

Issues to Be Considered During Effective Negotiation

¹Manana Khakheli, ²Giorgi Morchiladze

^{1,2}Tbilisi State University, Tbilisi, Georgia

Abstract: In advanced globalization and fierce competition only the company's management, which is better able to conduct business negotiations can achieve the success. The aim of the research is to develop recommendations for effective negotiations, for which there have been studied a number of scientific articles and monographs, as from business and management, so as from psychology.

Keywords: Management, Negotiation, Communication, Partnership.

I. INTRODUCTION

Only the knowledge or high intelligence coefficient (so called IQ) is not enough for achieving success. Strong competition has led to that there are many professional suppliers of any product or service in the market, who are very well able to satisfy the demands of potential customers and in the second, it is particularly important to have skills of creating and maintaining social communications. This paper deals with this issue and aims to develop recommendations for conducting successful and effective negotiations. For achieving these goals, scientific articles and monographs have been studied, as from the field of management, so as from psychology. This study carries out the nature of discussion research it is review paper.

II. THE ISSUES, RELATED TO THE IMPLEMENTATION OF EFFECTIVE COMMUNICATION PROCESS BY THE MANAGEMENT OF THE COMPANY

Any communication between two individual is unique and always different from each other, notwithstanding, there are some rules and principles that are effective and work in any communication.

One of the principles, which is important to keep in mind in the process of communication, is that the human mood is contagious. We can assume that if the interlocutor starts talking with a smile and friendly tone, the other party will respond in a friendly manner too, if one of the people accuses the other and is aggressive, the other usually denies the accusation and will turn aggressive too. A lot of such examples can be presented and remembered from our personal stories. This principle should be remembered during communicating with anyone and before due to some reasons, we decide to say something "aggressively", let us remember that at the very least he will answer the same way, which will not bring good results.

Disposition theory, developed by the famous philosopher and psychologist – Dimitri Uznadze can effectively be used for effective communication.

Dimitri Uznadze conducted following test, experiment – which proved disposition theory. He created an image of certain mood, related to the measures of the ball, to the members of the experiment in pre-attitude phase. In particular, they were supplied the various size of balls in this phase and thus, he created an attitude, that the balls, used in the experiment were different sizes, and in the critical phase, he gave the equal balls. Although the size of the balls was equal to each other, in the last part of the experiment, the members of the experiment perceived the balls not equal, which was caused by “mood of perception of balls to be not equal”. (Uznadze., 1943)

"In modern terminology, the model, proposed by Dimitri Uznadze, is called mediated: the demand and situation leads to the mood, and, in turn, causes the behaviour. Moreover, this model consists of four-variables, two independent variables, which interaction causes mood emergence, while the mood plays a mediating role between these two variables and behaviour. Behaviour – is the dependent variable" (Uznadze, 1943)

Management, as a science, is directly related to psychology, as it considers itself managing living people, for some purposes. Therefore, using the discoveries, made by the scientists in the field of psychology, in the practice, has practical value. The good example of it is the result of the study of Dimitri Uznadze, mentioned above. In our opinion, any manager, governor and employee should constantly seek a way to create/ establish a positive mood to co-workers and partners, because it will make it easier to live and cooperate with other people, already in very tense, fast-changing and highly competitive environment.

For proper communication, the determination of the form of discourse is very important, which considers the answer to four questions, namely: who, whom, under what conditions and for what purpose is the talk about. The answer to these questions is very important, as much as how often we have the feeling in business or non-business negotiations, that one party is talking to the other one more directly, or the tone of the conversation gets more "friendly" instead of a business, which may lead to a lack of seriousness and superficial sense of the other side.

Also, when we start talking, we should know what we want. When we make a desired offer and we are answered: "I agree," a "part is good, but in "b "and" c" we have the problems, therefore they cannot be solved. Our response should be, "Why do you think "a" is good" and at the same time, try to solve the problem, which it is put forward, in a conversation. It is important to make an interlocutor as the ally, to involve him/her to do job well.

The mood of speaking should be, as mentioned above: not "I blame you" or "Why are you against my good idea", but "how to solve" the problem. Our conversation should bear the character of "negotiation", not the "coercion". Also, we should use the issue, the interlocutor agrees with, and make reference to it, but tactfully. It is important to consider proposals of the interlocutor between the lines, what he/she says and what "excites" her/him and we should offer the ways of their solution.

Making conversation, based on desired arguments by the interlocutor, has great practical value in having a conversation, of course, delicately and carefully. One of the reasons, why the negotiating equals to "Art", is effective adjusting of the existing instruments in any particular conversation for effective negotiation.

For effective negotiation it is also important, that the manner of speaking not to be antagonistic, it will lead the interlocutors to nothing good. In order to realize whether our tone is becoming antagonistic, you need to remember what characterizes him (which we met several times at meetings or negotiations).

- Rising the tone
- Exaggeration of the fact
- Threat
- Non productivity
- Derogation from the main idea of conversation
- Escalation (constantly strained conversation)
- The use of general phrases.

The conversation is conducted by the people, he/she is alive and any topic can be discussed in many contexts. Thus the "yes or no" and precise answers to discussed topics are seldom met and it is important to be remembered. It is also important to remember, that the human is an emotional creature and relies on his/her thinking, which allows conclusions about any issue, in accordance with his/her accumulated experience and the information base, which is often not correct.

The so called "simple questions" is quite affective in conversation process, which contributes determination, deepening of the event, solving issue.

For effective negotiation, it is necessary the ability of quick intuition. This is necessary so that we can quickly understand the issues devoted to us by the interlocutor in conversation and to reinforce positions. In this context it is important to refer to the theory of cognitive dissonance, which was created by Leon Festinger. (Festinger, L, 1957). Importance of knowing cognitive dissonance theory during effective negotiation is mentioned also in work of Dr. Hartwig Eckert und Andreas Kambach (H. Eckert & A. Kambach, 2014)

Cognitive dissonance theory involves psychological resistance in the human mind, when he/she behaves in contrast with beliefs. For example, people suffer from cognitive discord, when they know, that lies are bad, but they still lie. F. Dostoevsky's novel "Crime and Punishment" sharply and well demonstrates above mentioned psychological resistance illustration.

In general, any person wants to act in accordance with their beliefs and values, which characterized them in the negotiation process, which is revealed in "intense protection" of their ideas till the end of the conversation.

1. Cognitive dissonance can be reduced by human:
2. Behaviour change (for example, if you steal and consider it as bad behaviour, not steal any more):
3. Change the knowledge, so as to bring it into agreement with the behaviour (the whole world steals and if I also steal, this would not be a problem), which can be done by following methods:
 - Change the view so that to bring it in the consensus with unacceptable vision for him/her.
 - Look for new information, which shall avert the dissonance.
 - Decrease the meaning of dissonance.
 - Consider, that his/her contradictory behaviour is not related to his knowledge.

It is important to refer to "Insufficient verification effect" while speaking about "Cognitive dissonance". The mentioned effect implies the following, when the person cannot afford to reduce/eliminate the cognitive dissonance, he/she starts thinking about inside justification of the dissonance and starts changing attitude toward the reason of dissonance.

For effective negotiation, the cognitive dissonance theory is important so far as, the consent to the second party is recognized the way, not to be understood at all, which can be used by the member of the negotiation. For example, when the speaker says, that he/she is forbidden to do "something" for a long time and fights in the mentioned process, it means, that he/she recognises his/her guilt, but thinks, that imposed sanction is excessive.

To achieve success in the process of conversation, we need understanding, in particular: When you want to reach a consensus, we should not focus on the negative, we should concentrate on words and proposals, which will help us to achieve success.

- a) The topic, we focus on, is our will. The second party usually sets out his/her visions clearly in the process of negotiation. Usually after the words: "but", "however" begins the unwanted suggestions for us, however, the emphasis on them will rarely make us able to achieve success. We need to conduct conversation in more positive tone, which is better to focus on the positive side of the interlocutors, than the negative.
- b) In negotiation it is very important to detect, what our speaker agrees with and gives up and reinforce our positions in this part. In negotiation it is important to take intuition over the environment. If we find that there is no point to conduct the negotiations, there is no point spending too much time talking about it. For example, if you offer a partner: "Would you like to have joint Hotel in Bakuriani" and he/she answers: "No, I do not care business hotels" at this time, to continue the conversation does not make a sense.
- c) In negotiation, if the second party rejects desirable conditions for us, he/she might still be accepted in certain contexts, which needs to pay attention. Just to understand it we need to carefully look into the depth and listen carefully.

The practice is also important in the process of negotiation, in particular, analysing any negotiation will give us some recommendations for the future, which must be always remembered.

For effective negotiations, the ability to listen is very important. We need to listen carefully and mobilized, in order to understand in what issue the interlocutor agrees with us and what positions he/she is losing.

"Polite and friendly man is trying to pretend to listen. He/she disregards the indifferent attitude splintering in his/her expression toward the speaker. He/she is looking forward to saying his/her last word. This way of conversation is not worth going on. Self-respect will not deserve inspiration or love by others. Listening carefully and answering to questions is one of the important conditions for the speaker! – (La Rochefoucauld, 1665)

In negotiation of the parties accidentally say "anything". Our interlocutor formulates his/her vision and attitude about the issue in any moment and after any proposal. You need to be able to quickly take over the situation and adjust the appropriate influence on the negotiations. We need to act accordingly what we want and how to achieve it.

It is important to show the interlocutor the profit, he/she will receive. The conversations should be conducted in the context of negotiation, and identify the obstacles and help to overcome them. This is very important.

Negotiation, relation to other people are very delicate issues, needs the competence, skills, in-depth understanding of the interlocutors conversations, the ability of intuition over situation.

For managing the negotiation, we are helped by many issues, in particular, we can exercise at any time, which means quite a lot, virtually every minute we can move forward, and became well-equipped to grow. This will directly affect on our standard of living, income and the most important, social relationships, which is one of the natural demand in human life.

In speaking process, when we talk about arguments of accepted issue, we should try to focus on the positive sides, and determine why we would benefit from any moment.

People, in any case, are driven by simple things - their personal interest and personal benefits. In negotiations we should not be egocentric, we should see through the eyes of the interlocutor and only then we will be able to succeed.

III. CONCLUSION

In conclusion, it can be said that it is very important for humans to possess the ability to manage the negotiations effectively for successful business activities. For this purpose, it is necessary to be able to create the mood of the interlocutor or make an influence, speaking in a positive section, appropriate instructions of place, job or/and time, listening carefully to interlocutor, seeing/understanding of each phrase, said by the second party, because certain sense is hidden behind any spoken word. Development of ability of discovering/using of cognitive dissonance theory result in each person's favour. Permanent orientation for development of the ability to conduct effective negotiations and in accordance, analysis of mistakes from any negotiations and their further correction

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