Learning module 7

Communication & Negotiation

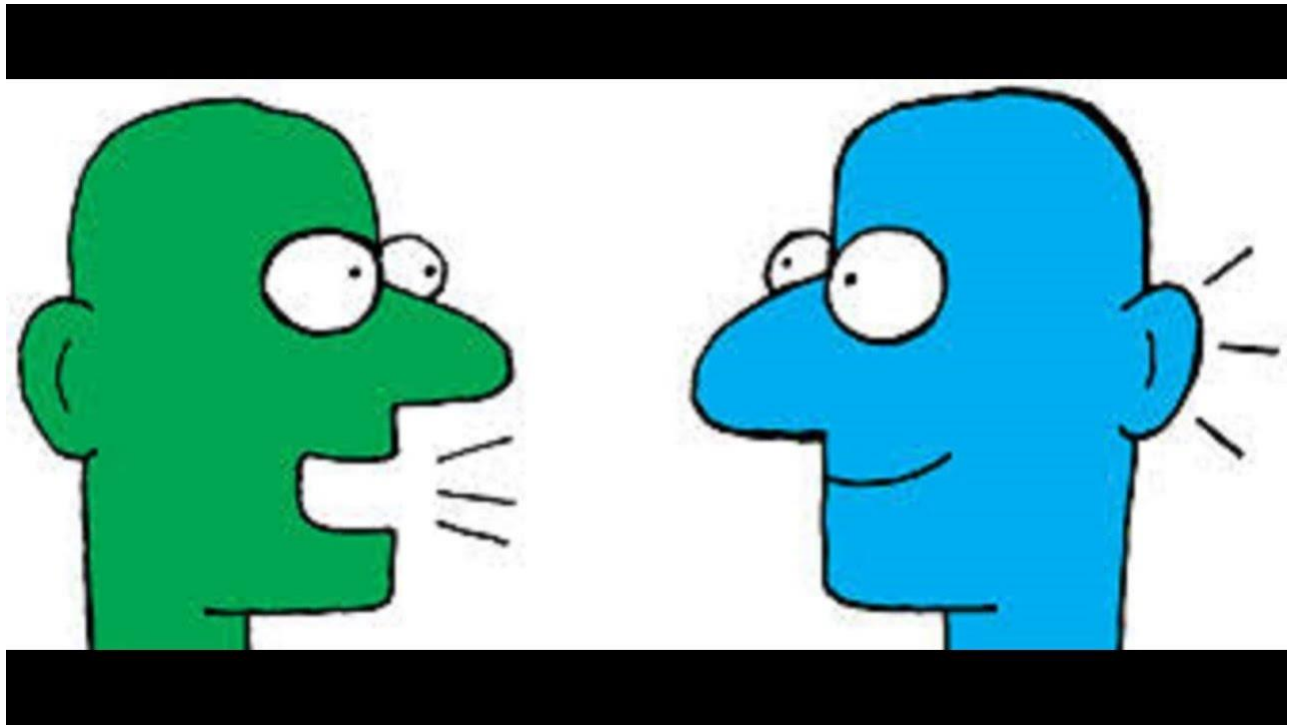
EQF definition

Knowledge	Skills	Competences
• Factual and theoretical knowledge in broad contexts within Communication (definition, goals, types, process, elements, principles, uses, media) & Negotiation (definition, features, types, process, stages, barriers, strategies, tactics, skills).	• Cognitive and practical skills required to generate solutions to specific problems in Communication (principles of effective communication) & Negotiation (strategies, tactics, skills)	• Exercise self-management within Communication & Negotiation contexts that are usually predictable, but are subject to change; • Supervise the routine work of others, taking some responsibility for the evaluation and improvement of Communication & Negotiation

What Is Communication?

Communication is defined as:

- A spoken or written piece of information;
- Exchange of information between people, for example by means of speaking, writing, or using a common system of signs or behaviour;
- Exchange of messages through some channel and in some medium;
- Imparting or exchange of information by speaking, writing, or using some other medium.



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Types of Communication: Verbal Communication

Verbal communication is the use of sounds and words (orally, in written, or using sign language) to express yourself, especially in contrast to using gestures or mannerisms (non-verbal communication).

Types of Communication: Non-verbal Communication

Non-verbal communication is communication in a form other than written or spoken words, such as gestures, facial expressions or body language.

Types of Non-verbal Communication

- Body language or movement;
- Closeness or personal space;
- Eye contact;
- Gestures;
- Paralanguage;
- Posture and body orientation;
- Smiles and facial expressions;
- Tone and voice of speaker.

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Why Do People Communicate?

People communicate:

- To alleviate anxiety and lead to better ways (counselling);
- To create harmonious relationships among various social groups (integration);
- To create interest and develop positive thinking / behaviour (stimulation);
- To express emotions;
- To find and explain new things (information);
- To get someone to behave in an appropriate way (controlling);
- To help foster social values and pass them from generation to generation (promotion of culture);
- To help make enjoyable companionship (promotion of social contact);
- To help pass time and enjoy life (entertainment);
- To transfer knowledge for the progress of the society (education).

How Do People Exchange Messages?

People exchange messages in different ways:

- *Gestural* (hand-based communication);
- *Signalling* (bodily-based communication);
- *Visual* (picture-based communication);
- *Vocal* (voice-based communication).

http://123forums.net/wp-content/uploads/2014/11/communication-online.jpg

What Is A Communication Process?

The **Communication Process** is:

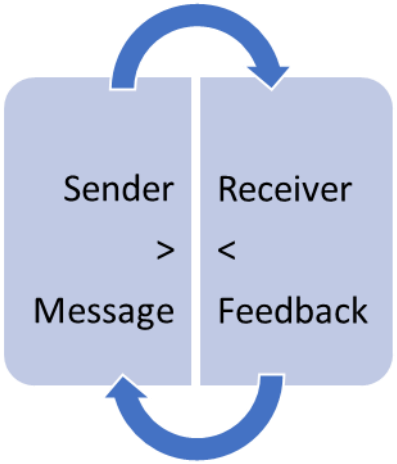
- A process in which people affect one another through the exchange of information;
- A process of transmitting messages and interpreting the meaning of the other person's message;
- A process that cannot not communicate.

http://www.pnlbenessere.it/wp-content/uploads/2014/05/comunicare-con-congruenza.jpg

What Are The Elements of A Communication Process?

A **Communication Process** has several basic elements:

- A ***sender*** (a person who sends or transmits a message, letter, email, etc.);
- A ***message*** (a verbal, written, or recorded communication sent to or left for a recipient who cannot be contacted directly);
- A ***context*** (the circumstances that form the setting for an event, statement, or idea, and in terms of which it can be fully understood);
- A ***channel*** (a method or system for communication or distribution);
- A ***noise*** (random fluctuations that obscure or do not contain meaningful data or other information);
- A ***receiver*** (a person who gets or accepts something that has been sent or given to them);
- A ***feedback*** (information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement);
- An ***effect*** (a change which is a result or consequence of an action or other cause).



Principles of Effective Communication

You need the following **11 principles to communicate effectively** with your interlocutor(s):

- *Select topics appropriate to your interlocutor and the occasion*;
- *Formulate introductions that orient your interlocutor to the topic and the speaker*;
- *Use effective organizational patterns* (observing clear main points with non-overlapping content);
- *Locate, synthesize, and employ compelling supporting materials*;
- *Develop conclusions that reinforce the topic and provide psychological closure*;
- *Demonstrate a careful choice of words*;
- *Effectively use vocal expression and paralanguage to engage your interlocutor* (facial expressions, gestures, hesitation noises, intonation, pitch, speed of speaking);
- *Demonstrate nonverbal behaviour that supports the verbal message* (facial expressions, gestures, etc.);
- *Successfully adapt the message to your interlocutor*;
- *Use materials appropriate to the topic*;
- *Construct effectual persuasive messages with credible evidence and sound reasoning.*

Principles of Effective Listening

There are **10 Principles of Effective Listening**:

- *Stop taking, just listen* (do not finish sentences for your interlocutor, do not interrupt, do not talk over him/her);
- *Prepare yourself to listen* (focus on your interlocutor and put other things out of mind);
- *Put your interlocutor at ease* (make him/her feel free to speak by showing that you are listening and understanding what is being said);
- *Remove distractions* (focus on what is being said and avoid unnecessary interruptions);
- *Empathise* (try to understand your interlocutor's point of view by looking at issues from his/her perspective);
- *Be patient* (never interrupt or finish a sentence for your interlocutor);
- *Avoid personal prejudice* (try to be impartial by focusing on what is being said and ignoring styles of delivery);
- *Listen to your interlocutor's pitch, tone and volume* (because they all add to what he/she is saying);
- *Listen for ideas, not just words* (because you need to get the whole picture, not just pieces of it);
- *Wait and watch for non-verbal communication* (eye movements, facial expressions, gestures, etc. can transmit additional information).

Communication in Agriculture

Communication in agriculture is important because:

- It allows respectful communication with one's employees;
- It is a means of convincing partners;
- It is the perfect way to attract investors, besides enthusiasm;
- It opens many doors;
- It uses body language to impact the people one works with.

https://www.gadgetguy.com.au/wordpress/wp-content/uploads/2018/05/1506667745179.png

What Is Agricultural Communication?

Agricultural Communication is defined as:

- A field that focuses on communication about agriculture-related information among agricultural stakeholders and between agricultural and non-agricultural stakeholders;
- An interdisciplinary endeavour that relies on foundational concepts in both agriculture and communications;
- The exchange of information about the agricultural and natural resources industries through effective and efficient media, such as newspapers, magazines television, radio and the Web, to reach appropriate audiences.

http://www.environmentalscience.org/wp-content/uploads/2014/12/agricultural-engineer-300x200.jpg

Uses of Agricultural Communication

Communication in agriculture is important in:

- *Farm specific activities*, in a farmer's dealings with family members, employees, partners, and clients;
- *Agricultural extension* (a service or system which assists farm people, through educational procedures, in improving farming methods and techniques, increasing production efficiency and income, bettering their levels of living, and lifting the social and educational standards of rural life);
- *Farmer-to-farmer extension* (the provision of training by farmers to farmers, often through the creation of a structure of farmer-trainers);
- *Advertising* (the public promotion of something such as a product, service, business, or event in order to attract or increase interest in it; the activity or profession of producing advertisements for commercial products or services).

https://www.communication-agriculture.com/wp-content/uploads/2019/05/renouvellement-actifs-638983176-384x185.jpg

Media Used in Agricultural Communication

There are **three types of media used to communicate in agriculture**:

- ***Print media*** – books, newspapers, magazines, and other forms of print media – used in extension, agribusiness, and advertising;
- ***Audio-video media*** – film and video – used in extension and advertising;
- ***Information and Communication Technologies*** – radio, television, and Internet – used in extension, agribusiness, and advertising.

https://d3tdunqjn7n0wj.cloudfront.net/360x240/dreamstime_xl_36979233-8a18ffd8b4a5c471b3b4a4a8c8581a90.jpg

Negotiation

Negotiation is defined as ***a discussion aimed at reaching an agreement***.

It can be:

- **predominantly cooperative/integrative**, or
- **predominantly conflictual/distributive**.

https://alexandrurotaru.files.wordpress.com/2014/02/red-blue-guys-shaking-hands.jpg

Features of Negotiation

The most important **Features of Negotiation** are:

- Domination of negotiation by object (product, service) and/or attributes (quality, payment conditions, guarantees, delay, price, etc.);
- Emergence of a conflicting state between the necessity of concluding a mutually advantageous transaction (exacerbated by competitive pressure) and the loyalty to the negotiated situation;
- Existence, at the partners of business negotiation, of particularities which make them find themselves in a certain communion of belonging, language, principles and values which give the profile of the negotiator;
- Face-to-face location of two self-selecting partners in the process of mutual adjustment of economic needs materialise with the subject of negotiation;
- Great diversity of situations in which it can take place, diversity requiring knowledge and use of a certain common code of interlocutors – great negotiation, small negotiation, bank negotiation, negotiation of purchase, negotiation of sale, etc.;
- Location of business negotiation on an economic network, in which it constitutes an intermediate and final "eye " at the same time.

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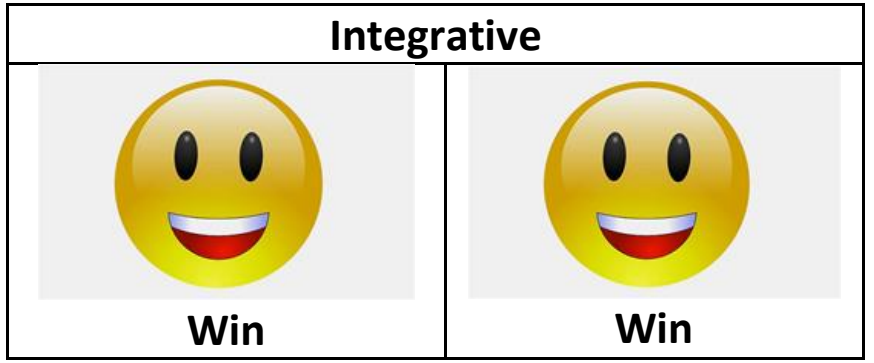
Predominantly Cooperative/Integrative Negotiation

A **predominantly cooperative/integrative negotiation**:



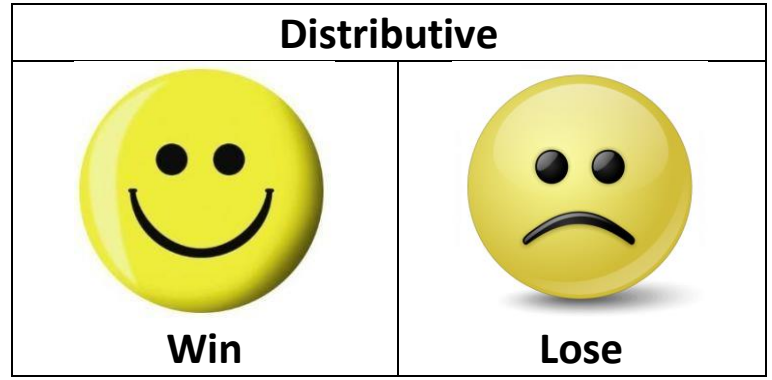
https://secure.i.telegraph.co.uk/multimedia/archive/02816/Smiley_emoticon_2816942b.jpg

- Is determined by the desire/need for:
  - o Seeking constructive and dynamic options;
  - o Creating and developing a climate of credibility, trust, and reciprocity;
  - o Developing "projects";
  - o Mitigating risks through greater stability to the negotiated solution;
  - o Maintaining the relationship between partners;
- Is geared towards respecting the aspirations of the partner negotiator so that the opposing party considers the result as satisfactory;
- May lead to the modification of the initial individual objectives if necessary to achieve immediate objectives of common interest;
- Tends to maintain, strengthen and intensify the quality of the relationship between the two partners because it is geared more towards mutual solidarity than to antagonisms.

Predominantly Conflictual/Distributive Negotiation

A **predominantly conflictual/distributive negotiation**:

- Is carried out in the event of a clear opposition of interest, when the compromise is difficult or even impossible to achieve and when one of the parties has to succumb in the name of realism;
- Is the classic model in which a manufacturer/supplier of a product for which there is a very high demand but a limited production requires a very high price, and the buyer is obliged to comply although, during the talks, he struggled to achieve some advantages;
- Manifests itself as a "confrontation" in which it is intended to win everything through the complete obedience of the other by imposing an imperative solution;
- Presents the danger of “rupture”, which the distributive negotiator, who is interested in maintaining the relationship (useful and even beneficial in certain circumstances), will try to prevent it;
- Tends to separate the protagonists according to their authority, causing them to behave like "winners" and not as "losers".



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The Negotiation Process

The **Negotiation Process**:

- Is a social phenomenon that implies the existence of communication between people and which therefore bears the fingerprint of human behavior;
- Is a process with a precise purpose which implies the harmonisation of interests: the objective of the negotiation is to achieve an agreement of will, consensus, not a victory, as a result of which negotiators must have the feeling that they have made the most of what have proposed;
- Is an organised process aimed at avoiding confrontations (although the context is competitive) and respecting requirements of a moral (ethical) and procedural nature;
- Is, by excellence, a competitive process that requires efforts to avoid confronting and reaching mutually advantageous solutions;
- Supposes presenting one's own position, but also knowing each other's position; presenting arguments and hearing counterarguments; making the most impartial judgment; reaching an acceptable solution for both parties;
- Requires reciprocal and repeated concessions until a consensus is reached according to the needs and information available.

Negotiation Stages (1)

Business negotiation has four distinct stages – ***proto-negotiation***, ***pre-negotiation***, ***actual negotiation*** and ***post-negotiation***.

- **Proto-negotiation** consists of actions and reactions manifested by unilateral acts of the two parties. It is extremely important because it can lead to both blocking and completing discussions. It resembles the game of chess in the sense that "movements" should be calculated in advance.

https://2012books.lardbucket.org/books/beginning-project-management-v1.0/section_07/be5340f7e50591f094cf8a0a53726cc6.jpg

Negotiation Stages (2)

Pre-negotiation takes place with the first discussion, when the two parties manifest their interest in solving the problems arising. This stage comprises the following:

- Preparation and organisation of negotiation activities;
- Collection and processing of information;
- Preparation of variations and negotiation dossiers;
- Preparation and approval of the negotiating mandate;
- Simulation of negotiations.

https://blogs-images.forbes.com/northwesternmutual/files/2014/04/4-salary-negotiation-myths-that-hold-women-back.jpg

Negotiation Stages (3)

Actual negotiation begins with the official recognition of the interest of the negotiators in order to achieve common interests. It consists in adopting an agreement (written contract) containing the measures to be taken to achieve the purpose. It is the stage of dialogue between the parties, which expose their interest in the subject of negotiation. The negotiation itself comprises several sequences:

- Presentation of offers and counteroffers;
- Submission of arguments and counterarguments;
- Use of countering tactics;
- Reflection for redefining the position;
- Granting of concessions for the approximation of the points of view;
- Agreement to compromise solutions;
- Signing of documents.

https://salesblueprint.com.sg/wp-content/uploads/2014/12/negotiations-skills-training-singapore.jpg

Negotiation Stages (4)

Post-negotiation takes place at the time of signature of the contract, when setting the objectives for the implementation of its provisions. This is the stage where actual results are analysed compared to expected ones. During post-negotiation, the problems arising after the signing of the contract are resolved, for example:

- Difficulties arising from unknown aspects;
- Modification, extension or completion of contract clauses;
- Resolving complaints or disputes (misunderstandings) amicably or in court.

https://assets.entrepreneur.com/content/3x2/2000/win-business-negotiation.jpg

Barriers to Negotiation

The most important **barriers to negotiation** are:

- Blame Game (blaming the other person for the difficulty in negotiating);
- Lack of empathy (not understanding the other person's needs);
- Negative outlook towards the negotiation process (not working together to find a solution);
- Over-exhibition of emotions (not maintaining control of our emotions);
- "Try to Win at All Costs" Attitude (not trying to find a solution where both parties win);
- Wrong focus (focusing on the individuals rather than the issues involved).

https://1.bp.blogspot.com/_irRHE701c1E/RoV8-XCDCbI/AAAAAAAABvw/BqfxcnHwB_M/s400/negotiation_negotiation.jpg

Communication Barriers in the Negotiation Process

The **barriers in communication** that most often intervene in the **negotiation process** are:

- Incorrect decoding of the connotative meaning of the words caused by the proper lack of language;
- Incorrect decoding of the denotative meaning of the words caused by the proper lack of language;
- Noises produced in the communication process (entry and exit of someone in/out of the room, phone ringing, street noise, etc.);
- Perception of the interlocutor;
- Perception of the surrounding world according to the expectations, desires or needs of the interlocutors;
- The imaginary (the image we create about someone or something; the unifying vision of the conscious and the unconscious in the reporting of the human being to the environment);
- The noises produced intentionally by one of the partners (the repeated action of the pen, for example).
- Unintentional filtering or processing of the message caused by the interlocutor's emotional reaction.

Negotiation Strategies & Tactics

The most **effective negotiation strategies & tactics** are:

- Ask to speak with a manager or owner (because he/she will directly benefit from the sale);
- Barter (exchange goods or services for other goods or services without using money);
- Be willing to walk away (if the seller won't come down to the maximum price you have set for your budget);
- Bundle (include other items);
- Do not make the first offer (because the other party may offer a better deal) and do not negotiate with yourself (the negotiation should be a back-and-forth process);
- Keep a poker face (do not display unusual interest in items);
- Keep it light (by injecting some humour in the conversation, by smiling;
- Negotiate everything;
- Practice negotiation (in garage sales, flea markets, traditional markets);
- Use silence and time as a tactic (by pausing, by suspending negotiations);
- Use written communication if possible (over e-mail, through online chat for customer service);

Negotiation Skills

The most important **Negotiation Skills** are:

- *Active-listening* skills;
- *Clear and effective communication* skills;
- *Cooperation* (with team members) skills;
- *Decision-making* skills;
- *Emotion-control* skills;
- *Execution* skills;
- *Maintaining good relationships* skills;
- *Meeting-preparation* skills;
- *Problem-analysis* skills (to identify interests and goals);
- *Problem-solving* skills.

https://insight.kellogg.northwestern.edu/content/uploads/negotiateCROP.jpg

5 Essential Advice for Effective Negotiation

1. Establish the relationship before proceeding further;
2. Choose “genuine honey over vinegar”;
3. Focus on the “win-win”;
4. Embody your inner adult, not your inner child;
5. Respect the rhythm of the relationship.

And do not forget that *negotiation is all about relationships*!

http://blog.capterra.com/wp-content/uploads/2013/05/5-tips-software-negotiation-process.jpg

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