**Unit – II:**

Characteristics of non verbal communication–Types and functions of non verbal communication–Interpreting non verbal communication; Negotiations-Approaches to negotiations–Preparing for andconducting negotiations.

1. **Characteristics of non verbal communication**

Non-verbal signals can completely alter the message that you communicate.

Following are some of the characteristics of non-verbal communication.

i) Non verbal messages primarily communicate emotions, attitudes – It represents anger, appreciation, dislike, resentment etc to a particular situation. But messages like “The sales meeting is going to be held next week.” However, you can express your attitude to the sales meeting- dread, eager anticipation, etc through non verbal signals.

ii) Non-verabal cues substitute for, contradict, emphasize or regulate verbal messages.

iii) Non verbal cues are often ambiguous

iv) Non verbal cues are generally seen as more reliable

v) Non-verbal cues are culture bound

1. **Types and functions of non verbal communication**

***NON-VERBAL COMMUNICATION:***

Communication may be verbal – by written or spoken symbols (usually words) or it may be non verbal – without words. Non-verbal messages are sometimes more clear, accurate and effective as compared to verbal communication, because they are internationally used and understood. Non-verbal communication may be divided into the following three categories:

**1.** Appearance

**2.** Body Language

**3.** Silence, Time and Sounds

**1. APPEARANCE:**

Appearance affects the quality of written and spoken messages as follows:

**i.Written Messages:**

The envelope’s overall appearance size, colour, weight, postage and the letter’s overall appearance length stationary, enclosures, layout, etc. may convey significant information and impressions.

**ii.Spoken Messages:**

Personal appearance of the speaker-clothing, jewelry, hair-style, neatness, etc. may tell about the age, sex occupation, nationality, social, economic and job status. Similarly, appearance of the surroundings room-size, location, furnishings, lighting, etc. may tell a lot about the message.

**2. BODY LANGUAGE:**

Facial expressions, gestures, posture, smell, touch, voice etc are included in body language

**i. Facial Expression:**

The eyes and face may express the hidden emotions e.g. anger, fear, joy, love, surprise, sorrow, interest etc.

**ii. Posture and Gestures:**

The message can effectively be communicated by actions. Deaf people and traffic constables’ make use of actions. In our daily life clenched fists may indicate anger, leaning forward to the speaker may reveal interest and repeatedly glancing at the watch may be a sign of being bored.

**iii. Smell:**

Good or bad smell often expresses the situation e.g. smell because of oil or gas leakage warns the danger. Similarly, fragrance and perfume convey emotions and feelings better than spoken or written words.

**iv. Touch:**

Touching people in different ways (and places) can silently communicate friendship, love approval, anger or other feelings.

**3. Silence, Time and Sounds**

**i. Silence:**

Silence is an effective medium of expressing serious feelings and emotions e.g. death of relative or loss in business. A mistake may be admitted by silence. Silence may also confirm a statement.

**ii. Time:**

Time communicates in many ways, e.g. waiting for a long time may indicate interest or love and giving a short notice means urgency.

**iv. Sounds and Para-language:**

The style of speaking and the volume of voice (Intonations and Modulations) of voice may produce variations between what is said and what is meant, e.g. the words “how prompt you are” may criticize a person arriving too late.

***Functions of non verbal communication***

There are following six functions of it.

**(1)** To provide information either consciously or unconsciously.

**(2)** To regulate the flow of conversation.

**(3)** To express emotion

**(4)** To qualify, complement, contradict or expand verbal message.

**(5)** To control or influence others.

**(6)** To facilitates specific tasks, such as teaching a person.

***Importance of non-verbal communication***

**1. Reliability:-**

Non verbal communication is more reliable then verbal communication. Words can be controlled more easily but it’s difficult to hide facial expressions like sadness, gladness, joy etc.

So non-verbal communication is regarded as a more reliable means for transmitting message.

**2. Support to verbal communication:-**

Body language and appearance support the verbal communication. A wave of hand, smile etc might be very useful to explain and understand a particular point of view.

**3. Quickness:-**

A denial or acceptance expressed by moving head saves lot of time. So, it is important in this respect that non-verbal communication transmits the message quickly.

1. **Interpreting non verbal communication**

***Can you read body language?***

***Body Talk:***

***Interpreting Non-Verbal Communication*** If you can effectively read and interpret the non-verbal communication of other people, and manage how other people perceive you, you will enjoy greater success than people who lack this skill .

1. **Negotiations-Approaches to negotiations–Preparing for and conducting negotiations**

* Negotiation is the process whereby interested parties resolve disputes; agree upon courses of action, bargain for individual or collective advantage, and/or attempt to craft outcomes, which serve their mutual interests. It is usually regarded as a form of alternative dispute resolution.
* The most precise definition of a 'negotiation' was given by Richard Shell in his book 'Bargaining for Advantage' as an interactive communication process that may takes place whenever we want something from someone else or another person wants something from us.

**Approaches to Negotiation:**

As with conflict management, negotiation can be handled in different ways. The outcome of a negotiation depends on the approach.

**Bargaining Orientation:**

This approach is based on the premise that one person can win only at the expense of the other – that any victory by one party must be matched by the other’s loss. That is why this is also called the win-lose approach.

Although this approach is marked by competitiveness and may create ill will, this is sometimes the best approach when the other party is determined to take advantage of you or when your interests truly conflict with those of the other party and compromising is not a satisfactory option.

**Lose-Lose Orientation:**

This is adopted when one negotiating partner feels his own interests are threatened and reacts by doing all he can to ensure that the outcome of the negotiation does not serve the other party’s interests either. In effect, everybody ends up being a loser.

Lose-lose outcomes occur when negotiating partners ignore one another’s needs or when the need to hurt each other outweighs the need to find some kind of an acceptable solution.

**Compromise:**

A lose-lose situation is hardly a desirable outcome. To avoid this, sometimes people compromise. Both parties give up a part of what they had originally sought, and settle for something less than that. A compromise is the best way out when it is impossible for both parties to convince each other or when even the partial attainment of one party’s goals depends’ on the satisfaction of the other.

Compromise is a good option when disputed resources are limited. For instance, if two managers each need a full-time secretary, but budget restrictions make this impossible; they may have to compromise by sharing one secretary.

**Win-Win Orientation:**

When the needs of the negotiating parties a 45.1 looks at some of the aspects of this approach. The win -win approach is superior to other problem-solving styles, because everyone ends up feeling satisfied. However, such a solution is only possible when the needs of the parties involved do not conflict.

**This approach works well when the following five steps are followed:**

**a. Determine the Needs of Both Parties:**

If both parties can identify what issues are important to the other, they would find it easier to work toward a mutually acceptable solution.

**b. Develop a List of Possible Solutions:**

Once the basic issues have been identified, the two parties can sit together and come up with several solutions that would satisfy everyone’s needs. All possible solutions are put down, without any of them being evaluated

**c. Choose the Most Appropriate Solutions:**

At this stage each solution is evaluated and the ones that are most promising are adopted.

**d. Implement the Solution:**

Once the best solution is decided upon, make sure everyone understands it, and then implement it.

**e. Follow up on the Solution:**

Even the best plans need to be monitored after they have been implemented. A while after the plan has been put into action, meet with the other parties involved and discuss how the solution is working out. If anyone’s needs are still unmet, you could go back to the problem-solving procedure and identify another solution.

**Prepare for a negotiation**

1. **Define your goals**

* What are your objectives? Your interests?
* What is important to you?
* What is not important to you?
* Avoid bottom line thinking

1. **Understand the other person’s goals and interests**

* What goals and interests does the other person have?
* Separate the person from the problem
* What is important to them?
* What assumptions do you have?

1. **Identify shared goals**

* What is the shared purpose?
* What are the shared goals/interests?
* Do you have interests that differ but do not conflict?

1. **Consider a range of acceptable outcomes**

* What are possible solutions that could be acceptable?
* Brainstorm ideas but don’t make decisions
* Do your goals exclude other acceptable solutions? Broaden them!
* Use a circle chart to brainstorm options

1. **Find a fair standard**

* What are objective criteria you can use to help determine the outcome?

1. **Consider communication styles under stress**

* What is your communication style under stress?
* Do you know what the other person’s style under stress is?
* Take the “style under stress” test

1. **Identify best negotiating style**

* How does this person’s style or interests affect how to proceed with the negotiation?
* What approach would make this negotiation most successful?

**Conduct a negotiation**

1. **Discuss key issues in priority**

* Walk in with a clear idea of the issues
* Start with most important issue
* Lead with least controversial issue

1. **Encourage open dialogue**

* Get relevant information on the table
* Share interests
* Share your facts and conclusions
* Encourage reciprocity
* Don’t get stuck on your position
* Allow space for a differing opinion

1. **Be an active listener**

* What is the other person’s viewpoint?
* Don’t interrupt or argue
* Make acknowledgements and phrase them positively
* Repeat your understanding
* Ask questions

1. **“Step out” of the conversation to move forward**

* What are you doing?
* Are your motives in line with your identified goals?
* Are you separating the person from the problem?
* What impact are you having?
* Is your communication under stress?
* How is the other person reacting?
* Is the other person’s communication under stress?

1. **Repair dialogue**

* Apologize if appropriate
* Use “I don’t intend, I don’t mean”…statements
* Find and state mutual purpose

1. **Find value out of conflict**

* Focus on interests instead of positions to find a solution
* What are areas of common ground you discovered?
* Identify and relay common ground
* What are the joint gains of the conflict?