

3. Elements of power stations of "Culture for peace"

3.1 Focus on the solution in practice: One of the biggest stumbling blocks encountered by a negotiator is to clearly understand the real issues as the root cause and basis for the negotiation in the first place. All too many times, negotiators take insufficient time to clearly identify and frame the problem or issues to be resolved and negotiated. This is the crucial first step to any negotiation. If this first phase of the negotiation process is not addressed properly, than it is quite likely that the rest the whole negotiation process will unravel because the core issues were not properly understood at the outset.

Let's look at an example case study which emphasizes the need to define and identify the problem. In this example, a substantial electronics firm face considerable difficulties in one of their subassemblies. The root core of the problem revolved around certain types of fittings and pins that were becoming bent and distorted by the operation of the machinery. Units which were being produced were damaged and had to be rejected because of imperfections. These rejected components were put aside and then re-worked later on in the month.

This duplication of effort resulted in increased costs as workers had to work overtime to meet their quotas. These extra costs for the extra work performed had not been considered in the manufacturing budget. The manager of this subassembly line did not want be charged with these overhead expenses because he felt it was not their responsibility. Likewise, the manager who was the overseer of the final assembly department also refused to accept the increased costs to his budget. He argued that the extra costs were a direct result of the poor work of the personnel in the subassembly department as this was where the problem originated.

The subassembly department manager countered this argument by claiming that the parts were in good condition before they left his department and that the damage must have occurred in the final assembly manager's department instead. Both parties had reached an impasse.

Some time passed before a resolution to the matter was worked out that was agreeable to both parties. What both parties were really seeking was to find a long term solution to this dilemma. It was only when they truly understood the nature of the problem they were able to negotiate a reasonable solution that was acceptable to both of them.

It was ascertained that the subassembly workers had some slack time available during every working month. The damaged parts were returned in small batches form the final assembly plant so that the subassembly personnel could work on them during these slack periods. Also, when they examined the problem in more

minute detail, the managers learned that some of the personnel in the final assembly plant may not have been adequately trained and may have also been partially responsible for the damaged incurred. These personnel were identified and were sent to the subassembly plant to further their training and to learn more about what transpired in that department.

The resulting solution addressed the increased cost concerns of both departments on the one hand. On the other hand, overtime was reduced by allocating the personnel where and when they most needed and finally, because of the enhanced training, the number of damaged parts was considerably reduced.

The lesson to be drawn here is that the two managers were only able to address the problem when they were able to understand the real issues that lay beneath the problem as the cause for their cost overruns.

3.2 Communication: Negotiation is nothing but a discussion among individuals to reach to an alternative which would satisfy all.

How is an effective discussion possible, only through communication.

An effective communication is directly proportional to an effective negotiation. The better the communication is the better the negotiation would be. Discussion does not mean fighting and shouting, instead it is simply the exchange of one's ideas, thoughts and opinions with each other. One needs to have excellent communication skills for a healthy and an effective discussion. Communication is an art and one should master it to excel in all kinds of negotiation. The other person will never come to know about your thoughts and ideas unless and until you share it with them. One can't see your grey matter. Lot depends on how you speak.

One should very sensibly convert his thoughts into a speech by carefully selecting relevant words. Be careful about your words. One should never use derogatory sentences or fowl words in his speech. Understand the power of speech. The way you present your thought matters a lot. Don't speak just for the sake of it. Haphazard thoughts and abstract ideas only lead to confusions. One must speak clearly what he expects from the other person. Don't eat your words and try to confuse others. Your thoughts and ideas must be expressed clearly for others to understand well. **Be crisp and precise in your speech.**

Ben wanted to purchase a pen for himself. He was not very convinced with the price the shopkeeper quoted and found it a little too high. Ben wanted him to reduce the price of the pen. Unfortunately Ben lagged good communication skills

and whatever he spoke only confused the shopkeeper. He kept on cribbing and pleading which further irritated the shopkeeper and he refused to further entertain Ben.

What was Ben's mistake ?

Ben wanted to buy the pen, but his only mistake was he did not speak in a convincing manner. Had he spoken clearly and explained the shopkeeper as to why the price of the pen should be a little lesser than what he had quoted, the pen would have been his. In this case the negotiation was not a fruitful one as no body gained anything.

Effective communication is important in salary negotiations as well. Express your salary expectations clearly in front of the recruiter. If you want your salary to be more than what he has quoted, mention it very clearly but politely. Try your level best to convince the recruiter why you need salary hike and probably how will you justify it once you join the organization. There is nothing to be afraid of; even the organization needs talented people like you. Learn to be a bit tactful. Your style, your accent, your pronunciations are also important. Do lay emphasis on words that you feel are important. If you are not satisfied with the offer, it's better to decline it but in a very polite way. Remember we all belong to good families and must behave like educated and cultured people.

An effective communication is of prime importance in business deals also. The terms and conditions must be mentioned clearly for better transparency and don't try to hide anything from the second party. It's always better to depend on written modes of communication like emails, letters, documents or agreements for better reliability. Use corporate terminologies, professional jargons and never use irrelevant statements in your speech. It is considered highly unprofessional.

One should also be very careful with his pitch and tone. Always remember battles can be won just by being decent and polite. Don't be rude and harsh on others. Speak slowly and convincingly in a tone audible to one and all. Do not speak either too fast or too slow. The other person must understand your speech. Never be loud or shout on anyone. It's unethical to speak ill or insult anyone just for a deal. Relationships are more important and must be valued.

Non verbal communication also plays an important role in an effective negotiation. Our facial expressions hand movements, posture matter a lot and must never be ignored.

FOR EXAMPLE: If you come across a person who is nervous, sweating unnecessarily and fiddling with things around, will you entertain such a person?

Obviously No.

The same happens with the other party also. If they come to know that you are nervous, they would definitely try to sit on your head and the deal would never be in your favour. **Don't express your helplessness to anyone. You might need the job badly but don't let the other person know about it.** Be very confident and show a positive attitude. Whenever you are going for a negotiation, don't forget to carry your smile. Flash your million dollar smile but don't laugh unnecessarily or crack silly jokes in between. Exchange greetings and compliments to break the ice. Sit straight, don't lean on the chair and do make an eye contact with the person sitting on the other side of the table. It shows your confidence and strong will power. Don't play with things kept on the table. Concentrate on the negotiation and don't look here and there.

Negotiation is no rocket science. You just have to be very clear about your expectations and interests; express the same clearly, convince the other party and come to something acceptable to both. Don't speak anything which might hurt the other person. **Be very polite in your speech, involve everyone in the discussion and decide in the favour of all the participants for an effective negotiation.**

HERE ARE SIX RULES TO HELP YOU COMMUNICATE EFFECTIVELY DURING NEGOTIATIONS: Rule 1: Organize Your Thoughts

Throughout the negotiation process, always allow yourself time to organize your thoughts to avoid conveying the wrong message or confusing the issues. Before you start the negotiation process, and even after it starts, take notes and plan what you're going to say.

To help you express your thoughts clearly when the negotiations begin, outline in advance the main points you want to cover. Planning the gist of what you're going to say is the most effective way to avoid sending mixed messages, but don't stop with that. As the negotiations commence, continue to take notes and plan your responses as you go through the entire process. And remember, no law exists that says every statement must be met with a response within five seconds. Take your time. In fact, silence can be one of your most powerful negotiating tools.

Stop talking whenever you feel like you need to reorganize yourself and before you respond to anything that's said. And make sure everything you say reflects the true meaning of your thoughts. This tactic not only helps you organize what you're going to say, but it also helps you digest what your counterpart proposes.

Rule 2: Don't Think About It; Think Through It

Thinking about something leads to confusion, but thinking through something leads to clarity. The difference between these two processes is a crucial distinction in communication. Many times, people approach negotiations with a mindset of, "Tell it like it is, then let the chips fall where they may." But by processing an idea through to its logical conclusion, you can evaluate the possible responses you may get from the other side.

For example, if you make an offer and say, "Take it or leave it," what kind of response would that produce? The other party may say, "Okay, we'll take it." They could say, "Thanks, but no thanks." They could say, "We won't take it, but here's what we will accept." Or they might say, "No one talks to us that way!" and walk out of the room.

A range of possibilities exists, and this tactic requires careful reading of the other person's reactions. But if you feel from your experiences with the person that they will either accept your offer or your counteroffer, it makes sense to speculate and take the chance. So give some thought to your counterpart's possible reactions to your points before you actually make them.

Rule 3: Recognize that Actions Speak Louder than Words

Experts say that seventy-five percent of communication is nonverbal. This means that the messages negotiators convey have more to do with their looks, their actions, and the way they say things, than with the actual words they say.

The best negotiators practice saying and doing things in ways that send precisely the message they want to send. The bottom line is that the better you become at using nonverbal communication and reading the nonverbal messages others send, the more effective you can be as a negotiator. Realize that everything you do at the bargaining table is part of the communication and negotiation process. So make sure you don't send the wrong messages by doing something that conflicts with what you want to say.

Rule 4: Be Concise

Most people tune out a majority of what they hear, so you should always be concise and get right to your point. Say what you mean in as few words as

possible, without being blunt. If you drone on, people will stop listening to you. To ensure your message reaches your counterpart, always oversimplify your message, and then elaborate as they ask questions. Repeat your main point several times to emphasize what's most important.

To boost your negotiating power even more, practice saying everything clearly and concisely, then repeat your key points to yourself again and again. One main problem with negotiation communication occurs when your counterpart gets too wrapped up in what they want to say, that they don't pay attention to what you say. This is why it is so important to organize your thoughts, and say your main points in a concise, compelling way.

Rule 5: Always Translate Your Message into Benefits for the Other Party

People always listen more carefully when they believe some benefit exists in your message for them. In negotiations, focus on that benefit, even when the underlying purpose of the message is in your favor.

For example, when you interview for a new job, you don't talk about the huge salary the company can offer you. You talk about all the great skills you can bring to the company, for their benefit. You try to convince them that they'll be ahead of everyone else by hiring you, regardless of the cost.

As a salesperson, you should always highlight the value of your product or service, rather than the cost. Always talk in terms of what benefits the other party receives as a result of the negotiation terms.

Rule 6: Listen Carefully to the Other Party

If you want to reach a mutually beneficial agreement, you must make sure your message are heard and understood. But don't get so caught up in your own message that you don't hear and understand what the other party needs to reach an agreement. Use the following tips for listening more effectively:

Open your mind and be receptive to the other party's message.

Make a commitment to listen, and follow through with this commitment as soon as they start to talk.

Listen for feelings, as well as facts, and consider the other party's concerns.

Eliminate distractions. Close your door, turn of the radio, and tune in to the other person.

Respond to the other party with questions that stimulate conversation and clarify your understanding of his or her message.

Take notes on the important points the other party makes, and keep these points in mind as you formulate your responses.

As you improve your listening skills, you increase your negotiating effectiveness by collecting more information to use in your search for solutions.

Communication is the Key to Effective Negotiation

Communication is a two-way street that requires everyone involved to exchange messages. To negotiate more effectively, you must relate to the other party with strong communication skills. By using these six rules for effective communications, you can overcome barriers and reach a higher level of satisfaction every time you negotiate.