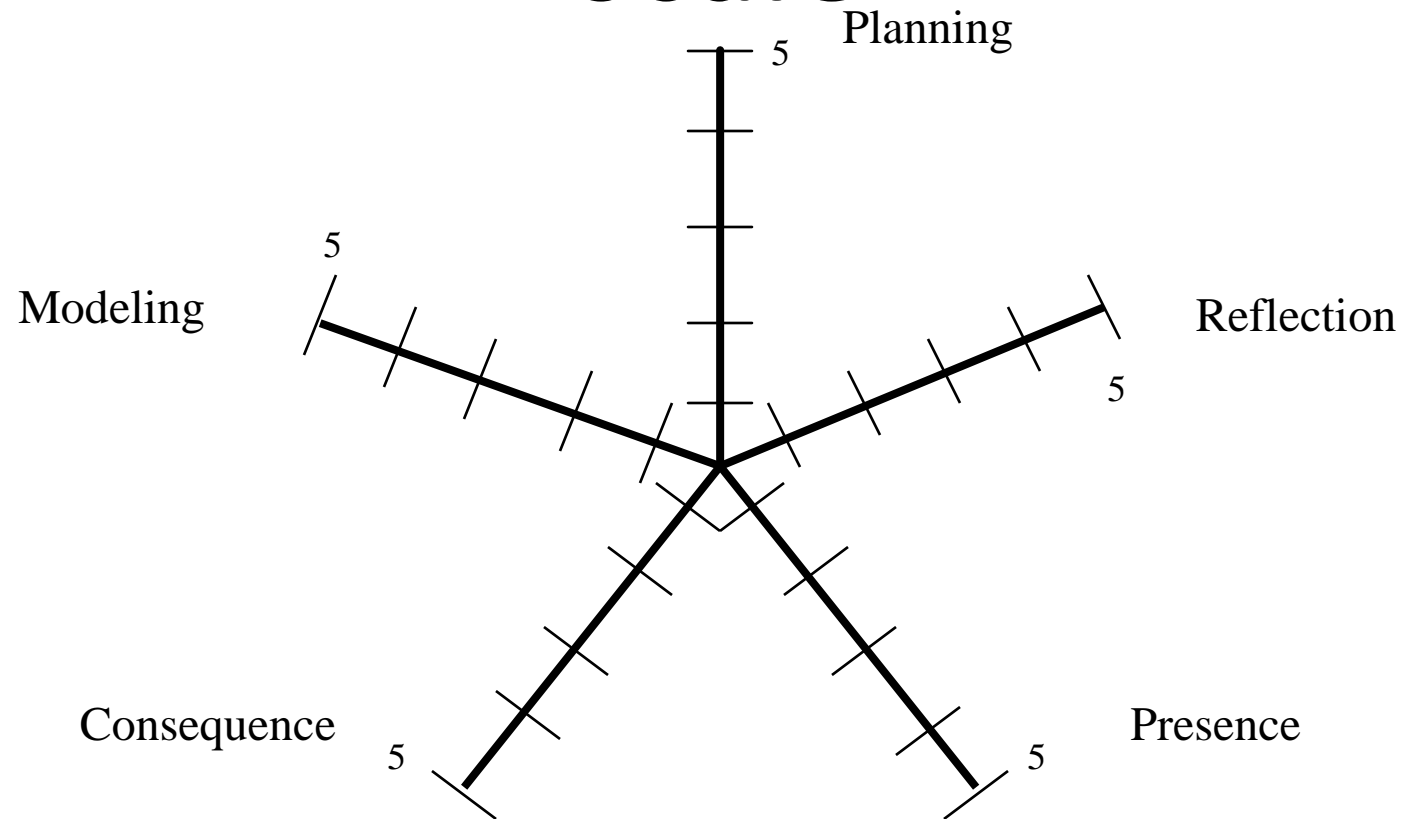
Exercise: Go know yourself better!

Communication competence scale



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Communication competence scale



Exercise: Go know yourself better!

Planning cognitions. This is the *ability to anticipate, rehearse and monitor* topics of conversation—anticipate the audience, plan what one is going to say in advance, etc.

Reflection cognitions. This measures the tendency for the respondent to *reflect upon a communication performance*, with the objective being to improve one's self presentation (e.g. reflecting on what I said, my past performance, what I could have said, etc.)

Presence cognitions. This is the awareness of how *the other is reacting to a conversation*—knowing when to recognize others negative reactions or resistance, change the subject, etc.

Consequence cognitions. This measures the respondent's *awareness of the consequences* of a communication performance (e.g. thinking about how others might interpret what I have said, understanding the effects of my communication on others, etc.)

Modeling cognitions. This measures the respondent's *awareness of contextual variables* that provide information about how to interact with the other party—i.e. “sizing up” the environment, paying attention to how other people are reacting and responding, etc.

Exercise: Go know yourself better!

The communication competence scale is related to these three major constructs:

Self-monitoring:

- *Ability to modify self-presentation* was significantly related to a high score on presence cognitions.
- *Sensitivity to others* was significantly related to high scores on presence cognitions and modeling cognitions.

Interaction involvement:

- *Perceptiveness* was significantly related to high scores on presence cognitions and modeling cognitions.
- *Responsiveness* was significantly related to high scores on planning cognitions and reflection cognitions.
- *Attentiveness* was significantly related to high scores on planning cognitions and reflection cognitions.

Communication Knowledge:

- *Communication knowledge* was significantly related to high scores on presence cognitions, modeling cognitions, reflection cognitions and consequence cognitions.

HOMEWORK: Go read!

Negotiating with emotions

1. Read the text that you chose.

Negotiating with liars

2. What issues caught your attention? Is your perspective aligned with what is argued in the text? Why?

Defusing exploding offers

3. Discuss practical examples or applications of those issues.





INEPTITUDE

IF YOU CAN'T LEARN TO DO SOMETHING WELL,
LEARN TO ENJOY DOING IT POORLY.

THANK YOU FOR YOUR ATTENTION!