

THE NEGOTIATOR'S PSYCHOLOGICAL PERSONALITY

D TUDORAN , Angela BOGLUȚ
Universitatea din Oradea
tudorandan@ymail.com

Abstract. Looking at the psychological portrait of the negotiator or of the chief negotiator of the negotiating team, we can divide the team into two : one part of the team is in charge of documents during the pre-negotiation period (company , firm capital , types of goods, validity, transactions, exchange of goods, information about the company, information about the opponents, location, period) and the other part of the team, comes into play when negotiating (knows the documentation, the art of negotiation, compromise systems, mimicry, rhythm, non-verbal and para-verbal communication, strength of character, tone, manner of discussion, etc.). And, the psychological personality of the team leader who knows how to combine them both, that are based on bio -physiological characteristics of each individual on the team (emotionalism, duration of response, reaction, active character, language, innate bio-physiological factors, personality type, experience to lead, the kind of cooperative authoritarian, permissive and creative type, the selection of each team member depending on the negotiation. In the formation of the negotiating team, the team must contain a certain number of members depending on the transaction that will be made. An expert in economics, a trade expert who knows the global or regional level price, the trade policy, supply, transfer and risks after negotiating and, of course, spending on pre-negotiated and after the contract signing. An expert in information both during pre-negotiations regarding the firm, partners, team, that may be confidential or can be taken from specific sources and will be used by leaders. A technical expert who will take care of quality, specification, packing, Know -how and services. A legal expert who needs to know specific country legislation from the countries with which the negotiations are taking place, and international law regarding contract terms, clauses, dispute resolution and arbitration. And, the financial expert, who needs to check the terms of payment, insurance, loans and guarantees. The personality of a good negotiator must have a number of features among which we will mention the following :Experience in the field; Native psychological experience or studies related psychological experience; Ability to judge matters in commercial spirit and knowledge on negotiation techniques; Ability to listen and retain arguments of the partner with certain complex personality traits and a vast culture, who knows how to focus, does not react to stimuli, careful with verbal, para, and nonverbal communication, knows geography and history, politics of the host country, knows very well the language of in which he is negotiating, is patient, with imagination and perseverance, temperate, not irritable, have a spirit of cooperation and knows the team, knows the signs rule, has the capacity of objective analysis of the arguments and works only for the company that hired (loyalty) him, has a balanced nervous system, does not suffer from disease, knows the rule of the dialogue, permanently controls the tone of the replies, expressions for the entire team, has empathic qualities (empathy), transfers and understands the thinking of his partner, trusts the power of negotiation, communication skill, understands people at all levels and avoids rational and social biases, is diplomatic and persuasive, with a practical sense, knows when to hold and when to press, has a sense of humor and sense of the moment, knows how to negotiate under time pressure and other external factors, has a prolific imagination and thinking, is conscientious, punctual, honest, upstanding, has restraint, knows good manners and know how to dress, has knowledge of psychology and the power of prediction, simulation capability and charisma, with a 7th - sense meaning a complex personality with a wide knowledge in all areas, a certain endowment from mother nature and with certain experience in negotiation.

Key words: person, license, coordinator, team, organization

INTRODUCTION

Transactional psychology – the activity of an individual or of a team having the purpose to influence a business of the reconciliation of a conflict by any means, irrespective of space, time, personality of the persons from the opposite party or from both parties.

MATERIAL AND METHODS

Studying and getting acquainted with people's reactions and behavior, as well as with the psychology of the persons the negotiator comes in contact with, assumes major importance. The character study provides the negotiator with additional possibilities concerning the extra measures s/he can take in order to improve his/her persuasion capacity and even to influence and determine his/her partners' behaviors.

The specific factors of each psychological personality type rely on some bio-physiological characteristics specific to each individual, such as:

- a) emotionality (an individual's strong reaction to an event: enthusiasm, indignation, tears, crying, vegetative transformations in the body, etc.);
- b) the responding duration to events (a short reaction is a primary reaction; a persistent, long reaction to an event is a secondary reaction);
- c) the individual's active character comprises innate bio-physiological factors which will subsequently determine each individual's personality type.

This character determination is multifarious, resulting in the following typological pattern:

- | | |
|----------------------------------|-----------------------------------|
| - primary emotive-inactive | nervous personality type |
| - primary emotive-active | active exuberant personality type |
| - secondary emotive-inactive | sentimental personality type |
| - secondary emotive-active | passionate personality type |
| - primary non-emotive-active | realistic personality type |
| - secondary non-emotive-active | phlegmatic personality type |
| - primary non-emotive-inactive | nonchalant personality type |
| - secondary non-emotive-inactive | apathetic personality type |

Successful negotiations are determined to a large extent by the negotiator's innate personality traits, which make him/her react offensively, creatively or bravely.

Everyone's fundamental structure is subsequently influenced by social status, education, qualifications, self-analysis - in a word, by culture and by personal effort. These strata accumulate successively, eventually shaping up the individual's personality.

The bio-physiological factors together with the environmental ones determine the psychological personality types:

- a. the nervous type - has a mobile mind, reacts quickly, remembers the immediate impressions, is susceptible, unstable, lonesome, gets bored quickly, adores changes, but increases tension in the group;
- b. the active type - is exuberant, optimistic, but also emotive, violent, sometimes susceptible, intelligent, but sometimes incautious, seeks immediate results;
- c. the sentimental type - displays great sensitivity, is introvert, marked by immediate impressions, keen on arts, sociable, mentally stable, melancholic, shy but creative, likes the truth,
- d. the passionate type - is anxious, domineering, independent, persistent, unilateral, has the tendency to ignore his/her own interests;

- e. the realistic (sanguine) type - adapts easily to various conditions, is mentally stable, analytical, calm, efficient, good in high - and medium - intensity negotiations;
- f. the phlegmatic type - is uncreative, cold, exceptionally cool, boastful sometimes, gives up easily;
- g. the apathetic type - is inactive, lonesome, looking for tranquility, unable to resist to effort, gives up easily;
- h. the nonchalant type - is calm, indifferent, careless sometimes, a little offensive, mentally stable, good in crisis situations.

These psychological personality types help shaping up the subsequent typology of the negotiation team leader. Taking into account his/her relationship with the team-mates, the following types can be distinguished:

- a. the authoritative type (as a result of a nervous and passionate character) - is a good organizer, reluctant to other opinions, likely to start conflicts, follows the objectives;
- b. the co-operative type (because of his realistic, and sometimes sentimental character) - is a good team spirit builder, efficient in negotiations, but sometimes postpones the decision;
- c. the permissive type (an intermediary between the phlegmatic and sentimental characters) doesn't make use of his/her authority, accepts excuses, is a bad organizer, very loved by his/her team-mates, but too weak to conduct a negotiation;
- d. the creative type (as a result of a sentimental and nervous character) - is not interested in solving the major problems, not a good organizer, but with good backup and good arguments, s/he can represent the company's position concerning its technical competitiveness.

Table 1

The negotiators' temperamental peculiarities can be grouped as follows:

Type of temperament	choleric	sanguine	melancholic	phlegmatic
Sensitivity to stimuli	high	low	high	low
Power of reaction	strong	strong	weak	weak
Force of reaction	strong	weak	strong	weak
Gestures, mimicry	lively	lively	dull	restrained
Sociability	high	high	reduced	reduced
Motivation force	weak	strong	weak	strong
Decision making	quickly (hastily)	quickly (correctly)	slowly (hesitantly)	slowly (correctly)
Tendency to compromise	weak	strong	strong	weak
Predominant mood	irritable	optimistic	sad	apathetic

Choosing the negotiation team leader

The negotiation team leader is usually chosen due to his/her position in the company or establishment.

Two criteria are usually taken into account when choosing a leader:

- a. his/her ability to lead the negotiating team, even if it has a commercial or technical structure;
- b. his/her degree of responsibility and decision during negotiations.

The negotiation team leader must be aware of all the problems specific to each negotiation. This will make him/her able to help solving each issue under discussion, and to efficiently co-ordinate the activities and speeches of the team members, as well as of the other experts co-opted in the negotiations.

The tasks of the negotiation team leader are:

- to select the team members;

- to plan the negotiation together with the team members, by simulation;
- to make sure to receive the agenda;
- to conduct the negotiations and to appoint the team members who have to back up his/her position;
- to make all the decisions concerning the concessions;
- to conclude and to sign the contract;
- to make sure that the agreement is concluded according to the agenda,
- to draw up the negotiation report.

The negotiation team leader must be an example for his/her team-mates. S/he must always encourage them, urging each member to bring an utmost contribution in the negotiation.

All the large commercial companies enjoy the services of some very good negotiators who have been previously trained by simulation techniques, as well as of the so-called TIGER TEAMS', 'panic-proof teams'. The latter are a combination of expert negotiators on commercial and technical problems whose task is to save face in extremely difficult situations.

Selecting the negotiating team

The size and the structure of the team is to be established according to the field of negotiations, as follows:

- a. commercial: price, commercial policy, delivery, risk and expense transfer, etc.;
- b. technical: quality, specifications, wrapping, know-how, service;
- c. legal: contractual terms, clauses, solving the litigation, arbitration;
- d. financial: payment terms, insurance, credit, guarantees.

A negotiation team can be made up of permanent members, but experts may also join in if problems occur.

In less important negotiations, negotiators can replace one another and cover more fields or areas after having studied the problems beforehand, and after having been informed on the subjects less familiar to him/her.

In less important negotiations, the team can be made up of only two negotiators. It is advisable not to reduce the team to only one person, no matter how qualified this person may be. It is unlikely for only one negotiator to be able:

- to present the argumentation in a most complete and convincing way possible;
- to study the opponent's reactions at the same time;
- to listen, take notes, and prepare the replies to the partner's answers;
- to evaluate correctly the evolution of the negotiation at a certain point, as well as its effect on the business as a whole;
- to develop an effective strategy and to use adequate techniques and tactics;
- to bring the deal to an end and to take measures for its proper course;
- to draw up the negotiation report.

The presence of at least two negotiators in a team helps them develop team strategies, share their tasks in the motivating process, take over the colleague's tasks if s/he is in no condition of working, and discuss all the problems to be presented during the negotiations beforehand.

In the practice of negotiations, a clear distinction is made between those who have the task of negotiating and those who have the task of providing information or specialized data.

Any company or establishment knowing its interests ensures special training for all the experts participating in the negotiating team beforehand. When selecting the negotiation

team members, it is advisable to take into account not only the person's negotiation ability, but also a series of other qualities.

Necessary qualities for negotiators

It is considered that efficient - 'successful' - negotiators can be identified according to three major criteria:

- by noticing to what extent the negotiator's 'quality' is valued by both his/her own company and the partners;
- by observing the results she has achieved on a long-term in order to emphasize his/her constant behavior and to exclude the success which may be due to favorable circumstances;
- by considering not only the effectiveness of the solution, but also its viability as well as the successful course of the transaction.

Commercial negotiations imply the existence of negotiators displaying certain qualities and personality traits, and possessing strong general and specialized knowledge.

The personality of a good negotiator must also consist of a series of other characteristics, such as:

- displaying:
 - strong professional training (economic, technical, legal);
 - the ability of judging the problems in a practical commercial way and of being acquainted with the negotiation techniques;
 - the ability of listening to and remembering the partner's arguments;
 - complex personality traits;
 - rich general knowledge;
 - rich knowledge about the hosting country (history, geography, politics), the etiquette rules, as well as the partners' special customs;
 - perfect knowledge of the issue under discussion;
 - rich experience in conducting negotiations;
- being a correct, honest, imaginative, calm, patient and persevering person;
- being a temperate and unenthusiastic person;
- being co-operative, but also intransigent;
- judging and evaluating facts and information very quickly;
- being able to speak at least one international language fluently;
- displaying the ability to work in a team;
- presenting convincing arguments at the right time, as explicitly as possible and with the maximum of efficiency;
- clarifying as good as possible the meanings of the terms used by himself/herself and his/her partner, terms based on a different national jurisprudence;
- having the capacity to analyze the partner's arguments in an objective way;
- displaying the ability to control his/her temper under a lot of pressure;
- having a stable nervous system and no stomach illnesses;
- always assuring his/her dialogue partners of his/her good intentions;
- when dealing with difficult situations, knowing how to gain useful time for new instructions or for reflection;
- permanently controlling his/her tone of the voice when responding, as well as the expressions used;
- displaying emphatic qualities, i.e. being able to transpose himself/herself in the

partner's place and to understand his/her way of thinking;

- being able to actively assist his/her partner, to find solutions in a crisis situation (particularly when the partner cannot find them alone even if well-intentioned);
- taking into account the fact that his/her negotiation power is sometimes influenced by dealing with local and powerful individuals and with the authorities;
- having the courage to advance the solution with determination;
- possessing great talent for analyzing and communicating with other people, as well as for speaking fluently;
- being able to communicate with people of different social classes and avoid social and racial prejudices;
- being a diplomatic and convincing person;
- being a decent person;
- knowing when to restrain himself/herself and when to coerce his/her partners, when to counteract, of when to dodge;
- being prepared in any circumstance and knowing when to seize the moment;
- being able to negotiate under pressure;
- being an intelligent person and a good observer;
- having a good memory;
- having imagination and a prolific way of thinking;
- having a clear mind (quick thinking, adaptability to complex situations), a co-operative spirit, being disciplined, conscious, punctual, honest, loyal, sober, noble, courteous, kind, modest, having elegant manners and respecting the truth;
- having patience, self-restrain, perseverance, self-control, flexibility of the mind, adaptability, team spirit, observing spirit, persuading power;
- being receptive to the partner's problems and suggestions, being able to keep the initiative going, and to follow the settled objectives;
- not underestimating the negotiating partner;
- being prompt and careful in his/her actions as well as tactful, discrete, serious and inventive;
- having some knowledge of psychology, imagination and premonition powers, as well as the ability to simulate;
- being well-dressed, having personal charisma and sense of humor.

The negotiation team's agenda

The negotiation team's agenda refers to the instructions given to the negotiation team leader by the company's managers, and differs from the negotiation plan which is drafted by the negotiation team and which represents the way in which the team is going to put the agenda into practice.

The agenda is conceived and signed by the company's managing director.

In what concerns its contents, the agenda must:

- a. clearly state the negotiation team leader;
- b. appoint the persons forming the team as well as their tasks;
- c. define the product to be negotiated as well as the problems to be discussed;
- d. synthesize the information about the product, the market, the partner, the competition, the minimum and maximum acceptable price, the delivery terms, the credit, quality, service, methods of payment, transport, etc.
- e. establish the means of communication;

f. set the time limits for the development and the conclusion of the negotiations (the starting date, the schedule).

Considering its contents, it is obvious that the negotiation agenda should have a 'secret' character.

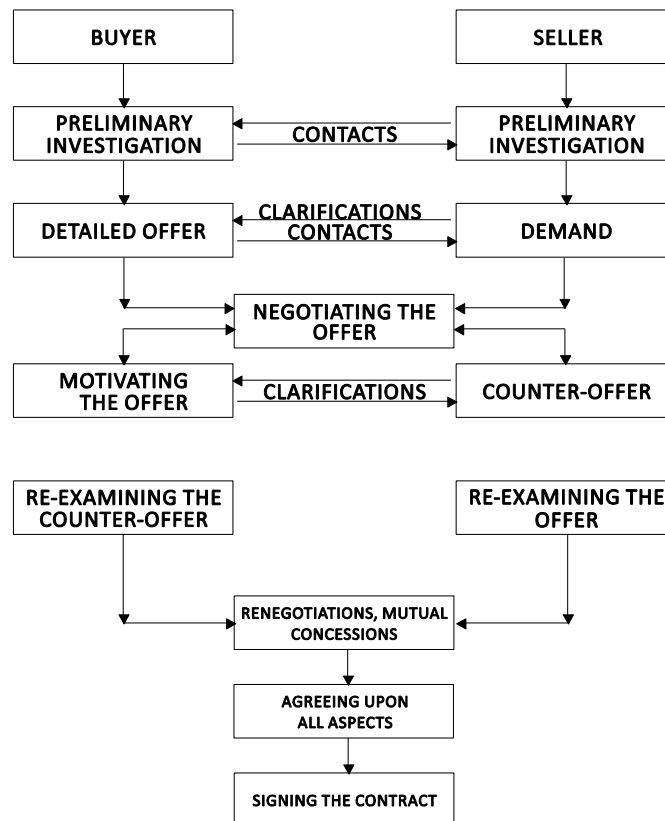


FIG.1 The steps of the negotiations process

Organizing negotiations and obtaining information

The logistics of negotiations deals with technical and organizational aspects and takes into account the following aspects:

1. Choosing the venue, gathering the negotiating team, and appointing its leader.
2. The deadline will take into account customs, national holidays, plane and train connections, etc. It is important to do these things in advance in order to have enough time for discussions. A hasty setting of the date, changing it -particularly for no reason, as well as postponing it repeatedly can lead to the partner's dissatisfaction.
3. Inviting the partner is a problem that must be dealt with beforehand. Still beforehand, the partner has to be informed about the problems to be discussed, so that s/he could do some research and prepare properly.
4. The time of the negotiation proper should be set so as the expert is rested, because business negotiations require a lot of energy and patience.

The negotiation starting time should be scheduled in such a way so as to avoid jet lagging (in case there are differences in time zone).

5. The duration of a session can vary from 15 minutes to 90 minutes. It should not be prolonged, since people would not be able to concentrate properly. If the strategy is to tire the partner, then the duration of the negotiation can be extended deliberately.

In order to limit the duration, the talks can be scheduled:

- a. an hour before lunch;
- b. an hour before the company's finishing work time.

6. The environment - the host must create a pleasant atmosphere so that the partner could feel comfortable. Some special, but not expensive gifts should be offered (portfolios, trinkets, etc.)

7. The status of the representatives - the international practice showed that starting to deal with a partner having the highest status - minister, managing director, etc. - is not the best strategy, because there is no other talking way out of a possible deadlock, and thus the possibility of renegotiating the issues at a higher level of representation is out of the question.

8. Taking charge of the travelling formalities concerning: passport, necessary visas (including transit ones), currency for accommodation, daily allowance, train or plane tickets, obligatory vaccinations, samples, catalogues, presents, cabling the arrival, etc.

9. In some cases, it is necessary to wait for the partner's delegation at the airport and to check them in at a hotel.

10. Supplying the necessary assistance for the partner's delegation in what concerns spending the free time in a pleasant way. This may include: going to concerts, visiting tourist places, organizing suppers, etc.

CONCLUSIONS

- Assigning highly experienced leadership having a special personality
- Selection of team members in function of negotiation

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