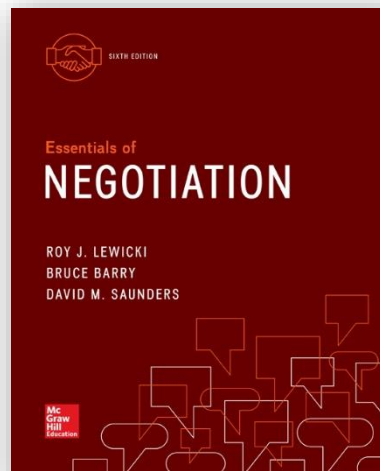


# ESSENTIALS OF NEGOTIATION

SIXTH EDITION



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# Chapter 7

## COMMUNICATION

# COMMUNICATION IN NEGOTIATION

Communication processes, both verbal and nonverbal, are critical to achieving negotiation goals and to resolving conflicts.

- Negotiation is a process of interaction
- Negotiation is a context for communication subtleties that influence processes and outcomes

# WHAT IS COMMUNICATED DURING NEGOTIATION?

- 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

# COMMUNICATION IN NEGOTIATION: THREE KEY 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?
  - There is evidence that joint gains are influential by what happens early on.
- Is more information always better?
  - The effect of exchanging information depends on the type of issues being discussed and the motivation to use the information

# HOW PEOPLE COMMUNICATE IN NEGOTIATION

- Use of language
  - 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

# HOW PEOPLE COMMUNICATE IN NEGOTIATION

- Selection of a communication channel
  - Communication is experienced differently when it occurs through different channels
  - People negotiate through a variety of communication media – 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 cues from sender to receiver

# HOW TO IMPROVE COMMUNICATION IN NEGOTIATION

- Use of questions: 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 IN NEGOTIATION

- Use of questions: 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 IN NEGOTIATION

- Listening: three major forms
  1. Passive listening: Receiving the message while providing no feedback to the sender
  2. Acknowledgment: Receivers nod their heads, maintain eye contact, or interject responses
  3. Active listening: Receivers restate or paraphrase the sender's message in their own language

# HOW TO IMPROVE COMMUNICATION IN NEGOTIATION

- 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
    1. Effective in producing cognitive changes and attitude changes
    2. When the positions are compatible, likely to produce acceptable results; when the positions are incompatible, may inhibit positive change
    3. Not necessarily effective overall as a means of inducing agreement between parties

# SPECIAL COMMUNICATION CONSIDERATIONS AT THE CLOSE OF NEGOTIATIONS

With an agreement in sight, negotiators must attend to two key aspects of communication and negotiation simultaneously:

- Avoiding fatal mistakes and achieving closure.

# SPECIAL COMMUNICATION CONSIDERATIONS AT THE CLOSE OF NEGOTIATIONS

Negotiators can evaluate how they are avoiding fatal mistakes and achieving closure by:

- Refraining from making “dumb remarks”
- Avoiding surrendering important information needlessly
- Keeping track of what you expect to happen
- Reviewing the lessons from feedback for similar decisions in the future
- Systematically guarding themselves against self-serving expectations