

Public Speaking
Prof. Binod Mishra
Department of Humanities and Social Sciences
Indian Institute of Technology - Roorkee

Lecture: 20
Negotiations

Good morning friends and welcome back to NPTEL online certification course on Public Speaking. Today we are going to talk about Negotiations. My dear friends, most of you might realize that human life is not a bed of roses. It is full of uncertainties. At times we crave for something yet we do not get. Excessive wish or ambition, at times, leads to sorrow according to Buddhist philosophy but then we cannot run away from difficulties, difficult situations and conflicts.

We have to find out ways as to how we can mend the difficulties and come out triumphantly and that is why negotiations become a must. Imagine a child insisting on getting a coveted thing ,also imagine a young man insisting for a very costly android phone, an adult finding out ways how to buy a second hand car, an employee developing ways to get a raise in salary, a housewife haggling for a desired dress at a lower price than the one fixed by the shop-keeper.

All these create conflicting situations but they can be resolved through negotiations. Hence, negotiation requires the art of persuasive speaking and that is why it has become mandatory to speak on negotiations as a part of Public Speaking. Now you might all be curious to know as to what is negotiation and how can one negotiate in order to get the desired result. The word negotiation etymologically derives from the Latin word **neg** and **otium** that means not leisure, not at leisure or at business.

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What is Negotiation

- Etymology – Latin: *neg* (Not) + *otium* (Leisure) i.e not at leisure, or, business.
- A communicative process of resolving conflicts.
- Mediated through argumentation and persuasion to achieve a decision cordial to both the negotiating parties.
- A specialized skill relevant to diverse arenas - business, governance, diplomacy, day-to-day life.



Negotiation means getting the best of your opponent. (Marvin Gaye)

Thus negotiation is a communicative process of resolving conflicts the one that you want and then the one the other party wants. Hence, negotiation is always between two people or two parties, it can be mediated through argumentation and persuasion to achieve a decision cordial to both the negotiating parties. So, persuasion plays a very active role in negotiation. Negotiation is a specialized skill which is relevant to diverse areas or arenas right from business to governance, to diplomacy, to day- to- day life and even our individual activities.

In this regard Marvin Gaye calls negotiation as getting the best of your opponent, what your opponent actually tries to and there is often. So, conflict arises when what you want and what is not being granted or given by the other party. And that is where we have to negotiate, you might also be thinking about how to define negotiation.

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On Defining Negotiation

- Negotiation is any form of meeting or discussion in which you and the persons you are in contact with use argument and persuasion to achieve an agreed decision or action. -- Alan Flower
- A process of combining conflicting positions into a common position under a decision rule of unanimity, a phenomenon in which the outcome is determined by the process. -- Zartman

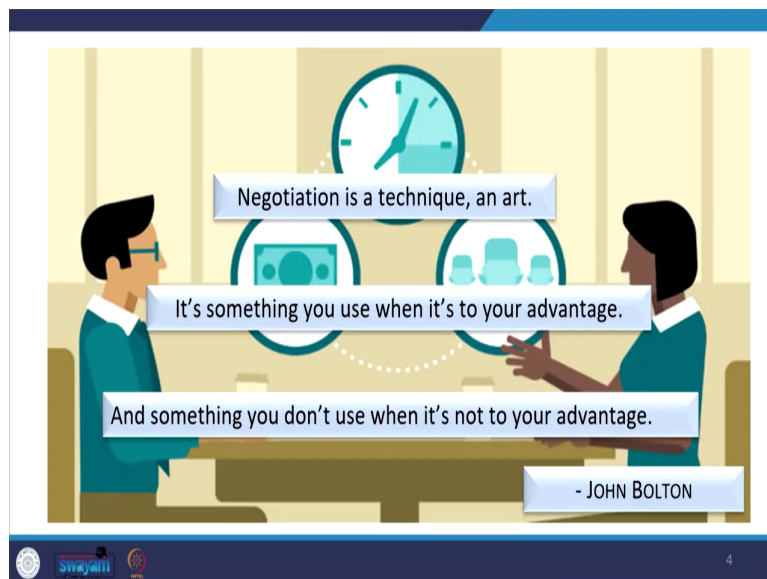
All government — indeed, every human benefit and enjoyment, every virtue and every prudent act — is founded on compromise and barter.
-Edmund Burke

So, according to Alan Flower, “Negotiation is any form of meeting or discussion it is actually face to face in which you and the persons are in contact with and use argument and persuasion to achieve an agreed decision.” So, this agreed decision is very important negotiation can also be called according to Zartman ‘a process of combining conflicting positions.’ So, conflict is the main crux--- conflicting positions into a common position under the decision rule of unanimity.

Both the parties have to agree a phenomenon in which the outcome is determined by the process. So, much depends upon how you negotiate. In this regard, let us take a very beautiful quote by Edmund Burke who says---“ All government indeed every human benefit and enjoyment every virtue and every prudent act is founded on compromise and barter that is deal business.” So, negotiation is a process of arguing.

Sometimes we see that the task becomes very difficult but then if you have practiced the art of negotiation you can always see that the things come to a resolution.

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Thus there is no denying the fact that negotiation is an art there are two parties and the two parties have got some amount of confusion or conflict on a topic, fine, on a matter and at that time in this process, one has to negotiate, one has to come to a sort of compromise or barter. So, it is something you use when it is your advantage. Now the question is that if it is only to my advantage can we really call it negotiation.

Because in negotiation, we have to see that both the parties in some way or the other gain even though in this process there may be a little a bit of sacrifice and something you do not use when it is not to your advantage, you do not go for negotiation when it is not to your advantage, says John Bolton. Now, since in every negotiation because negotiation is the; next step only when the conflict arises. So, conflict is the crux and during this moments of conflict there are different ways to be adopted, different approaches in order to resolve the conflict what are they.

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The slide is titled "Approaches to Conflict Resolution". It features a central diagram with the word "CONFLICT" in a blue circle. Surrounding this central circle are seven other circles, each representing a different approach: Negotiation (red), Mediation (green), Neutrality (grey-green), Litigation (purple), Violence (grey), Surrender (brown), and Arbitration (yellow). To the right of the diagram is a list of points:

- ❑ Out of the several approaches to resolve a dispute between two conflicting parties, negotiation holds the crown of being the most sought after strategy.
- ❑ Merits of negotiation:
 - ✓ A voluntary act
 - ✓ Offers a feasible win-win situation
 - ✓ Mediated not through authority but via cordiality.
 - ✓ The most tactical and strategic method

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Since negotiation has to take place in different areas, there can be different ways there can be different names as well. So, if it is a matter which is pertaining to law, legalities then actually we call as it is sort of arbitration, fine. In social circles it may be a sort of mediation, sometimes we also practice the art of neutrality. Then, sometimes the situation comes to such a pass where there is every chance of violence and surrender, then also we come to the negotiating table.

So, out of the several approaches to resolve a dispute between the two conflicting parties, negotiation holds the crown of being the most sought after strategy. Now you might be thinking as to what can be the merits of negotiation and why negotiation is needed. The very first thing is that it is actually a voluntary act. You want to negotiate you also may not want to negotiate in that process you may walk away.

So, negotiation offers a feasible win-win situation. This is very important as you have been saying that in negotiation, one should not only see that one side wins and the other side loses.

Actually the best resolution is if it ends in a win-win situation. So, negotiation is mediated not through authority but via cordiality and this cordiality will result only when as a negotiator you can use your persuasive skills or the power of persuasion.

We have already discussed in some of the lectures what it is to persuade and how one can persuade. Because in most of the situations of public speaking persuasion is a mantra. So, negotiation is the most tactical and strategic method.

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The slide is titled "To Negotiate or Not: The Alternatives". It contains two main bullet points. The first bullet point states that negotiation hinges upon the scheme of giving away something to get something, with an example of a mother negotiating with her daughter about drinking vegetable juice to watch a cartoon. The second bullet point states that there are instances where other approaches like strike, litigation, war, or avoidance are better than negotiation, introducing the term ATNA (Alternative to a Negotiated Agreement). Below these points is a list of abbreviations: BATNA (Best Alternative to a Negotiated Agreement), WATNA (Worst Alternative to a Negotiated Agreement), MLATNA (Most Likely Alternative to a Negotiated Agreement, citing Guasco & Robinson 2007), PATNA (Probable Alternative to a Negotiated Agreement, citing Wade 2008), and Plan B (Possible courses of action to resort to, if negotiation fails). The slide footer includes logos for Swayam and a page number 6.

Now, the question is whether to negotiate or not to negotiate what could be the alternatives? As negotiation hinges upon the scheme of giving away something to get something otherwise it cannot end in a win-win situation you have to give something in order to get something fine. And this you can find in our day- to- day lives also for example when a mother negotiates with her child, fine? Sometimes the mother puts the condition that if you do this then perhaps this will be granted or you will be able to watch your favourite cotton on TV.

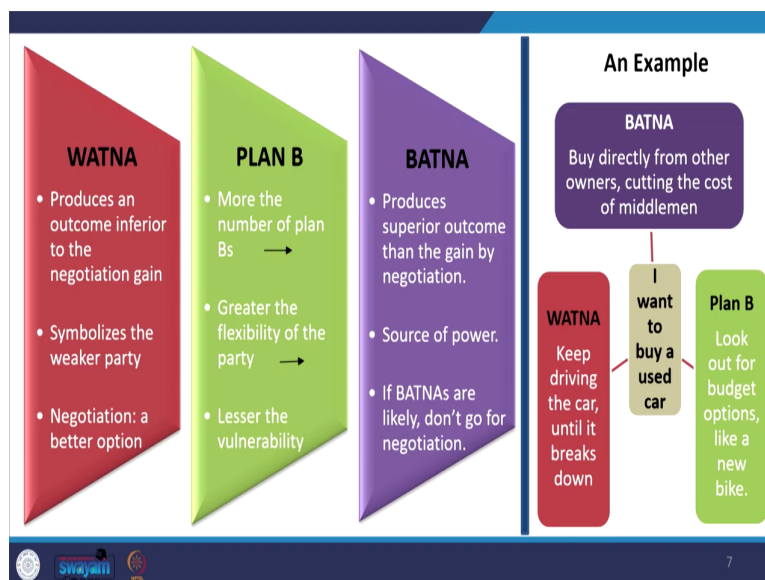
So, in our everyday life also we have to negotiate but then there are also instances especially as regards the corporate world and the business world when other approaches other than negotiations seem to fare better than of the conflicting parties and that is called ATNA. This is the abbreviation which actually stands for Alternative to a Negotiated Agreement.

You might at times come across strikes litigations wars or at times avoidance. Now there are certain terms which we must be familiar with in this regard. So, negotiation can either be a partner BATNA which stands for Best Alternative to a Negotiated Agreement. Either it could

be a BATNA or it could be a WATNA, WATNA is just the opposite of it---- Worst Alternative to a Negotiated Agreement. Then there can be a MALTNA which is Most Likely Alternative to a Negotiated Agreement.

In certain cases, this is also called a ZOPA -----Zone of Possible Agreement, fine. And then the other is PATNA which is Probable Alternative to a Negotiated Agreement, which has been referred to by Wade in his book which was published in the year 2008. And then if all these alternatives fail then one should always have a sort of B-Plan that actually is a possible courses of action to resort to if negotiation fails. But then as a public speaker, should we not utilize our persuasive skills that negotiation does not fail.

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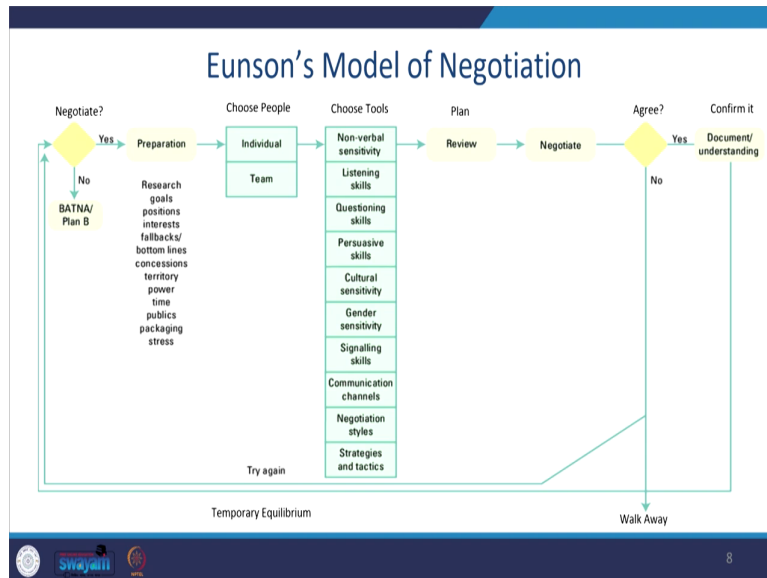


So, what can be are the alternatives when we talk about BATNA you will find during this process it produces superior outcome then the gain by negotiation that is why we call it best alternative to a negotiated agreement. In this condition the sources of powers are very important if BATNAs are not likely it is always preferable not to go for a negotiation because in that case it it could end in a sort of WATNA.

And during WATNA what will happen the outcome will always be inferior and it appears that the party is weak and in this condition negotiation only is a better option, fine. Now let us take an example of BATNA. Suppose, somebody buys directly from other owners, somebody wants to buy a used car. So, what could be the BATNA for that----- buy directly from other owners cutting the cost of the middle man.

And what can be the WATNA? WATNA can be keep on driving the car unless it breaks down but if these two do not work then what can be done. Let us go for a Plan-B, look out for budget options like a new bike.

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Now, let us also have a look at Eunson's model of negotiation where we come across certain tools can there be certain tools which can help us negotiate, yes. So, negotiation can take place at the individual level it can also take place at the team level. So, when we are going for a BATNA, fine, then what happens there are certain tools that can be used. Say for example, while you are negotiating you must be very sensitive to the non-verbals.

I mean, at a negotiating table you must see that you pay attention to the non-verbal behaviour of the other party. I mean we have already talked a lot about non-verbal behaviour and during this process one also has to see that he pays attention or he becomes a very attentive listener because every word that is spoken has to be counted. So, listening skills are important, then comes the questioning skills.

How do you question? Suppose something you do not like if you put a direct question, then maybe the other party can feel ill at ease. So, the way of questioning? Say for example, if we say **can you repeat what you said, can you please clarify what you said earlier----** this is one way as to you are asking a question but the question is non-threatening then comes persuasive skills if we come to such a situation.

So, when you have to use your persuasive skills you must see that you are also interested in the welfare of the other party. Moreover, cultural sensitivity also matters because people of all cultures do not behave in the same way. So, you must pay particular attention to when we have already talked about the role of culture in public speaking and you can take certain cues from that. Then, gender sensitivity, fine.

If it is a question of negotiation you must pay attention that you do not speak or use such a language that in a way is going to affect because at the negotiating table not always there are men, there can also be women. And then one must also be conscious of the signalling skills that can result out of your power of observations. The way the sentences are spoken, the way the other party says something, you must be ready because some way or the other you will get some indication.

And, of course, every negotiator has to be a very good or a proficient communicator. Then we will also talk about negotiation styles the different styles of negotiation that will come to and then some strategies and tactics. Now what can be the styles of negotiation?

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Styles of Negotiation

According to Thomas Kilmann's conflict mode model,

- ❖ **Competing:** The goal is to win; highly assertive and uncooperative mode.
- ❖ **Collaborating:** The goal is to find a win-win solution; highly assertive as well as cooperative.
- ❖ **Compromising:** The aim is to land on a middle ground.
- ❖ **Accommodating:** Yielding mode; low assertiveness and high cooperativeness.
- ❖ **Avoiding:** The goal is to delay; low assertiveness and low cooperativeness.

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In this regard let us take Thomas Kilmann's conflict mode model where it is said that during the process of negotiation one has to be conscious of certain things. What are they competing. I mean the goal should not be to win, fine. When you are aware of competition see that the goal is to win. So, if you if the goal is to win and then naturally you have to be a little bit assertive and the mode will be unco-operative.

I mean either party can be either you or the other side fine. Then comes collaborating----- collaborating is also a tool in this tool in this mode the goal is to find a win-win solution. I mean both the sides win fine and the negotiators either way have to be highly assertive as well as cooperative assert but at the same time see that you are cooperating. Then comes compromising----- the goal is to land on a middle ground.

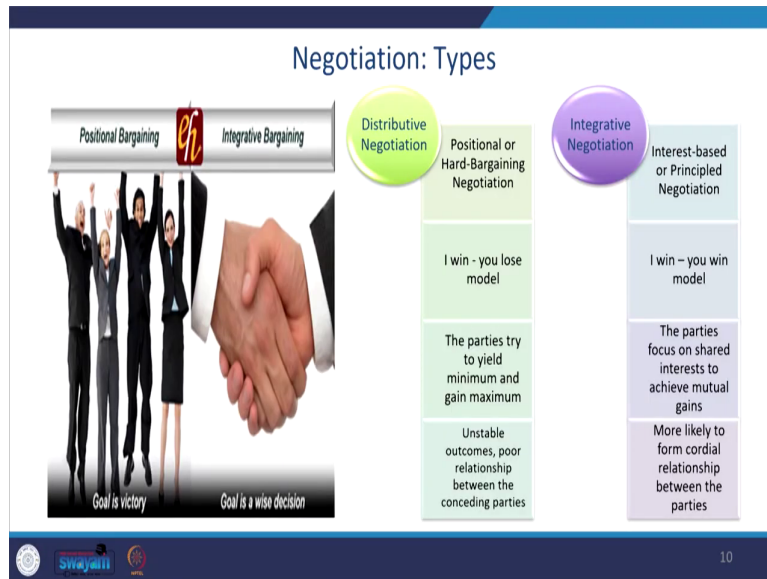
No negotiation can take place unless and until there is a middle ground, where both the parties are either going to lose something or going to win something. So, it could be a win-win situation for both the parties. Then comes accommodating it is a sort of yielding mood we can say it is actually a sort of mode of surrender----- assertiveness is on the low side and cooperativeness is on the high side.

So, either party fine tries to saw that they are not so assertive but then cooperative too much. And then comes the last tool is avoiding. The goal is to delay sometimes if you feel that nothing is working out, it is to delay the process----- low assertiveness and low comparativeness. So, compete collaborate accommodate and avoid. So, when you compete, there is the process like I win you lose.

When you collaborate--- I win you win I mean both the parties. And when you accommodate you win you win I lose but when you avoid I lose, you lose. So, finally when you come to the negotiating table ,it is called a process of compromise I win some, you win some I lose some, you lose some. So, my dear friends what matter most is that there has to be some amount of sacrifice. Now, there have been different ways but then let us also talk about the two types of negotiation.

The one that can be called as distributive negotiation in this distributive negotiation, which is also, called positional or hard bargaining negotiation. The pie is fixed, you do not want to move you do not want to budge an inch. So, in this the process or the aim is I win you lose whatever it may be. So, the parties in this process try are to yield minimum I mean minimum surrender is there and the gain is maximum.

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So, this is also called positional bargaining. It is a hard sort of bargaining the outcome in such a situation may be unstable and the relationship between the conceding parties may not be that sound, it may be poor. But the other type of negotiation is integrative negotiation----- it is based on principled negotiation. There are certain principles from where you find that you practice the idea of **I win you win** model meaning there by both the sides are going to win something or the other.

The parties in this process shared interest to achieve mutual gains that is actually the aim and in this process the relationship is not that poor the relationships become becomes a cordial and cooperative between the two parties. Now let us also talk about certain negotiation strategies and how we can go for a negotiation. Because conflicts may come some way or the other, but in order to keep the boat sailing even on the troubled waters, we have to negotiate.

So, what are the different negotiation strategies. So, first we will talk about the preliminaries and there are four things which are very important, first is research. As a negotiator both the parties should try to do a lot of research knowing more and more about the other party how through facts and figures fine. You must also try to understand what are the strengths and what are the weaknesses.

What are their goals, what are their objectives, I mean if you come to know all these perhaps your task becomes easier. And also try to see what could be the best alternative to a negotiated agreement and also be ready for Plan-B.

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Negotiation Strategy: The Preliminaries

1. **Research** – Probe into the concerned parties'
 - ✓ Facts and Figures
 - ✓ Strengths and Weaknesses
 - ✓ Goals and Objectives
 - ✓ BATNAs and Plan B
 - ✓ Fall-backs and Bottom-lines
 - ✓ Uncover Common Interests

2. **Plan** –
 - ✓ Develop your arguments in advance
 - ✓ Try to predict the counter-positions
 - ✓ Practice aloud the arguments and replies

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It is often said that when you are going for a negotiation table, please anticipate the questions that may be asked. Be ready to sacrifice something you should also be ready for fall backs and bottom lines and uncover common interests. So, all these are very important when it comes to research. So, before you go for a negotiation table, please make this research. And then planning is very important.

What should I because since persuasion matters the most here and with persuasion argument is also very important. So, try to develop the argument how you will approach you must also think about the follow-up questions that maybe, if any, try to predict the counter positions and practice aloud the arguments and replies. A good negotiator always is ready with the prediction and also with the replies.

Now there are certain things which are also very important which can also facilitate negotiation is territory and time. Now what do we mean by territory negotiation takes place in my place in my territory, I have a lot of advantages as a negotiator but if it takes place in others territory the negotiation may have certain difficulties. So, let us also talk about the advantages and the disadvantages.

If the negotiation is going to take place at my place, naturally other negotiator will be familiar negotiation will have greater control and you will also have access to the sources and documents everything will be at his disposal.

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Negotiating Territory	Advantages	Disadvantages
Our Place	Familiarity Greater control Ample access to resources	Responsibility of hospitality Risk of breach into privacy
Their Place	Lesser interruptions Easier to walk out Leverage of delaying	Higher Stress Cost-inefficient High vulnerability – lesser control
No Man's land	Both parties at equal footing More conducive to reach agreement	May lack resources May get complicated with a third-party involvement

4. Time –

Punctuality + Well-Timed = Opportune Negotiation

On the other hand, fine you will find that if it is to your place you may not be able to otherwise it becomes a responsibility on your part to sow your hospitality and also you do not have an access to breach into somebody's privacy. But if the negotiation takes place in others venue, you are in others territory you do not have much access you are not in a position to interrupt what will happen if the worst, fine.

If the WATNA comes as an alternative what will happen? You may either walk out and this at times becomes again also fine and you may also practice a sort of leverage of delaying. Whereas on the other hand side, you may have more stress fine, of course, since it is in their land or on their place. So, you may be able to save cost but you do not have much control. That is why most of the negotiations take place in a third place know in order to practice the sort of neutrality. So, it can also be called a sort of no man's land, fine.

So, both the parties can have an equal footing you at times might have felt that when there is some dispute between the two countries, either a third place is fixed and a third party intervention is also there. So, in this condition, it becomes very conducive to reach an agreement but of course resources may be lacking in sometimes. Because of the third party involvement you cannot have that much of freedom you will have to resort to whatever is being decided.

And then time is also very important by different we have already talked about in nonv-erbal that time talks and a space speaks let us go to the silent language find where it is said fine. The time talks in space speaks. So, time matters most even during negotiation punctuality

fine but then you will also find that because of some cultural differences and all many countries they do not attach much importance to time.

And so, if you practice punctuality and timing is fine then of course there is a possibility of negotiation otherwise some of the negotiators may find that perhaps you do not respect time meaning thereby you are not in a mood to negotiate.

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Now I have been saying that negotiation is a sort of art and it requires several skills in its stratagems, say one has to be a very good communicator as we have been mentioning, then proper listening is the hallmark of every negotiation and the way you put questions that actually has a lot to play a role in negotiation. And, then of course, your persuasive skills for example when you are making arguments make arguments which are very strong.

If you are making some arguments do you also have some supporting evidences fine and of course as if you are a very good communicator you can also use your influence. It is also said that sometimes because of for the personal relations also, certain negotiations have a sort of impact. Now as I was mentioning that in every negotiation both the parties should be aware of the signalling skills.

What are these signalling skills? I mean, these signalling skills can be extracted from the way somebody speaks a sentence .Signalling types may be qualifier there may be a concealed appeal there may at times be a very humble and a false refusal, there may at times be some amount of hypothetical things being said.

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Signalling Skills – Learn to code and decode verbal and non-verbal signals that tend to contradict or differ from what is uttered.

Signal Type	Example	Meaning	Response
Qualifier	"We will not sign the agreement in that form."	Show me a better version of the agreement.	"We can re-consider the paragraphs you take objection to..."
Concealed Appeal	"If only you'd listened to us in the last rounds."	We'd be pleased to have some ritual apology first before getting on with it.	"Yes, we made an error. But we can still prevent the disaster".
False Refusal	"We won't be doing this contract until tomorrow."	There's still room – try harder.	"Thank you, I'll see if I can come up with a better version in the last round."
Hypothetical	"Let's assume we sign the deal. Would you be able to meet the deadline?"	We're interested but we don't want to seem convincing yet.	"Absolutely, You just need to rest your confidence in us."

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And if you are good at non-verbals then perhaps you will be able to find out the meaning as in the examples you can find we can take one or two examples but then it is provided for you, you can just help yourself. Say for example if we take a qualifier like---- “we will not sign the agreement” in that form if this is the sentence. What meaning comes out of it one must not always think that it is completely a sort of resistance rather the parties want that there should be some other alternative or show me a better version.

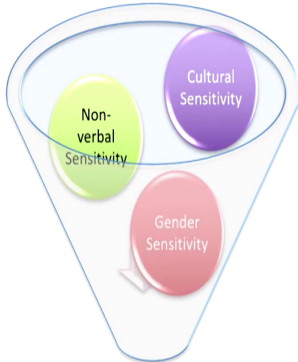
And what could be the response the response can be we can reconsider the paragraphs which you object to. Now you might have seen how the role of language becomes very important as a signalling skill. We can also take another example as a sort of false refusal. “We will not be doing this contract until tomorrow.” Now from this one should infer the meaning as there is still room there is still scope, try harder.

And what could be the response---- thank you, I mean you have left some room there thank you I will see if I can come up with a better version in the last round because it has been said contract until tomorrow.

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Becoming a good negotiator calls for being a proficient communicator – one who is sensitive to the following:

- ❑ **Non-verbal signals** – Listen through what remains unsaid. Read the gestures, postures, eye contacts, appearance and tone.
- ❑ **Cultural diversity** – Show sensitivity to cultural differences.
- ❑ **Gender disparity** – Make room to accommodate the varied outlook of the heterogeneous genders in the negotiation.



PRINCIPLED NEGOTIATION

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So, there are others also you can yourself try to find out you can also take good number of examples you can anticipate rather. In order to become a good negotiator one has to be a very good communicator as I have been saying one should try to extract meaning from the non-verbal signals, gestures, postures, eye contact. If somebody does not want to negotiate, you will find that they are not able to make a proper eye- contact, fine.

Even the tone becomes feeble at times and of course one has to not only as a good communicator but as an efficient negotiator, try to show sensitivity to cultural differences. And of course gender disparity is very important make room to accommodate the varied outlook of the heterogeneous genders in the negotiation. I mean there may be people from different cultures there may be people from different genders also. So, as a negotiator what you must aim at that you must try to accommodate everyone that is when you practice a sort of principled negotiation, fine.

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Pillars of Principled Negotiation

People –
Separate the
people from the
problem

Interests – Focus
on interests, and
not positions

Options – Invent
multiple options
aiming at mutual
gains

Criteria – Stick to
certain principled
standards




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Now when we talk of a principled negotiation where we have talked about integrative, what are the other things which are very much important. Here, you can find that the two leaders are trying to negotiate on something. So, you separate the people from the problem it's not a question of people it is actually a question of problem. So, separate the people from the problem, focus on interests and not positions.

So, interest should matter most and then what are the options? Invent multiple options which can or which can lead to multiple gains. And the criteria that could be applied--- one should always try to stick to principles, standard, I mean it is just to expand not to stick to rather it is just to expand. You should show that there is always room for further things.

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STRATAGEMS TO STRIKE THE BEST DEAL






- Introduce yourself confidently
- Grab the power seat
- Present decent and unaffected manners

- Maintain personal tidiness, dress appropriately
- Avoid loud makeup and strong perfumes
- Keep papers, pens and other tools organized and handy

- Manifest a positive outlook
- Avoid using negatives for the opponent party
- Focus on branding the exclusive ideas of your arguments

- Adopt a flexible approach
- Allow time, space and concessions for the other party
- Avoid rigidity

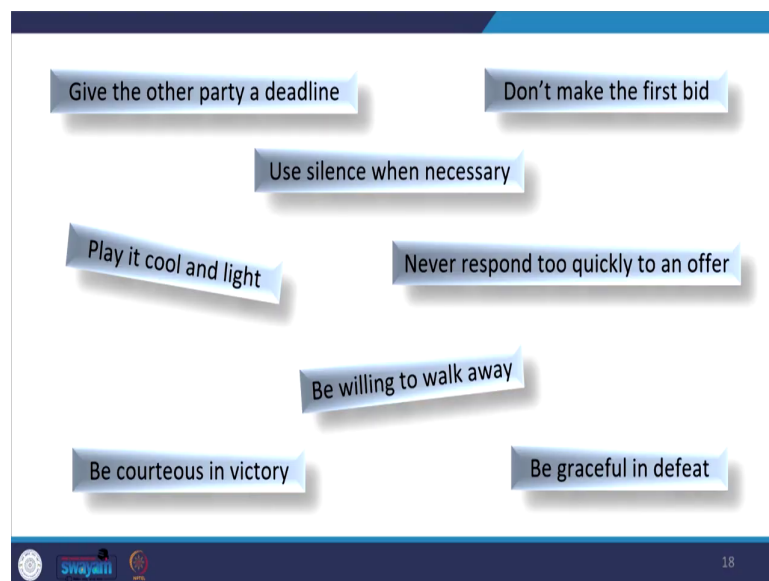

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Now several stratagems that can help you strike the best deal, I mean, the various steps as a negotiator that once you practice. The very first thing is---- introduce yourself confidently grab the power seat, present decent and unaffected manners, fine. One has to be very particular about the tidiness about the decorum I mean the way you put on your dress. Do not have strong fragrance and perfumes, during negotiation the time may come to such a pass where certain things have to be jotted down.

So, that both the parties agree that is why be ready with the papers pens and other tools, fine. So, manifest a positive outlook, please try to avoid negatives for the opponent party, focus on branding the exclusive ideas of your arguments. Let us not be rigid in any negotiation, let us try to be flexible. Allow time, space and relaxations for the other party because maybe at times all of your interests cannot be met or entertained.

That is why you do not need to be too rigid rather you should allow room for relaxations and concessions.

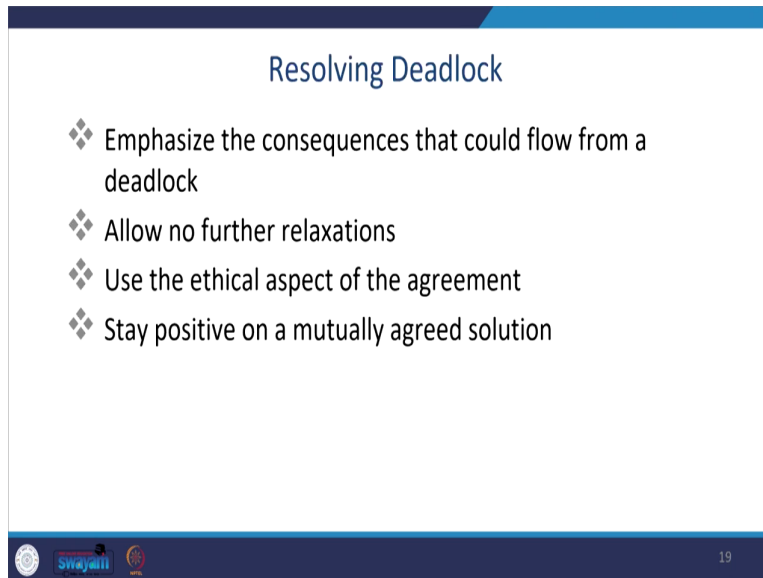
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In order to see that negotiations, come to a final thing give the other party a deadline and see that the deadline is followed. Do not make the first bid and silence as I have been saying that in all sorts of public speaking situations silence has a role to play. So, use silence when necessary this may actually give so, many signals to the other party play it cool and light do not respond too quickly to an offer.

When an offer is made please wait watch think and then agree and if it does not work I mean if negotiation does not work. Please delay or be willing to walk away, be courteous in your victory, but also be graceful even in your defeat. That is actually the mantra of all successful negotiations.

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The slide is titled "Resolving Deadlock" and lists four key strategies for handling a deadlock situation:

- ❖ Emphasize the consequences that could flow from a deadlock
- ❖ Allow no further relaxations
- ❖ Use the ethical aspect of the agreement
- ❖ Stay positive on a mutually agreed solution

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Sometimes you may find that there can be some amount of deadlock, some amount of difficulty. Now what to do during such an hour? Since at the end of the negotiation things are to be written and signed fine. You have already been able to show the other party this sunny side is not it but still despite all your efforts made you find that it has not been possible. So, what should be done in order to resolve the deadlock?

Emphasize the consequences that could flow from a deadlock. Maybe you can say sometimes as you might have heard people saying that it could go to the higher authority it could go to the higher body fine. Now, these things because people always say to it even as negotiators that they maintain ethics allow no further relaxations, I mean, we cannot go away from this, what we have already decided.

So, implementation part is very important. Use the ethical aspect of the agreement both the parties should behaviour should try to adhere to what has been negotiated. Stay positive on a mutually agreed solution. My dear friends, in life deadlocks come in life, conflicts come but there is always a scope for resolution, there is always a scope, there is always an ample room for talk because in all sorts of negotiation, what matters is the art of speaking.

And as a public speaker you have already learnt a lot as to how you can negotiate. So, I think with this we can wind up this talk but not before taking a very beautiful quote by John F Kennedy,

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who says---“ Let us never negotiate out of fear, but let us never fear to negotiate.” What a beautiful quote, my dear friend. So, everyone, all of us should try to negotiate but never negotiate out of fear, and also do not be frightened to negotiate. I think at this point; we negotiate that we have been able to get a lot of indications of how to negotiate well. Let us negotiate for the time being and let us stay positive by the time we come for the next lecture. Thank you very much. Good day.