

## **Managers as Negotiators Mastering the Art of Persuasion for Effective**

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### **Abstract**

Having said that, negotiation is considered an integral part of our professional and individual lives—whether you're attempting to negotiate an increase in salary, the cost of a vehicles, what restaurant you're eating at with your life partner, negotiation is a key expertise at both work and at home. Mastering the art of persuasion is vital to manager adequately reacting to the numerous issues inalienable to the quickly changing business environment. Powerful persuasion, whereby managers land at shared and commonly useful negotiations, requires of chiefs to gain transaction aptitudes that will prepare them to lead their workers towards joint critical thinking and joint open door finding. Through cautious readiness, imaginative encircling of issues and contentions, conveying proof in the most striking way and setting up the most right passionate match with different gatherings, managers will make more noteworthy openness and an eagerness to move to positions not already held.

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Ganzach,&Pazy, 2011). Contemporary business (or organization) environment, both internal and external, is exposed to highly turbulent processes that pose challenges of cooperative and competitive nature. Such rapidly evolving environment requires from the managers to possess

### **Negotiation**

Negotiations is defined as a process involving social interaction between two parties or more with the goal to influence other parties' views and prompt them to accept the values regarding object that is subject to negotiations (Maaravi,

Persuasion aspect in the negotiation process has been given special scrutiny as the means to achieve set goals. By definition, persuasion is the prime goal of each of the parties involved in the negotiation process but, surprisingly, the art of persuasion appears as theoretical lacuna (while being largely overlooked) (Maaravi, Ganzach,&Pazy, 2011). Persuasion that can also be termed as social influence manifests itself through arguments (King, 2010). Some researchers note that arguments have the power to the point that they are influential even if the rationale is weak. However, persuasion is not limited to the mere matter of logic, and it has other features attained to it, such as form, source, and medium, which also play a highly valuable role in social interactions(Grover &Lynn, 2012).Other theorists add the aspect of Negotiations' Rhetoric that views

strong negotiation skills. Moreover, in the increasingly globalizing world, the negotiation skills become increasingly important, due to emerging issues of cross-cultural differences(Saee, 2008). Sound negotiation skills are required in order to close a business deal, sign an inter-government agreement, establish a joint venture, form strategic alliances or engage with businesses' mergers and acquisitions, create virtual or networking businesses or resolve other emerging issues. This task, which is challenging on its own, becomes even more complicated if partners in the negotiation process come from the entirely different cultural background. Consequently, creation and application of effective negotiation strategies is becoming increasingly and rapidly complicated and thus requires appropriate skills to manage highly complex tasks in a highly turbulent and rapidly changing environment (Kozina, 2014).

cultural context. For example, Japanese seem unemotional in their persuasion techniques while, in contrast, their Italian counterparts are prone to act with rich emotional connotation (Saeed, 2008). On a similar note, German expatriates express their ambivalent reactions towards the American informality. The cultural shock of being called by the first name, Fred, rather than Mr. Feurstein, was not easy to overcome. Latin Americans can simply change the topic when it becomes too pointed; in contrast, Chinese tend to avoid any conceding until negotiations reach their culmination point (Hildebrandt, 1975).

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persuasion as competitive activity or so-called emic sources that view knowledge with the reference to specific social and cultural context. However, there are positive results as evident through dedicated researches that negotiation skills (including persuasion) can be enhanced through training (Zhu, & Hildebrandt, 2013). Some researchers, for example, Saeed (2008) claim that persuasion being the most important step in the negotiation process. Successful outcome in terms of persuasion is based on a number of factors, for example, how well the parties involved understand positions of each other. Other factors include the abilities to comprehend both similarities and differences; pursuit to understand other party's opinion framework; the willingness to seek and find a mutually beneficial solution.

Mastering of the art of persuasion is important for effective negotiations, especially in the cross-

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