

PRINCIPLES OF EFFECTIVE COMMUNICATION AND PERSUASION IN BUSINESS NEGOTIATIONS

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Abstract. In business communication and negotiations communicating sides are trying to convince each other in their views, positions justice. For this purpose using a variety of measures starting with scientifically sound principles, logic diagrams and ending in various appeals, speculations, sophistries. Language persuasiveness is very important the negotiators' competence. Nothing can replace the suggestibility of a live word. Only directly communicating, negotiating, submitting proof, arguments, counter-arguments, controverting negotiators can move quickly to the overall objective of the agreement. Persuasion aims to change the behavior of the opponent, interviewer. Persuasion can bring positive and negative results.

Keywords: principles of effective communication, persuasion of opponent, business negotiations, bargaining, Politens principle, Pollyanna principle.

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1. Introduction

Communication can be considered effective, efficient, if it is to achieve the following key objectives:

- obedient accepts the message as transferred speaker has (this requires: a) to know interviewer – to understand his values, attitudes, provisions, interests, needs, etc.; b) to have information about the object of conversation; c) select the most appropriate individual notification form the content of the cognitive and emotional aspects; d) to guarantee speakers' feedback with listener; e) to remove communication barriers);
- the listener gives the speaker an adequate response;
- the speaker and the listener have a good relationship based on mutually acceptable principles (Arceneaux *et al.* 2013; Compton *et al.* 2016; Conrad, Newberry 2012; Guffey, Loewy 2011; Hedlund 2015; Shen *et al.* 2015; Sparks *et al.* 2013; Toth 2013; Verlegh *et al.* 2015; Westwood 2015).

Persuasive speaking is very important competence of negotiator. Nothing can change negotiator's alive speech. Only directly negotiating, giving

evidence, arguments, counter-arguments, controversy negotiators can move quickly to the overall objective of the agreement (Higgins, Walker 2012; Hill *et al.* 2013; Igartua, Barrios 2012; Jeong, Hwang 2012; Li 2012; Salmon 2015). Even with a well-developed modern means of communication, negotiators are moving to another part of the world for direct negotiations. Negotiator in alive bargaining process demonstrates himself, his appearance, mind, manners, emotions, ethics, etiquette knowledge, characteristics of voice, gestures, movements, facial expressions, reactions and their other communication options (Linke, Zerfass 2011; Mason, M., Mason, R. D. 2012; Miles 2013). The use of rhetorical tools in bargaining process, the success of staying in contact with the other half of the negotiations is an important factor for effective negotiations (Mulken *et al.* 2010; Salvi, Tanaka 2011; Schoop *et al.* 2010; Shen *et al.* 2015; Sparks *et al.* 2013). If classical rhetoric focused attention on how to convince the other part, in modern rhetoric, focus is focused more to dialogue, to interaction between speakers, and harmonization of relations (Du *et al.* 2010; Dubov 2015; Stanko, Dawson 2016; Toth 2013; Xie *et al.* 2015; Turner 2007; Wyer, Shrum 2015).

Problem. The lack of principles of effective communication, strategic orientations in negotiator's speech can become an essential barrier for effective negotiation results.

The object of investigation – principles of effective communication and persuasion of opponent.

The aim – to reveal the essential elements of principles of effective communication and persuasion of opponent.

Methodology of research – systematic, logical and comparative analysis of various theoretical approaches and concepts, based on the ideas of scientific cognition of qualitative changes in communication and negotiation processes.

2. Principles of effective communication

Herbert Paul Grice formulated the principle of universal conversation and maxims (Grice 1975), compliance with which is very important for effective communication. A universal principle that determines the behavior of communicative conversation participants is cooperative principle, claiming that speaker and the listener the conversation have to perform correctly the communicative roles (Grice 1975):

- evaluating the interests of each other;
- exchanging communicative roles (the speaker at some point becomes the listener, and the listener the speaker) in accordance with certain rules, instead of roughly stopping the speaker or not allowing the opponent to say word;
- giving each other the appropriate response (verbal and non-verbal), leading to a common goal – if the speaker will not receive any reaction or appropriate response from opponent, then he will assess negatively such behavior. Any communication, including bargaining, is not a one-man movement towards each other, but movement of both in relation to one another.

For negotiating efficiency are highly important four maxims of conversation cooperation principle:

1. Quantity maxim determines the amount of information provided and requires the speaker to talk informatively and not to say more than the interviewer asks;
2. Quality maxim requires the speaker to say the truth or things proven by the appropriate evidence, not talk untruths, not say things on which certainty are not sure;
3. Relation maxim says that the response is an important conversation topic to support and achieve a common goal;

4. Manner maxim requires the speaker to avoid ambiguity, uncertainty, blur, talking directly and simple.

Another important for negotiation results principle that determines the effectiveness of communicative behavior of conversation members are Politeness Principle, formulated by Geoffrey Neill Leech (Leech 1983). This principle includes 6 maxims: 1) Tact; 2) Generosity; 3) Approbation; 4) Modesty; 5) Agreement; 6) Sympathy.

For the organization and optimization of interactive speaking, that is the bargaining process, it is important to comply with the principle of interest. The implementation of the principle, according to M. V. Koltunova (2000), makes the dialogue more dynamic if the communicating parties exchange of information satisfies both sides, or at least one of their interests. During negotiating are met double negotiating sides interests: on the subject matter and on further mutual relations.

Another principle which is relevant for communication and negotiation processes is *Pollyanna principle* (Matlin 2004) which requires that speaking of communicating people will meet the criteria for optimism. According to Pollyanna principle negotiations should be started relying on their own, on the basis of common sense and believing in opponents goodwill, good faith, and concluded even failing to agree or not discovered a compromise, with the hope to solve the problem or conflict situation in the future.

Negotiating *expediency principle* means that each negotiating language (both verbal and non-verbal and) element, expressed in thought, word, phrase, sentence, gesture, mime and other language characters, which we are able to manage must be targeted. In the light of the objectives pursued by the situation, the negotiator should targeted. express. thoughts, facts, evidence, arguments, language tools, body language.

Negotiating language *eligibility principle* states that the negotiator should adjust to the maximum current rhetorical situation and tell your opponent what is necessary, as much as necessary and as required in that situation, in order to achieve the target raised for language and the impact to the opponent. Here it is important negotiators ethics, etiquette, courtesy, opponents state of feeling, empathy and so on.

The principle of sustainability of the negotiating language includes the language content and its forms of expression, speech composition and every detail of the content ratio between the verbal and non-verbal expression of language characters, in-

cluding rationality, logic, emotion, feelings, between theoretical and actual illustrating information. Sustainability means harmony – the proper relationship between all the parts and the whole. Compliance with the principle of sustainability in the negotiations – is balance of negotiators actions, proportionality of content and form, associated with structure of their the actions, time positioning, compliance of negotiators behavior with opponents (partner, the interviewer) actions.

I. A. Vasilenko (2013) gives such principles of business rhetoric and certain measures to achieve them:

1. *Intelligibility (accessibility) principle*: the words used should be easily understood by negotiating partners. This is especially important for intercultural communication of international negotiations. There should be spoken slowly, clearly, making pauses, monitoring of how another side of the negotiations understands the information. If problems arise on whether the opponents correctly understood the information, you can ask them to lay out what they had heard and understood. Keep in mind that people usually hear what they want to hear and what are able to understand. Therefore, it is necessary to take into account the opponents' level of education, knowledge, experience, age, interests, and other important characteristics.
2. *The first words effect principle* requires already with the first words spoken to interest the other side of the negotiations with the original information. This may be provided as original idea, immersive words, a decisive statement, important news, an astounding fact, addictive other side of the negotiations and biased focus to listen attentively the entire speech until the end.
3. *Visual image effect principle* states that elegant, impressive negotiators appearance can make the other side of the negotiations a positive impression. It is important that the clothing would be flawless and topic, showing negotiators professionalism, also can be unassuming and reserved individual symbols and accessories;
4. *The principle of expressiveness*. It means that negotiations must be used for the expression of emotion, facial expression, gestures to be able to convincingly convey thoughts, suggestions, arguments, evidence, show sincerity, confidence;
5. *Associativity principle*: one side of the negotiations say the words, thoughts must rise to other side of negotiations empathy and reflections recreating their emotional memory, highlighting similar experience of business for both sides of negotiations;
6. *Relaxation principle* states that in order to neutralize the heated atmosphere of negotiations, it should be: in time to have a break, to joke, to tell an interesting story and so;
7. *The intensity principle*: it is an important pace of presentation, which, for example, in international trade negotiations should not be very high. because in intercultural communication information reception rate is significantly lower than in mono-cultural environment;
8. *Intonation and pauses effect principle*: in speech with the help of intonation is necessary to put emphasis and pauses which improves by 10–15% the information making and take-up;
9. *The use of visuals principle*: in communication process is necessary to use colors, lights, sounds, graphics – videos, pictures, drawings, slides;
10. *Dispersion (dissemination) effect principle*: during communicating some of the information distorts, is “spilled”. If the speaker’s idea equal 100%, it will acquire an oral form 90%, said will be 80%, 70% will be heard, 60% understood and in the listener’s memory will remain 25% of the information.

In the scientific literature is mentioned information dosing principle. It is designed to maintain audience attention. Listeners attention retention effect is obtained by intentionally setting out new ideas, evidence and arguments as “raisins”. In the whole space of speech. In planned moments of the speech is “thrown” a new dose of information, which triggers the audience’s attention.

3. Persuasion in business negotiations

Persuasion is in many areas of human communication, as well as in business negotiations, business meetings. It aims to change the behavior of the opponent, interviewer. Persuasion can bring positive and negative results. Here very much depends on the tools used. It is considered to be convinced by 2 ways (channels):

- *basic* – presenting arguments that are strong, based on evidence;

- *ancillary* – focusing on the signs that promote the consent without extensive reflection.

The use of the basic mode can cause long-lasting changes. David G. Myers, says that when people carefully consider and analyze any issues, they rely not only on persuasion arguments, but on thoughts that they arise.

When people think deeply, but not superficial, it is more likely that any change in the provisions will remain long and have an impact on behavior. So it is more likely that the basic way is to help to form a “persistent” changes and attitudes, and ancillary – minor and temporary changes in provisions (Myers 2008).

Ancillary method of persuasion involves the fact that for any one of us is not enough time for a thorough examination of all issues. Sometimes we use ancillary means of persuasion, using simple heuristics methods such as trust the experts, or a comprehensive report to be trusted. If the rapporteur speaks eloquently and attractive, demonstrating good intentions, makes a number of arguments (even better if different arguments would reach us from different sources), we usually choose the easier ancillary persuasion method, without any considering, we agree with the report (Myers 2008).

Persuasiveness depends on many things – what, who, how and what is Speech. Here plays an important role many factors (Myers 2008):

- the speaker’s personality (authority, reputation, social status and so on.);
- the speaker’s credibility (perceived knowledge and confidence);
- the speaker’s ability to speak confidently (ensured speaking seems more competent and convincing);
- style of the language and posture (people looking directly into the eyes rather than down, causing increased confidence);
- there is more confidence in the speaker, if he does not try to please the audience;
- speaker seems convincing, asserting that is contrary to his personal interests;
- the speaker’s credibility increases his willingness to suffer because of their beliefs;
- confidence in the speaker and his credibility increases when he speaks quickly (lying people speak more slowly in order to think about spoken words);
- the speaker’s credibility increases if he is attractive and sympathetic to the listener (arguments, especially emotional, are incisive, when they are presented by nice people; we

like people like us – so they are doing for us a greater impact).

Persuasion in business negotiations and business meetings is possible in both ways: direct and incidental. What is the best way of persuasion? Apparently, the best is a combination of both. What is the ratio of the combination of direct and incidental ways and corresponding them impact of measures? The ratio, in our opinion, depends on the other side of the business negotiations. According to David G. Myers, people with higher education, analytically minded are more responsive to rational arguments than the less educated or less intelligence persons. The audience, which is thinking and interested choose the basic way of persuasion, it is most responsive to reasoned arguments. Disinterested audience choose ancillary persuasive way, they are affected more by the person of speaker (Myers 2008).

Presented arguments may be logical, and emotional. Only on the other side of the negotiations depends what combination of logic and emotions will be most affected by it. According to the characteristics of the people is not always possible to predict their reaction to the impact, in order to persuade. As noted by David G. Myers, the most important aspect of the main road to persuading – is not information, but the reaction which is caused by the human mind. Our mind – is not all-absorbing sponge. If the information leads to a favorable reaction, we entrust it, when encourages the search for counter – disliked (Myers 2008).

Research shows the impact of information has the expressive power if it is related with positive emotions. Creating and maintaining a good, positive mood of business negotiations, as a rule, reinforces the speaker’s assertiveness. Being upset people are considering more – so weak arguments do not convince them. David G. Myers, says that: if you cannot provide good arguments, try to lift the mood of the audience and keep the hope that the information you provide will cause positive emotions to the audience, not too much thinking about it (Myers 2008).

Frightening, terrifying information can also be effective, convincing, especially if the other side has a weak negotiating alternatives or total absence. On the other hand, the fear of encouraging messages are more effective, if not only scares the possible threats, but also helps to find a solution and to feel capable of implementing it (Myers 2008). Thus, the corresponding intimidation in business negotiations or business meetings should be accompanied by one way or another proposal to solve the feared situations, making for decision proposed variants.

Attempting to convince one side of negotiators mainly is dealing with the opponent's evidence, arguments. It seems that if you agree with them, it will weaken your positions. On the other hand, recognition of the opponent's arguments shows fuller, fairer negotiating picture of the situation and have a real understanding of them. According to studies, one-sided message promotes an informed audience to look counter, and the rapporteur is kept not objective (Myers 2008). In situations when people are (or will be) acquainted with the opposing arguments double-sided presentation of information is much powerful and its effect lasts longer (Myers 2008). Which information – one-sided or two-sided – will persuade better depends on several things. If the other side of the negotiations agrees with information, and has no counter-indications it is unlikely that later it will consider opposing arguments, the most effective is one-sided arguments. If the other side is even more refined or disagree with the statement it is the most effective two-way information (Myers 2008). In business negotiations and business meetings the opposing negotiating sides, with a view to a better price or other purposes, normally provides different and sometimes conflicting arguments. Therefore, the use of double-sided information promotes multidisciplinary negotiating situation, discussion and persuasion can give a better result.

For persuading are relevant *priority and novelty effects*. Priority effect occurs as follows: when two suggestive statements follow one after the other, the first claim has an advantage. Earlier given information is more suggestive, it has an impact on the later interpretation of the information. *The novelty effect* occurs as follows: the two statements appointed by the greater time interval, and if the other half responds immediately after the second statement, the second statement is superior. During the relevant period of time becomes forgotten most of the information given in the first statement and then affects the novelty effect (Myers 2008). So, in business negotiations, business meetings after a strong opponent's argument should be the maximum wait, and to present their evidence and arguments as possible later to actuate the novelty effect.

Negotiator's language fervor not always is an expression of his emotional state – he just use such speech technology, which creates a certain emotional image. In reasoning fervor is highly essential because language individuality of the negotiator occurs precisely through the speaker's pathos, which encourages listeners to empathize with content of the speech and the proposals. In addition rhetorical argument always in negotiations has deal with matters on which there is no consensus.

During negotiations nobody discuss suggestions and problems, which are not interesting for none side of the negotiations. Voluntary contraction of other side of the negotiations aimed to specific targets can be activated by emotional impact. Rhetorical fervor of the negotiator refers to the speaker's position in respect of subject matter and the solutions proposed. In theory of rhetoric there are distinguished three main types of rhetorical pathos: sentimental, romantic and realistic. Each of these types of rhetorical pathos convey the appropriate emotions. Sentimental fervor in negotiating process can occur in the contras to negotiating situation, presenting it as caused by forced power of the external reality, with the ideal image of negotiator, who is suffering from spiritual conflict.

In the case of the Romantic pathos the bargaining situation is presented which can be replaced by the forces of two negotiating sides. Romantic fervor in negotiations is the most common, because it is related to the enhancement of reasoning with getting the other side of the negotiations towards common goals by offering new ideas. In addition the use of romantic pathos enables to demonstrate emotions strong and constructive. Realistic fervor is based on a real assessment of the facts and the need to change the positions of negotiating parties in accordance with the requirements of real bargaining situations.

The need to use only reasonable, fair arguments determines that using at least one unreasonable, unconvincing argument there is a danger that the other person, opponent in general will doubt on justice of reasoning. If the opponent, the interviewer asks, "What else can you prove it?" – that means that the arguments and their presentation form is not sufficient to convince the opponent. But not always possible to behave in contrary: more of arguments, the better it is. Endlessly increasing the number of arguments begins to provide arguments of minor importance, and perhaps even contrary to one another. Thus, the adequacy of arguments must be understood not in terms of quantity but by their meaning and convincing.

Argumentation and persuasion in business negotiations – it is an attempt of certain statements or evidence to convince someone to change the opponent's position or belief and acceptance position of other's side of negotiations. It is in the appropriate form presented claims which are directed to the interviewer's mind and emotions that he could evaluate, adopt or reject them. This is achieved without violence – only by persuasion. The rhetorical reasoning is characterized by the following aspects:

- examining the linkages between the thesis and its underlying claims of justice, and not

the grounds on which the thesis is formulated and presented;

- it is targeted activity: attempts of logical, ethos and pathos factors to strengthen or weaken the beliefs of the interviewer, the opponent;
- it is a social activity, as it is directed to another person (or other people);
- it focuses on the dialogue and activates the other side of the negotiating react to the statements;
- it is considered the other side of the negotiations is rational, able intelligently to evaluate arguments, to accept them or deny and reject.

Argumentation ethics in negotiations is concerned with the rules that are equally recognized both by the speaker, as well listener. Rhetorical ethic is concerned on compliance with morality, ethics, etiquette, law, as well as the technical norms of language. Despite the importance of norms, negotiation ethics, including the ethics of negotiating language is not limited to them. Rhetorical negotiation involves ethics and cooperation conditions of communicating parties.

When negotiating, discussing, evaluating facts, preparing and making joint decisions occurs a new negotiating experience that summarizes and creates a new reality, which is determining further actions of negotiating party and conditions in which the negotiating will take place in the future. This process inevitably more or less may be vulnerable for particular rules and regulations. In the light of these consequences of violation, norms and rules can be extended and supplementary narrowed or – if the negotiator language, his proof, the arguments are ethically unacceptable. Negotiating language governing norms are related to the use of languages in the negotiations, freedom of speech (and abuse), the freedom of conscience, copyright and intellectual property, privacy, confidentiality, goods and services, advertising and other things. Observance of ethical norms is associated with the adequacy of the bargaining language, speaking order and consistency, the right to the appropriate language. Here is an important language style to ensure its accuracy, precision, and clarity. It must be not forgotten responsibility for misrepresentation, bluffing, manipulation, psychological, emotional pressure to the other side of the negotiations, compliance with the rules of etiquette and politeness.

4. Self-confidence as a prerequisite to convince others

Studies show that business negotiations, business meetings (as in life in general) can persuade others only someone who is self-confident. Self-confidence reflects the positive thinking and the human experience through his speech, posture, way of walking, flammability, enthusiasm, emotions and other things that show his self-confidence. Self-confidence strengthens external things also: clothes that are suitable for us and we like them, accessories, car, clock and so on. Self-confident negotiator – it's a realistic positive attitude towards yourself and arising negotiating situations. Self-confident negotiators believe in their own strength, opportunities, feel they can control situation and to achieve the established goals for negotiating purposes. Even if sometimes some of things cannot be negotiated or in general the negotiations do not bring the desired results, such negotiators remain positive and assess themselves positively. Self-confidence here is defined as a healthy feeling, not assimilating with arrogance, presumption, because occurrence of these properties is just caused by the real lack of self-confidence, the desire to offset a lack of self-confidence.

You can talk about common, areal, competences and momentary (situational) confidence. Many people have too little common self-confidence or confidence in certain areas, in different situations. Therefore, human self-confidence is not available for all areas equally. In those activities where person is able to do very well, outperforming others, he feels strong and confident and this is passed to the common confidence building. Possession of respectively activities and the desire to develop them increases human self-confidence in the level of professional competency. Knowing how to treat successfully and gain greater self-confidence in new situations can come only with experience, skill growth, new experience assessment as an opportunity to learn new things. Rarely are people who are self-confident anywhere, in any time. However, there is one positive thing that everyone has the rudiments of a healthy self-confidence and after making some efforts he can get rid of uncertainty, embarrassment, fears and develop greater self-confidence. Having acquired self-confidence, people are more tolerant by other people's weaknesses. They do not appreciate everything so personally, are more cold-blooded and are able to calm the angry, aggressive interlocutors, opponents.

Lack of self-confidence is not innate, but is acquired property. No self-confidence of person may be caused by a variety of ways – it occurs due to improper education, incorrect communication, due to bad surrounding influences, due to dissatisfaction with themselves, their positions at work, their salary and so on. Unconfident people are afraid of failures in their activities, they give weight to negative things, reduces their positive achievements, avoid any risk, are often too sensitive, it is greatly important for them the assessment of surrounding. Uncontrolled emotional habits reduce self confidence and self-esteem, our own uncontrolled emotions for us does more trouble than the difficulties we face in life (Hankin 2005). However, self-confidence, as well as many other features can be built, restored, although this is not easy. Recovering of inherent, natural confidence requires new ways of thinking and acting up to emotional maturity, characterized by such emotion management skills, which are full of self-confidence basis. For self-confidence are necessary skills to resist their own firebrand reactions and quickly pacify uncontrolled emotions quickly (Hankin 2005).

Sh. Hankin, notes that people who are self-confident, keep the life as phenomenon of management and themself – enough capable to manage. They are not persecuted by uncontrolled anxiety, anger, guilt, shame or self-pity. When faced with difficulties, they do not blame yourself or others, neither God (Hankin 2005). Self-confident people are not characterized by rage of breakthrough or gloomy mood. Their anger they express calmly, not blaming self or others. These people do not torture anxiety because they do not survive the constant fear that in future will be victims or shall be humbled. They do not feel helpless, not sorry self as they believe in their own abilities, which provides them enough energy to deal naturally with usual difficulties of life. They are self-governing. And if emotionally mature people still sometimes overreacts “liquefaction” to calm down, they don’t need nor other persons, neither drugs (Hankin 2005). According to S. Hankin a mature personalities do not respond to the criticism too painfully and are not afraid to be marginalized. They are convinced that will be able to protect themselves and take care of. Their world is calm and safe. They know that during most of their time nothing terrible will happen. Mature personalities are not lacking in self-esteem also. These people do not torture a shame, because they are not afraid of the criticism. They behave so as at a time seems right for them but not as advised by others, so they do not need self-criticism or be ashamed (Hankin 2005).

All persons who lack self-confidence are characterized by a certain level of emotional immaturity. But emotional immaturity is neither a disease nor medical problem – anyone can become mature personalities – immature, uncontrolled emotions – that are the obstacles in your path to self-confidence, so you need to become emotionally more mature (Hankin 2005).

According to S. Hankin, emotional immaturity is expressed in five uncontrolled emotions habits – uncontrolled anger, anxiety fiction-based, self-critical shame unearned guilt, self-pity helpless (Hankin 2005):

1. *Uncontrolled anger* – anger is the emotion of response. Usually we respond through anger when it is not available what is desired, or did not want what is available. Anger encourages to persist meeting the needs. Often it causes others be frightened and give us what we want. Anger can be expressed through rage attacks, threats and insults, irritability. There are reproaches to others and to the world, to God. There are self-reproaches, even completely unfounded, passive aggression (revenge on indirectly);
2. *Anxiety based on fiction* – the fear of danger, all the pathological fear phobia. The goal of anxiety – warn. When anxiety is felt we rush to rescue by running and if this is not possible, simply stagnate in the hope of not being observed. Fear of critics and opposition, avoidance of social activities, desire to procrastinate. Excessive self-perfectionism and for others, fruitless fear, grim prophecy;
3. *Self-critical shame* – the purpose of longer or strong shame – is to remind you that all the time we have to monitor and manage ourselves. Shame – this is counter of people’s emotional tool kit. Shame is measuring our acceptability, power, significance. If it seems to us that we are short of something, we start to worry about our own survival, we blame ourselves, we feel shame, we consider ourselves stupid, thick, old, ugly or losers. When things go wrong, we blame ourselves. We refuse to believe in a compliment, do not hear praise. We compare ourselves with others, to “make sure” that we are losers;
4. *Undeserved guilt* – feels guilty, although did not make anything wrong. Feeling guilty and apologizing when others are angry or worried. Insinuates and descends others in

- order just do not feel guilty. When seeking their goals, encourage others to feel guilty;
5. *Helpless self-pity* – feel helpless, are excessively sensitive to criticism. Feels pity for himself, feels helpless, seeks support. Whining, complaining that others are embarrassed and they will draw attention to his challenging positions. In such a way you can make other people feel guilty. Other people are regarded as unfair and callous. They are afraid of future events, exaggerate the complexity of each task, afraid and dislike authorities. They tend to whine and complain.

These uncontrollable emotional habits destroy self-confidence. The negotiator, lacking self-confidence, will often be weaker than his opponents and will not be able to persuade them. According to Sh. Hankin, knowing how to manage emotions, is not innate characteristic. This is a fundamental, vital capacity, which you need to learn and the acquired skills must be constantly periled (Hankin 2005): the ability to stimulate and develop brain in order to liberate them from the excessive use of emotional – it is an essential skill that everyone must acquire in order to live free lives full of confidence (Hankin 2005). As pointed out by Sh. Hankin: abuse, subservience, whine, procrastination and avoidance are indiscriminative attempts to pacify emotions immediately. This leads to a brief relief, but the real consequences are painful and sustainable. Many of hurt, depressed, humiliated people only worsen their status. In fact, their efforts to pacify their own emotions make it even more painful. And the worse the man, the less he refers to facts and common sense (Hankin 2005). Self-confident people do not feel victims, they are not behaving as emotionally immature children. In the face of failure they do not whine, do not complain, do not call themselves worthless (Hankin 2005). Negotiator's instantaneous self-confidence can be influenced by opponent's actions (intentional and sometimes unconscious): targeted remark, derision, perfunctory gesture, uncertainty in the face, or any other behavior. It is impossible and no one succeeds to avoid negotiating opponent's behavior, oriented to the reduction of the opponent's confidence. Therefore it is necessary to have methods enabling to resist the negative effects. Anxiety, fear, worries have an impact on negotiator's behavior, his self-confidence, when you start to think of what might happen wrong in the future. How to behave when thoughts slip aside and start to worry, considering what trouble can be due to unfavorable negotiations? It should be focus only on what we are doing now, not going

deeper neither in the future nor in the past. If the current instant problem will be solved effectively, it will be the best contribution to the future.

What affects self-confidence? According to H. Ryborz, human self-confidence affects through such things (Ryborz 2000):

1. A person perceives his value, but finds out that he does not live alone, but among other people: despite the fact he does not develop the herd mentality.
2. Man radiates goodwill self-confidence, preventing the expression of other people's weaknesses. Let show kindness to others, rather than contempt.
3. Person being self-confident and sympathetic also, shows for others that his kindness is not boundless: he respect within his interests, and does not refuse his rights.
4. Self-confident man shows to his partners that wish to understand them.
5. Communicating honestly with others, must maintain a certain distance.
6. Self-confident man does not offer himself to others. So he shows that he knows his own value, and also remains interesting to others.
7. Self-confident man shows the others that even though he respects their interests, but does not intend to implement all of their egoistic desires.

Most people lack self-confidence. Therefore, willing to hide their weaknesses and lack of confidence, people usually behave according to 3 models (Ryborz 2000):

1. The main provision of the first variant of the possible behavior is as follows: I am weak, while others are strong. Therefore, I absolutely adjust to others in order to get at least a piece of their available power. Such behavior is rooted in childhood: a child usually only receives love and care when doing something would like adults. Grew up he often tries to "be good" to others, that he would receive the recognition and support. Such human behavior is characterized by: a) the desire to be recognized; b) zeal; c) the slope; d) the effort to get the job done as needed; e) the new situation and new people fear; f) after even a few days after any gesture it is still under consideration: does he act correctly.
2. Another key provision, of people who want to show that they are self-confident is as follows: "To emphasize his value and look down to others, keeping them losers". Of

course, such people constantly demonstrate such position. In this behavior, between man and society appears barrier. It is easy to recognize such people from their recklessness and selfishness. Amount of these people is less than of the first provision, where they tend to adapt. At first glance it would seem that such people are superior in comparison with trying to adapt. And in fact governed by following provision sometimes do well, but not for a long. For a long time to convince others in this way is impossible. After all, such selfishly opposed people are repelled. They gain enemies and are no longer able to bring others into their side.

3. The correct behavior is based on the following guidelines: "I know my own value, but appreciate other people, I understand them". According to such provision is not difficult to convince other people. This person will not be underestimated neither to such, with whom you can do whatever you want, nor will be considered an egoist, which is avoided by all and who constantly faces difficulties. To do so is the best. In so doing, the man remains open to others, he does not lose his own individuality.

Self-confidence is a tool in having own interests and taking into account the interests of others, to maintain the harmonious relationship with the environment (Ryborz 2000). For confidence building can serve self-directed learning, based on introspection and self-knowledge, because no one else can understand, except the person himself, what is happening inside him. Only those who are making self-monitoring and are seeking deeper self-knowledge, can gain inner strength and peace, to get rid of the feeling of helplessness and insecurity, to feel their true value, in order to avoid easily shocked and continue to grow self-confidence. To increase self-confidence is necessary to stimulate and train the brain in order to liberate them from the excessive use of emotionality, is the need to learn how stimulate the brain (or more precisely re-accustom) relief, to calm, to curb and control the emotions and move to a logical, sober thinking, maximally decoupled from the guiding exclusively on emotions. Normally, people's actions are dictated by force of habit, and very rarely – thoughtful (Ryborz 2000). Such a model fit for liberation of the momentary impulse escalated emotionality in business negotiations and business talks: get yourself – find out – throw a challenge – calm down – trust yourself (Hankin 2005). In this model, Sh. Hankin captures

the individual stages of the content and makes the appropriate recommendations (Hankin 2005).

1. *Get yourself.* It requires a bit complacent in order to think sensibly. We can do this by slowing down breathing, calling to calm down, stopping and thinking about this. It is not very difficult. Anger and anxiety are hectic emotions. They are rising quickly and may soon die out. No need to give anger-driven response – do not make hasty and immediate actions. Even a second-long control helps to think sober. Anger and anxiety must be weaken minimum to the extent preventing transparent brains from emotions-based decision.
2. *Find-out.* At this stage, is the time to go deep into the facts. When the brain works more transparent, necessary to have a comprehensive understanding of your feelings (anger, anxiety...). It should be structured real emotion (this is a reaction to the threat, real or imaginary), to find out what lies under it, of how powerful forces cause the waves of anger and anxiety. Anger and anxiety emotions are clearly felt and often expressed, but they form part of truly chronic, immature emotions that came from our past. It is a shame and self-pity.
3. *Throw a challenge.* Challenge your thinking. Post your thoughts and doubts. Rumble all its provisions, which are fueled by feelings of shame and self-pity, encourage your anger and anxiety, make sure that the measures are based, realistic. Thoughts nourish and cherish emotions, and if our actions are based only on emotions, then we ignore the experience and wisdom. Do not act impulsively, based only on emotions. First take a moment for complacency and explore your feelings and thinking. Repeat this method more in order the brain thinking center would get use for thinking otherwise. Be persistent.
4. *Calm down.* The ability to calm yourself is an essential characteristic of the adult, which must develop each self-contained, self-confident person. People who lack self-confidence, the word "calm" is a barbarism. To restrain and soothe emotions, we need to find the words that could go directly to emotional habits to be ashamed and feel sorry for yourself, habits that promote anxiety and anger, when the threat is not real, but imagined. Adults who are self-confident, emotionally mature, viable and positive

thinking separate from others as they constantly develop biochemical ability to combine their emotional thermostat. Composure language – it's your created phrase or sentence, containing to become the personal, impacting on you only. It is repeated every time you need to restrain emotions. The words you must choose yourself – such as to affect you and your actions. However, the words themselves are not the most important thing. Phrase structure and constant repetition can completely overshadow an initial meaning. The brain will understand a hint: to control one self, calm down and prepare to think about what you need to do. It is important only that in your brain would be created a certain structure – associative link between mental turmoil and control, between fear and gentleness. This automatic process is a chemical reaction, which guarantees the voltage drop and enhances self-confidence. The process starts with a careful selection of compassionate words that are then repeated until it gradually penetrates into the brain. Little by little, constantly repeating, spiritual tension will start interrelate with soothing words and you will begin to manage your emotions.

5. *Trust yourself.* All self-confident people have the power, they live in the belief that everything depends on the abilities. If there is a lack of self-confidence, life becomes difficult, and the results are lower than they could be. As self-confidence, unlike the self-satisfaction, is not hedonistic goal, which aims to decorate the personal image to overshadow the others. Trust yourself – Is a return to the world your been used natural talents and innate strength. Self-confident, emotionally mature adults basically manage their emotions and this allows them to live most of the time easier, because at any moment can do what they think is correct, no matter what feelings, that solution would incite. Self-confidence is developed especially successful when we wrestle with our bad habits and emotions, and prevail them.

5. Conditions for increasing self-confidence in business negotiations

In order to deal confidently in business communication, negotiations, business talks, to strengthen confidence and protect your image, you need to follow certain rules (Ryborz 2000):

1. Do not talk just because that you want to say something. It is appropriate to follow the principle: information must be submitted to the opponent only to the extent required, neither more nor less.
2. Do not talk about that, what others do not require to know. Who is speaking unnecessary, that can be considered to be chatty and foolish and cannot be taken seriously, and does not deserve any respect. Speak only when there is a serious reason. Never complain to others, don't whimper. Respected are only those who are getting well in all respects, including financial.
3. Do not try to extort others. Avoid intrusion. People feel very well, why they are questioned: because you are really interested, but not only of empty curiosity.
4. Do not be charitable without measure and do not carry out others requirements regularly. This is not only detrimental to your interests, but soon you will start not to respect yourself. On the other hand, always try to reward others for their helpfulness.
5. Do not talk about your achievements. In the best case you will be kept boastful. Instead, you have already let others to notice you – then they even more will respect you and will appreciate.
6. Avoid familiarity. When communicating with others, maintain the required distance and do not start too fast to be unceremonious.
7. In the event of disagreement, try to preserve the dignity and inner peace. It is very helpful self-affirmation and meditation exercises. The one who in such cases lose temper, may be will boast himself while enthusiasm is not cooled down, that he have "showed" to his opponent. But then, once again well-thought, he will understand that he has showed his weakness only, and the opponent will be proud of that he have forced him to do so. Who lost control on his anger, that gives for the enemy pleasure allowing to be derived from the patient.
8. If you have already made a mistake once, it will be better if you will recognize it instead of seeking to cover it in a variety of excuses. There you will earn respect of the surroundings and your error will be quickly forgotten.
9. Try to avoid the waste of the charity promises that are not necessary. Do not share for

free concessions. Change the discounts into the discounts. Do not feel as if all the time you must do something for others: by the following just will encourage people to demand from you more. A clear and unambiguous position in communicating is important. Otherwise, others can give the impression that you mislead them.

10. Not to explain for others why you did so and not otherwise. Excuses will be perceived as a sign of your inferiority.
11. The self-confidence is very easy to lose, only because of that others at all times you are greeting with the same banal phrases ("How are you doing?" and so on). Your exposure to others is also weak, if everyone will know that you always divert the conversation in the same direction. There are required surprise elements to keep the other side's interest and curiosity. Also talk must be calm and confident, without stuttering and do not insert into the language parasitic little words.
12. Let others feel that you are interested in listening to them and trying to understand them. Do not show the interviewer your disapproval or indifference, be generous for his recognition. Understanding each other is very important precondition for bringing people to your side.
13. Do not ask for other advices. If you always ask for solicit advise you will only damage your authority. Only being responsible for his behavior person can develop self-confidence.

Almost all of the things listed here have a purpose – to encourage to get rid of negative habits. H. Ryborz states that: it is sufficient continually fail to comply with any one of the following principles and communication with people already worse than you would... you will harm yourself and others (Ryborz 2000). Using the principles mentioned above, you can gradually eliminate the causes of incorrect behavior and increase self-confidence. And if this procedure you will repeated at regular then: inner peace will visit you, you will become a self-satisfied, satisfied and happier will be people communicating with you. At the same time it will be the best way to learn how to bring other people to your side. ...Get rid of what is bad for you – so you will save your energy and nerves, which are useful in achieving objectives (Ryborz 2000).

6. Conclusions

1. A general conclusion is that in business communication, negotiation or business meetings opponent must be accepted as he stands, not trying to change him. In these conditions is important knowledge about opponent, ability to empathize with his situation (empathy), tolerate his peculiarities.
2. Negotiations, business talks must start from analysis of the other side interests. Negotiators must always keep in mind that negotiating opponent always think only about his own interests. During the negotiations, business talks negotiator has to interact with people who are interested only in personal affairs and desires, tasks of organizations they represent. Trying to convince the other side of negotiations is needed to create the impression that it will meet his interests.
3. Each negotiator, like any other man, desires for recognition, wants to be an important, significant. If we do not spare recognition for opponent, will create conditions for him to be courage in negotiations he will do for our behalf such things, that would not be possible from him yet very trying.
4. Negotiator, like everyone, is often biased and guided not by the mind, but by subjective feelings, emotions. His decisions, opinions often depend on the sympathy and antipathy to the other side of the negotiations, opposing player. To influence the opponent, we need to provide opportunities to affect his feelings.
5. Persuading other side of negotiations depends on strength of our impact, ability to persuade. Everyone can convince, inspire others and that ability can be educated. Showcasing the force of inspiration is contagious and convinces better than logical arguments and evidence. Having inspiration, the negotiator will cause for the opponent, other side of the negotiating confidence and will convince them.
6. However, as the research suggests, that too much enthusiasm, fascination, unmanaged, displaying unbridled inspiration to others may seem suspicious and repellent, evoking a lack of confidence. Here is required balance of inspiration and common sense. This balance with each opponent is individual, based on the knowledge of the other side of negotiations, taking into account his character traits, peculiarities.

7. It should be noted that the demonstration of enthusiasm, inspiration must be sincere, real, running from the negotiator power. Only such effect will give a good result, will increase confidence. It is very important in negotiations, business conversation to demonstrate self-confidence, to believe in what is said. Only believing in your own words negotiator will be able to convince the opponent. Artificial, feigning enthusiasm will not have affect, it will be unmasked soon.
8. In final conclusion can be said that in business communication, negotiation or business meetings is the need to provide information only as much as required by situation. Negotiating side which gave a surplus information is weakening its bargaining power, form for other side of negotiations the potential to distort information and interpret it individually, strengthen their bargaining power, increase their potential of persuasion.

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