

## NON-VERBAL MESSAGES ISSUED DURING NEGOTIATIONS (GESTURES, MOVEMENTS AND ATTITUDES)

Angela BOGLUȚ, D TUDORAN  
Universitatea de Științe Agricole și Medicină Veterinară Banatului  
„Regele I al României” din Timișoara  
psiho.angela@gmail.com

**Abstract.** Messages can be empathic. Sending the messages takes into account human physiognomy and face physiology. They express satisfaction or dissatisfaction, the decision to take action during the negotiation, before signing or the final decision at the end of the negotiations. Non-verbal messages (gestures, movements and attitudes) or para-verbal (by raising the tone, gasp, cough) during the negotiations are: escape, defense, evaluation, suspicion, determination to make decisions, to assert its previous position, cooperation, trust, territorial domination, nervousness, frustration, self-control, boredom or acceptance. Depending on the characteristics of the type, we need to know how to approach him-them: receiving partner, talkative partner, impulsive partner, hesitant partner, sober partner, silent partner, closed partner, circumspect partner, so you have to ask questions in order to observe gestures and body mimicry, to understand whether we attack or whether we can block or we can take a final decision reaching an agreement to sign a transaction. Attitude and evaluation of partner words shown in the specific of the face: uncontrolled gestures related to the personality or the approach to a business that can betray how they think and how to say what you think. It is the most powerful weapon to be used in the moment of pre-negotiation, completion and signing of a transaction. It is said that Asians are very good negotiators because they know how to hold their instincts and senses in reins, are very empathetic and have a smida face, which is a strength to in negotiating transactions. Many Asian companies have won contracts due to negotiation teams, that are very well put together and at the same time, due to strength of character, behavior and experience in the field. That does not mean that white people cannot be good negotiators or genetically cannot have a certain strength of character or certain empathic traits. Nonverbal messages conveyed through gestures, facial expressions, movements and attitudes represent an activity (that if not controlled can be in favor or against) a negotiation. We must take into account the nature, behavior and especially the personality of the negotiating team and that of the buyer. We need to know how to stimulate, but also how to draw the negotiation on our side. We listed above the types of partners and depending on the character of the partners, we can address a favorable negotiation through behavior, nonverbal or para-verbal transmitted messages and the measures we take during the negotiation.

**Key words:** negotiation, tactics, communication, exercise

### INTRODUCTION

Non-verbal communication means, using gestures and mimics, that could influence a negotiation, the way of discussing with partners depending on personality, education, professional training, experience. Non-verbal and para-verbal communication may significantly influence a negotiation.

### MATERIAL AND METHODS

- a) Relaxation
  1. arms open
  2. unbuttoned jacket
- b) Defense
  1. arms crossed
  2. sitting with legs over the arm of the chair
  3. legs crossed

4. fists clenched
  5. pointing with the index
  6. striking the table with one's hand
- c) Evaluation
1. passing one's hand over one's face
  2. head leaning backwards
  3. stroking one's chin
  4. looking over one's glasses
  5. holding the arm of the glasses in one's mouth
  6. taking the glasses off (wiping them)
  7. movements of filling one's pipe
  8. leaving the desk, pacing up and down the room
  9. hand at the bridge of one's nose
- d) Suspicion
1. avoiding eye contact
  2. arms crossed
  3. keeping one's distance from the other person
  4. head leaning
  5. looking sideways
  6. body turned towards the exit
  7. touching/rubbing one's nose
  8. rubbing one's eyes
  9. buttoning up one's jacket
  10. flaring one's nostrils
- e) Determination in decision making
1. arms akimbo
  2. hands placed on one's knees
  3. sitting on the edge of the chair
  4. hands holding the edge of the desk
  5. coming closer to the partner
- f) Reaffirming one's previous position
1. pinching one's cheek
  2. holding a pen or a pencil in one's mouth
  3. rubbing one's thumbs
  4. passing one's hand over the back of the chairs when entering the room
  5. biting one's nails
  6. hands in pockets
- g) Cooperation
1. sprinter-like position
  2. open arms
  3. sitting on the edge of the chairs
  4. passing one's hand over one's face
  5. unbuttoning one's jacket
  6. head leaning backwards
- h) Trust
1. an upright, serious posture
  2. hands at the back
  3. back in a straight position

4. hands in pockets with thumbs out
5. hands holding the lapels of one's jacket
- i) Territorial domination
  1. feet placed on the desk
  2. feet placed on the chair
  3. leaning against the desk/other objects
  4. placing work materials on the desk and then rearranging them
  5. exhaling the cigarette smoke upwards
  6. hands at the back of one's head, body leaning backwards
  7. looking down on the partner
- j) Nervousness
  1. clearing one's throat
  2. uttering the 'pew' sound
  3. whistling
  4. smoking one cigarette after another
  5. pinching one's hands
  6. fidgeting on the chair
  7. covering one's mouth while talking
  8. stammering
  9. blinking often, day-dreaming
  10. clenched jaws
  11. avoidance of eye contact
  12. pulling one's trousers while sitting
  13. jingling coins in one's pocket
  14. pulling one's ear
  15. sweaty palms and forehead
  16. cracking one's knuckles
- k) Frustration (discontent)
  1. short breath
  2. producing the 'ts' sound
  3. clenched fists
  4. wringing one's hands
  5. gesturing with one's fist
  6. pointing repeatedly
  7. passing one's hand through one's hair
  8. rubbing one's nape
  9. striking the floor or kicking an imaginary object
- l) Self-control
  1. holding one hand at the back
  2. grasping one's wrist
  3. holding one's wrist tightly
  4. fists clenched at the back
- m) Boredom
  1. doodling
  2. drumming on the table
  3. legs crossed, with regular movements of the foot
  4. head leaning against one's arm or head between one's hands
  5. gazing

n) Acknowledgement

1. hand against one's chest
2. open arms
3. hand shaking
4. coming closer to the partner in a friendly attitude
5. leaning on one leg (women in particular)
6. rubbing one's hands
7. smartening oneself up

Table 1

Types of business partners and ways of approaching during negotiations

<i>Features of a certain type of partner</i>	<i>How to approach him/her</i>
<b>The welcoming partner</b>	
S/He is happy to see the specialist and to have a chat with him/her. S/He listens to the argumentation and the propositions of the exporter, but s/he is not interested in buying.	The partner may not have the competence to conclude the agreement. It is the specialist's task to ask him/her certain questions, such as: 'how will you use the product?', 'when exactly do you intend to buy it?', 'can you name someone who would buy the product immediately?'
<b>The talkative partner</b>	
S/He is cheerful and s/he usually diverts from the negotiation topic. If the specialist does not pay enough attention, time can quickly fly by without reaching the aim of the talks, i.e. concluding the purchase contract.	This type of partner is to be given a reasonable period of time for the general discussion, but the specialist should exploit every opportunity to bring him/her back to the subject of the negotiations. S/He should not cease presenting the argumentation in his/her own way.
<b>The impulsive partner</b>	
S/He seems anxious and s/he will often cut in on the specialist. It may happen that after having agreed to buy, s/he should have second thoughts, trying to postpone the discussions. S/He gets angry very quickly.	The specialist has to find a fast way to deal with this kind of partner, emphasizing the gains and making several attempts to conclude the purchase. The specialist will not cease to press him/her in a friendly but serious way. If s/he seems annoyed, the details will be left out in favor of the main advantages, and the conclusion of the purchase will be 'pushed'.
<b>The hesitant partner</b>	
This type of partner hates making decisions. S/He is nervous, irresolute and doubtful both in behavior and in gestures.	The best way the specialist can help him/her is to remain constant in conduct throughout the talks: the partner will be presented evidence without any comment, logical judgments that would help him/her follow the propositions, etc. The specialist must show great resolution.
<b>The temperate partner</b>	
His/Her manners, his/her words and his/her deeds are calm and serious. S/He listens with great care, s/he asks detailed questions and s/he thoroughly analyses each point of the proposition.	The specialist must have detailed knowledge of the features of the product in question, as well as of that of the competition. S/He will bring much evidence to emphasize the value of the advantages held by the product, and s/he will try to supply the partner with all the information s/he requires, because this kind of partner truly interested in buying the product.
<b>The silent partner</b>	

<p>S/He keeps silent, without expressing any opinion. His/hers facial expression and his/her gestures do not disclose his/her thoughts in any way.</p>	<p>The only way to persuade this kind of buyer is to focus on real facts. The specialist has to show him/her evidence in support of the advantages s/he will gain by accepting the proposition. S/He will be treated with great attention and respect, and s/he will be asked questions. S/He must be made to talk by using his/her own technique. The specialist must show great resolution when the other answers his/her questions.</p>
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The reserved partner

<p>This type of partner is completely satisfied with the 'status quo', with the products s/he receives from his/her present dealers and s/he does not see any reasons to replace them.</p>	<p>It is necessary for the specialist to ask him/her detailed questions about why exactly s/he is so pleased with these present dealers, in order to detect any hint of a possible sign of discontent. Then s/he will figure out the way in which the drawback in question could be improved and s/he will build the argumentation on the possibilities s/he disposes of in order to offer him/her certain additional advantages.</p>
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The circumspect partner

<p>S/He listens to the argumentation, s/he keeps in mind the price propositions, s/he takes the prospectuses and the documentation, and s/he eventually ends the discussion by saying 'I will let you know my decision'. This kind of partner is likely to address another company as well, trying to get a better price. The competition between the firms is important for him/her in view of obtaining a discount or special purchase terms.</p>	<p>The specialist's task is to persuade him/her, to make him/her understand that s/he must buy our product as soon as possible, by emphasizing the gains, the immediate delivery or a possible discount if s/he buys on the spot. S/He has to be made to understand that it is in his/her own interest to make up his/her mind at once.</p>
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The temporizing partner

<p>S/He listens but s/he will not or cannot make a decision. S/He will ask for more time in order to be able to form an opinion and to make up his/her mind.</p>	<p>The specialist should first figure out which are the reasons determining the partner to delay the negotiations. S/He will ask the partner directly why s/he cannot make a final decision. This will make the latter focus on the positive and the negative judgments accounting for his/her attitude. The closing argumentation will be build exclusively on the positive points, and the specialist will display evidence concerning other partners who have been completely satisfied with the product in question. The partner has to be made to understand that s/he will gain time by concluding the business at once.</p>
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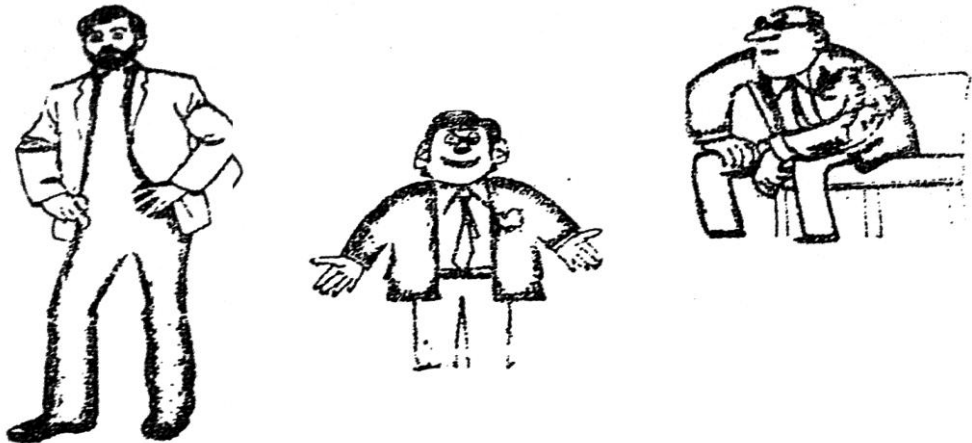
The discontent partner

<p>S/He agrees to meet the specialist, but s/he immediately starts criticizing the product by reproaching it with previous real or imaginary flaws. S/He may target his/her discontent towards manufacturing, service or other domains.</p>	<p>The first task of the specialist is to figure out whether the partner meets indeed with certain difficulties that s/he could help him/her solve. If this is the case, these problems will be tackled head-on, so that they can be solved as fast as possible. The argumentation may end with something like 'maybe it lies in my power to avoid mistakes in the future. Would you allow me to prove it and consider the present proposition?'</p>
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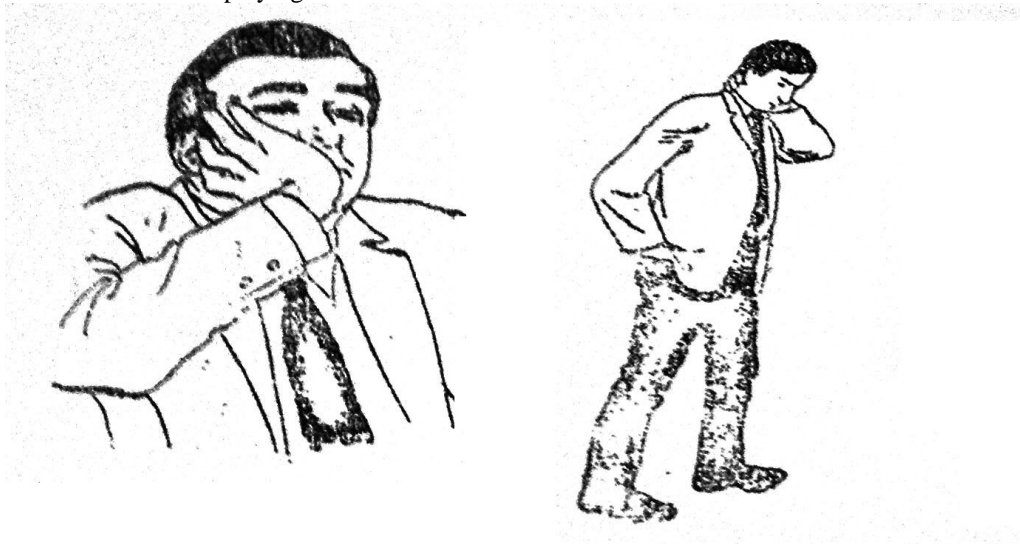
The prejudiced partner

<p>S/He is energetic and s/he thinks s/he knows everything. S/He intends to make decisions by himself/herself and s/he may sometimes seem rough or even rude.</p>	<p>This kind of person acts positively to compliments and flattery. Both s/he and his/her firm need praising. The specialist must show respect with regards to the former's accomplishments, intelligence and opinions. The moment s/he starts feeling good about himself/ herself, s/he will be asked his/her opinion about the proposition.</p>
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The partners is ready to make a decision



Postures displaying boredom and lack of interests



Postures displaying doubt



Gestures typical of partners in trouble



Postures displaying assessment



Paying attention to the partner



### CONCLUSIONS

End of negotiations taking into account the personality of the opposite team, of its members and of the leadership, and the messages sent verbally and para-verbally.

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