

Chapter 6

Communicating in Negotiation

Communicating

The effective transfer of intended meaning.

The Communication Process

- Source—person originating the message.
- Encoding—structuring the message.
- Channel—medium used to send the message.
- Decoding—receiver's perception, interpretation, and understanding of the message.
- Feedback—reply of what was understood.

Communication Entails Listening

- Talk less and listen more.
- Seek new information.
- Do NOT stop listening because you think you know what is going to be said.
- Do NOT stop listening to remember what you want to say.
- Do not assume what the other person means.
- Do not interrupt.
- If you do not understand, say so.
- Show interest—lean forward, nod, smile.

Rules for Speaking in Negotiation

- Do not answer if you are not prepared.
- Do not answer a question not asked unless it aids in mutual understanding or benefit.
- Do not be afraid to answer with a question.
- Do not ask what you do not want to be asked.
- After you ask, close your mouth and listen.
- Occasionally ask a question to which you know the answer.
- Restate your understanding of what the other said.
- Do not be offensive or rude.
- Use conditional and hypothetical statements until you are certain.
- Do not say things to show off.
- Do not be afraid of appearing stupid!
- Do not be afraid to be silent!

Filtering

Knowing who you are, your personality attributes,
your habitual behaviors, your biases and
prejudices—

and—

allowing for them.

Listening and speaking in the other's language.

When Conflict Arises

- Assess whether it is substantive or due to personality and temperament differences.
- If due to temperament differences, filter—relate to the other in his/her terms.
- If conflict persists, identify and agree on the item or issue in dispute.
- Negotiate on that item or issue.
- If conflict escalates at any time, call a time out.

Kinesics

- Recognize what your behavior signals to others.
- Be aware that some send intentional signals.
- Watch for body/language inconsistencies.
- Watch for sudden demeanor changes.

Cues and Misconceptions

- Repeated head nods means the person wants to talk.
- People look more often at those they like.
- Light toward your face and a lower chair may be signs of competitive intent and attitude.
- Rubbing eyes may indicate non-acceptance.
- Hands over face may indicate non-acceptance.
- Shifty eyes do not indicate deception.

Electronic Communication

Don't SHOUT.

Add an occasional ☺