Attitudes and Behaviors in Negotiation

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Abstract
Attitudes and behaviours are the ones which determine the approach styles of a negotiation. The attitude the negotiator has towards the negotiation activity confers him the tendency to adopt a specific style of facing these processes. There are numerous models of negotiation styles, as a natural affinity for embracing specific behaviours. The negotiation style is also influenced by the national culture of the negotiator; in this manner can different negotiators be described depending on the country or geographical area they come from.

Key words: negotiator, negotiation relationships, negotiation styles, cooperative style, conflictual style

JEL Classification: F51, D01

1. Bargaining relationship
Even if we do not always realize, negotiate every day. We negotiate with our managers, peers, customers and even our friends and families.

The interaction of the two negotiating parties can be regarded as a power relationship in which the dominant role is distributed by a variety of factors. The power relationship is primarily in organizations facing each other and then the members of each team.

Power relationship is established, however, the personalities of the negotiating teams. In this case, the provision for a dominant or submissive role will be subject to specific factors:

- individual competence;
- moral ascendancy;
- negotiation experience;
- predominant way of relating;

Position and role of each negotiating power depends also on the accuracy with which it is evaluated by the organization as well as negotiation partners. Errors of judgment may artificialize roles so the team to stabilize in a submissive position, if the partner is not installed in a real position of dominance.

In this respect, it is useful to assess thoroughly the case opposing party. Evaluation has proposed hypotheses about the likely reactions they will partner to
our offerings. These hypotheses will be tested by simulating negotiation. Simulation allows the anticipation of different types of partner strategy and tactics, and therefore, better strategic and tactical training. Simulation allows the inventory of possible objections and counterarguments that partner will deliver to the tenders. In this regard, it is recommended drafting a safety arguments and counterarguments.

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<th>Data of arguments and objections</th>
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<td><strong>objective</strong></td>
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<td>Wage growth by 15%</td>
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*Negotiation style* should be construed as constituting only a potential inclination of the individual negotiator to adopt certain behaviors, personality and determined its area of jurisdiction.

This does not mean that the negotiator who has a preference for a particular style will always put into practice in every situation. Negotiator is not a machine whose behavior is predetermined. natural inclination is often obscured by the calculation that you do, which results in a strategy that applies during negotiations. Such a negotiator who is cooperating with its natural inclination may behave register conflict in negotiating effective, because it believes that it is more productive. There are many ways to classify human behavior in negotiation.

Stoian et al (1992) listed some of the common attitudes of the negotiators, in essence These are the style:

- cooperating with emphasis on close cooperation between partners and sincere building mutually beneficial;
• Creative - Add to the cooperation and the ability to remove the deadlock negotiations the new proposals attractive to both parties;

• Rational - partners approach relies on logical manner, the politeness and objectivity, even if limited mutual trust;

• Passive - indifferent attitude of the proposals and negotiator Partner arguments. This approach, however, is rather stratagem for its devolvement than a negotiating style.

• hostile - Negotiator is manifested by a tendency to impose their views own, despite the inconsistency arguments, possibly due to overvaluation professional and intellectual capacity;

• Aggressive - Attitude force approach due to bad faith bargaining (or a manifestation of the time);

• dependent - Attitude negotiator to work with a partner more strong.

Souni H. (1998) describe other styles of negotiation, some common above:

• cooperative, including its emphasis on both near and cooperation partner honest and on generating creative solutions.

• conflict - Negotiator preferred approach accompanied by abusive behavior, inflexible, resorting to threats, shouting louder to prove that he right or to destabilize one partner.

• emotional - Negotiator is dominated by sensitivity and often influenced by feelings and emotions of the moment, which is about to conclude a deal if you like to quit negotiating partner for the other dislikes

• demagogic - Negotiator use the tools of deception (lying, obfuscation, manipulation, duplicity), usually in the absence of resources or the means of adequate intellectual.

Report created between these types of attitudes give a specific coloring of a negotiation. The most favorable situation is of course when the meeting takes place cooperative-cooperative, leading to an integrative negotiation, creative. Other combinations creates an imbalance, cooperative negotiator will first try to bring the same ground of understanding partner and if this is not possible, change his attitude itself, adopting the other register. Thus, if the cooperative negotiator meets a partner conflict, working to-1 lead to more understanding and, in case of failure, it is becoming more conflictual than either provisionally subject, the tactical.

**The influence of national culture on negotiation style**

It is known that every negotiator is specifically to negotiate their own style, and some guidance in how to approach negotiations as reflected in communication. National culture influences the style of negotiation can be described as more specific features negotiators from different geographical areas. We mention a few such characteristics of the negotiators from North America, several countries in Europe and Asia.

- American negotiator (U.S. and Canada)
  - Considers negotiation as a competitive process constructive
- Are friendly, courteous tended "egalitarianism" between bosses and subordinates are strong individuals with strong positive thinking, no interest in foreign cultures;
- Attaches great importance to the organization, punctuality, efficiency and make decisions quickly (due to elastic and mandates that usually receive);
- They take a substantial price margin, pays great attention to the financial aspects have tendency to take risks;
- Argument is centrată efficiency elements prefer negotiation "point to point" with the gradual approximation of the compromise.

- French negotiator
  - Considered as a negotiating tough competition, a debate and a search robust solutions;
  - Appreciate punctuality, paying attention to the social factor, exhibits humor and irony, agrees moments of relaxation;
  - For large companies, decisions are made centrally.

- Negotiator English
  - Is well trained and well prepared for negotiation negotiation scheme have prepared, have relevant information and fact sheets even partners;
  - Is polite, punctual, protocol;
  - Negotiate on the basis of evidence, judge better decisions and his word.

- German negotiator
  - Strives to achieve the best conditions, but leaving the partner to win;
  - Is serious, calm, confident, polite, meticulous, precise, persistent and show empathy for partner;
  - Keeps his word, respecting the agreed timelines.

- Italian negotiator
  - Appreciate the bargain, even if it seems like a good deal;
  - Is open, temperamental, easily enthuses combines logical arguments with the emotional, flexible, but may lose patience (time pressure), appreciate humor, jokes and Quality Protocol;
  - Knows well the negotiation, addressing issues directly and openly, in large companies decisions are made centrally.

- Chinese negotiator
  - Pays great attention to the price and agrees to negotiate only after it was dropped to a level considered negotiable;
  - Is hospitable, appreciate compliments, show restraint against women and young negotiators;
  - Not always slow and cumbersome negotiations are;
  - Chinese negotiating team uses numerous, with many specialists inquiring something, often the team is changed, in whole or part in the process.

- Japanese negotiator
  - Their negotiation strategy within a broader strategy, aggressive, market and competition;
- Is educated, well-trained, intelligent, creative, well prepares its negotiation based on multiple information and knowledge background, the partners (partner profiling);
- Do not like jokes, ironies, has the appearance of ceremonial protocol;
- Believes that negotiation requires experience, patience, concentration, is vague and unclear statements, does not negotiate with card, sometimes adopt a passive attitude in deliberately argue based on facts and cold logic and feelings justified relevant;
- The Japanese companies decisions are slower than the Americans or Europeans, but are implemented more quickly.

Conclusions
In general, the manifestation of a personal style in negotiation is performed by powerful individuals occupying a prominent role in the organization that is capable of sensing and reacting to situations that occur in the sense of gaining a market or profit growth, in addition necessary qualities such as the ability of improvisation, intuitive thinking and charismatic personality. Personal style is the opposite of "bureaucratic", characterized by a standardized manner that respect some rules and control is very strict.

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