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STRATEGIES FOR COMMUNCATIVE BEHAVIORS

СТРАТЕГИИ КОММУНИКАТИВНОГО ПОВЕДЕНИЯ

Учебно-методическое пособие на английском языке

Р е ц е н з е н т ы: заведующий кафедрой иностранных языков № 2 БГУИР, кандидат филологических наук, доцент О.В. Пинчук; заведующий кафедрой делового английского языка БГЭУ, кандидат филологических наук, доцент В.С. Слепович

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Цель пособия – формирование понимания стратегий и навыков распознавания и интерпретации различных паттернов коммуникативного поведения, применяемых в деловой межкультурной коммуникации, навыков применения эффективных коммуникативных стратегий и тактик в деловой среде, что способствует установлению продуктивных отношений с деловыми партнерами из разных стран Пособие ориентировано на развитие личности современного специалиста: переводчика, менеджера по связям с общественностью, менеджера по кризисным ситуациям, рекламного агента, руководителей высшего и среднего звена.

Пособие состоит из 40 разделов. Каждый раздел включает тексты, скрипты диалогов по бизнес-ситуациям, творческие задания индивидуального характера или группового характера для работы в аудитории (мини-презентации, интерпретация ситуаций, дискуссии).

Для студентов IV курса факультета международных бизнес-коммуникаций БГЭУ, а также широкого круга читателей.

СОДЕРЖАНИЕ

UNIT 1 NATIONAL CULTURES AND COMMUNICATION STYLES

Goals:

- ✓ **get awareness of national cultures and some classifications;**
- ✓ **understand differences in national culture in view of business relations;**
- ✓ **develop skills how to establish better relationships with different cultures.**

Definition: National culture is a set of norms, behaviors, beliefs and customs that exist within the population of a sovereign nation. Companies develop their organizational culture in accordance with the national culture because they are operating in it. "Culture is what makes us different".

Before doing business with a partner from a different culture try to get introduced to:

- – learn about their national (or local) specific *do* and *dont's*
- – learn at least words of greeting and farewell in their language
- – learn something about their national history, culture and cuisine
- – learn about their way of making business and negotiating characteristics.

"Many men – many minds" policy brings along a variety of choices in business.

  I. In his new book "International Negotiations", the author Mark Powell suggests a classification for cultures and explains their preferences in business-making:

Fact Culture (*USA, UK, Germany, Switzerland, the Netherlands, the Scandinavians, Central & East Europeans (France, Poland): business and work comes first, then friendly relationships may be developed, or not.*

- • Think short-term, focus on business
- • Get straight down to business
- • Fixed agenda, concrete decisions
- • Plenty of facts and info pre-prepared

  People Culture (*Latin (Italy, Spain, Portugal) and Non-Latin Mediterranean (Greece, Turkey), Latin Americans, Gulf States, (Russia, Romania): relationships between partners and their needs come first, business is based on relationships.*

- Think long-term, focus on people
- Long introductions and "circular" agenda
- Emotional and even heated speaking
- Seldom result in decisions at 1st meeting

Trust Culture *(Asian: Japan, China, Korea, Thailand, India (Hong Kong, Vietnam, Philippines): first establish trust with partners, then do business with them.*

- Long-term expectations, focus on trust
- Lengthy exchange "proposals VS counter-proposals"
- Emotions hidden, keep the face
- Flexible agenda, flexible agreements

II.   In his book "Communicating across cultures", *Bob Dignen* suggests:

The "coconut" culture: people from a coconut culture are more reserved and only offer a thin layer of their "private space". They may appear serious and a bit distant in conversations with unknown people. This is the "hard shell" you see when you first meet coconuts. Not much personal information is shared in the beginning. They believe it is polite.

The "peach" culture: Peaches look very sociable. They like "large talk" with people they don't know. They like to share personal space with others and even talk about private things easily. Peaches smile a lot and may be enthusiastic to others. They believe it is polite. Still keep "the peach stone", far from others.

The "peach–coconut" challenge: When peaches meet coconuts, misunderstanding happens very often. Peaches can see coconuts cold, because they don't engage in much conversation. Coconuts see peaches as too friendly, superficial and even impolite because they ask too many personal questions. The answer?

Recommended responsive strategy:

We should firstly see and interpret the signals we receive from others. Understanding the meaning of these signals gives both sides the freedom to stay as we are. We also could become more flexible and adapt our style to people from different countries –

to be more "peachy" with the peach, and more like a coconut with coconuts, and both sides will feel more comfortable. Perhaps we should become **"pea-nuts"!**

III.   Cultures may be different by context (*E. Hall, "Beyond Culture"*):

High-context cultures (e.g. China, Asian countries): very much is not spoken up but is behind the words – attitudes, hierarchical reasons, emotions and background events and relationships. Communication is indirect and there is more hidden than spoken up in it. Another party should either know, or guess what is meant behind the words.

Recommended responsive strategy:
- get to know the opponent first;
- take a more long-term view;
- move from general (relationship) to specific (business)

Low-context cultures (e.g. USA, Western European countries): everything relating to business is basically spoken up. Communication is rather direct and open. Another party is expected to do the same in order to save time and make quick decisions.

Recommended responsive strategy:
- get straight down to business;
- think more short-term;
- move from specific (business) to general (relationship)

Practical exercise 1.1

Read information about cultures classification: People or Fact or Trust Cultures; Low-context or High-context Cultures; Coconut or Peach Cultures. Make a mini-presentation about your culture in these classifications. Say why you think your country relates to any of these culture types.

Practical exercise 1.2

Read descriptions of People or Fact or Trust Cultures. Underline words and phrases, which describe specific communication of each culture. Try to remember these useful words. Apply these new words to describing your own culture.

UNIT 2 NATIONAL COMMUNICATION STYLES

Goals:

- ✓ **get awareness of national communication styles;**
- ✓ **understand how a national culture guides communication style;**
- ✓ **develop some skills how to communicate better with different cultures.**

Definition: In addition to the nonverbal communication, the manner of speaking and listening to others is influenced by culture. This is referred to as national "communication style. "Some national key dominant communication features are classified *by Business Insider Strategies*, they're important for business relationships:

a. People in the UK tend to avoid confrontation in an understated, mannered, and humoros style that can be either powerful or inefficient.

b. Germans rely on logic but "tend to amass more evidence and labor their points more than either the British or the French."

c. When meeting with the French, be prepared for a vigorous, logical debate.

d. Italians "regard their languages as instruments of eloquence" and take a verbose, flexible approach to negotiations.

e. Spaniards "pull out every stop if need be to achieve greater expressiveness."

f. Among the Nordics, Swedes often have the most wide-ranging discussions. Finns tend to value concision. Most Norwegians are in between them.

g. Swiss are straightforward, nonaggressive negotiators. They obtain concessions by expressing confidence in the quality and value of goods and services.

h. Hungarians value eloquence over logic and are unafraid to talk over each other.

i. Bulgarians may take a circuitous approach to negotiations before seeking a mutually beneficial resolution, which will often get screwed up by bureaucracy.

j. Poles often communicate "enigmatic, ranging from a matter-of-fact pragmatic style to a wordy, sentimental, romantic approach to any given subject."

k. The Dutch are focused on facts and figures but "are also great talkers and rarely make final decisions without a long 'Dutch' debate, sometimes approaching the danger zone of over-analysis."

l. The Chinese tend to be more direct than the Japanese and some other East Asians. However, meetings are principally for information gathering, with the real decisions made elsewhere.

m. People in Hong Kong negotiate much more briskly to achieve quick results.

n. The Indian English "excel in ambiguity, and such things as truth and appearances are often subject to negotiation."

o. Australians tend to have a loose and frank conversational style.

p. Singaporeans take time to build relationship and can be smart negotiators.

q. Koreans tend to be energetic conversationalists who seek to close deals quickly, occasionally stretching the truth.

r. Indonesians tend to be respectful partners, sometimes to the point of ambiguity.

s. Israelis tend to proceed logically on most issues but emotionally on some.

Source: http://www.businessinsider.com/how-to-negotiate-around-the-world-2015-8/#israelis-tend-to-proceed-logically-on-most-issues-but-emotionally-on-some-23

Culture is the context by which people operate. Thus, when people from different cultures interact, they usually bring with them different perspectives, approaches and expectations, which can make *business communication* challenging. Understanding cultural gaps and differences can help you surmount them.

The process of communication is **universal** and **bilateral**.

Please mind that **culture is NOT the only factor in business communication**. Education, occupational area, gender, personality – is equally important.

Practical exercise 2.1

Read the dialog between two colleagues in a cafe: from the USA and Poland. What are their "Coconut" and "Peach" differences? What could <u>each of them</u> do for better communication? Give your ideas on how to change some phrases.

Pavel: I think it was a good meeting…We made good progress. For me it is important if we can get the budget to manage the project. The big problem is resources…

John: Yes. I guess. I heard many people said so. Well, my coffee is good. And yours?

Pavel: Yes..the other big question is the project deadline. It will be difficult...

John: Yeah, I agree.. Tomorrow we will focus on this. It was a long meeting today, so nice to relax, right?

Pavel: Yes, but tomorrow will be hard. The project sponsor is coming. Know him?

John: Who, sorry?

Pavel: The project sponsor, Dr Kuhn.

John: No, don't think so.

Pavel: He has a long experience in the company. Before that he worked in India.

John: India. It's a great place to travel to! Have you ever been to India, or Brazil?

Pavel: No. And after that he worked in a project in Eastern Germany, very successful. Excellent reputation.

John: Good. I'm sure he's a good guy. Is he easy-going? Good at communication?

Pavel: Sorry?

John: This guy, Kuhn, Dr Kuhn?

Pavel: Erm…I don't know. Erm…he has a lot of experience and a good vision ...

Practical exercise 2.2

A friendship founded on business is better than a business founded on friendship (John D. Rockefeller).

    a *Do you agree with this statement by Rockfeller? Explain advantages and disadvantages of making business with a friend.*

    b *What about your own culture? Is it OK to make business with friends and relatives? If so, give positive reasons behind this practice.*

UNIT 3 CORPORATE CULTURES

Goals:

✓ **understand what a corporate culture implies;**

✓ **learn useful adjectives to describe corporate communication style;**

✓ **apply patterns to describing corporate communication styles and cultures.**

Definition: Corporate culture is the values, beliefs and attitudes that characterize a company and guide its practices. Often, corporate culture is implied, not expressly defined, and develops organically over time from the traits of the people in the company.

Sometimes, a company's internal culture may be described in its mission statement, on the site. Elements of corporate culture include a company's physical environment, human resources practices and the staff itself. Corporate culture is also reflected in the degree of emphasis placed on various defining elements such as hierarchy, procedures, innovations, collaboration, competition, and social engagement.

A corporate culture that reflects the broader culture is usually more successful than one that is at odds with it. For example, in the current global culture, which values transparency, equality and communication, a secretive company with a strictly hierarchical structure may have a public relations problem.

Components of a Great Corporate Culture by *John Coleman:*

1. Vision: A great culture starts with a vision or mission statement.

2. Values: A company's values are the core of its culture.

3. Practices: values must be implemented in a company's practices

4. People: No company can build a coherent culture without people who either share its core values or possess the willingness and ability to embrace those values

5. Narrative: Any organization has a unique history, a unique story. And the ability to unearth that history and craft it into a narrative is a core element of culture creation.

6. Place: geography, architecture, or aesthetic design — impacts the behaviors of people in a workplace.

Source: *https://hbr.org/2013/05/six-components-of-culture*

Adjectives describing corporative cultures in a company:

a people-oriented → task-oriented

b risk-focused → action-oriented

c team-oriented → individualistic

d quality-focused → cost-driven

e aggressive → friendly, amiable

f tightly structured → loosely structured

g conservative → innovative

h strict → relaxed

In general, there is no important difference between -oriented, -focused and -driven: the same organization might describe itself as quality-oriented, quality-focused or quality-driven. *-oriented* suggests a direction: where is the company going? *-focused* suggests prioritization: the company pays attention to some things (e.g. quality) more than others (e.g. price). A company may be focused on positive things (e.g. customer service) or potentially dangerous things (e.g. risk). *-driven* suggests motivation, or the driving force behind the company: why does the company exist?

Corporate communication flows are:

• *Bottom-up communication* (from employees to management) provides information about employee needs, values, perceptions and opinions. This helps organizations select their programs and policies to meet specific needs of employees.

• *Top-down communication* (from management to employees) can increase utilization of specific workplace programs by making employees aware of their availability, clearly explaining how to access and use the services, and demonstrating that management supports and values the programs.

Top-down and bottom-up describe decision-making processes. In top-down organizations, decisions are made by senior managers, who tell their subordinates

what to do. In bottom-up organizations, even junior levels have the power to make decisions, and their managers are seen as facilitators rather than leaders.

Practical exercise 3.1

a *Read the description of an IT-company's culture and underline phrases characterizing this culture. Try to learn them. Study the pattern how to describe the company corporate culture.*

We are a small IT-consulting company, the culture and leadership style is relatively informal in general. We see ourselves as flexible, not too over-structured. The focus is on satisfying customers, and we adapt ourselves to their needs. We value creativity, so people have a lot of freedom to innovate and give new ideas. Relationships are really important here and a lot of time is given to talking to customers who visit the company. Generally, we take care of people in the company and we have team-meetings every week. We all discuss any problems we have and get support from the managers. We are project-oriented here, but we are relaxed about time, schedules and decision-making. Sometimes we have a lot of pressure with strict deadlines. We trust people and that helps us to do work better than controlling people all the time. We don't like e-mailing a lot. We like to communicate on the phone or face-to-face.

b *Following this description pattern, tell about a corporate culture of a small advertising agency.*

Practical exercise 3.2

Get appropriate adjectives to describe the following organizations:

　　a police-station;

　　a newspaper department;

　　an accountant office;

　　a food-store;

　　a library;

　　a post-office.

UNIT 4 STRATEGIES TO PROMOTE EFFECTIVE COMMUNICATION IN SMALL GROUPS.

Goals:

- ✓ **understand forms, communication strategy and benefits of small-group communication;**
- ✓ **identify one's and others' roles in a small group communication;**
- ✓ **apply strategies to promote effective small-group communication.**

Definition: When more than two persons (e.g. two-person communication − is a dialog) exchange their information face to face, it is called small group communication. It is one type of internal communication. A small group is generally defined as a group that consists of *at least three members and at the maximum around twelve to fifteen members*. (https://thebusinesscommunication.com/). In an organization or student environment, a small group is generally formed to:

- a) solve a particular problem
- b) make decisions
- c) determine policies
- d) draw up and submit reports.

Since it is often informal communication, the group may or may not have any assigned leader. Every member can influence and can be influenced for performing their tasks. This generally takes place in a context that mixes interpersonal interactions with social clustering.

Small group communication types are usually a committee or **a meeting** (**formal** or **informal**). A committee is a group appointed by some authority to consider the target point, do some investigation, analysis, or make a resolution. A committee has no power except the power assigned to it by its appointer. The examples of **committees**:

- a) personnel committee;
- b) audit committee;
- c) report committee;

d) grievance committee.

An advantageous form of little group communication is usually a meeting. **A meeting** is a gathering of people to present or exchange information, plan joint activities, make decisions, or carry out some agreed actions. Meetings *may be formal* (if there is the task, and it needs a leader or moderator) *or informal* (when people meet together occasionally or on demand). Meetings usually **flow as** a conversation, discussion, debating, talk or quarrel. Effective **non-formal** meeting types are:

- *Brainstorming*: is arranged to aid colleagues create ideas. A brainstorming session is brief, 10-20 minutes and flows as intensive discussion sharing the ideas in order to formulate the team decision.

- *Panel discussion*: small professional group considers data on a particular subject matter in order to study from each other. That may be a subject of public interest or professional subject. It flows in the manner where a few persons carry out a conversation in front of an audience (the rest of the small group of equals). These kinds of group may possibly consist of professionals who understand the subject.

- *Difficulty handling session*: a small group participates in difficulty handling of one distinct problem. The group participants outline the condition, examine achievable solutions and pick the ideal solutions.

- *Groupthink session*: can be a form of small group investigation of a difficulty that occurs to acknowledge it together. The group may not only produce a decision, but the common position or attitude to some matter.

Roles in a small group communication: every member of a small group usually takes a distinct communicative position. Group-theory experts outline group functions which characterize member's communication type. It may be natural (in-born) or self-developed. People can train to play a leader role if that is needed for work.

The communication roles in small croup discussions usually are:

• decision-maker   (formulates and has the final authority)

- facilitator   (conciliates and clarifies the team's position)
- number-cruncher   (notes down key figures and does the calculation)
- ideas-generator   (comes up with creative solutions)
- observer   (monitors the others' behavior, looks for signs to act)
- chief-negotiator   (conducts the meeting and acts as spokesperson)

(*Powel, Mark. International Negotiations*)

Strategies to promote effective small-group communication:

- Hold regular staff meetings, particularly for individual departments or individual department teams. Ensure everyone has an opportunity to contribute and deliver project reports and updates as part of the process. Distribute an agenda before each meeting and send out a meeting summary and decisions taken after the gathering or minutes. Remember: each team member has specific skills and knowledge that must be used well.

- Understand *why* to hold a meeting, *when* to schedule it, *how* to arrange the meeting rooms and *how* to develop agendas. That keeps meetings on track and gives results.

- Any decisions must be communicated to all the members (*MFUs – meeting follow-ups*).

The procedure of formulating suggestions in a meeting is:

1.   If the procedure takes place for a whole group, each participant may write down a suggestion for a focal problem – i.e. the problem that they consider to be the central point of the overall problem situation;

2.   In brainstorming, one person should act as moderator to explain the exercise, take suggestions from the group, write them down and summarize the findings.

Note: Through offers and counter-offers there is a lot of information exchange that might yield a common definition of the problem. Pay little attention to initial offers: these are points of departure; they tend to be extreme and idealistic.

Benefits of group communication: group communication usually brings better decision-making outcomes when compared with individuals. After brainstorming

along with suggesting ideas, group works together to achieve consensus. A high degree of **responsibility** with a decision is another advantage associated with group communication over a person. **Diversity** from different types of people who work there, may lead to a wider range of opinions and ideas within the organization, including new or different ways of looking at problems. In small groups, one of the individuals usually takes a leadership position, so **control** helps to resolve distinct tasks. (*Dignen, Bob. Communicating Across Cultures*).

Practical exercise 4.1

Read the descriptions of roles in a small group communication and identify your own role in group discussions, as you think. Tell the group about styles and strategies of informal communication in small groups, which is characteristic of your culture.

Describe which of roles you usually undertake in informal communication in small groups. Choose from: decision-maker, facilitator, number-cruncher, observer, ideas-generator or chief-negotiator. Demonstrate this with some examples from your life.

Practical exercise 4.2

Read the following extracts and identify the role in the group:

a Let's see if we can find some alternative decision. What about a new building…?

b OK, that will be twenty-nine Euros at four per cent interest rate, let's see…

c No, that does not meet our needs. I'm afraid we are going to deny this offer.

d Oh look, here is the point: if you find a way to reduce the costs, we would agree to sign up.

e Now, we are all happy about the progress. You are a bit restricted in the price, and we also have some difficulties. But our position here is simple:…

f I think we can persuade them; they look ready to think over our proposal now!

UNIT 5 STRATEGY FOR ARRANGING A MEETING

Goals:

✓ **understand importance of thorough preparation of a business meeting;**

✓ **learn the structure and contents of a standard meeting agenda;**

✓ **study communication strategies and examples for meeting arrangements.**

Definition: A meeting is a group communication in action around a defined agenda, at a set time, for an established duration. When meetings are planned well and run correctly, they can be very productive. When they are not, they can be a waste of time and an annoyance. Regardless of how you come together as a team or committee, you need to define the objective, participants and major points in agenda *(Mosvick, R).*

Agenda (Sample)

Title Header: Preliminary meeting with Edelman GmbH

Participants: …………………………………………….

DRAFT AGENDA

Meeting objective: To agree terms of license agreement between Edelman and GreenWay for distribution plant growth enhancer (Patent reg. no. NZoo9S).

Discussion points

1 *Introductions.* Outline of respective positions (09:30 – 11:00)

  - mutual benefits of the initiative

  - fit between the two companies

Coffee

2. Details of the agreement (11:30 – 13:00)

  - scope and terms of the license

  - territories in which the license applies

Lunch

additional questions, if not clarified during the talk: Remuneration method

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Source: Powel Mark. International Negotiations, Cambridge University Press 2012

Communication strategies for effective meeting arrangements:

– Send out the previous meeting's minutes one week before the next meeting.

– Send out the agenda for the current meeting at least one week in advance.

– Send out reminders for the meeting the day before and the day of the meeting.

– Schedule the meeting in Outlook or a similar program to remind to everyone.

– Make sure the participants know their role and requirements prior to the meeting.

– Make sure all participants know one another before discussion starts.

– Clearly communicate the time, date, and location or contacts for the meeting.

Source: *http://open.lib.umn.edu/businesscommunication/*

Sample email – invitation to a meeting from the Coordinator to the partners:

Dear Colleagues,

I'm inviting you all   to a meeting here on 14 May. I've arranged it to bring together all our colleagues working in Central Europe to share experiences about working in this market. Your attendance will be very welcome. The meeting will last all day and will have an informal agenda – you won't need to write a report for it or make a presentation. There will be plenty to eat and drink during the day.

Hope to see you in May! Your presence at the meeting will be very useful. Please let me know if you can make it, ASAP.

Best regards,

John Sounders, the Coordinator.

(*Source: Paul Emmerson. E-mail English. Macmillan Press, 2014*)

Practical exercise 5.1

Read the sample email-invitation to a meeting above.

Write two emails to reply: a) thank for the invitation and gladly accept the invitation to the meeting; b) politely reject the invitation due to previous engagement, important appointment or huge workload these days.

UNIT 6 DECISION-MAKING STRATEGIES AND TOOLS IN GROUP COMMUNICATION

Goals:

✓ **understand decision-making tools in small-group communication;**

✓ **study each decision-making algorithm and their applications;**

✓ **develop skills to apply different decision-making tools in a group.**

Definition: decision-making tools are specific intellectual techniques which make it easier to pick the right idea or select a logical choice from the available options.

Business Dictionary: http://www.businessdictionary.com/definition/decision-making.html

I. A step-by-step decision making strategy.

- Clarify the decision. What needs to be decided?
- Identify your options. Narrow down your list of options to the most viable.
- Consider "pros and cons". What are the advantages and disadvantages of each?
- Choose among the options. This is the most responsible point in the process.
- Take some action. How are you going to implement the decision?
- Review your decision. Correct your decision as necessary.

   Adapted from Gary Lynn Harr's book, Career Guide: Road Maps to Meaning in the World of Work, 1995.

II. Salami (slicing) strategy is a decision-making strategy of step-by-step measures or changes; gradual cutting off of undesirable elements (like slicing salami) in making a decision by a group.

III. Group Decision-Making Tools in Business Communication

by Tara Duggan, Demand Media

Making critical decisions is never easy, and making them as a group is even harder. Most effective business communication requires some group decision-making skills. So, it is important to choose the right technique.

Voting is an effective way to make a decision when there are divided opinions. Sometimes voting is anonymous, on cards; sometimes – openly in a meeting.

– **Reaching Consensus** (*needs a moderator*)

When many options exist, the multi-voting process helps. The group narrows down this choice to a small number of alternatives in some rounds of voting. This process involves several rounds of voting. In each round, the list gets shorter. For example, if the group has 10 alternatives to start, it may choose the top five to continue – orally or in written. Here, each person indicates the priority on a list of alternatives each time. This allows the group to reach a consensus faster.

– **Majority Rule** (*needs a moderator*)

Sometimes team members cannot speak up openly. This is because the majority is strong or they are afraid of the boss. Then the moderator can use this technique to solve problems. Team members write ideas on cards. They do it anonymously. Then, the group votes on the best solution. Or the group can agree to accept an option approved by two-thirds of the group, or choose the first position on the list.

– **Getting Facts**

Groups may find they do not have enough information to make a decision. In this case, they can decide to get more facts and data about each alternative. They will make the best decision. For example, to choose a supplier from a list of candidates may involve comparing the facts, such as prices and services, to make a good decision. Groups see the differences in the prices, services and make their option.

– **Delphi Technique** (*needs a facilitator*)

Effective communication requires that each person feel free to speak and be heard by the rest. If the group requires anonymous ideas to reach a good decision, the Delphi method helps. Group members give their alternatives to a facilitator. The facilitator organizes written voting and redistributes the ideas until the group agrees on a solution. This diminishes personal conflicts. The Delphi technique is a good method for consensus-building by using questionnaires and multiple iterations to collect opinions on questionnaires subjects. One of the advantages of the Delphi process is anonymity which can reduce the effects of dominant individuals.

Practical exercise 6.1

Read the decision-making techniques and find which of them will be the best for these situations. Explain your idea in the class:

a   A group must make a decision on the best program for the organization business development policy;

b   A group must make a decision about two best candidates who will go to a prestigious international conference in New York and who will do a presentation there;

c   A self-supported working team must decide how much they want to spend on a New Year corporate party;

d   A working team must decide which of their best customers will get a premium for long-term cooperation from your company at the end of the year;

e   An official group must select the best candidate to be promoted to the Department Manager;

f   A working team must formulate a new department business strategy

Practical exercise 6.2

If you are a boss of a small office of 6 people working for international machinery sales, which of the described decision-making techniques you will apply to:

a   Select a department union representative;

b   Make business decisions;

c   Decide on finding more new clients?

Please explain your choice of techniques to the group.

UNIT 7 COMPANY COMMUNICAT*ION* STRATEGY

Goals:

- ✓ **understand the importance of communica*tion* strategy for successful business relationships;**
- ✓ **learn the structure and elements of a company's communica*tion* strategy;**
- ✓ **develop some skills to formulate the elements of a company's communica*tion* strategy.**

Definition: Strategy is the art of devising or employing plans or stratagems toward a goal. (WEBSTER'S DICTIONARY, v.2, Encyclopedia Britanica, Inc., 1996).

In their development, companies and organizations face some problems and even crisis; or they need to expand in the market and find new customers. So, there goals change and their activities also change. Successful companies usually plan their strategical development and have specific **communication strategy** for five or more years. They measure the results periodically and sometimes make corrections.

"Communication" here implies a complex of all relationships inside the company, business links and contacts with their customers and new clients (advertisement and marketing), relationships with their business partners, local authorities, mass-media (PR), etc. Communication in this strategy flows via very many channels and has various forms, beyond communica*tive* ones (e.g. visual, audio, etc.).

"Strategy" here implies skillful planning (plan of activities) to achieve the company goals in their business. First, the current situation in business, economy and society is analyzed using PEST analyses; the company's positioning using SWOT analyses.

Communication strategy should take into account communication goals, target audiences, key messages, communication channels, plan of actions to improve communications and some tools of measuring its effectiveness. It is a written document developed by a group of company professionals (or external strategists), approved, accepted and implemented by the directors and the staff.

I. Writing a good communication strategy begins from **the aim of the company**. Or it is called "**Statement of Purpose**". For example, it may be formulated as:

a) Demonstrate our successful sales; b) Give people understanding what we do; c) Improve our image.

II. Then **target audiences** are identified. Different audiences need different communication channels

They all have different needs, goals and desired outcomes. *"Customers"* may be one audience, but that group could be segmented further into current, recent or past customers. *"Employees"* can be segmented in departments, levels of position. *"Mass-media"* may be segmented into Internet blogers, TV agents and newspaper journalists. *"Partners"* may be the company's suppliers or project-partners. For each target audience the strategy has different communication messages and channels.

III. Create **key messages** and **communication objectives** for each target audience: what you want to tell them about the company. For example:

a) *We are a reliable company; b) We continuously support our partners; c) We are sincere I business;*

IV. Select **communication channels** for communication with each target audience – *traditional (telephone, post mail, advertising, face-to-face)*, and *new technology (email, Internet, social media)*. The choice of communication tool depends on the goal, audience and key messages.

V. Develop **a plan of actions** for 5 years (*marketing events, fairs and exhibitions, interviews to mass-media, TV-programs, booklets and flyers, presentations, meetings and press-releases about the company*)

VI. **Measure results of the strategy**: whether the goal was achieved and to what extent. It may *be a number of good feedback in newspapers, on TV or Internet about your products and services; a number of people who come to your exhibitions and presentations; number of subscribers and clicks on the web-site, growth of sales and more customers, before-and-after surveys etc.)*. The measurement can give important information and can be used to modify or improve future communication efforts.

Practical exercise 7.1

Read examples of communication strategy elements formulations in the theoretical part above.

Study sample communication strategies of two different companies below. They have their main goals, and they have communication objectives. Think and write:

a) possible plan of action and events for each company's objective – Column 1;

b) possible communication channels for each company's objective – Column 2.

Remember: they must be adequate to the company's goal – and communication objectives.

Table 1 Sample Communication objectives and channels

Company goal	Communication objectives	Communication channels
Company 1: Internet provider		
To provide the best standards of support for people using our services	To ensure all company staff know and understand high standards of support	
	To ensure service users know the quality of services they can get	
	To ensure service users have opportunities to tell about their needs and problems	
	To regularly get feedback from users about the quality of services	
Company 2: Auto-service firm		
To play a key role in the region as a provider of auto services	To give regular information to suppliers of car parts	
	To regularly show our successes in local mass-media	
	To regularly get feedback from customers about the quality of auto-services	

Practical exercise7.2

Study sample communication strategy of a News TV-channel. They have their target audiences, communication messages for each of them and communication channels for these messages. Think and write communication messages and channels for "Project-partners" as well:

Table 2 Sample Communication messages and channels

Target audience	Key communication messages	Communication channels
Service users	- We provide useful, practical information and support - We are trustworthy and reliable - We put services users first and value their opinions	- service user e-bulletins - service user meetings - service user web-site - on-line training for service users
Politicians	- We have a strong base - We have a good knowledge of the political environment - We are a well-respected organisation	- policy briefings on specific policy areas - press releases sent to relevant government departments - positive media publications
Project-partners		

UNIT 8 BUSINESS RELATIONSHIP-BUILDING STRATEGIES

Goals:

- ✓ **understand the importance of good relationships in the business world;**
- ✓ **study two strategies for building good relationships;**
- ✓ **develop some communication skills of building good relationships with business partners;**

Definition: Business relationship covers the connections that exit between employers and employees, employers and business partners, and all the companies with which a company is associated.

Strategy for building good relationships with new partners

by Leigh Richards, Demand Media

Effective business communication is a must for anyone in the business world. Communication skills may be trained, employees of the organization can learn to communicate effectively with internal colleagues and external partners and customers. The primary requirements are: *an open mind, good listening skills* and *the ability to focus on a common goal*.

Open mind: In business, communicators need to work hard to keep an open mind when talking to others –colleagues, managers or customers. We all have opinions and in communication situations we have our opinions in mind. Yet, effective communicators can step back and consider other points of view – sometimes they can even change their minds, because they can learn from others.

Good listening skills: At school we are taught how to ask questions and speak, but not how to listen. Still, good listening skills are critical for business communication. The ability to actively listen to others and to ask clarifying questions when something is not clear, is important for understanding. Effective communicators can listen for

what is not said – read nonverbal signs. They underline the meaning. So they can see more than is said and clarify it: *"You seem uncertain,"* or *"I see that you don't agree"*.

– **Focus on common goals**: Often business situations involve communication between two or more people from different positions, in different roles and with different goals and objectives. Finding common ground can be a critical skill for effective business communicators. A good first step in any communication situation is to identify the goals of all parties in the communication and to focus on finding some common ground. It can then become the basis of discussion and good negotiation.

I. **Strategy of seven rules** for building good relationship at first meeting are suggested by Daniel Coleman, originator of Emotional Intelligence theory. Learn useful phrases to build better relationships:

1. Use your prior knowledge of the people you're doing business with to go on:
I read that you are opening a new plant in Greece...I hear you have a new supplier.

2. Make informed guesses about your partner:
So you obviously speak well French. I see you worked with this technology.

3. Ask lots of safe questions about interests and options:
Is this your first time in our country? Are you interested in…?

4. React to what your partner tells:
Oh really? Is that so? That's good news. Oh, I see. I get your idea. That's interesting.

5. If you are the host, show your hospitality:
Let me introduce you to the rest of the team. Have you tried this dish?

6. If you are the guest, give some compliments:
I've heard a lot about you. I'm very impressed with your new offices.

7. If possible, say more comments:
This is Dr…She will be leading the negotiations. Actually, I was in Brazil a few years ago – for an engineering conference.

Practical exercise 8.1

These business colleagues start working together. This is their first conversation, and they try to learn something about each other. You are Speaker 2. Write some good phrases, questions or comments to react to Speaker 1 in a friendly manner:

Table 3 First meeting sample dialog

Speaker 1	Speaker 2
I've been to Italy three times…	
At university, I studied management.	
So this is our new office. We've been working here since January..	
Business is in crisis at the moment and we have some problem..	
I was born in Barcelona and my family lives there	

Practical exercise 8.2

When listening to this speaker's story, you may show your interest. Please react to what is said. If possible, ask good questions, or say more comments. You want to build good relationship with this speaker:

Hello, my name is Boris and I'm from Budapest, Hungary. I'm head of IT department there. For me and my colleagues in Budapest, we are very interested in this project. It's very important to help us grow our market in Hungary faster. Why do I like working in international teams? Well, I'm very result-oriented, I like to learn something new and learn more about other people and countries. I can be a bit critical to some people, but I get a real drive working in teams because I think that teams reach better results than individuals working alone. I like to work in open and friendly international teams.

UNIT 9 COMMUNICATIVE STRATEGY FOR GETTING CONSTRUCTIVE FEEDBACK

Goals:

- ✓ **understand the critical meaning of feedback in organization;**
- ✓ **study two strategies for building good relationships;**
- ✓ **develop some communication skills for building good relationships with business partners;**

Definition: Feedback is a response from the Receiver that informs the Sender how the communication is received in general (Bizcommunicationcoach.com).

For any business, good information circulation through the organization plays a critical role. Feedback makes up the heart of effective communication. Open communications with working feedback smooth the progress of an organization. Then it functions better against competition. The owner or president, worker or accountant, all people need to understand how their work is assessed. Feedback makes people grow personally and professionally. Organizations get healthy with effective feedback internally and externally.

Effective feedback follows **three principles** *(by John T. Williams, Demand Media)*.

- First, it gives them what they need to know about their industry, business, product or service and job requirements.
- Second, it helps them understand what they need to learn – skills and experience they need for their work.
- Third, it helps managers understand what employees need: how to make them feel respected or valued in this organization.

How to Give Constructive Feedback

Review the constructive feedback model, then use it with your conflict person:

1 - **Raise the issue**
("I'd like to talk about something with you, is this a good time?")

2 - **Describe the specifics**
("When you..., the result is..., and I feel...)

3 – **Ask about their perception of the situation**
How do you see the situation/what is your perspective?")

4 - **Paraphrase back to the person your understanding of what they have just said to decrease any misunderstandings.**
("So, from your perspective...")

6 - **Discuss potential solutions re: new behavior**
("In the future, how can we...? I might also suggest...")

6 - **Agree on an action plan**
("Okay, so I'll. and you'll ..., do you agree? Anything else we should discuss?")

7 - **Make plans to follow up if appropriate**
("Let's address this again in a month and see how things are going.")

TransformativeResults.com

Source: https://www.slideshare.net/RitaLSterling/conflict-resolution-2014-class-101

We usually talk about feedback between a manager and employee. However, feedback can be given horizontally and vertically. The same principles apply to all situations.

Creating a feedback culture is based on a simple **communicative strategy of 6 steps** *(From Dignen, Bob. Communicating Across Cultures):*

1. Feedback should begin with positives – say what people do well, e.g. *"Hello, Peter. I listened to your presentation on Tuesday, it was a big achievement! You really do excellent presentations"*. That creates a good atmosphere. Later that opens up people to accept constructive criticism.

2. Describe critical remarks in a neutral manner, e.g.: "*You came into the meeting and sat down without greeting the team"*. Or: *"Some people felt it was a little impolite"*.

3. Ask questions which can encourage people see their behavior differently. Let them think it over: *"Did you know that others felt so about your behavior?"* Or: *"What could you do differently?"*

4. At the end of the conversation, people should suggest themselves their actions to improve the situation. E.g.: *"OK, I will try to be more friendly and polite to the team."* Let them suggest the ideas. In that case, they will do improvements. If you suggest this, that will not help.

5. When receiving feedback, it is important not to defend your own actions. Avoid saying: *"Yes, but it is not my fault…"*. Instead, be open, ask questions, and learn how others see you.

6. Finish the conversation with positives, too. Say something which helps you work together and overcome difficulties. Or offer some assistance and advice. E.g.: *"You know, there is an excellent English language course here…"*

When working in an international team, give and receive feedback as often as possible. People are different and many of them won't speak openly about some problems or misunderstanding. Ask questions and organize team-meetings periodically for operational feedback. That will help all of you to build mutual understanding, respect and trust; or make timely decisions in case of any problem.

The **strategy of creating a team feedback culture** is more difficult in an international team. The leader has to be *more clear and direct* when giving feedback. If he only says, "Things are not bad", it is not clear that something should be changed, and people won't understand that they are expected to improve anything. That's why it is easier to understand Americans and Australians, they are more direct. They sat they are not happy and then you ask, "What's the problem? What has to be changed?" to focus on solutions and actions. That's easier to understand instead of making guesses.

Practical exercise 9.1

This feedback conversation is not very good. Could you improve the style how feedback is given and responded to the manager, from both sides? Use the strategy and useful phrases described above.

Manager: Could we spend a minute and talk about your scandal behavior during the meeting?

A: If we should…

Manager: Maybe there is some truth in what you said. But the manner you did it was totally wrong!

A: OK, but other people – Sam and Karl – were angry too. Nobody liked that decision of the Accountant Department about the budget!

Manager: Look, forget about what Sam and Karl said. What I mean to say is that not everyone behaves so angrily, like you. Do I express my idea clearly?

A: I'll try to avoid this happening again. But it is just what I really feel, I like this project and want to work in it. But things are so hard sometimes!

Manager: Well, I'm glad you agree with me. So let's go to work.

Practical exercise 9.2

Work in pairs to give each other feedback on a project where a problem appeared (e.g.: meeting deadline; use of computers; low quality of work; someone who is always sick; poor communication between the coordinator and the team). Student 1 is a manager and Student 2 is a team member. Giving feedback, follow the **communicative strategy of 6 steps** *described in the theoretical part of this Unit.*

UNIT 10   STRATEGIES FOR FACILTATION OF CREATIVE THINKING IN GROUP COMMUNICATION

Goals:

- ✓ **understand the benefits of creative and innovative thinking in group communication;**
- ✓ **study two strategies for: managing group diversity and creativity; and group creativity practice;**
- ✓ **develop some creativity management skills in small group communication;**

Definition: Creative thinking is a way of looking at problems or situations from a new perspective. That suggests original solutions (which may look fantastic at first).

Facilitation is the act of helping other people to deal with a process or reach an agreement or solution (*the Cambridge English Dictionary*).

Creative thinking can be stimulated both by an unstructured process such as brainstorming, and by a structured process such as lateral thinking.

Business Dictionary:http://www.businessdictionary.com/definition/creative-thinking.html

Creativity is really an accelerator of business because it provides effective and beneficial decisions. It is known that the more diverse a group is the more creative decision it may generate. Our differences work well for the benefit of any organization, they give new ideas, create innovative solutions, promote organizational strategies and engage everyone in the process. Creative thinking facilitation is needed in meetings, when alternative solutions are required to manage some problem. These may be brainstorming sessions. Study two strategies for facilitation for creative thinking:

I.   How a manager can encourage creativity: **strategy for creativity managing:**

1. Encourage come concrete person to give their ideas freely: *"So, what do people think? Any ideas? OK, Anna, maybe I can start with you. I know you*

have a lot of good ideas on this, because we discussed it over coffee this morning. What do you think we could do?"

2. Ask someone to comment on other's idea: *"Gerald, what do you think of Anna's idea? Shall be give more discounts to our regular customers?"*

3. Encourage alternative and very different points of view: *"Well, I'm not sure if that works out…Can we think a little about more alternative approaches?"*

4. Avoid disagreeing too quickly with others' ideas: *"Sorry to interrupt. You may be right. But if we disagree too quickly, we don't see possible advantages"*

5. Ask people to combine the different ideas around the table and find a creative solution: *"OK, interesting! Can we combine these two ideas together?"*

6. Suggest a new creative proposal based on the different ideas around the table: *"I really liked what Peter sad about intensive use of agents. And Julia gave an idea about new partnerships. I think that using these two ideas we could create a joint venture with some agents as real business partners".*

Source: Dignen, Bob. Communicating Across Cultures.

II. How group members can encourage creativity: **strategy for group facilitation:**

1. Group members should seek diverse perspectives and welcome the opportunity to listen to different views and approaches to problems.

2. Facilitate a supportive communication climate. Description, problem orientation, spontaneity, empathy, equality – is good for that.

3. Reward invention and innovative creativity. Encourage group members who offer unique ideas and alternative viewpoints. Be cautious of "stars" who promote themselves rather than group's goals.

4. Foster collaboration. In times of conflict, group members find it easier to avoid or compromise. Groups must discover conflict solutions that everyone agrees on.

5. Practice active listening. Typically, think of what we want to say. In active listening, we concentrate on what others say before formulating our response.

Source: American Creativity Association http://www.amcreativityassoc.org/

Practical exercise 10.1

Work in small groups to hold a meeting and discuss one **problem** in your company: **people spend too many working hours on the Internet, in their private e-mailing, etc**. So the working productivity is low.

1) Nominate one of the group members to manage the meeting;
2) During the meeting, everyone should employ creativity facilitation and encourage open cooperation and creative thinking in the group.

Remember: cultural diversity is an opportunity in meetings because different cultural background can support innovation. Encourage each person in meetings to be creative and generate ideas, engage the ideas in order to find innovative solutions.

When the meeting is finished, **evaluate the creativity and innovation** of the meeting.

- *Did everyone motivate others to give their ideas?*
- *Did everyone actively listen to others' ideas, without interrupting and disagreeing too quickly?*
- *Did the manager connect different ideas and take the best from each suggestion for a good solution?*

Practical exercise 10.2

The speakers try to solve a problem. Please evaluate, if these decisions are creative and innovative. Can you give your creative ideas to find a solution?

Dialogue

A: Look, I've done my calculations and € 230 is what I can pay at maximum...

B: OK. May I ask why € 230 is maximum?

A: Well, I have my annual budget. A cannot overuse it.

B: Oh, I see. Well, I could offer you to pay on credit, or till the next financial year?

A: I must think about it..

UNIT 11 COMMUNICATING FINANCIAL PERFORMANCEIN A COMPANY

Goals:

- ✓ **understand the aims and aspects of financial performance of the company;**
- ✓ **learn about available way and communication channels for financial performance messages to employees and PR;**
- ✓ **study the questions covered by the manager and functions of the team**

Definition: Financial performance is measuring the results of a company's policies and operations in monetary terms (Business Dictionary). This is organizational communication.

Within an organization, financial performance is communicated to all the employees and to mass-media *periodically* (at the end of financial year – F.Y., for example). A company's financial results are the key indicator of how that company is performing and of its future prospects. Each organization tries to measure its success and outline the ways to improve the situation when necessary.

As well as communicating financial information, we need *to communicate financial messages*. **The aims** of communicating financial performance to employees are:

1) To achieve cost-consciousness of the employees;
2) To achieve a shared understanding of the importance of profit optimization;
3) To analyze the contributions of each department and individual and to raise them in a new year.

The Annual Report or Review is developed by the Seniors and forwarded to the department heads through accepted **communication channels** (*e-mail, Intranet or at special meetings as oral presentations, slides and leaflets*). In parallel, some *reviews* are also provided to public through mass-media or PR events.

Usually, **the main data cover:** the company's *turnover*, *investment analyses*, *pre-tax and post-tax profit*, *dividends* to be paid to shareholders, essential *deductions*, *cash*

deposit, cash deficit or *surplus, dynamic data* compared with a similar last year's period of activity, in order to make the financial performance and results clear.

Each unit (*division, directorate, section, group, and team*) should review its own financial performance <u>on a monthly basis</u>, using information from the various financial monitoring systems. This can best be done in team meetings where the team leader has an opportunity to discuss team performance face to face with the team members and check that they understand its meaning. Everyone needs to know:

    1) how the team is performing,

    2) what changes need to be made, and

    3) what his or her personal role will be.

In team meetings, begin by looking at the budget under/overspends; capital, non-pay, pay, staff, internal transfer charge. The team must understand that even one unstable month can have serious implications for the full year's performance. The team is then responsible for identifying and implementing appropriate remedial actions. Department managers demonstrate to their subordinates:

    1)   the analyses information

    2)   on-coming objectives

    3)   as well as how to achieve them.

Each employee is expected to realize his prospective actions and contribution to the new budget. The manager gives a realistic and clear approach to set up the priorities and the profits in perspective. Both the company and each department or unit are to continually look at ways of increasing income and reducing failure costs, in order to minimize the risk to plans. Brainstorming is a good communication channel for planning new activities in achieving new financial targets. Finally, the manager is to inspire the team for new activities

From:[http://www.kautilyasociety.com/tvph/impact_oriented/communicating_financial_infor](http://www.kautilyasociety.com/tvph/impact_oriented/communicating_financial_information.htm)
[*mation.htm*](http://www.kautilyasociety.com/tvph/impact_oriented/communicating_financial_information.htm)

Practicalexercise11.1

Read example of announcing financial success in a company.

1) Underline useful words and phrases which are good for internal meetings in such cases.

2) Write your own speech for employees of the company, announcing good financial performance. Use the phrases from above the example and your own ideas how to inspire people in the meeting to be more productive and efficient next financial year (F.Y.).

EXAMPLE ANNOUNCEMENT OF FINANCIAL PERFORMANCE:

Financial Progress

Congratulations (COMPANY NAME) employees! We've reached 90 % of our goal. That is, our total revenue is $ 12,078,500, and we have 4 new major customer companies from the European Union. Last week's Annual Financial Progress Report by the Executive Director demonstrated a great financial success thanks to your participation and the efforts of each team member of our Department! Please make some efforts now and let's develop a new year plan of activities be the 20th of December, so that we can achieve our final goal of 100%! I'm proud to be part of this team and joint effort to create opportunities for a better life for all. Please accept my congratulations! I'd be happy to answer any questions you have about the Financial Progress Report positions and our new plans and hopes.

Practical exercise11.2

Suppose you are one of employees who listened to the announcement on financial performance. What would be most important for you in this text? What questions would you like to ask in order to have full information you need? Why is this information critical to you? What figures and facts in this financial performance could motivate you to work better for this company?

UNIT 12 "ENFORCE PAYMENT" STRATEGY IN BUSINESS E-COMMUNICATION

Goals:

- ✓ **learn a strategy for enforcement of payment from a customer;**
- ✓ **learn a strategy of payment reminders for recovering an overdue invoice;**
- ✓ **develop skills of written communication in asking for overdue payment**

Definition: Sometimes, a company has a problem with getting payment for its products or services from a customer. Such debts are called "**overdue invoices**".

Legal action is very expensive and should be considered a last resort. So it is recommended to follow **a strategy of reminders for enforce payment***:*

- Contact customers quickly about overdue invoices. Begin following up debtors when payments are *7 days overdue*. Send a statement requesting payment and indicating clearly *if this is "a reminder" or "final notice"*.

- Telephone the customer and remind them to pay the debt. Ask them if there is a problem. If they offer no reason, ask them to settle the debt *by a specific date*.

- If there is a cash flow or e-banking problem, try make a payment plan that suits both you and the customer.

- If the debt is not settled within the agreed time, you may *apply to mediation, debtor finance or debt collection services*.

Source: https://www.business.qld.gov.au/running-business/finances-cash-flow/managing-money/managing-debtors/chasing-debtors

A **strategy of payment reminders** implies a persistent strengthening of claim. Basically it consists of two or three "reminders" and the "final notice". The first reminder should be polite and impersonal – *don't assume your customer has no intention of paying*. This is a sample sequence of reminders and final demand:

First Reminder

We are writing concerning a payment of $12,600 for Invoice KJ678 which is now overdue. A copy of the Invoice is attached. This amount should have been paid by the end of last month. Please send a bank transfer to settle your account, or an explanation of why the balance is still outstanding. If you have paid it, please disregard this email.

Second Reminder

With reference to email of 21 March, I must inform you that we have still not received payment to clear the balance of your account. I am sure you are aware that late payments create problems to us. We would appreciate payment of the outstanding sum without further delay. If you have any queries on this matter, please contact me ASAP.

Final Demand

I wrote to you on March 21 and April 7 regarding the balance of $12,600 on your account. I attach copies of both emails. The sum is now two months overdue. We are very concerned that the matter has not yet received your attention. Please forward the payment within seven days. If we do not receive payment from you, we shall have no alternative but to take legal action to recover the full amount.

Source: Emmerson, Paul. Email English, 2014.

Practicalexercise12.1

Read phrases from "*first reminder*" and tick the most polite form, a) or b):

1a) This Invoice should be paid immediately.

b) You must pay this Invoice immediately.

2a) You have not paid Invoice JK387.

b) We note from our records that Invoice JK387 has not been paid.

3a) This outstanding balance is now overdue.

b) Your outstanding balance is now overdue.

4a) Please send a bank transfer to pay the amount.

UNIT 13 STRATEGIES FOR COMMUNICATING WITH "DIFFICULT PEOPLE" IN THE BUSINESS WORLD

Goals:

- ✓ **realize a challenge of "difficult people" in the business world;**
- ✓ **learn a universal strategy for communication with a difficult person;**
- ✓ **develop skills of communication with difficult communicators in a meeting**

Definition: By 'difficult' people we mean people with certain personality traits or emotional characteristics that make it difficult for us to communicate with them. The ability to effectively cope with such people while maintaining a healthy work environment is known as the skill of dealing with difficult people (*CLEVERism*).

How to work with difficult people in the business world

Source: by Christina Hamlett, studioD *http://smallbusiness.chron.com/work-difficult-people-business-world-11169.html*

A negative person, whether a co-worker, boss, vendor or customer, can make your job stressful, strain your relationships with others and jeopardize your reputation or that of your company. To work effectively with difficult people in the business world and keep your own emotions under control, it's essential to understand that others' external expressions of anger are often the result of internalized frustrations and fears that may have nothing at all to do with you or the immediate situation.

Step 1: *Determine whether the behavior is an isolated incident or a habitual trait*. A dissatisfied customer who crosses your path only once is different from the co-worker who argues with you on a daily basis about anything, everything and nothing. With the customer, it is easy to stay calm, pleasant and professional because their departure is inevitable. With a co-worker, the ongoing friction of regular contact could affect your work as well as the morale of the rest of the office. Develop and reinforce boundaries of how you expect to be treated. If you can't ignore the attitudes and actions of others, you may need to have a conversation with them to identify the cause of their unacceptable behavior and work toward a solution.

Step 2: *Choose an appropriate time and place to discuss the situation.* The objective is not to humiliate the difficult person. If the behavior is dangerous, involve a third-party, e.g. an HR representative. If the difficult person is not an employee, you may ask questions diplomatically about what is bothering him. Actively listen, ask for clarification if the answers aren't clear and refrain from interrupting.

Step 3: *Encourage the difficult individual to offer* reasonable and mutually acceptable remedies to the problem. The idea is not to calm down him but invite him to initiate a solution that will create a less volatile environment for everyone. Good tactics here are: active listening, compassion, probing and clarifying questions, repeat or re-phrase what was said, communicate your attitude, avoid strong reactions.

Communicative strategies for dealing with difficult communicators in meetings

Running meetings, especially in a foreign language, may be very challenging. Certain individuals may argue and display aggression, or digress to irrelevant topics, or interrupt, or play with mobile phone and avoid discussions. Look at the table, which shows some common types of "difficult" communicators.

Table 4 Communicative strategies to deal with difficult people

Communicator type	Some characteristics	Communicative strategies
Quiet person	They may be not very good with English, or it's about their self-confidence, or they're nervous in a group. There are some culture where silence is a kind of respect.	1. Ask open questions *What does everyone think?* 2. Ask a specific person for an opinion *Valdemar, what's your opinion on this?* 3. Ask a specific person for an opinion but give them options to make opinion-giving easier *Carla, do you think we should invest or save money?*
Talkative person	Some people seem to naturally be	1. Apologize and interrupt:

	talkative and connect easy with others. It implies a readiness to engage in talk or a disposition to enjoy conversation. But in a group discussion, that may prevent others from giving their ideas freely.	*Petra, sorry to interrupt but…* 2. Interrupt with a good reason: *Toni, can I stop you for a moment? I suggest to hear what others think.* 3. Use a positive phrase to begin and end your proposal: *That's an important point, Franco. Can we hear Marie and I'll come back to you in a moment?*
Impatient person	The most difficult type to handle. Always knows best, has the answers, won't listen to others' ideas, can be very direct even rude sometimes – they can really destroy teamwork in a meeting.	1. Get them to listen to others. 2. Get them to slow down and think of things they may have forgotten or not considered. *Yes, but what if…*or *Have you thought about…*
Over-analytical person	They are a bit slow, love to analyze every last detail. Though their approach is useful, they pick up on problems which a faster type might miss, but it's hard to listen to them sometimes, and they slow down decision-making.	1. Focus them. *Bob, are you basically saying that…* or: *So what exactly is the main risk from your point of view?* 2. Push them to take a decision *So, what do you recommend we do?*

Source: Dignen Bob. Communicating Across Cultures, Cambridge University Press. 2011.

Practical exercise13.1

Study communication strategies to deal with difficult people in a meeting, table 4. What can you suggest to say to each "difficult" communicator depending on accepted behavior, which is **culturally-driven** or **personality-driven**, in your case?

Practical exercise13.2

Study table 4. Tell the group which communicator type is **the most challenging personally for you** and why. Give examples of how you usually deal with them.

UNIT 14 STRATEGY FOR E-COMMUNICATION WITH A RUDE CLIENT

Goals:

- ✓ **realize that dealing with unsatisfied clients is a part of business communication;**
- ✓ **learn a universal strategy of e-communication with a rude client;**
- ✓ **develop skills of e-communication with a rude client**

Definition: "rude" actually is offensive in manner or action. In less intensive cases, this is "lacking refinement or delicacy" (*http://www.dictionary.com/).* A rude client is a problem and requires a special communicative strategy. Because one call or email from a rude customer can spoil your whole day and kill your job satisfaction or reputation.

How to deal with a rude client in emails

by Kate McFarlin, Demand Media

Most businesses face at least one memorable rude client. Some of them have a specific personality type, others are frustrated by what they deem as poor service. When dealing with a rude client in emails it is vital to maintain your professionalism. Most situations can be resolved with the right communicative strategy and patience.

Step 1: Avoid responding immediately to the email. One of the biggest mistakes you can make is answering a rude mail right now. No matter how professional you try to be, your emotions will affect your words. Stand up, walk away and do something else. Let your thoughts be formed before returning to the email.

Step 2: Acknowledge the client's feelings. Put yourself in your client's shoes. Emotions may be high right now. Tell them that you understand they are upset. Connect with your client – show that you're on their side, not against them.

Step 3: Draft a solution to the client's problem. Now it's time to address the actual problem. If someone on your staff treated your client poorly or didn't give a proper product or service, you will need to fix the situation immediately. Be prepared to go

beyond your duties to make this client happy. If the situation is more complex, let the customer know that you are going to solve the problem within certain period of time.

Step 4: Thank the customer for bringing the problem to your attention. Encourage the customer to contact you again if any problems appear. Assure that this is an exception in your work and the company is ready to serve them again.

Step 5: Offer something valuable to calm down the feelings (a gift card, a coupon, a discount, a new service). This shows goodwill and often resolves it immediately.

Step 6: If you do not hear back from the client, write them again in two days to let them know you are still thinking about this complaint and want to do all you can to make things right. Continue asking periodically until you get the situation resolved.

Practical exercise 14.1

1. Read a sample email – a reply to a rude client.

Dear Mr Doore,

I certainly understand your frustration at being sent the wrong order last week and realize that you need your order immediately. I hope the parcel we sent to you on Monday arrived in time to get you satisfied with our service. Thank you for bringing this to my attention. Please accept my sincere apologies. This was an unfortunate mistake from our company's side. We will make every effort to avoid this to happen again. We appreciate your business and will do everything to serve you.

2. Write your own reply to this email from a rude client, using the above example.

I am writing to complain about the poor service we have received from your company. Firstly, the goods you sent were not what we ordered! Our order dated 13 Sept. clearly stated that we wanted 1,000 T-shirts, but we only received 800! Furthermore, we asked to print our company's logo in the top left corner of the shirts, and you have printed it in the center. Then, your staff were absolutely unhelpful when I called. No one took responsibility and I was simply passed from person to person! The case was completely unimportant to them, though we are your customers for more than five years! As a result, we want to stop all future business with your company (From: *Emmerson, Paul. Email English*).

UNIT 15   STRATEGY FOR FACE-TO-FACE COMMUNICATION WITH AN ANGRY CLIENT

Goals:

- ✓ **realize that dealing with angry clients face-to-face is a frequent case in business communication;**
- ✓ **learn a strategy for face-to-face communication with an angry/abusive client;**
- ✓ **develop skills of communication with angry clients and self-restoring.**

Definition: when two or more persons talk to each other and see each other physically, it can be termed as **face-to-face communication**. (Business Communication.com).

Customers get angry for a variety of reasons—some justified, some not. But if you're in business to serve your customers, you'll likely encounter angry individuals at one time or another. How you respond can make the difference between a customer who feels satisfied with the resolution and one who vows never to come again. Here are tips *by Forbes* for coping with a tense situation and resolving it:

1. Remain calm. When a customer starts yelling or being rude, avoid responding in a similar manner. In fact, that will probably escalate hostilities. Maintain control of yourself, even if the customer's behaviour makes you mad.

2. Don't take it personally. Remember, the customer is not angry with you, they are displeased with the performance of your product or the quality of the service you provide. Your personal feelings are beside the point.

3. Use your best listening skills. The first thing an angry customer wants is to vent. To do so, they need someone to listen—and you are that person. Listening patiently can defuse a situation. Hear them out. When they stop talking, summarize what you've heard and ask questions to further clarify their complaint. Body language can be critically important here. Keep eye contact. Stand or sit up straight.

Keep your arms uncrossed. Show how closely you're paying attention to their problem.

4. Actively sympathize. After the customer vents, he wants to know that you understand how and why he or she feels so. Express sympathy for their unpleasant customer experience. Respect and understanding help much in smoothing things over.

• "I hear what you are saying …."

• "I see your point of view …"

• "I feel that …"

5. Apologize gracefully. Whether the customer's complaint is legitimate or not is really irrelevant. If you want someone to stay a customer, you need to express an apology for the problem they are having (or perceive to be having).

• "I'm sorry you're not happy with our product. Let's see what we can do to make things right."

• "Let me offer our sincere apologies. This treatment is just unpardonable…"

6. Find a solution. Once you understand why the customer is unhappy, it is time to offer a solution. Ask him what he feels should be done or put forward your own fair and realistic answer to the problem. In most cases, that's all the customer is looking for – and may result in providing some degree of satisfaction.

7. Self-restore. After the situation has been resolved and the customer is gone, it's helpful for you to take your own "time-out." Even if you've handled the situation in the most professional way possible, it's still a stressful experience. Do not let that stress stay inside you, take a short walk, treat yourself to a snack or find someone to talk to who makes you laugh. Then you'll be ready to work.

Please differentiate between *just an angry* and an *abusive client* who offends you and your company. It is recommended to apply **a warning strategy** to them: warn abusive customers at least three times before ending the conversation.

Remember: there will be times when you are the angry person. When you are, you would like people to respond to your anger in the best possible way. You can be a shining example of how to respond to someone who is angry which will positively

influence your friends, family and colleagues. Applying the above strategies will take you a long way towards achieving this: https://www.forbes.com/sites/thesba/

Practical exercise 15.1

*Read the following useful phrases for talking **to an angry client**:*

a) "I'm so sorry that you feel this way, Mrs Brown…"

b) "As a solution,"

c) "May I suggest that…?"

d) "What I'll do right now is…"

e) "We really do appreciate this feedback, Mrs Brown…"

f) "May I arrange for an update call, at a time most convenient for you?"

g) "Thank you so much for letting us know about this, Sir/Madam…"

h) "I'm so sorry to hear about this, Mrs Brown…"

i) "I completely understand how you feel, Sir/Madam…"

j) "Thank you so much for your patience/understanding, Mrs Brown…"

k) "I will activate this for you right away…"

*Read useful phrases for talking **to an abusive client**:*

a) "I truly understand your concern, Sir/Madam, but unfortunately we cannot tolerate the kind of language you are using right now…"

b) "I'm going to do my very best to help you, Mrs Brown…"

c) "You seem very upset, Mrs Brown. Would you prefer to continue this conversation through email or post?"

d) "I'm sorry you're so upset, Sir/Madam. Would you like for us to call you back when you feel a little calmer?"

e) "I apologize, Mrs Brown, but if you continue to use this language, I will be forced to end this conversation / call."

*Underline and explain **the language difference** between a conversation with an angry and an abusive client. Choose good useful phrases that you think **are the best for you** if you have to deal with an angry client face-to-face.*

UNIT 16 COMMUNICATIVE STRATEGIES FOR CONFLICT MANAGEMENT

Goals:

- ✓ **understand a constructive interpretation of a conflict;**
- ✓ **learn 10 wide-spread strategies for conflict-management;**
- ✓ **develop skills of applying appropriate strategies for managing conflicts.**

Definition: Conflict is a state of disagreement between people, groups or countries (Longman Dictionary). Conflict is an **inevitable** feature of any social system; but it is **not a war**. It is **not necessarily destroying.** Conflict can be managed with help of appropriate communication strategies and turned into constructive dialog.

Conflict-management strategies:

1. physical separation (take a time out; arrange a coffee-break for smoothing up);
2. hierarchy (the Boss decides);
3. bureaucratic approaches (appealing for established rules, procedures, laws);
4. integrators or a third-party involvement (mediation helping to make a joint decision, arbitration giving the final decision binding to both parties; or a widely recognized authority whose opinion is respected by both parties);
5. negotiation (employ all available conflict-related tactics and tools);
6. rotating members (exchange with experts, replace some team members);
7. interdependent tasks and super-ordinate goals (like "We are all in this together...", "There is a bigger task ahead of us, let's poll ourselves together!");
8. intergroup and interpersonal training (develop negotiation skills by an invited coach or HR professional)
9. voting (make a decision on a conflicting challenge by the majority of voices)
10. use sense of humor where possible to diffuse the situation.

Any of the conflict-management strategies may be appropriate and effective if we take into account: the specific situation, the desired outcomes and the time available.

"No Lose" conflict-solving strategy suggests a logical sequence of actions
(https://shawneenielsen.files.wordpress.com/2011/08/nolose-methodppp5-1.pdf):

    Step 1. Define the problem

    Step 2. Generate possible solutions

    Step 3. Evaluate the solutions

    Step 4. Decide on the solution

    Steps 5 Implement the solution

    Steps 6 Evaluate how effective the solution was

Practical exercise 16.1

Read a conflict situation.

    a) *Choose appropriate strategies for managing this conflict as you think (choose out of 10 described above).*

    b) *Write a logical sequence of concrete actions for this situation (as "No Lose" conflict-solving strategy).*

Kevin is the top research chemist in research at a biotech company. For the past two and a half months he's been working on a report concerning an important research project. Kevin repeatedly asked his boss for four months to compile the project, but was told that the project had to be ready in three. The boss offered an assistant to Kevin, Dr. Ramon, to help completing the project faster, but Kevin refused because the project was his "baby" and Dr. Ramon was not a chemist but an IT-specialist. Now Kevin understands there are no chances to be ready by the deadline. In fact, he really needs at least six weeks to finish everything.

On the top of all that, in the morning Kevin saw Dr. Ramon in the cafeteria and he told he would be glad to "re-make a little" Kevin's report. Kevin was furious but resisted the temptation to call his boss because he knew he was really behind time with the project report.

UNIT 17 STRATEGY FOR ACHIEVING WIN-WIN SOLUTIONS IN DISAGREEMENT

Goals:

- ✓ **understand a constructive "win-win" approach to disagreement;**
- ✓ **study the strategy for achieving a win-win solution in disagreement;**
- ✓ **develop skills of applying the strategy for achieving a win-win solution.**

Definition: a win-win solution is one that is good for everyone who is involved (Cambridge Dictionary). Disagreement is an argument or a situation in which people do not have the same opinion (Cambridge Dictionary).

Even where two parties of a disagreement situation cannot get exactly what they want, there is usually a good opportunity to find a win-win solution which is acceptable to both parties. When you identify and implement a win-win solution, both parties leave the situation with a sense of accomplishment and a better feeling about the relationship. The very fact that you attempted to find a win-win solution is usually enough to build the respect and trust required to build positive relationships.

In disagreement communication with others follow the steps of the strategy below and you will usually find a solution which is acceptable to all.

1. **Separate the issue from the person:** We all have different values and beliefs. We also have different wants and needs from life. So different opinions or behaviors do not mean that the other person is wrong. The world is not black and white. There rarely is just one right and one wrong way to do something.

When you need to speak to someone about the way they have behaved, make every effort *to separate the act from the person*. If the person feels like you are attacking them, rather than challenging their behavior, they are likely to feel threatened and close down the channels of communication.

2. **Do your homework (prepare):** Do your homework before raising your issue. Have your facts, figures and details to hand. The more support that you can offer for your viewpoint, the more likely the other person is to listen to you. With

important conversations, it is essential that you prepare. Your preparation demonstrates benefits of your suggestion and chances of a win-win solution.

3. State what you want: It is amazing how many people will enter a discussion or negotiation without being clear on what they want. Even when they are clear, they are often not sharing with the other person what they want. People are not "mind readers"; they cannot help you achieve your goal unless you tell them what your goal is. In critical situations, you can always tell about your ideal outcome.

4. Listen intently – what they want: Just as others cannot help you find a win-win solution unless you tell them what you want; you cannot help them find a win-win solution unless they tell you what they want. Listen intently to them. Do not be afraid to ask probing questions to gather more information. Invite them to tell you more and, if necessary, don't be afraid to ask them straight out what they are looking for. The more relevant information is, the easier it becomes to find win-win solution.

5. Repeat and emphasise the key points: Once both parties have spoken, it is important that you repeat what you believe to be the key points. This demonstrates that you understand the other party while also reasserting the important issues for you. Invite the other person to add any key points which they feel are missed.

6. Seek a win/win solution: Once you agree on the key points, make it clear that you would like to find a win-win solution i.e. an agreement that works for both of you. Don't just enforce your own views on this. Invite them to offer their own suggestions. If you can find a suitable solution, that is great. If you cannot, then you can agree a later time to come back to the discussion; and you both generate ideas.

7. Deliver on what you have promised: You may think that once you have come to an agreement, you have achieved your win-win solution. But your solution is achieved until you take the necessary action and the situation is successfully resolved. Agreements without action occur every day and they are of no value. The only agreements that are of true value are the ones which are realized. That is why you must deliver on what you promise. If you don't, you will lose all trust and respect.

Source: http://www.coachingpositiveperformance.com/

Practical exercise 17.1

*A win-win communication strategy reduces the tension in communication. There is really a "magic" phrase that captures the attention of the other party: **"Let's find a better deal for both of <u>us</u>."** What follows, like magic, is a willingness to be flexible and to discover greater possibilities for cooperation and assistance. Our relationship with the other side becomes stronger, less likely to fall apart. Both sides become super-winners (http://www.karrass.com/blog/the-essence-of-win-win-negotiation/). Read the dialog below and try to finish it formulating your own phrases to give a "win-win" turn to this dialog. Note that the "**we-concept**" works well.*

A: I'm afraid this is beyond our price range. We meant a lower figure in mind for this Ski Resort Draft Project. Then, the time of project development that you offer, is also too long for us.

B: OK, let me just check I've understood you correctly. You're saying the draft project is simply too expensive?

A: Well, I am hopeful it will be an excellent project. Your company has a high reputation for similar projects in the Alps. But we just really don't need anything quite this sophisticated. Too many unnecessary details.

B: Ah, in that case, ……..

Practical exercise 17.2

"Win-win" strategy is not dominating everywhere. There is a great variety of other good strategies to make solutions in disagreement, worldwide, in different businesses, in different situations and different cultures. Please describe some dominant style of achieving a solution in case of disagreement, which is customary in your culture. What advantages and disadvantages can you see in this strategy? Can it be used internationally as an alternative to "win-win"?

UNIT 18 COMMUNICATIVE STRATEGIES AGAINST DECEPTIVE TACTICS

Goals:

- ✓ **realize signs of deceptive tactics applied by the opposite party;**
- ✓ **study the strategy for handling deceptive tactics in communication;**
- ✓ **apply linguistic strategies of rejecting "dirty tricks".**

Definition: deceptive tactics imply deliberate fraud designed to pressure opponents into desirable concessions and agreements. They cover pressure, manipulation and influencing. "Dirty tricks" relate to manipulation, these are dishonest activities intended to harm someone you are competing against (Cambridge Dictionary).

Some business partners resort to non-ethical persuasion tactics, to pressure opponents into undesirable concessions and agreements. Avoiding dirty tricks is more difficult internationally than domestically.

Note: What appears to be a "dirty trick" from a domestic point of view, may in fact express another culture's *typical* behavior.

A series of deceptive tactics include various types of:

a *deliberate deception ("phony facts", cheating, "dirty tricks");*

b *psychological warfare (manipulations with time, voice and non-verbals);*

c *positional pressure (extreme demands, escalating demands, refuse to negotiate, ultimatums, delays in decision-making and procrastination).*

From a cross-cultural perspective, people have different interpretation of them. For example, Brazilians expect more deception among negotiators who do not know each other than Americans do. Many Brazilians are more likely to use "phony facts" during the initial stages of an international negotiation than are some of their counterparts. Latinos touch much more than Canadians, who in turn touch more than Swedes. Arabs maintain much greater eye contact than do Americans, who in turn use more than the Japanese (Linda Trevino & Katherine A. Nelson *Managing Business Ethics, 5ᵗʰ ed., 2010)*. So, working in business across cultures, it is important

to identify the most unacceptable "dirty tricks" and **be able to handle them** without ruined relationships.

Table 5 How to read "dirty tricks" in business communication
and linguistic strategies for rejecting them
by Powel Mark, *International Negotiations*

Dirty Trick	**Implementation**	***Strategy for rejecting***
Take it or leave it	So, basically, that's our offer – take it or leave it.	*Well then, I'm sorry, it looks like we'll have to leave it.*
Message from God	Now, I'll just have to get this OK'd by my boss.	*I'm sorry, I thought you were the decision-maker in this negotiation.*
Excuse my English	Now, I certainly don't remember agreeing to that.	*Yes, I have it all written down here in my notes: 'volume discount agreed'.*
Bluff	To be honest, we've had a much lower quote from your competitors.	*Really? You surprise me. I'd be very interested to see a copy.*
Strictly off limits	I must have an immediate decision – can't hold the offer, I'm afraid.	*I'm sorry, but if my answer must be now, then my answer must be "No".*
Slice the salami	OK, let's see if we can agree on the specifications first, before we go o.	*If you don't mind, I'd have everything on the table first.*
Shock opener	To be frank, your maintenance charges are simply unrealistic!	*If you look at what they include, I think you'll find them very reasonable.*
Last-minute demand	Reduce the price and I'll give you more business in the future.	*OK, when you make a repeat order, we'll look again at the price.*

Once in a lifetime	Now, you're not going to blow this deal over three thousand Euros!	*Of course not. And neither are you, I'm sure. Let's talk.*
Message from God	It's an interesting proposal. We'll give it some consideration and get back to you.	*Certainly. What are the issues you'd like to consider, if I may ask?*

Though the ability to persuade other**s** is a valuable negotiator's skill, use of deceptive tactics and "*dirty tricks*" may most probably lead to ruined business relationships and lower reputation. Instead, try to focus on thorough preparation and planning skills, knowledge of subject matter, ability to think clearly and rapidly, ability to express thoughts verbally, questioning techniques and active listening skills.

How to be self-protected against "dirty tricks":

According to "*Multinational management: A strategic approach"*, negotiators can reduce the use of dirty tricks by:

(a) not using them themselves;

(b) recognizing them when their opponents use them, *explicitly pointing them out*, and negotiating about their use (i.e., establishing the "rules of the game");

(c) knowing what the cost is of *walking out if the other party refuses to use principled negotiation* (finding jointly best alternatives is to a negotiated solution); and

(d) realizing that tactics that appear "dirty" to your team may be acceptable to people from another culture. Avoiding dirty tricks is more difficult internationally than domestically. Effective negotiators must *systematically question their interpretations* of opponents' tactics rather than assuming that the tactics have the same intended meanings as they would at home.

Actually, when faced with tough talk from the other side, you've got several options:

- ✓ You can pay it back with tough talk of your own;
- ✓ You can ignore it and carry on negotiating;
- ✓ You can make them re-consider their position;

✓ You can ask for a break;

✓ You can change the subject;

✓ You can let them know exactly what they are trying to do;

✓ You can suggest an alternative that's better for both of you.

Practical exercise 18.1

a *Identify a type of a "dirty trick" applied to each statement, based on examples given in Table 5.*

b *React linguistically to these statements applying one of strategies, use examples given in Table 5:*

1) Can we settle these issues one at a time? Or you are pressed by time?

2) I'm afraid I'm working within a fixed budget and your prices are not negotiable.

3) It's company policy to insist on 90 days' credit!

4) I'll have to clear this with the boss.. It's beyond my control I'm afraid.

5) We've been offered a better deal from your competitor!

6) I can't believe that you are going to decline such a profitable deal! Your boss will be furious about your decision.

7) It must be my English – I thought we were sharing transport costs.

8) We have to know your decision today. Otherwise we will consider another offer.

9) Double the discount and I'll make you our regular supplier, I promise!

10) I can't believe it – after-sales service is not included!

11) Let us sort this out before my partner gets back. He is not that strict, he is just nervous about the deal.

Practical exercise 18.2

Analyze the types of "dirty tricks" demonstrated in Table 5. Tell the group which of them seems the most unacceptable personally for you, speaking of business communication. Explain and justify your choice.

UNIT 19 COMMUNICATIVE STRATEGIES OF INFLUENCING AND PERSUASION

Goals:

- ✓ **learn the principles of persuasion by Robert Cialdini;**
- ✓ **learn Hogan's strategy of "seven words" which serve as "mind-changers";**
- ✓ **apply communicative strategy of persuasion to business situations**

Definition: influencing and persuasion is a (mild or stronger) process aimed at changing a person's (or a group's) attitude or behavior toward some event, idea, object, or other person(s), by using written or spoken words to convey information, feelings, or reasoning, or a combination of them (*Business Dictionary*)

Research shows that we are not as rational in our decision-making as we believe. And with so many decisions to make, we follow predictable patterns, which can be influenced by those who know how. Robert Cialdini is an expert in persuasion and the author of "Influence: Science and Practice".

Table 6 Principles of influencing by Robert Cialdini

#	*Principle*	*Description*	*Example*
1	Reciprocity	If I give you something (even if you didn't ask for it and don't really want it), you're more likely to give me something in return	Collectors for charity give cheap badges for nothing. People feel obligation to give them a small donation.
2	Scarcity	You're will want something if the supply is limited or the demand is high than if it isn't	"Huge savings while stocks last"
3	Authority	You will be more influenced by me if I have authority or can quote people in authority who support my claims.	We are convinced by those whom we believe to be experts.

4	Consistency	People prefer to be consistent with their commitments, especially those made actively and publicly.	Selling more to a regular existing customer is common.
5	Consensus	If many of people act in a certain way or hold a particular belief, you are likely to do the same.	"Six million people cannot be wrong!"
6	Liking	I am more likely to be able to persuade you if you like me.	People will buy from a friend.

Source: Powel Mark. International Negotiations, Cambridge University Press 2012

Dr. Kevin Hogan's strategy of "seven words" which serve as "mind-changers":

Because –a logical cause-effect link that people find more difficult to refuse.

Please - e.g. Please can I use the Xerox before you?

Thanks – it's hard to say "no" to someone who thanks you;

Now – this word conditions people to pay attention.

Imagine –it creates no resistance. You're only asking them to imagine, not do.

Other person's name – because their names are meaningful to people.

Phrase suggesting control – "it's your choice", "if that suits you"

Practical exercise 19.1

*Apply **Hogan's** "mind-changers" to each sentence making them more persuasive:*

a. Ian: We really need to finalize the terms of this deal today.

b. Sonia: Understand that we don't normally offer free maintenance.

c. Ian: Could you extend the credit period to 90 days? That would help us.

d. Sonia: You can have whichever option you prefer.

e. Ian: OK, so you are giving us the 90-days' credit. Can we look at installation?

f. Sonia: What you'll be getting with this system is complete peace of mind.

g. Ian: Can I get back to you on that? I need to clear it with the Boss first.

UNIT 20 ACTIVE LISTENING TECHNIQUES

Goals:

- ✓ **understand the principles and features of active listening;**
- ✓ **learn how to apply rules of active listening by Linda Eve Diamond;**
- ✓ **develop some communicative skills of active listening**

Definition: active listening is the act of mindfully hearing and attempting to comprehend the meaning of words spoken by another in a conversation or speech. Active listening is an important business communication skill. It can involve making sounds that indicate attentiveness, as well as the listener giving feedback in the form of a summary or re-phrasing of what was said by the other party for confirmation (*Business Dictionary*). We are taught how to speak but not how to listen, at school.

Active listening features:

a) using body language and facial expressions to show you are paying attention;

b) responding enthusiastically to what the other person is saying, e.g. "That's really interesting", "Good decision", "*Who'd expected that?*";

c) using 'listening noises' like "*Uh-huh*" and "*I see*"; "*I got you*", asking clarifying questions which show you are paying close attention "*Twenty percent, you say?*";

d) repeating back the other person's words like "*Oh, it was in Tampa..*";

e) resisting the temptation to talk about yourself;

It is important not to think in terms of techniques: *pretending to listen may be even worse than not listening* at all. Instead, we simply need to learn to focus and take a genuine interest in what the other person is saying. Both parties get much from it.

Rules of listening *by Linda Eve Diamond*:

Rule #1: Stop talking! - If you're talking, you're not listening.

Rule #2: Hold your judgments – they may be totally wrong. Listen the whole story

Rule #3: Don't be a "label reader"– each person is unique.

Rule #4: Focus – paying attention and show signs of focus:

Maintain eye contact; give non-verbal clues; encourage the speaker to go on; don't interrupt or finish the speaker's sentences; ask questions if necessary; summarize to see if you both interpret it the same way.

Rule #5: Visualize what you are being told.

Rule #6: Remember names – repeat the names when you are introduced. Make associations to remember names.

Rule #7: Observe – to be aware of verbal and non-verbal cues.

Practical exercise 20.1

Work in pairs. Student 1 says 1-5 and Student 2 says 6-10 statements, by turns. Practice active listening and then carefully repeat what was said by another.

1) I think this is going to be extremely difficult to agree to. $1,640 is maximum.
2) We have made some real progress this morning, 4 new business proposals!
3) It is absolutely crucial that we reach some kind of agreement on this by June 11.
4) I have some serious concerns about these deadlines, we need 6 weeks more.
5) We simply cannot afford to have any more delays; they are 14 days later.
6) We simply cannot afford to offer a credit of $600,000.
7) We are hoping for some significant movement on price, maybe 12% lower.
8) I am in a position to make you a substantially better offer, a 17% discount.
9) We really expected much more flexibility on this, between 120 and 180.
10) I just wanted to give you a thorough breakdown of the key figures on 8 points.

Practical exercise 20.2

a Basing on your own experience, formulate three the most important rules of listening in the business communication.

b Is good listening more valuable than speaking in your culture? Tell the group some words of wisdom, proverbs or sayings from your own culture, which explain how important listening is.

UNIT 21   QUESTIONING TECHNIQUES

Goals:

✓ **realize benefits of questioning techniques used in communication;**

✓ **learn how and when to ask different types of questions;**

✓ **develop some questioning skills of business communication.**

Definition: questioning technique implies the different ways in which questions are presented to individuals in communication. Questioning is a key skill in communication, because this is the way to gain information from others. Functions, by Bob Dignen, Five Good Reasons for Listening (*Communicating Across Cultures, 2013*):

- **To help maintain control** of a conversation: while you are asking questions you are in control of the conversation through questioning;

- **Express an interest** in the other person and **to find out more** about the respondent, this can be useful when attempting to build rapport;

- Questions are commonly used in communication **to clarify anything**;

- To express emotional or psychological support or **render help to people;**

- **To test awareness, competence:** to ascertain the knowledge of the respondent.

Tips: no more than 3 questions in a row. Listening-speaking balance (60% : 40% with talkative opponents), do not dominate. Close unsuccessful topics with a final positive remark, like: "*OK, hopefully everything will be clear soon*". Avoid false enthusiasm.

- "Probing questions" (provide a deeper understanding of an issue):
  1.   Why did you choose our company for this cooperation?
  2.   Were there any challenges you faced in your work so far?
- "Leading questions" (making informed guesses):
  1.   I've read somewhere you are expanding your business in Latin America?
  2.   It seems to me Mr. Harrow is good at accounting, isn't he?
- "Answer-a-question-with-a-question-technique":   is better instead of "No" answer, helps to re-direct the talk or take some time:
  1.   You say twenty percent?

2. When do you think we could make it for sure?

Another classification of questioning techniques defines open, closed and fixed choice questions. Please mind that skilled negotiators move from "open" to "closed" questions in a conversation. Basically, these are clarifying questions:

- **"Open questions"** (Who/What/Where/When/Why/How…?) get more information before getting down to details.

  1. How flexible can you be on the unit price?

  2. In what circumstances would you consider the maintenance?

- **"Closed questions"** (Yes-No answer) get direct positions.

  1. Can we look again at scheduling?

  2. Is that too much for you?

- **"Fixed choice questions"** (alternatives suggested) help to make a decision:

  1. Do you prefer to pay in cash or by letter of credit?

  2. Would you prefer technical support or staff training?

Practical exercise 21.1

Student A, you are Miguel, the host of a project meeting. Student B, you are Dani, the guest. You both are intended to establish good relationships for work. Read the profiles and make 10 different questions using the questioning techniques.

Guest 1 Miguel: as a person, he is task-focused, and not usually contributes in a small talk. People often say he is quiet and reserved. He often gives short answers when questions are asked and asks few questions back. He thinks business is a serious activity. He is punctual and likes to start conversations on time. He lives in Barcelona, Spain.

Guest 2 Dani: As a person, he is relationship-focused and he likes to make small talk. He enjoys speaking about personal subjects like home and family, and is very ready to show photographs of his children to strangers. He also likes to ask personal questions to get to know people. He lives in Hungary all his life.

UNIT 22 STRATEGIES FOR COMMUNICATING BAD NEWS

Goals:

- ✓ **understand what causes the need for communicating bad (negative) news;**
- ✓ **study the types of communication strategies for giving bad news;**
- ✓ **develop some writing skills in communicating bad news.**

Definition: bad (negative) news is someone or something regarded as undesirable (*Collins English Dictionary*). Even though we try to please our customers, things go wrong at times. Something bad happened **externally** (delay from a subcontractor, price increase from a supplier, natural disaster, etc.). Something bad happened **internally** (an employee screwed up, critical information got lost, scheduling mistake).

Channel of communication for giving bad news are employed depending on specific situation and the formality level of established communication with this recepient:

1. strictly formal (formal business letters, which are legal documents due to their content and commitment nature, faxes; negotiations involving the superiors);
2. formal (business letters, faxes and talks)
3. non-formal (e-mails, phone conversations, face-to-face meetings)

The strategy is more or less the same in each case. Telling bad news to the customer can be really scary. Especially if it's a big customer, or a big opportunity. Here's a good strategy what you need to do to get the best possible result with your customer *Source: Dignen, Bob. Communicating Across Cultures.2011:*

1. Show understanding of the other's point of view or needs;
2. Be open and honest with bad news;
3. Apologize for any problems;
4. Highlight good news;
5. Give positive feedback;
6. Show respect for the other's time when asking for something to be done;

7. State clearly your positive motivation to improve the situation.

Look at the model of a professional message to an audience communicating negative news. All the strategies are integrated into this email and identified by numbers:

(7) As part of our project to increase the company's IT functionality, **(4)** I'm happy to inform you that we will install some new software on the system next Monday. **(2)** Unfortunately, email will be unavailable for 24 hours in the company on Monday. We know that this will cause some problems to your work, especially in this busy time **(6)** and we **(3)** apologize for this. **(1)** You have expected this upgrade on weekend. But some technical requirements make us complete this work on Monday. **(5)** I would like to thank you for understanding. I am sure that the new software will enable you to continue **(5)** to produce excellent results that you do every month.

Note: always try to communicate to others in a way which they will understand as polite, respectful and positive. In addition, do not judge others too quickly when they communicate in a way which you see as negative. Try to find the positive message which they are trying to communicate.

Practical exercise 22.1

Re-write the following email integrating good phrases from the strategies for communicating negative news. Make this email friendlier and more positive.

Dear Sir,

Re: Order No 389

We write to inform you about a delay in shipment of any goods from the London port because of a strike of transport workers. Your video cards are actually in London, and we are trying to get them to the docks every day. Hopefully they can be loaded on the next vessel sailing on September 7th. In any case, we will try to ship them no later than early October. We apologize for this unfortunate delay and are doing our best to get your order away.

UNIT 23 COMMUNICATIVE STRATEGIES FOR TNANKS, CLAIMS AND COMPLAINTS

Goals:

- ✓ **understand importance of thanks, timely claims and complaints**
- ✓ **study the key strategy for making a claim in a constructive way;**
- ✓ **learn the way of writing correct response to a claim or complaint.**

Definition: "Thank" is telling that you are grateful for something that they did or gave; "Claim" is demanding some compensation or return by virtue of a right; "Complaint" is an expression of discontent or dissatisfaction.

As simple as it may seem, showing gratitude is critically important to business. Just like real-life social protocol, there are however some dos and don'ts when it comes to saying thanks in a business setting. **Thank-you-notes, face-to-face thanks** and **thank-you-calls** are applicable to your customers, colleagues, supervisors. Example:

Dear Ms. Dioring,

Thank you for another successful year of diversity consulting and management for our company. We highly appreciate your team for providing resources to our staff and management regarding ways to be more inclusive as a company and more conscious members of our global community.

We look forward to a continued relationship next year, and I personally look forward to speaking to you at our scheduled meeting about renewing contracts.
Dona Charning.
Source: http://www.wikihow.com/Sample/Business-to-Business-Thank-You-Note

As for complains and claims, the goal is to successfully resolve a complaint as soon as possible. Keep in mind that a claim is usually resolved and closed and you will be notified of the outcome within 35 days from the date you filed the claim.

Keep in mind **the key strategy** for making a claim in a constructive way is: *your message is not telling bad news about the product or service, but to create goodwill around it (by Stephen Wilbers). This is not a war, but an effort to improve business.* The opposed parties must be fairly presented, then reconciled. A standard algorithm:

1. Think it over thoroughly before writing and mailing. Decide on what you want. *A complaint is a statement* that you are unsatisfied with the product or service and want them to apologize and improve their service. *A claim is a clear demand for money* or other type of compensation, think what would satisfy you (replacement, repair, return, refund, …).

2. Type the text logically, neatly and clearly to understand, not guess your mind.

3. Explain briefly what happened. Give the facts, date and time, figures.

4. Be specific about how you want to resolve the problem (see 1).

5. Specify the date by which you want a response. 3 weeks is reasonable.

6. Specify exact contact details (more than one) of yours to receive a resolution.

7. Keep it short (KIS-principle) and to the point. Do not describe your emotions.

8. Be firm but polite in your language: remember **the key strategy** (see above).

9. Include copies (not original) of receipts, invoices, bills, agreements, emails.

10. Put your signature and date.

11. Keep a copy of the letter for yourself.

12. Keep a record of delivery (registered mail, fax or email details, etc.).

Responding to a Claim (Complaint) Letter

Strategy: don't try pass blame on to …. for what happened. *Make an impression of three parties (you, the guilty person, the customer) working together to solve the problem.* This builds trust. It says that though problems can come up from day to day, in the long term things can be made to work out. *Problems become anomalies, isolated events, while the bigger (positive) picture stays intact. The order of describing the responsive actions should be:* **present** *(how the situation looks now),* **past** *(what has been already done about it),* **future** *(what resolution the customer should expect in the nearest future in response to their claim).*

Practical exercise 23.1

1. Read a sample response letter to a claim.
2. Identify specific order of ideas: ***present, past, future.***
3. Find and copy out at least 10 useful words and phrases for writing responses to claims for yourself.

Dear Ms. Kristenson:

I'm delighted that you decided to bring your new Romulus 2XZ CD player to us at McCartney Appliance Repair. We're very proud of our reputation for fast, efficient service. You did the right thing in bringing your Romulus to us.

When I read your letter, I immediately talked to Bob McCall, Head of our service department, who carried out the initial inspection on your CD player on June 8. According to his records, the unit had a damaged kabobble, a manufacturer's problem. Your unit was still under manufacturer's warranty. Therefore, Bob shipped the unit to the manufacturer, Romulus Enterprises, in Toronto, on June 16 (we have confirmation that the package arrived the next day).

Yesterday, I contacted Romulus and learned they are waiting for a shipment of high-grade kabobbles, which are currently on back order. However, I was told this shipment will be in their warehouse by next week. They also assured me the repair on your unit will receive top priority. It was promised to do it precisely due to instructions.

While we are unable to reimburse customers for outside expenses, including long distance phone calls, we are happy to be able to save you repair costs. I'm assured your unit will be ready for shipment within ten days. Should you wish to contact Romulus yourself, the address is:…….

Do not hesitate to contact me directly if you have any unclear questions.

UNIT 24   PRESENTATION STRATEGIES

Goals:

✓ **learn how to prepare good presentation materials and a text;**

✓ **study the strategy of making a presentation like a persuasive story;**

✓ **gain awareness of cultural dominants and styles in oral presentations.**

Definition: A presentation is a means of communication that can be adapted to various speaking situations, such as talking to a group, addressing a meeting or briefing a team. To be effective, step-by-step preparation and the method and means of presenting the information should be carefully considered. A presentation requires you to get a message across to the listeners and will often contain a 'persuasive' element. It may, for example, be a talk about the positive work of your organization, what you could offer an employer, or why you should receive additional funding for a project.

(*https://www.skillsyouneed.com/present/what-is-a-presentation.html*).

The technology of a presentation is divided into its preparation and communicating parts. Both imply specific strategies for achieving the most impressive results.

I.   **Presentation preparation strategy**

a) Consider the presentation function

Informative   *or*   Persuasive
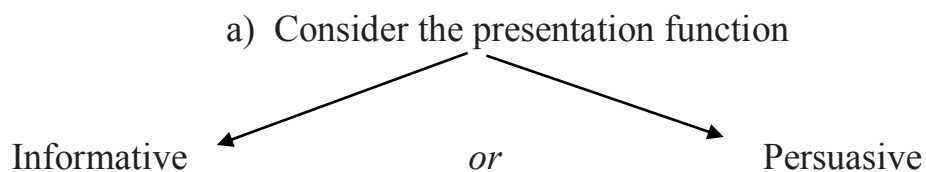
b) Proceeding from the function, determine the purpose, point, audience, place;

c) Knowledge and research phase: as much info as possible about the subject. Then sort it out into slides. Number of slides is calculated: 2 minutes of commenting on each slide. Remove excess data. Apply "skimming" approach – leave the key info, the rest goes onto the "fact sheet" – a supportive tool for a presentation.

d) Details that matter: know your key messages, facts and concepts. Compile your presentation around them. Prepare a "fact sheet" to stay alert and answer questions easily. Prepare printouts with key info if necessary. Do a dry-run and practice.

II.   Oral presentation strategy

Structure your presentation like a persuasive story. The most effective presenters use the same techniques as great storytellers: tell people of the status quo and then reveal the path to a better way; it sets up conflict that needs to be resolved. Then tell them how. **"What is" – "what could be" communicative strategy** (Harvard Business Review, *by Nancy Duarte*)**:**

Persuasive story pattern

BEGINNING   MIDDLE   END

What could be   What could be   What could be   New bliss

Call to action

What is   What is   What is   What is
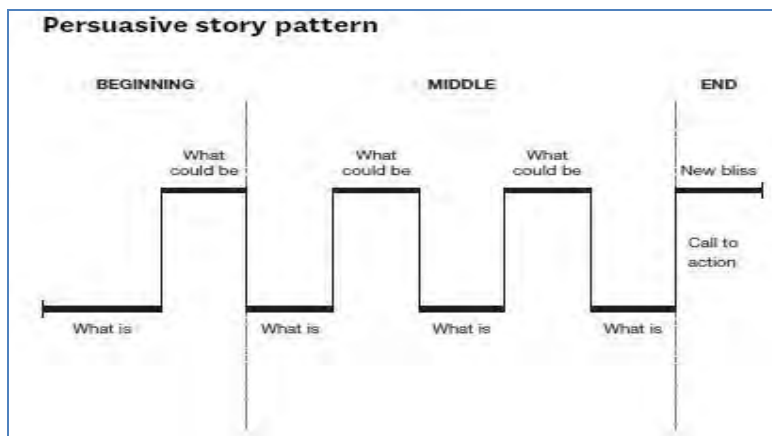
Tactics for a successful presentation:

a   brief introduction of yourself and your company;

b   reveal the product or service or idea visually and features – as "fact sheet";

c   use positive and picturesque language;

d   tell a "success story";

e   conclude with summarizing main points and invite questions;

f   make the ending powerful to remember.

Presentation dominants and styles vary from culture to culture:

1 US: *personality*, *direct*, *individualistic*

2 Japan: *formal*, *polite*, *respect*

3 UAE: *animated*, *entertain*, *relationship*

4 Germany: *serious*, *solid*, *experience*

5 Finland: *formal*, *design*, *quality*

6 UK: *ironic*, *anecdotes*, *moderate*

Source: Dignen, Bob. Communicating Across Cultures, Cambridge University Press. 2011.

Practical exercise 24.1

1. *Read examples of presentation parts by* Nancy Duarte's, based on tips from her book, "<u>HBR Guide to Persuasive Presentations", </u>*made by "what is" – "what could be" communicative strategy.*
2. *Write your own sentences in "what could be" parts after reading examples.*

What is: We fell short of our Q3 financial goals partly because we're understaffed and everyone's spread too thin.

What could be*:* But what if we could solve the worst of our problems by bringing in a couple of powerhouse clients? Well, we can.

What is: We missed our Q3 sales by 15%.

What could be*:* Q4 sales must be strong for us to pay out bonuses.

What is: We have six new clients on our roster.

What could be*:* Two of them have the potential to bring in more revenue than our best clients do now.

What is: The new clients will require extensive retooling in manufacturing.

What could be*:* We'll be bringing in experts from Germany to help.

Practical exercise 24.2

a   Read examples of presentation dominants and styles, which are different in cultures.

b   Suggest your opinion on formal speaking and presentations in your culture.

c   Suggest your own ideas about some unified style of presentations acceptable to all cultures; is that possible you think?

UNIT 25 ORGANIZATION LEADERSHIP STRATEGY

Goals:

✓ **learn about personal and managerial leadership features;**

✓ **get aware of the strategy for organization's leadership in business;**

✓ **develop skills of identifying leadership traits of a person.**

Definition: The activity of leading a group of people or an organization or the ability to do this (Business Dictionary)."Like an orchestra conductor, the project leader plays a primary role within the project, a role that also has a human dimension. Project leaders have to orchestrate the projects, find the right musicians, determine who will play what, and energize the musicians, create synergies among them and ensure they achieve their potential." (Herbert, 2002). Ideally, leaders become leaders because they *have credibility*, and because people *want* to follow them. **Personal leadership** supposes decision-making, problem-solving, time-management skills; they develop positive attitude and self-motivation. A leader steps up in times of crisis and is able to think and act creatively in difficult situations, to persuade people.

Managerial Leadership *by Calia Roberts, Demand Media*

Effective management and leadership involve creative problem solving, motivating employees and making sure the organization accomplishes objectives and goals.

There are *five functions of management and leadership*:

Planning: involves defining a goal and the most effective course of action needed to reach that goal; flexibility, knowledge of the company's resources and objectives.

Organizing: involves designating tasks and responsibilities to employees with the specific skills needed to complete these tasks; developing the organizational structure. *Staffing:* involves recruitment, the personnel training and development, performance appraisals, promotions and transfers

Coordinating: links all processes together and makes function well. Takes place in meetings and other planning sessions; involves communication and supervision.

Controlling: involves establishing performance standards and monitoring the output of employees to meet those standards; identification of situations and problems.

Leadership strategy of organization

This is *a strategy for achieving a leading position in the target area of business*. This strategy is needed if the organization sets the direction for moving from today's position to tomorrow's success in a specific area of business. The organization leaders focus on the most critical priority and move it in common direction.

The **four elements of the leadership strategy**, *by Center for Creative Leadership*:

Element 1: Leadership Drivers of Business Strategy – are as to prioritize and invest in to ensure the organization's capability to execute its plans.

Element 2: Leadership Culture – set of individual and collective beliefs, practices, behaviors, and patterns in an organization. It's the way leaders interact, make decisions, and influence others in their efforts to create directions, commitment.

Element 3: Talent Systems – attract, retain, and develop the talented people who are critical to meeting the organization's goals.

Element 4: Organizational Design – the organization's structures, systems, and processes should be designed in support of business strategies.

Practical exercise 25.1

Read the following adjectives describing a personality. All of them look very positive. But only some can show a true leader. Underline them, as you think.

  a *Explain your choice and give some examples as proofs*

1. Intelligent, Brainy, Genius, Clever, Bright, Know-it-all (noun), Gifted;
2. Funny, Witty, Hilarious, Humorous, Amusing, Comical, Droll;
3. Confident; Outgoing, Extroverted, Sure, Certain, Assertive;
4. Friendly, Welcoming, Affable, Sociable, Pleasant, Extroverted, Gracious;
5. Hardworking, Diligent, Determined, Meticulous, Thorough
6. Overconfident, Big-headed, Conceited, Self-involved, Proud;
7. Cheerful, Optimistic, Happy, Positive, Cheery, Jolly, Fun;
8. Honest, Truthful, Reliable, Sincere, Frank, Candid, Trustworthy;

UNIT 26 CULTURAL APPROACHES TO NEGOTIATIONS

Goals:

✓ **get aware of some negotiation approaches across cultures;**

✓ **study examples of the negotiation procedure as culture-bounded ones;**

✓ **learn to take into account cross-cultural differences still staying flexible;**

According to national business traditions, the **starting stage negotiations** in different countries varies from culture to culture (*by Powel, Mark. International Negotiations*):

- some – punctually, quickly and businesslike (*Germany, Scandinavia, USA, Canada*);
- others – with a polite conversation and compliments' exchange (*England, France, Italy, Spain, Japan*);
- some require a strict "hierarchy approach" (*Japan, Korea, China*).

Time limits and the duration of a negotiation can vary markedly across cultures:

- *Americans*: impatient, often expect negotiations to take a minimum time;
- *Latin Americans*, *French*, *Spanish*, *ex-Soviet* and *Russian* partners: may neglect the time limits;
- German, English and Japanese partners: feel happy to be ahead of time with the discussions;
- *Scandinavian* and *Western European* partners prefer to be in time and it is advisable to respect the time limits with them.

Hierarchy, Status and Gender Differences

Hierarchy and status differences implies seniority and demands respect in most countries of the world. Equality in partners' age and positions facilitates a successful exchange of technical information. Owing to this attitude, it is recommended to think twice before sending younger managers to Asia, East or Latin America.

- The *United States*: not particularly care about ceremonies; minimize status differences during negotiations: their use of first names promotes equality and informality. Equality in gender.

- The *Japanese, Koreans* and *Chinese* (guided by Confucian sense of seniority & hierarchy) must know the other person's company and position, grammatically correct form of addressing; always exchange business cards before a conversation. Women have increasingly risen to high-ranking positions over the recent years!

- *German* almost never address colleagues on their own and the opposite team, by first name. Sense of propriety and hierarchy. Equality in gender.

- *Russians* are close to the Americans about fewer formalities. Friendly relationship and hospitality is highly appreciated. Equality in gender.

In cross-cultural negotiations "Many men – many minds" policy brings along choices. There are national-based negotiation approaches loosely based on stereotype about **dominant negotiation strategy** used:

– *"English"* – "merchandising": to reach the results beneficial for both parties;

– *"German"* – "warrant": to win at other's expense;

– *"Japanese"* – "elastic": loyalty to differences;

– *"African"* – "debate": debate as long as necessary to reach an agreement.

Friendship and business

In some countries (*Arab*, for example), friendship is the basis of a lot of business – which is not to say that business is only done with friends. But building some kind of relationship before moving on to business is almost essential. In *China*, building up a network of business partners to whom one has obligations and from whom one can ask favors ("guanxi") is a crucial part of business life.

Negotiation procedure is very culture-bound.

In *Italy*, for example, the relationship-building stage could be quite elaborate. You may go out for dinner the day before the negotiation and find yourself already informally engaged in negotiation. In *Germany* or *Switzerland*, the societal side would probably be minimal until the deal is done. In *China*, a strenuous amount of socializing may be expected, regardless of how the negotiations are going. In the *USA* and the *UK,* you'll be expected to stick to a more or less fixed agenda, and in the *US,*

at least, you'll be marched through it fairly swiftly. The *French*, however, may resent an enforced agenda which restricts their imagination and creativity. *Germans* will tend to begin with probing questions almost immediately – and you'd better have the answers! Offering to get back to them with the information at a later stage won't do, as it might be in the *UK*. The *Japanese* will have as many questions as *Germans*, but ask the same ones several times to re-assure themselves of the answers. *Russians* will almost always want to set out your proposal first and then counter it very vigorously. *Japanese* and *British* will want to avoid such conflict at all costs! Though not very obvious, these specific features should be taken into consideration

(*by Powel, Mark. International Negotiations*)

Harvard Business School tips for durable cross-cultural partnerships:

1. Earn their trust. Telling the other side that you respect their culture may secure you a contract. But to build a promising relationship, you'll need to back up your words with respectful actions after the contract is signed.

2. Respect differences. When it comes to business partnerships, merging distinct cultures can be a confusing, lengthy process. A better approach may be to maintain your unique identities and borrow from the best of both.

3. *Expect to be surprised*. Because national culture is just one side of identity, try to view negotiating counterparts as unique individuals rather than cultural ambassadors.

4. *Prepare to adapt*. Don't assume that the business strategies you've cultivated on your home turf will work in a new culture. Arrive ready to listen and adapt your style

Practical exercise 26.1

Tell the group about some accepted aspects preparation procedures to important negotiations or business meetings with other culture business partners. Maybe you know something about rules and regulations, which help to prepare efficiently to such negotiations.

UNIT 27   NEGOTIATION STAGES: ESTABLISHING A PROCEDURE

Goals:

✓ **understand the importance of agenda in international negotiation;**

✓ **learn how fixed the agenda may be depending on some factors;**

Definition: agenda is a list of matters to be discussed at a meeting (Business Dictionary). After exchanging greetings and business cards, as well as "small talk" in a classic negotiation procedure, the parties usually agree on the agenda. It is important to make the objectives and points of a negotiation clear to both sides at the outset (*by Powel, Mark. International Negotiations)*:

- in a **simple sales negotiation**, perhaps with a regular customer, the issues are pretty clear with both sides knowing what's negotiable.

- in a **first-time meeting** with a new customer or partner, you may need more time for the issues to become clear.

There exist two approaches to the agenda:

1. European approach: the real value of a good agenda is that it prevents people from digressing too much, getting side-tracked – that's always a problem. So have a pretty **thorough agenda** and do your best to stick to it.

2. On the contrary, in Japan they like to keep things **flexible.** The problem with an agenda is that it restricts what can be discussed. The first thing Japanese will want to hear is what your position is. Then they will go away and consider their response. Rigidly sticking to an agenda often blocks creativity and ignores the very real prospect of unforeseen issues emerging during the meeting. But, if time is restricted there's a limit to how flexible you can be and the agenda is a map you can keep.

If anything is **non-negotiable**, it's a good idea to make it clear at the start to avoid potential annoyance later. But be sure that it truly is non-negotiable. Do not restrict yourself at the outset by closing doors you could perhaps have left open.

Source: Powel, Mark. International Negotiations, Cambridge University Press 2012

UNIT 28 NEGOTIATION STAGES: PROPOSAL STRATEGY

Goals:

- ✓ **realize how proposal-making way changes the negotiation strategy;**
- ✓ **learn direct and indirect ways of proposals; being second in proposal;**
- ✓ **study a communicative strategy of re-phrasing and summarizing.**

Definition: proposal is something (such as a plan or suggestion) that is presented to a person or group of people to consider (Merriam-Webster Dictionary).

Making a proposal is fundamental to all negotiation. It is vital to decide early on the planning process, whether you wish to speak first or to respond to the proposal from the opposition. *This decision is a crucial part of a negotiation strategy*. When you've heard the other party's offer, do not feel obliged to respond immediately with a counter-offer. Remain as inscrutable as possible while summarizing the proposal as you have understood it (*Tim Hindle, Working Words Consultancy)*.

In some cultures – *German, Dutch, Flemish, Danish, Norwegian*, for example, frankness and directness are valued and negotiators prefer to get the point very quickly (**Direct proposal strategy**). After all, if the figures do not add up, then why waste time talking around the issues? But when negotiating with *Arabs, British or Japanese*, be prepared to play a waiting game. They won't reveal their position immediately, preferring to find out more about you and create the right atmosphere first (**Indirect proposal strategy**). If you rush them into facts and figures, they may become evasive.

The advantage of making your proposal second is that you get to hear about the other party's needs and priorities before you have to commit to an opening position yourself. This is especially useful if you are not sure what the other party opening offer might be. After all, they might surprise you by offering more than you expected. On the other hand, there are definite advantages to putting forward your proposal first, especially if you think the other party's opening offer is going to be a lot less

than you want. By going first, you set the parameters for the rest of the negotiation. The other party now has to try and draw you away from your position.

It's always a bad idea to respond to something until you're sure you've fully understood it. **A communicative strategy** to be sure of getting the proposal correctly implies re-phrasing and summarizing. Regular summaries throughout the negotiation:

• So, did you say that….?

• From what you said I understand that you insist on …, right?

• So, if I understand you correctly, you would take…?

• Ok, so what we are looking at is a …….?

• So, your current position is ….., right?

• So, as I understand it, …..

Note that *effective negotiator's communicative strategy* will tend to move from asking open questions at the beginning to asking closed questions to the end of a discussion. At the beginning, they need to find out about their opponent's overall position before getting down to details. But they don't want to anything at this stage. Conversely, at the end of negotiations, they're trying to come to an agreement on each of the variables in the negotiation and need to be sure both sides are quite clear about what the other side has agreed to.

Source: *Powel, Mark. International Negotiations, Cambridge University Press 2012*

Practical exercise 30.1

Read the first proposal and write as many re-phrasing and summarizing questions and phrases to it, as possible. Your goal is to get all the details correctly.

OK, now you can see our standard price list, but frankly speaking, we can be very flexible about the prices. We respect and want to support your business. We are also prepared to an interest-free credit if necessary, on the first parcel. Normally, we charge 6% on the next parcels, but for you we could negotiate this figure. Perhaps we could also re-think our delivery prices.

UNIT 29 NEGOTIATION STAGES: EXPLORING INTERESTS STRATEGY

Goals:

- ✓ **realize how the way of explore real interests of the partner;**
- ✓ **consider a strategy for finding the interests behind the declared position;**
- ✓ **study a strategy of probing questioning for exploring interests.**

Definition: something that brings advantages to or affects someone or something; which is the most advantageous to the organization, under the circumstances (Business Dictionary). *Exploring negotiators' interests* of the parties is one of negotiation stages, usually taking place prior to the bargaining process. This is rather new in negotiation science, because negotiators *used to explore negotiators' positions* earlier. In 1981, Roger Fisher and William Ury wrote their bestseller book on negotiation "Getting to Yes" and justified the "interest-based negotiation approach". The key difference is:

> *Positions* – what a negotiation party wants;
>
> *Interests* – why they want that.

Fisher and Ury's model of negotiation based on interests, not positions, is called a "principled negotiation" type, it is well illustrated in the book: *Two men in a library room. One wants the window open and let fresh air in. The other wants it closed and no draught. The librarian comes with a creative solution: she opens the window in an adjoining room. Both are satisfied. She **did not satisfy their positions** (open or close the window). She **did not find a compromise** (open the window half-way). She explored and **integrated both interests** which she had identified behind the positions.*

The best **strategy for exploring interests is probing questioning**. For example, in sales negotiations, there are usually four or five "Nos" before you get one "Yes". Some people fold after making one timid request. They quit too soon. Keep asking until you find the answers (*by J. Canfield, Canfield Coaching*). Skilled negotiators use lots of questions – more than twice as many as the average negotiators. The most

common uses are to uncover the other party's position and **explore the rationale behind it**. Average negotiators, by contrast, try to persuade the other party by bombarding them with information and reasons to support their position. From your life experience (in stores, for example) you know that it usually fails to influence you.

So ask a question (questioning techniques) and then listen (active listening techniques). You will get everything to understand the opposite party's interests behind their official (spoken out) position. And then build up a relevant strategy to balance both interests to satisfy both goals.

Study a table on the difference between traditional hard and soft negotiation types and Fisher and Ury's "principled negotiation" type based on interests, not positions.

Table 7 Basic Types of Negotiations

(*from Mark Powel, International Negotiations 2012*)

Hard negotiation "Pressing bargaining"	Soft negotiation "Pure bargaining"	Principled negotiation "Joint problem-solving"
Aim: maximize short-term gains and mutual independence *Style:* "go-ahead-and-make-my-day" *Parties act like:* Enemies *Formula:* "Win-lose"	*Aim:* relationship for business sake *Style:* "whatever you say darling" *Parties act like:* Friends *Formula:* "Lose-lose"	*Aim:* establish long-term mutually beneficial partnership *Style:* "we-can-work-it-out" *Parties act like:* Partners *Formula:* "Win-win"

These are the communication patterns to illustrate the above strategy.

a) *How to reveal the interest behind the position (probing questions, re-phrasing of meaningful statements, clarifying positions with rationale):*

- What's the thinking behind your statement that…?
- How much of priority for you is the demand….?
- Check if I understood you correctly: you are concerned about possible..?
- Is there a reason for your focus on the…?

– OK. Can I just ask you why that is not negotiable?

b) How to generate interest-based options:

– Ah, in that case there might be another option.

– Fair enough. OK, how about this? We review the …..

– Oh I see. Well, what if I offered you …..?

– So, the answer could be simply make it for a longer period of time…

– Fine. So could you tell me approximately how much would be….?

– OK, let me just get it straight. You're saying that…….

– Well, from what you said I can understand that your main concern is …?

Practical exercise 29.1

Taking into account the above communication patterns characteristic of questioning strategy, write three relevant questions to these positions for exploring true interests:

1. No, ordering 2 thousand units is completely out of question. We just don't hold so many in stock.
2. Though the product is excellent, but we don't need so many functions.
3. I'm afraid this is higher our price range, we had a lower figure in mind.
4. We want the package to be red-and-blue. Is that very expensive?
5. Well, the point is that we never give our suppliers exclusivity.
6. OK, we must ask you to re-consider your discount policy.
7. Well, our current supplier has the same prices, but they pay for half transportation costs.
8. We are sure it is a high-quality machine. It's just we don't need anything so sophisticated.
9. What we need is a big office building with 5-6 conference halls and 2-3 cafeterias.
10. We could only pay in small amounts every month if possible.

UNIT 30 NEGOTIATION STAGES: BARGAINING STRATEGY

Goals:

- ✓ **study the BATNA negotiation strategy for bargaining and its example;**
- ✓ **learn some ways to develop or improve BATNA;**
- ✓ **get aware of some specific national approaches to bargaining process;**
- ✓ **understand basic elements and useful language for the bargaining stage.**

Definition: Bargaining is discussions between people in order to reach agreement on something such as prices, wages, working conditions, etc. (Cambridge Dictionary).

BATNA Negotiation Strategy

Source: *Powel, Mark. International Negotiations, Cambridge University Press 2012*

You increase your power at a negotiation bargaining state by improving your BATNA before you begin. BATNA is a term invented by Roger Fisher and William Ury in "Getting to Yes" book: **B**est **A**lternative to **N**egotiated **A**greement. It is what you are going to do if you do not reach an agreement, if negotiation fails. The negotiation point is the level at which a negotiation party finds it better to stop the negotiation and walk away rather than offer further concessions or make new proposals. Ways to improve a weak BATNA include brainstorming to increase the bargaining power, use creativity to find new ways and take help of experts to provide new insights. **BATNA example**: Imagine that you negotiate with the manufacturer of some vital components you need for your machines. You have four BATNAs here:

1. to re-design your product to avoid the need for unachievable components;
2. to design the needed component or production line by own means;
3. to acquire a new supplier of some closely alike components;
4. to go to your competitor and agree that you both won't buy from this supplier until they price them more reasonably.

It's risky to reveal BATNA to the other party as it looks an antagonizing strategy and putting pressure to make more concessions. More often negotiators however do not

open their BATNA immediately, they only reveal it as a last resort. However, if you reveal BATNA too late, that may kill the whole deal. Always try to provide several alternative suggestions per a problem in order to find the best solution without wasting time at the meeting. It is advisable that each suggestion is supported with facts and grounding, then it becomes a proposal. Pay little attention to initial offers: they are points of departure; they tend to be extreme and idealistic.

Useful phrases to move the discussion on at the bargaining stage:

- We would hope that free service and maintenance would be included.
- I'm afraid we are unable to be very flexible about the discounts currently.
- There might be some flexibility there.
- There might be some room for maneuver.
- We would be prepared to negotiate this if necessary.
- If I can be frank for a moment…
- This is one of our top priorities.
- That might be less of a priority for us at the moment.

Basic elements of the bargaining stage:

People: make a distinction between negotia*tors* (people*)* and negotia*tion* (subject);

Interests: focus *not on positions (what they want) but on interests (why they want this);*

Options: before you decide what to do, select *the range of possibilities;*

Criteria: justify the result on *objective standards* (figures, facts, **not** opinions).

Practical exercise 30.1

1. Imagine that you negotiate the purchase of a large industrial building. Your negotiation opponent wants the whole amount of money for it immediately. Write at least three BATNAs of yours for this negotiation.
2. Imagine you are negotiating a deal with the sole supplier for this material in the world. You need this material What BATNA do you have in this case?

UNIT 31 NEGOTIATION STAGES: HANDLING DISAGREEMENT STRATEGIES

Goals:

✓ **study disagreeable, neutral and diplomatic ways of disagreeing;**

✓ **understand the "face-saving" factor strategy by Ury for a negotiator;**

✓ **practice communicative strategies to reduce directness in disagreement.**

Definition: a communication breakdown is a failure to exchange information (Collins Dictionary). To handle is "to manage, deal with". If you want to persuade others, you are going to pass through a disagreement stage to satisfy or protect your interests. And the more areas of disagreement there are, the more options you should be able to generate. Disagreements are inevitable at negotiations. But people do not necessarily should "be disagreeable" or negative about them. A positive atmosphere can be achieved by carefully wording what you say. Look at the illustration of three styles:

Disagreeable	Neutral	Diplomatic
Do we look stupid or something?	*No.*	*That could be difficult*
You've got to be joking!	*I'm afraid we can/t accept it.*	*Unfortunately, we'd be*
No way!		*unable to accept that..*
		To be honest, we hope...

Diplomatic expressions are longer and more complex grammatically, but not always. Another alternative to direct disagreement is to make a suggestion in response, e.g. *How about this instead?* Sarcasm like *Do we look stupid or something?* – is the most disagreeable approach in handling a breakdown in the process of negotiation. Tone of voice is extremely important. A polite expression said in a wrong way can sound sarcastic. And even a very direct expression "*No way*", if said apologetically, not aggressively, can be very effective, especially if prefaced with "*Sorry, but…*".

"Face-saving" factor in a disagreement is extremely important to many cultures. It implies preserving or intended to preserve one's dignity, self-respect, or good reputation (Business dictionary). Not only Asian cultures are concerned about face-saving, Western cultures are just as concerned about saving face. It is important to allow the opponents to make concessions gracefully, without having to admit that they made a mistake or failed. Often a simple change in wording will help negotiators maintain a positive image, even when they are actually giving in very substantially. Negotiation expert William Ury recommends "*go slow to go fast*", to trade minor concessions, and focus more on what they have gained than on what they have lost. Superior power is useless, cautions Ury, "if it drives your opponent into a corner ... Leaving him a way out is a time-honored precept."

Source: http://www.colorado.edu/conflict/peace/treatment/facesavr.htm

Communicative strategies of reducing directness in disagreement

a Use inability phrases and restrictive phrases like: *It looks like, we are unable to, at this stage, at this time, not authorized to, at present, not in a position to, at the moment, to a certain extent, under the circumstances*;

b Use Past Continuous or Perfect Continuous like: *we were assuming that, we were thinking, we were planning, we have been of the opinion that, we have been considering the case like;*

c Use Passive Voice like *we were told that, you were assured that, we have been given the guarantee that, we were led to believe that;*

d Neutralize with verbs like *seem, look, appear;*

e Use the softeners like: *with respect, not very, I'm sorry but, not sufficiently, not exactly, fortunately/unfortunately, I'm afraid, not entirely, to be honest, not altogether, in a way, looks like…,*

f Use the modals like *might, could, would;*

g Use qualifiers like *slightly, small, a little, rather, pretty much.*

Source: Powel, Mark. International Negotiations, Cambridge University Press 2012

Practical exercise 31.1

Read the paragraph "How to reduce directness in disagreeable statements" Use these strategies and make the following statements less aggressive or less direct:

1. There will be a huge charge in that case.
2. This offer is still out of our price range.
3. It will be hard to get approval for that.
4. This is essential for us.
5. This is unhelpful.
6. We're unhappy about this decision.
7. This is not what we're looking for.

Practical exercise 31.2

Use Passive instead of Active to sound less aggressive and threatening:

1. You told us you were interested!
2. You assured us there would be absolutely no delays!
3. You guaranteed us the priority on this!
4. You promised us that we would be protected by the contract!
5. You led us to believe that you would make us your sole supplier!

Practical exercise 33.3

Use "softeners" and "neutralizers" to sound less direct and categorical:

1. That's completely unrealistic!
2. That's a bad idea!
3. You are joking!
4. We won't accept less than $25 per a unit!
5. You are being inflexible about the price.
6. You still don't understand our difficulties.

Source: Powel, Mark. International Negotiations, Cambridge University Press 2012

UNIT 32 NEGOTIATION STAGES: CLOSING THE DEAL STRATEGY

Goals:

- ✓ **study "Closing the deal" strategy and realize its key idea;**
- ✓ **learn strategic tips for finishing the negotiation without further risks;**
- ✓ **apply effective phrases to emphasize the deal benefits for the other party.**

Definition: a deal is an agreement or an arrangement, especially in business (Cambridge English Dictionary).

The fundamental approach to closing the deal at the end of negotiations implies to confirm the terms of an agreement and make sure everyone clearly understands their obligations and whatever action they may need to take. The "Closing the Deal" Strategy therefore is a cluster of four important actions:

- – **summarize** the deal verbally and in written;
- – **confirm** the terms of agreement;
- – **make sure** everyone understands their obligations and further actions;
- – **agree on** the same interpretation of the terms used in the agreement (e.g. 5 days implies 5 *working* days; at a reasonable period of time implies *no longer than 2 weeks*, the total amount of the contract implies *all taxes included*).

Strategic tips for finishing the negotiation:

- • Read conversational signals to see when to get to the end and close the deal;
- • The more you speak, the more likely you will say something unwise at this stage. But do not miss something really important. Do not hesitate to ask clarifying questions to get sure you interpret the matter correctly;
- • The willingness "to put it in writing" is evidence of trustworthiness. When it comes to concluding a negotiation, spoken promises are not good enough.
- • When the agreement is signed, parties get down to work. Do not try to re-negotiate the agreement, this is considered unprofessional and unfair in most of cultures. Instead, some appendices or subcontracts may be concluded later on.

A good idea for finishing the deal point-by-point and not miss anything, is the following notice, read "**The buyer summary"** as an example:

NBB Media acquisition of Chatt Radio negotiation:

1 Purchase of Chatt Radio –   AGREED;

2 Price: € 8M –   AGREED

3 Vendor to stay as CEO (2 years) – AGREED

4 Details of remuneration package – TO BE DECIDED

5 Key staff changes –   NOT DISCUSSED SO FAR

6 Follow-up meeting –   TO BE ARRANGED

7 Final decisions on programming changes – BY NEXT MEETING

Whether you like the deal or not, always try to end on a positive note. A key part of closing a negotiation is emphasizing the benefits of the other side is getting:

a   OK, so with deal you are getting new partner, more options in trade, …

b   This represents a substantial saving to you.

c   Moreover, you're getting permanent access to our….

d   This will enable you to have more ……

e   All in all, you've got a great deal today!

Practical exercise 32.1

Read the script of the end of negotiation. Write a brief summary point-by-point, like "The buyer summary" in the theoretical part.

OK, let's just summarize what we've decided. We've agreed to a seven-year lease of a one-thousand office building at Berlin Tower. We agreed on then thousand Euros a month payment for it. We've also agreed to pay service charges of three hundred Euros a month. So far, we haven't talked any detail about possible planning permission of changes we may want. So we'll need to discuss it at the next meeting. You'll also supply us with the building insurance by the time of our next meeting. In addition, the question of internal and external repairs payment remains to be clarified. Now, does that cover everything or there is something we've missed?

Source: Powel, Mark. International Negotiations, Cambridge University Press 2012

UNIT 33 NEGOTIATION TECHNOLOGIES, STRATEGIES AND TACTICS

Goals:

- ✓ **differentiate between negotiation technology, strategies and tactics;**
- ✓ **understand the "face-saving" factor strategy by Ury for a negotiator;**

Definition: **Technology** is the science of the application of knowledge to practical purposes. (Webster's Dictionary). The five basic negotiation technologies are:

1. *Collaboration*: (win-win scenario) Integration of both assertiveness and cooperativeness. Both sides creatively work towards achieving the goals and desired outcomes of all parties involved;

2. *Compromising*: Both parties win and lose, in part. Moderate levels of both assertiveness and cooperativeness. Usually is applied to bargaining or trading (Seller vs Buyer; Employer vs Employee). It generally produces suboptimal results;

3. *Accommodating*: "simply yield" (lose-win scenario) High degree of cooperativeness. It is also called "obliging". A party using this style subjugates their own goals, objectives, and desired outcomes to allow others to achieve their goals.

4. *Competing*: (win-lose scenario) "The winner takes it all". High assertiveness and low cooperativeness, reach their own preferred outcomes at the expense of others;

5. *Avoiding*: (lose-lose scenario) "let it be". Low on both assertiveness and cooperativeness. The party using it is not cooperative in helping the others to achieve their goals, but neither is aggressively pursuing their own preferred outcomes;

Definition: **Strategy** is the art of devising or employing plans or stratagems toward a goal. (Webster's Dictionary). Some of communication process strategies are:

1. Benefit obtaining

2. Asking questions

3. Pressure

4. Changing pressure for yielding

5. Yielding in minor items, insisting on major ones

6. Intriguing

7. Put responsibility on others

8. Emotional certainty

9. Direct positive suggestion

10. Exhausting

11. Persistent strengthening

12. "Lose some, gain some"

13. "Hide weaknesses" (Bluff)

14. "Carrot and stick"

15. "Read the situation and improvise"

To choose the best communication strategy you should know their features. Communication strategies include considering your objective(s), audiences, communication messages, communication channels and tools, timeline, budget and resources. You may build up your communication strategy in advance, but be prepared to make quick changes if you are not getting results in the negotiation.

Therefore, a *strategy* is a major target-oriented plan of a negotiation, and it is implemented through a chain of relevant minor *tactics*, small actions applicable to resolve each situation within the whole negotiation process.

Definition: **Tactics** is an action or step or method carefully planned to achieve a specific (and desirable) end (AbbyLingvo Dictionary)

Verbal:

- promises, threats
- warnings
- recommendations
- rewards, punishments
- normative appeals, commitments
- self-disclosure, questioning techniques
- commands

Non-verbal:

tone of voice

facial expressions

body language

 dress code

 gestures

silence and pauses

symbols, colors, sounds, smells

Strategy and relevant tactics must work in tandem, without it an organization cannot efficiently achieve its goals. If you have a strategy without tactics you have big thinkers and no action. If you have tactics without a strategy, you have disorder.

Practical exercise 33.1

Read characteristics of the five widely used negotiation technologies: <u>Collaboration – compromising – accommodating – competing – avoiding</u>. Which of the above negotiation technologies would be the most profitable for:

    a Sales deal

    b Joint project

    c Inter-university educational agreement

    d Introductory partnership meeting

    e Funds conflict-resolving session ?

Practical exercise 33.2

Work in pairs. Student 1 is a car dealer and sells new Japanese cars. Student 2 is a buyer and needs to buy 3 new Hondas for his company's executives. Make up a sales dialogue (5 to 5 statements each) and keep it "compromising" by technology. Use as many negotiation strategies and tactics as you can.

Practical exercise 33.3

Work in pairs. Student 1 is a big project manager and is looking for a talented professional in computers. Student 2 is a starting IT professional who wants to work in an international project, to develop his professional and English language skills. Make up a sales dialogue (5 vs 5 statements each) and keep it "collaborating" by technology. Use as many negotiation strategies and tactics as you can.

UNIT 34 COMMUNICATION STRATEGY FOR REPAIRING BUSINESS RELATIONSHIP

Goals:

- ✓ **study the key idea of rebuilding business relationships;**
- ✓ **learn strategic tips for repairing relationships with business partners;**

Definition: To repair is to put something damaged, broken, or not working correctly back into good condition or make it work again (Cambridge Dictionary).

In an article for the *"Wall Street Journal"*, *Daniel Shapiro*, Director of the Harvard Negotiation Project and **"**Program on Negotiation" faculty member, offers some suggestions on how negotiation skills can be used to repair partnerships that are strained or broken. To start, suggests Shapiro, don't assume that the other party is going to be ready right away to return to a close relationship. *By listening closely to the concerns and feelings expressed, and understanding their perspective, one can begin* **to rebuild trust***, a key component in any relationship*.

When both parties understand these core concerns, **emotions** can become an asset rather than an obstacle to negotiation. This is as true in personal negotiations as it is when dealing with high-stakes international conflict. According to Dindia and Baxter (1990), there exist around 50 repair strategies for cases of troubled relationships, e.g.:

- increase communication in the relationship in general (communication strategies);
- focus on the problem in particular (meta-communication);
- decrease of communication (absence of meta-communication);
- appealing to their common past history (ceremonies strategy);
- seeking out innovation avoiding a routine (anti-ritual strategies);
- reducing the distance from one partner (togetherness strategy);
- increasing the distance (seeking / allowing autonomy strategies);
- modify their environment in a positive manner as a productive atmosphere;
- seek outside support appealing to various actors in their network.

Strategy of apology to restore broken relationship (*by Mind Tools Editorial Team*):

Definition: An apology is an oral or written expression of two key elements: shows your remorse over your actions; acknowledges the hurt that your actions have caused.

Why apologize: We all make mistakes and need to learn how to apologize for mistakes, very often in communication, whether these are intentional or not. It isn't always easy to apologize, but it's the most effective way to restore trust and balance in a relationship, when you've done something wrong. First, an apology opens a dialogue. This helps you rebuild trust and re-establish your relationship with the other person. It also gives you a chance to discuss what is and isn't acceptable. What's more, when you admit that the situation was your fault, you restore dignity to the person you hurt. This can begin the healing process. Last, a sincere apology shows that you're taking responsibility for your actions. This can strengthen your self-confidence and reputation. You're also likely to feel a sense of relief when you come clean about your actions, and it's one of the best ways to restore your integrity.

Consequences of not apologizing: First, you will damage your relationships with colleagues, clients, bosses, business partners. It can harm your reputation, limit your career opportunities, and lower your effectiveness. It also negatively affects your team when you don't apologize. No one wants to work for a boss who can't own up to his mistakes, and who doesn't apologize for them. The animosity, tension, and pain that comes with this can create a toxic work environment.

How to apologize appropriately: In an article in the Journal of Psycholinguistic Research, psychologists Steven Scher and John Darley present a four-step framework that you can use when you make an apology. Study this effective strategy:

Step 1: Express remorse – Every apology needs to start with: "*I'm sorry*," or "*I apologize*."For exampleбyou may say: "*I'm sorry that I snapped at you yesterday. I feel embarrassed and ashamed by the way I acted*." Your words need to be sincere and authentic. Timeliness is also important here. Apologize as soon as you realize that you've wronged someone else.

Step 2: Admit responsibility – next, admit responsibility for your actions or behavior, and acknowledge what you did. Here, you need to demonstrate that you understand how you made others feel. Don't make assumptions, simply try to put yourself in that person's shoes. For example:

– "*I know that I hurt your feelings yesterday when I snapped at you. I'm sure this embarrassed you, especially since everyone else on the team was there. I was wrong to treat you like that.*"

Step 3: Make amends – When you make amends, you take action to make the situation right. Here are two examples:

– "*If there's anything that I can do to make this up to you, please just ask.*"
– "*I realize that I was wrong to doubt your ability to chair our staff meeting. I'd like you to lead the team through tomorrow's meeting to demonstrate your skills.*"

Think carefully about this step. Empty promises will do more harm than good. Because you feel guilty, you might also be tempted to give more than what's appropriate – so be proportionate in what you offer.

Step 4: Promise that it won't happen again – Your last step is to explain that you won't repeat the action or behavior. This step is important because you reassure the other person that you're going to change your behavior. This helps you rebuild trust and repair the relationship. You could say:

– "*From now on, I'm going to manage my stress better, so that I don't snap at you and the rest of the team. And, I want you to call me out if I do this again.*"

Make sure that you honor this commitment in the days or weeks to come – if you promise to change your behavior, but don't follow through, others will question your reputation and your trustworthiness.

Source: Mind Tools portal, https://www.mindtools.com/pages/article/how-to-apologize.htm

UNIT 35 STRATEGIES FOR COMMUNICATION WITH MASS-MEDIA

Goals:

- ✓ **study a communication strategy for cooperation with mass-media;**
- ✓ **learn how to establish good relationship with journalists;**
- ✓ **be aware of what a well-balanced communication mix is.**

Definition: mass-media – non-personal channels of broadcasting message to general public, e.g. the national newspapers, radio, and television (Business Dictionary).

Any company has to communicate some information about its progress, achievements or launching new products/services, externally. External mass-media communication channels are used. Plans for these outreach activities should already be outlined at proposal stage and detailed in the projects communication strategy. Communications via mass media use **a strategy** – a certain algorithm, a step-by-step chain of actions (*by Bernard Schiele, Science Communication in the World*):

1. **Define your communication message**: these are communication messages to be transmitted externally. An evident objective is to focus on positive achievements and the benefits they bring. This requires careful coordination, because inconsistent facts, figures, emphases and viewpoints are to be avoided at all costs.

2. **Target your audience**: local society, business, institutional and governmental audiences are all prime targets. To reach the public at large, using all available means.

3. **Select communication channels and tools**: publications, local TV news, special websites and open events typically form the principal information channels of the target community. Popular newspapers, magazines, radio and the Internet play major roles in informing public awareness and opinion. Then come the business-to-business tools: commercial, financial and industrial publications; broadcasts; and trade fairs and seminars. So prepare a well-balanced *communications mix*.

4. **Local community-related activities**: your goal is to reach viewers, listeners or readers via editors and journalists. So, it is necessary to achieve ready acceptance by

editors and journalists to maximize the chance of actual target audience. *Editors have independent control over the content and style of the stories, so you cannot oblige them to use the material you supply, nor to reproduce the information exactly as you want. Consequently, you must do everything possible to make message interesting, timely and clear and present it as easy as possible for screen or print.*

  5. **Produce an effective press release/success story**: A press release/success story is information that is communicated proactively to the media – including TV, radio, e-media and in press – from which they select the elements they consider to be of interest to their public. They will edit your story to make the most appropriate text.

Try to establish good relationships with journalists: do not wait them contact you. Go to them and satisfy their professional needs. Establish friendly relationships.

− Prepare printed matter quickly: fact-sheets, list of contacts, photos, illustrations and clear explanations for them. This is known as *a press-kit*. They will take what they think is appropriate and relevant to their purposes.

− Draw their attention to your key events. Contact them directly and politely.

− If asked, respond asap (as soon as possible). You may have no other chance.

− You should understand that their coverage will be beyond your control, so your info should be precise and checked up.

− If you invite journalists to your event, provide them with a well-equipped mass media zone for interviews and work. Take care of comfortable conditions.

− Ensure contact persons be available if needed for the journalists. These should friendly, well-informed and reachable people, speaking easily and quite well, understanding policies of the company. So identify your best spokespersons.

Practical exercise 35.1

Write a brief email to a certain journalist from a local TV station and invite her to your press-conference. Your company is an Internet-provider and you want to launch a new service-package for the city users. Try to be friendly, respectful and convincing in your message. Promise to provide all necessary contacts, press-kit and good working conditions for work.

UNIT 36 PRESS-RELEASE TECHNIQUES

Goals:

- ✓ **understand role of a good press-kit in company's communication strategy;**
- ✓ **learn how to make up a good press-release;**
- ✓ **practice to write small press-releases according to the pattern.**

Definition: Written, audio taped, or videotaped matter about a book, event, person, or program, presented by its promoters or principals to the media for editorial comment and free coverage. Also called media release or news release (Business Dictionary).

Press-kit (including press-release) relates to outreach activities of the company. So plans for this activity should already be outlined in the communication strategy of the company at some stage or some specific project, e.g. "launching new services".

A press-kit is a full set of materials for the journalists. This should include press release (s) covering the main message (s) being communicated, relevant back-ground material, such as specially prepared press fact sheets, relevant publications and possibly brochures as well as handout versions of the presentation slides. Also include CVs of relevant people and a contact sheet to simplify journalistic follow up.

Prepare suitable illustrations – graphics, diagrams and/or photographs. These can be provided on a CD, or a suitable website address supplied to enable the journalist to download them. Note that these materials should not contain mistakes. Check it up!

Press-release is the most important part of press-kit. An attractive (and good quality) photo greatly increases the probability that a press release will be selected for publication. Avoid extensive technical explanations. Instead, add it as "Notes to editors" at the end of the text, or supply a separate article for editors. Check it up!

Make use of events: if you participate in a conference/exhibition organized by a third party, the journalists will be present. Bring your press releases to hand out to them.

Source: http://resources.mediatrust.org/guides/public-relations/writing-a-press-release/

Sample Press-release

New website launched to help solve the school funding crisis
A new website has been launched to proactively help generate desperately needed additional funding to schools in the UK. www.insupportofschools.co.uk **Posted**: 1 July 2016 A new website has been launched to provide additional funding to schools in the UK. www.insupportofschools.co.uk enables businesses to 'Support of Education'. **Background**: Schools funding problem: Neil Greer, a Leeds based businessman and father of two has launched the portal to proactively help UK schools generate desperately needed funds. **Story**: Neil's first goal is to replace a £2,300 grant that 4000 small schools are about to lose. This grant helped them provide free school dinners to children aged 4 to 7. The schools affected can be found on www.freeschooldinnersgrant.co.uk, then the portal will generate the funds to replace the grant. The service is not limited to these schools, every school in the UK is listed on the site and will focus on other funding problems. There are approximately 80 businesses per school in the UK. Imagine if these businesses chose to support their local school with some of their purchasing decisions! Services currently listed on www.insupportofschools.co.uk are mobile phones, gas and electricity, financial services. The plan is to add more services over the coming months. **Contact Name**: Neil Greer, Role: MD Company.

Read a guide to how to write a good press-release:(http://resources.mediatrust.org/guides/public-relations/writing-a-press-release/)

Practical exercise 36.1

Imagine you are running a small enterprise producing agricultural tools. You are launching a new service for local farmers (think it up). Write a short press-release about this new service for the farmers who can be interested. The press-release will be sent to a local newspaper to be published. Use the pattern of Sample Press-release to write yours.

UNIT 37 NETWORKING COMMUNICATION

Goals:

- ✓ **understand the concept and features of networking;**
- ✓ **study networking types, consider business networks**

Definition: Networking – in broad sense it is relationship building among people with similar interests and goals. It involves actively getting to know people through new connections. Networking is about sharing information, ideas, resources, opportunities. Depending on goals/interests and social circles there are different types of networking:

- • Personal networking for career advancement or entertainment (social);
- • Business networking is considered as a marketing method by which business opportunities are created through networks of like-minded business people;
- • Research/knowledge networking, etc.

In **business networking**, there exist three types of professional networks (by https://100trillion.wordpress.com/2008/06/21/three-types-of-professional-networks/):

1. **Operational** – the people you directly work with to get your job done;
2. **Personal Networks** – e.g., alumni, professional, social and affinity groups – these allow you to meet like-minded professionals. Good for career, they link you to new networks for your current work when opportunities emerge there.
3. **Strategic networks**– contacts with peers and superiors in the field, most essential for leaders. Look beyond your industry. Strategic networks are for sharing ideas about best practices, learning new approaches, developments in business and technology. Helps leaders see the bigger picture.

In order to benefit from networking, we must develop necessary skills. **Basic professional networking/communication skills** (network users/partners/members)**:**

- • Understanding the difference in culture;
- • Participating proactively in the events;
- • Making good presentations;

• Writing effective emails, providing feedback;

• Using the web collaboration tools/services efficiently.

More advanced professional networking/communication skills include (network organizers/moderators/coordinators)**:**

• Planning an event;

• Running/facilitating effective meetings;

• Making effective interviews, using questioning techniques;

• Organizing efficient brainstorming meetings;

• Following up the meetings and decisions (incl. writing meeting notes);

• Writing the reports;

• Negotiating with mass-media (press-releases, press-conferences, interviews, success stories, etc).

It is apparent that a vast amount of knowledge exists within the structure of the network, and by creating the proper conditions for information to be shared and built upon, we can find new solutions. The reason for developing creating a networking culture based on its specific communication, is obvious.

Networking communication is the ability to generate shared verbal and written understanding across distances via technology. This ability becomes apparent through the set of specific networking skills. Lack of networking skills or language barrier could be considered as a strong barrier for effective networking communication. Not everyone is a natural networker. But almost everyone can become good at it with proper training in such networking skills as proactive participation in events, brainstorming, writing effective emails, etc.

Source: How to effectively network / communicate in international R&D projects. Networking Guide, 2011

Practical exercise 37.1

Apparently, you are a member of some social (private) networks. Tell the group

about your experience, underline advantages and disadvantages of networking

communication in these networks; consider what you benefit from this

communication. Try to formulate your networking communicative strategy or policy.

UNIT 38 EFFECTIVE EMAIL COMMUNICATION STRATEGIES

Goals:

- ✓ **study the concept and rules of effective email communication;**
- ✓ **practice email communication strategies in action.**

Definition: email communications strategy defines the value you can offer to different target audiences through the range of different types of email, to maximize response (Smart Insights, http://www.smartinsights.com/email-marketing/email-communications-strategy/).

Effective email communication strategy implies "*Keep your emails clear and concise, to avoid confusing the reader*" (*by MindTools*). The average office worker receives around 80 emails each day. With that volume of mail, individual messages can easily get overlooked. Follow simple rules to get your emails noticed and so, don't over-communicate by email, people are busy and try to minimize spam.

The rules how to effectively network/communicate via emailing

1. Respond in time – If you want to appear professional, make yourself available to your online correspondents. Even if your reply is, "*Sorry, I'm too busy to reply you now*," – at least your correspondent won't be waiting. If you want to get help use focused questions: "*Is this a good source?*" or "*Is there too much information?*" If a message needs an action, include the deadline, "*Please reply by November 7*".

2. Write a meaningful subject line – Email subject line tells you what the article is about, so that you can decide if you want to read further. Use a few well-chosen words, so that the recipient knows at a glance what the email is about. Remember that everyone tries to reduce the amount of "spam" email. Before you hit "send," take a moment to write a subject line that accurately describes the content.

3. Focus on a clear message, helping the reader to prioritize – if you need to communicate with someone about a number of different things, it's better to write a

separate email on each subject. One topic might only require a short reply. Another topic might require more research. By writing separate messages, you should get clearer answers, and help other people manage their inboxes better.

4. Avoid attachments – Instead of attaching a huge PDF or Word file, can you just paste the key information into the body of the e-mail message?

5. Give meaningful names to the attachments – Sometimes sending an attachment is appropriate. In this case use appropriate file name which tells what the file is about.

6. Proofread – If you are sending a message that will be read by someone higher up on the chain of command, or if you're about to mass-mail dozens of people, take the time to make your message look professional before you hit "send".

7. Minimize questions – Ask relevant questions, limit the number of questions in an email (one or two max). The more questions, the less likely all will be answered.

8. Identify yourself clearly – Add a good signature block to your email. That is, one that includes your name, title, organization, email address, web site, and phone. This is especially true if you're asking people to do something.

9. Be careful about "Reply to All" option – If you are not professional in emailing, make sure you know the difference between replying to one person and replying to everyone on the initial message. It can be extremely embarrassing to send a personal message for everyone to see. Following this tip will save a lot of potential problems.

Emailing serves to reach an agreement between the sides of *various national backgrounds*. Therefore, it should be understandable through its *universal character acceptable by all,* irrespective of the origin, due to its formal character, stereotype phrases, single meaning of lexis used. In many countries, email is accepted as letter is a legal document. Business emailing covers 10–15 standard business or typical commerce situations: invitations, offers, conflict-solving, requests, etc. It strongly reflects the sender's professional image: competency, cultural level and reputation in the business environment.

Table 7 Email communication strategies

Communication Strategy	Relevant phrases
1. Give clear and positive reasons to avoid misinterpretations	• I'm just writing to request because … • This is important because I need….
2. Acknowledge possible "negative" impact on your email	• I appreciate that this will do some work • I realize that this is a very short noticebut
3. Stress a common objective; ask for support – not demand things	• In order to do this, I need your support to • If things go well. It will enable us to…
4. Communicate openness to others' opinions and ideas	• Would it be a good idea to…? • This is just my idea. What do you think?
5. Have clear actions and suggest a telephone call if the email topic is sensitive	• We need to take a decision on this by Friday. Shall I call you tomorrow at 10 AM your time to discuss? • If tomorrow is not convenient, can you please let me know a good time for you to talk?

Practical exercise 38.1

Study widely-used communication strategies in Table 7. Use their relevant phrases and write your own sentences for the situations:

1. Express positive opinion about opponent's idea to arrange a meeting.
2. Suggest to arrange a meeting with your opponent's team tomorrow.
3. Emphasize you are partners, so you need a meeting on your project
4. Give some reasons for arranging another meeting with the opponent
5. Express understanding that your opponent is very busy these days, but describe need for another meeting with their team.
6. Explain your difficulties and lack of information, and ask for another meeting on your joint project.

UNIT 39 COMMUNICATION "NETIQUETTE" IN WORKPLACE

Goals:

- ✓ **understand the main principles of netiquette communication in the workplace;**
- ✓ **remember basic prohibitions from employers in workplace use of devices;**
- ✓ **practice your own netiquette writing for an office.**

Basics of Digital Etiquette / Netiquette in the Workplace

by Damarious Page, Demand Media

Definition: E-devices make it possible for businesses to communicate fast, talk wirelessly on the phone, and reach customers who are continents away. Unfortunately, this wonderful digital technology also has a downside when people abuse these devices. So, many employers in the workplace have a proper digital etiquette, "**netiquette**" which sets up the basics of digital communication and use of device at workplace.

Email and Instant Messaging

Professionals still use email as a formal means of communication in the workplace, as well as for official company memos and digital documentation. In fact, archived emails are sometimes used as evidence in legal cases. When you compose or reply to an email, use a professional business-letter format and tone. Assume that someone outside of the company could read your message later. Don't include personal or any embarrassing content. Some companies might also keep a log of instant messages. Use correct, respectful language when instant messaging with your colleagues.

Cell Phones and Smartphones

Cell phone use for voice communication is common now, but smartphones are also increasing in popularity, people tend to move away from traditional desktop and laptop computers. If your workplace is a part of this trend, be careful about performing your job duties. For example, the miniature keyboard on smartphones can

make composing a message difficult, and the end result is an email that is incomplete. Don't try to compose important company documents on a smartphone. Instead, wait to use the fully functional word processor on your computer. Also, try to use your mobile phone for business activities only, saving personal calls for emergencies.

Social Networking

Social media sites like Facebook and Twitter give businesses the opportunity to inexpensively target advertising at specific consumer audiences. Many companies hire tech-savvy staff who have expertise in social networking and providing customer support via this medium. You should be clear with your social media communications, and very careful what you state online. Don't share internal company activities with the external world, especially if fellow employees have personal profiles there.

Computer Use

Companies are increasingly procuring and using technology to increase productivity through automation and to reduce other expenses, such as labor. If you use a workplace desktop or laptop, be sure that it is for a majority of business-related activities. Also, don't install games and other entertainment applications that might slow down business-critical programs. Lastly, don't use your workplace PC to hunt for another job or do other work on it. Some companies prohibit even personal blogs during business hours.

Practical exercise 39.1

Imagine that you are a department manager. All your employees are young people and have various devices, Besides, their workplaces are equipped with modern computers, fax-machines, copiers and a high-speed Internet. At times, they play with their smartphones and play computer games or communicating on Facebook at work, on their working computers. This is bad for work, and makes an unprofessional look for your clients. To stop this, you must write a short regulation on netiquette in the working place. Use the theoretical part for good phrases and write a 10–12 sentence text of your department netiquette, it should be simple, clear and understandable.

UNIT 40 WAYS TO IMPROVE BUSINESS COMMUNICATION IN ORGANIZATION

Goals:

- ✓ **learn ways to improve team business communication in the workplace;**
- ✓ **learn some techniques for improving organizational communication.**

Ways to Improve Business Communication in a Team

by Chris Joseph, Demand Media

Poor communication can limit the effectiveness of your organization, even if you operate a small business with just a few of employees. Without strong communication, deadlines can be missed, work processes can be duplicated and employee morale can suffer. Knowing a few ways to improve communication could benefit your organization.

Listen – Make a point of actively listening to what your employees have to say, even if you don't always agree or don't think it is relevant to the topic. Showing that you are listening gives the speakers a sense of importance and can make them feel respected. Ask questions or make notes.

Meet in Person – While it can be easy to rely on email or the telephone, they don't quite replace the effectiveness of face-to-face communication. By observing body language or changes in voice, you can get a better sense of what the other person is really thinking and feeling. If you're a manager or business owner, arrange a regular meeting time with your employees just to talk about how the job is going.

Follow Through – Deliver on your promises. For example, if you promise a customer that you'll get back to him with information, be sure to do so within the time frame, or at least to give a status report. Otherwise people believe you don't care about her situation, which can cause a breakdown in communication.

Create a Team Project – If team members don't seem to communicate well, introduce a team project or activity that requires them to work together. To create

even more involvement from team members, let them come up with the activity or project. By working together toward a common goal, communication can be recovered.

Techniques for Improving Organizational Communication

by KJ Henderson, Demand Media

Business relies on the communication between management and staff in order to run efficiently. Managers communicate policies and deliverables to employees. Staff employees interact with each other. So, miscommunication can be costly to a firm, causing missed deadlines, workplace hostility and a lowered employee morale. Implementing techniques to improve organizational communication is crucial to increase productivity and create a happy corporate culture. Some techniques are:

Open Door Policy – one of the simplest ways to improve organizational communication is to communicate before a problem begins. By maintaining an open door policy, a manager welcomes team members to freely engage in small talk. This does not mean gossiping. If a manager holds frequent chats with his direct reports, he is better able to identify potential causes of concern. He may learn, for instance, that a specific employee is having trouble working with another. This information will allow him to take proactive measures.

Body Language – When speaking with an employee, a manager must give him full attention. Problems appear if a manager is typing, eating or visually communicating to others while in the middle of a conversation. That implies to the employee that he is of little value. This implication leads to lowered productivity which, always, adversely affects the firm's results.

Group Effort – Though a manager must implement organizational communication policies, employees should be involved in the process. Issues such as conflict resolution measures and communication methods directly affect everyone in the firm.

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