ZAC Conference Series: Social Sciences and Humanities
(ZACCS: SSH)
https://conf.zenithacademic.co.uk/index.php/zacsssh
ISSN (Print): 3049-7760 ISSN (Online): 3049-7779
3rd International Humanitarian Conference, Baghdad 2024
Volume 001, Issue 01, 2024, pp. 001-114
https://doi.org/10.70516/zaccsssh.v1i1.28

The Art of Negotiation

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Abstract. This research sheds light on the art of negotiation, what it is? its importance, objectives and types , and its impact on society and governmental and non-governmental institutions to resolve problems and disputes that occur between conflicting parties . It is credited with resolving social and tribal conflicts and trying to instill confidence between the negotiation has a role in international relation by solving problems. Resolving and setting political disputes. The research reached some conclusions and asset of recommendations to activate the role of this type of art, which is the art of negotiation.

Keywords: Negotiation, society.

INTRODUCTION

Negotiation is linked to human nature, as a person engages in the process of negotiation from birth until death, even though the goals, methods, and tools may differ. We see a child using the weapon of crying and screaming to express their need for food or to indicate pain as a means to attract attention and gain care. Negotiation is a social interactive state that encompasses many aspects of life, such as desires, motivations, needs, emotions, and reactions. The science has developed throughout history, and various historical texts have documented it. Our Islamic history is rich with narrative evidence and numerous Quranic proofs regarding this aspect. Negotiation, as a tool for dialogue, is at the heart of the Islamic message, and the Quranic method is the best evidence of this as the most effective means of persuasion. Allah says: "Invite to the way of your Lord with wisdom and good instruction, and argue with them in a way that is best." He also says: "There is no compulsion in religion." This leads to the emergence of positions that, in turn, contribute to the crystallization of a genuine dialogical negotiation concept. There is a saying that goes, "People are of two types: a brother to you in religion or a counterpart to you in creation." This knowledge has evolved over the ages and has become a necessity and inevitability in the present time.

The art of negotiation is an ancient process that has been used wherever human civilizations have existed in order to achieve political, economic, and ideological goals.

The best way to resolve problems and disputes in any social environment is through communication and interaction with the parties involved in the conflict. If there is negotiation, there must be something to negotiate about, and if the negotiation is about differing viewpoints, there must be a specific subject to discuss and exchange opinions on.

Negotiation represents a stage in resolving any dispute or issue; it is a tool for dialogue and has a greater impact than any other means of resolving conflicts and problems. Some negotiations may be subject to solutions that are not legal, especially in political, diplomatic, and international matters. It is the best way to maximize the common interests of the negotiating parties. This research includes five chapters. The first chapter addresses the concept of negotiation, its objectives, and its importance. The second chapter discusses its conditions, information, desire, power, types, skills, and stages of negotiation. The third chapter covers its fields, methodologies, and patterns. The fourth chapter focuses on tactics, concessions, and success factors. The fifth chapter includes international negotiation and its strategies, and the research concludes with findings and recommendations.

CHAPTER ONE

THE CONCEPT OF THE ART OF NEGOTIATION

The concept of negotiation

Negotiation or (bargaining):

It is a type of discussion used to resolve disputes in order to reach a mutual agreement between two or more parties, and it often results in various forms of settlement.

Negotiation:

It is a strategic discussion to solve a problem in a way that both parties find acceptable by each party trying to convince the other of their point of view.

Negotiation:

It is a dialogue and exchange of opinions between two or more parties on a specific topic, hoping to reach an acceptable agreement for all parties involved in the negotiation.

Negotiation:

It is an expressive and dynamic position established between two or more parties regarding a particular issue, through which viewpoints are presented, exchanged, reconciled, adjusted, and adapted, using all methods of persuasion to maintain existing interests or obtain a new benefit by compelling the opponent to perform a specific action or refrain from a specific action within the framework of the relationship between the parties involved in the negotiation process towards themselves or towards others.

The general framework for the negotiation process

The application of negotiation in the business environment contributes to achieving success and reaching the desired results, and the use of negotiation relies on a set of...

One of its specific techniques is that obtaining data about counterparts, that is, the parties involved in the negotiations, contributes to starting the negotiation process. This technique helps in dealing directly with the counterpart in the negotiation. Not focusing solely on winning indicates that negotiation is not a type of competition. Because a successful negotiator should not think about defeating their counterparts, it is important to set goals, implement appropriate procedures, and take the necessary actions to achieve them. Being prepared to offer something relies on activating flexibility in negotiation, as negotiators must realize that they will not get everything during the negotiation. Therefore, it is important to maintain a flexible approach, which is one of the negotiation techniques that does not mean leaving the meeting room. In most cases, it is also important to take a break during negotiations, especially when reaching an impasse.

Because a successful negotiator should not think about defeating their counterparts, it is important to set goals, implement appropriate procedures, and take the necessary actions to achieve them. Being prepared to offer something relies on activating flexibility in negotiation, as negotiators must realize that they will not get everything during the negotiation. Therefore, it is important to maintain a flexible approach, which is one of the negotiation techniques that does not mean leaving the meeting room. In most cases, it is also important to take a break during negotiations, especially when reaching an impasse. Using emotional intelligence: It allows the negotiator to manage their emotions, and it helps in problem-solving. Most people usually negotiate in good faith with the aim of reaching an agreement that serves the common interest, which is why they do not resort to deception, tricks, or attempts to intimidate the other party. However, we may sometimes find ourselves facing a negotiator who does not adhere to the ethics of negotiation. He seeks to provoke us by resorting to personal attacks, and we should try to steer the discussion back to its proper course, which is the issues at hand for negotiation. We should suggest a short break to clear the atmosphere. If all of this fails, we should consider requesting a suspension of the negotiations. We must always keep the option of suspending the negotiations if we feel threatened or subjected to unbearable harassment due to the other party's tactics that make negotiation impossible. The successful negotiator understands the necessity of knowing the cultural characteristics of the people to whom the other party belongs in the negotiation process. Therefore, they make an effort to familiarize themselves as much as possible with the customs and traditions of that people, in order to know which behaviors the other party will consider appropriate or inappropriate, and what body language or words indicate respect or disrespect towards the other party. This way, they can avoid using words or making gestures or signals that the other party might find offensive, which could lead to the failure of the negotiations.

Research Objectives

The primary objectives of negotiation are to maximize the benefits gained from the negotiation process and to establish oneself as a strong competitor in the market, thereby reinforcing the leadership and expansion of one's party. This is done while diplomatically conveying that contracting with them is advantageous for others, thereby demonstrating professionalism in negotiation. Negotiations are driven by a fundamental goal that the negotiator seeks to achieve, for which plans and policies are formulated. The negotiation goal is measured by the progress made in the negotiation efforts and is divided into:

1. General Goal
2. Final Goal

Additionally, negotiation objectives are categorized into:

1. Interim Goals
2. Partial Goals, based on importance.

Importance of Negotiation

1. Negotiation is a science that derives its necessity from being the only viable method for addressing the negotiation issue to reach a resolution of the disputed problem.
2. The importance of negotiation begins with the relationship between the negotiating parties and everything related to the negotiation issue.
3. Negotiation becomes particularly crucial during crises, as it plays a role in crisis resolution by settling disputes and making appropriate decisions.
4. Negotiation is an excellent means of communication that fosters positive interactions with others.
5. Negotiation is one of the most powerful and sophisticated tools for persuasion and problem-solving across various fields.
6. Negotiation leads to optimal outcomes because it is based on a "win-win" principle, where both parties work towards an agreement that meets their interests without intending to harm the other party. This agreement is future-oriented and deepens the relationship and cooperation between them.

Negotiation Foundations

1. Each party in the negotiation process has a goal they are keen to achieve through the cooperation and concessions offered by the other party.
2. The negotiation process involves two or more parties who are willing to communicate and interact to achieve positive outcomes for each side.
3. Negotiation occurs only when there are two or more parties with shared interests, even if there are differences in viewpoints.
4. The parties must have a mutual belief in direct communication, interaction, and appropriate responsiveness.
5. Each party must believe in their ability to persuade the other party to modify their position.
6. Creating a common ground between the areas of disagreement among the negotiating parties.
7. Each party must be willing to adjust their position with acceptable reasoning.

Negotiation Elements

1. Negotiation involves two or more parties:
   - Direct Parties: Those who actively participate in the negotiations.
   - Indirect Parties: Those who exert pressure due to vested interests or who are closely or distantly related to the negotiation process.
2. There is a specific subject or issue for negotiation: Whatever the type, negotiation must revolve around a particular issue that represents the focus of the negotiation process and the framework within which it occurs. The issue could be social, political, commercial, or military.
3. The negotiating parties seek to reach a relatively acceptable agreement.
4. Negotiation is a communication process aimed at reaching a compromise.
5. The negotiator should always be ready to negotiate at any time.

Negotiation Principles

1. Maintain constant composure and calm.
2. Do not underestimate the opponent.
3. Avoid hasty decision-making.
4. Listen more than you speak.
5. Work on the principle that there are no permanent friendships, only permanent interests.
6. Be prepared to negotiate at any time.
7. Negotiate from a position of strength.
8. Believe in your stance before persuading others of it.
9. Continuously innovate in methods and approaches to topics.
10. Do not be deceived by appearances and always be cautious of their reversals.
11. There is no despair in negotiation, nor absolute defeat.
12. Psychologically prepare the other party to accept the negotiator's position.

CHAPTER TWO

Negotiation Conditions

For a person to be a negotiator with a high level of capability, they must understand the following conditions:

1. Negotiation Ability:
   This is a fundamental requirement for the negotiating team members, who must possess creativity, competence, and skill. This can be achieved through careful selection of team members who have the desire, skill, harmony, and cohesion among themselves, along with having all the necessary data and information related to the negotiation topic. The team must be capable of tracking developments within their group and have both material and non-material resources to facilitate the negotiation process.
2. Negotiation Information:
   The negotiating team must have the information that helps them answer any question and understand the goals they aim to achieve and the available means to reach those goals, for the purpose of drafting the negotiation program.
3. Negotiation Power:
   This refers to the extent of power and authority the negotiating team possesses, including the boundaries within which they can operate without exceeding the granted authority or mandate.
4. Mutual Desire:
   This is a shared desire among the negotiating parties to resolve the conflict through negotiation, convincing them that negotiation is the best way to resolve all issues between them.

Negotiation Skills

Negotiation is a distinct skill from dialogue, as the parties involved in negotiation aim to resolve the matter in their favor. Negotiation is considered one of the key elements for success in professional life and business. Mastering negotiation means achieving the desired outcome, while failure can lead to loss and setbacks.

Negotiation skills encompass a range of abilities, including:

1. Effective Communication Skills
2. Persuasion Skills
3. Choosing the Right Time and Place
4. Negotiation Strategies
5. Teamwork and Collaboration

1. Effective Communication Skills
   Effective communication skills include:
   a. The ability to identify and understand non-verbal cues from others.
   b. Expressing oneself in an engaging and interactive manner.
   c. The ability to logically and naturally comprehend dialogues, seeking feedback in the process.
   d. good listening, which helps the negotiator avoid misunderstandings and reach the desired settlement.
2. Persuasion Skills

a. The ability to influence the other parties in the negotiation, enabling changes in their behavior, beliefs, and actions.
b. The capacity to convey a specific message, emotions, information, or logic to the other party.

3. Choosing the Right Time and Place
   A successful negotiator carefully selects the timing of the negotiation based on the most appropriate time for them and based on information about the other negotiator, ensuring that the timing does not cause discomfort or annoyance to the other party, which could make them less willing to make concessions.
   The choice of place is also of great importance due to the psychological factors involved for the negotiators. Negotiating on the other party's turf can lead to an imbalance in self-confidence between the parties. Therefore, it is advisable to insist on negotiating in a neutral place that does not provide a pre-emptive advantage to either party and is free from interruptions or disturbances.
4. Negotiation Strategies
   Negotiation strategies are of great importance and consist of several types, the most important of which are:
   a. Shared Interest Strategy:
   This approach is based on cooperation between the negotiating parties for a shared interest, with both parties acting as if they are one entity. The aim is to develop and deepen the relationship, extending the agreement's duration, and attempting to renew it.
   b. Conflict Strategy:
   In this type, the negotiating parties may declare their intent to deepen common interests, but their strategy relies on deception and camouflage. They may use tactics such as wearing down the other party by prolonging the negotiation rounds and complicating the process through various legal, technical, geographic, commercial, economic, environmental, and military obstacles, which ultimately increases the cost due to the length of the negotiation process.
   c. Disintegration Strategy:
   This strategy involves examining and diagnosing the most significant strengths and weaknesses to craft a cunning plan to break down the other party's unity and cohesion, causing internal disagreements among their members. It is characterized by organized defense, exerting pressure on new negotiation initiatives.
   d. Overpowering Strategy:
   This approach aims to drive the opposing party into despair and submission.
5. Teamwork and Collaboration
   Teamwork and collaboration have gained significant popularity among companies and institutions, involving two or more parties working together to achieve a common goal, different from adversarial negotiations. Collaborative negotiation focuses on building strong partnerships, solving problems, and fostering creative thinking. Collaboration in negotiation is a win-win approach, where both parties work together to achieve goals, find mutually beneficial solutions, build trust, and foster long-term partnerships. Active listening is crucial in negotiation for gaining a better understanding and achieving better outcomes together. Successful collaborative negotiation requires a high level of transparency to promote creativity, build trust, and effective communication.

Types of Negotiation

1. Integrative Negotiation
2. Positional Negotiation
3. Distributive Negotiation
4. Multi-Party Negotiation
5. Team Negotiation

1. Integrative Negotiation
   In this type of negotiation, multiple issues are discussed, and the parties have the ability to prioritize and create new value. This type often involves a large group of workers and management negotiating to achieve workers' demands and reach an agreement that secures them certain benefits and demands.
   Positional Negotiation
   This type of negotiation occurs between parties who do not wish to continue negotiations for various reasons, such as difficulties in building trust between the negotiating parties or unethical behavior from one of the parties involved.
2. Distributive Negotiation

This type of negotiation is characterized by a win-lose situation, where one party's gain is another party's loss. It is often referred to as zero-sum or win-lose negotiation.

3. Multiparty Negotiation
4. This negotiation involves more than three parties and requires a high level of skill and capability, as the complexity increases with the number of parties involved. It also presents opportunities to create new value.
5. Team Negotiations
   In this context, a group of individuals negotiates collectively to reach an agreement on all aspects of the negotiation. This is common in large commercial deals, and each team member may play different roles, such as leader, observer, liaison, recorder, critic, or creator, with one person potentially fulfilling multiple roles.

STAGES OF THE NEGOTIATION PROCESS:

1. Preparation and Planning Stage
   This involves thorough preparation before the negotiation begins, identifying the desired outcomes and minimum acceptable terms, as well as determining what is acceptable and what is not. The negotiator should be personally prepared, presenting themselves with appropriate attire and confidence, adopting a positive attitude to reach an acceptable solution for both parties. Successful negotiation requires:
   -Information as a Key Element: Possessing information is crucial for successful negotiation, as it enables the negotiator to influence the other party with convincing arguments, reliable documents, and an understanding of the other party's personality to sway and persuade them.
   - Clear Objectives: The negotiator must be sure of the goals they want to achieve, prioritize them, remain flexible, and anticipate possible reactions. They should also identify alternative solutions in case the negotiations fail and try to gain one of the opposing parties while understanding the motives and goals of the counterpart.
2. Negotiation Stage
   In this stage, the negotiator should create an atmosphere of cooperation, reduce hostility, show goodwill, respect opposing viewpoints, and maintain an objective approach in discussions. The negotiator should avoid attacking others and possess qualities such as:
   - Effective Communication: Being articulate in speech.
   - Listening Skills: Allowing the other party to speak without interruption to avoid creating a tense or argumentative atmosphere.
   - Confidence: Displaying self-assurance.
   - Patience: Letting the other party elaborate, which might reveal useful information, intentionally or unintentionally.
   - Respect for the Other Party: Maintaining a respectful attitude towards the counterpart.
   Several steps can be taken in this stage:
   - Using Negotiation Tools: Preparing convincing arguments, documents, and supporting evidence for the negotiator's stance.
   - Applying Pressure: This can be done within or outside the negotiation session, using time constraints, cost factors, or media pressure.
   - Exchanging Views: Proposals and opinions are shared, options are reviewed, and the most suitable ones are selected.
   - Reaching a Preliminary Agreement: It becomes easier to reach this agreement if both parties focus on mutual interests.
3. Agreement Stage:
   If an agreement is reached, it should be comprehensive, detailed, clear, and understandable to both parties. It should be drafted in a precise manner to avoid any ambiguity that could lead to problems during implementation. All parties involved must be informed about the execution details.
4. Implementation Stage:
   The agreement should be adhered to, with a defined implementation timeline. The process should be supervised by a joint team from both parties.
5. Evaluation Stage:
   After implementation, it is crucial to assess the extent to which the parties adhered to the agreement stages and resolve any arising issues. It is also important to consider the possibility of one party changing their stance, which could alter the balance of power. Retaining documents is essential as they serve as important support in future negotiations on the same subject.

CHAPTER THREE: AREAS OF NEGOTIATION PRACTICE**

1. Commercial and Economic Negotiations
   These are among the most common types of negotiations because they involve essential human aspects, such as buying and selling—essentially commercial transactions.
2. Political Negotiations
   These negotiations pertain to political affairs and the relationships between countries. They are characterized by change and instability and serve as a form of de-escalation to avoid violence.
3. Military Negotiations
   Military negotiations are crucial during wartime, addressing issues like ceasefires, the exchange of prisoners and wounded soldiers, and the separation of forces. In peacetime, they involve joint weapon production, information exchange, and military education and training.
4. Social Negotiations
   These negotiations revolve around social situations and are conducted according to the customs, traditions, and values prevalent in society.

Negotiation Approaches:

1. Common Interest Approach
2. Conflict Approach
3. Quantitative Analysis Approach:
   This approach relies on statistical and mathematical concepts.
4. Behavioral Approach:
   Focuses on understanding and identifying the negotiating parties.
5. Understanding the Capabilities and Authorities of the Other Party

Negotiation Position

Negotiation is a dynamic process involving actions and reactions, both positive and negative. It requires great flexibility and the ability to adapt quickly and continuously to the changes surrounding the negotiation process. Several key elements define a negotiation position:

1. Composition:
   The negotiation position consists of parts and elements that can be addressed individually or as a whole.
2. Interconnectedness:
   This element requires that the various aspects of the issue under negotiation be interconnected, creating a coherent and unified stance that facilitates the negotiation process.
3. Identifiability and Distinctiveness:
   The negotiation position should be clearly identifiable and distinguishable, without any ambiguity or missing parts.
4. Ambiguity:
   A degree of uncertainty and ambiguity should surround the negotiation position, prompting the negotiator to gather information and data to clarify the situation, as uncertainty is often linked to the intentions, motives, and beliefs of the other party.
5. Complexity:
   The negotiation position is inherently complex, involving a range of factors and dimensions that interact to form the situation. Understanding these elements is essential for successfully navigating and managing the negotiation.
6. Spatial and Temporal Scope:
   This refers to the time and location in which the negotiation takes place, as well as the geographical context of the issue at hand.

Types of Negotiators

1. The Analytical Negotiator
   This type of negotiator is inquisitive, does not rush to respond, values thinking and analysis, and connects things logically. They have a scientific mindset, focus on objectivity and logic, and do not rely on emotions. They think carefully about the meaning and implications of a question before

answering, use rational tactics, and make the other party analyze and speculate. They are patient and thorough in their approach.

2. The Pragmatic Negotiator
   Organized and methodical, this negotiator is realistic in their proposals, makes efficient use of time, is not idealistic, understands their environment, and works with high efficiency and energy. Their suggestions are practical and grounded in reality. They are cooperative, positive, and often responsive to the conditions of the other party.
3. The Extroverted Negotiator
   This negotiator is sociable, open to others, and emotionally expressive, with a good sense of humor and the ability to achieve goals. They build many friendships, are honest, make quick decisions, and are often good speakers who are straightforward, organized, and cooperative.
4. The Slow Negotiator
   This negotiator is slow in speech and action, unemotional, calm, and often perceived as boring. They do not react quickly but are good listeners who avoid direct confrontation and do not prioritize time.
5. The Aggressive Negotiator
   This type of negotiator is forceful and confrontational, quick to anger, impulsive, and combative. They argue frequently, lack emotional balance, and often retreat from their position quickly. They can intimidate the other party but ultimately tend to give in, often creating problems from nothing.
6. The Arrogant Negotiator
   Arrogant and overly confident, this negotiator enjoys showing off, claims to know everything, treats others condescendingly, praises themselves excessively, and often disrespects others.
7. The Troublesome Negotiator
   This negotiator tends to stir up trouble, is emotionally unstable, craves attention, lacks creativity, argues frequently, wastes time, objects often, and places obstacles in the way of negotiations.
8. The Friendly Negotiator
   Sociable and peace-loving, this negotiator is popular, kind-hearted, and avoids hurting others. They are optimistic, talkative, have a friendly demeanor, and are not very concerned with time or punctuality.
9. The Hostile Negotiator
   Quick to anger and prone to attack, this negotiator is stubborn and holds firmly to their opinions. They tend to be deceitful, interrupt conversations frequently, are aggressive, use threats, and often raise their voice.
10. The Indecisive Negotiator
    This negotiator is suspicious of others, lacks confidence, is unbalanced and indecisive, creates difficulties, is slow to make decisions, prefers to postpone them, asks many questions to gather information, and requires numerous assurances, confirmations, and evidence.

CHAPTER FOUR

Golden Rules of Negotiation

1. Negotiators should avoid speaking with emotion to prevent regret over what was said.
2. Avoid arguing.
3. Steer clear of negativity.
4. Always provide an exit strategy to resolve the issue.
5. Do not escalate the situation if the other party is stubborn.

Negotiation Tactics

1. Changing positions.
2. Delaying or remaining silent, refraining from immediate responses.
3. The "limits of authority" tactic (referring to a manager or superior).
4. The "hawk or dove" tactic (appearing either strong or as a friendly, kind ally).
5. Physical exhaustion tactic (claiming fatigue when an agreement favors the opponent).
6. Fear of the unknown (raising concerns about guarantees).
7. Quiet withdrawal: being ready to withdraw and concede one’s position in exchange for concessions from the other party.

8. Apparent withdrawal: withdrawing at a critical moment to gain further concessions from the other party.
9. The hit-and-run or shift tactic.
10. The restriction tactic: imposing constraints on the other party to push for a quick decision or fulfill a particular desire.
11. Surprising the opponent: changing the approach or tone unexpectedly, even if the change was unforeseen.
12. Shifting focus from major issues to minor ones.
13. Refusing to make concessions due to pressure or limited authority.
14. Breaking down the issue into parts until the negotiating parties reach the final goal.

The Art of Making Concessions

1. Avoid being the first to make concessions.
2. Concessions should be acceptable.
3. Ensure that the concessions are tangible and noticeable to the other party.
4. Know the right time to make concessions.
5. Do not show satisfaction when making concessions.
6. It is preferable to make concessions late at night rather than early in the day.
7. Concessions should be made from a position of strength.

Factors Contributing to Successful Negotiations

1. Language and diplomatic practices.
2. Building trust between negotiating parties.
3. Demonstrating goodwill, especially in international disputes, such as:
   - Military withdrawal
   - Releasing prisoners
   - Ceasefire
   - Providing humanitarian aid to besieged areas
   - Focusing on the process can be more important than the content itself.
4. Thorough preparation and the development of alternative plans.
5. Learning how to manage emotions.
6. Controlling the negotiation framework.

How to Negotiate with a Stronger Party

Entering negotiations with a stronger counterpart often reveals the "strength in weakness." Possessing power typically reduces one's ability to understand how others think, perceive, and feel. Thus, being in a less powerful position can provide an advantage, allowing one to accurately assess the needs of the other party and the best way to meet them. Often, when doing what is necessary, one finds that they underestimated their own abilities and overestimated the abilities of their counterpart.

How to Negotiate for Success

1. Boost Morale:
   Fear of competitive threats often creates anxiety. Therefore, it is essential to verify whether these concerns are real, and to consider the skills and experiences you bring to the negotiation table that the opposing negotiators do not.
2. Understand Both Parties' Goals:
   The negotiator should prepare a list of what they want from the negotiation and why. This exercise helps identify the points that might lead the negotiator to leave the table, enabling the creation of a strategy within acceptable terms that are as important, if not more so. The negotiator should understand what is important to the other side by studying their motivations, obstacles, and goals, and be well-prepared for creative solutions that come from exchanging ideas and gathering practical information during the negotiation process.
3. Listen and Ask Questions:

One of the most powerful strategies is to listen attentively, which builds trust, and ask questions that make the other party defend their position. If they fail to defend it, you gain some power. By obtaining additional information, you may find that these traits make you a successful negotiator.

4. Maintain Calm:
   One of the biggest mistakes a weaker party can make in negotiation is mimicking the negative style or taking the other party's negative tone personally. Bad behavior should not be mirrored—if the other party threatens, responding with a threat ends the negotiation. The focus should be on the results, resisting the temptation to confuse the negotiator with the issue at hand, even if the negotiation is about something of value to them or their product. Knowing the goals and directing strategies toward them is essential, not focusing on the other party's behavior.
5. Flexibility:
   The best negotiators should be prepared to understand the entire landscape rather than knowing just one path through the forest. This means not sticking to a single strategy of give-and-take, but employing multiple maneuvers as the negotiation demands. If the other party makes a request, ask them to explain their reasoning. Suggest taking a few minutes to brainstorm additional solutions or inquire whether the request has been previously granted. Maintain flexibility in your movements, and do not present the best solution in a way that makes the other party feel they have won.

Common Mistakes in Negotiation

1. Determining demands in advance without knowing their goals.
2. Setting goals without prioritizing them.
3. Insufficient time for preparing clear matters.
4. Mistakenly believing that preparation can begin after hearing from the other party.
5. Being subjective in estimating the goals of the other parties.
6. Being unrealistic in determining the gains to be negotiated.

CHAPTER FOUR

International Negotiation

International negotiation is a form of diplomatic negotiation related to dialogue between two countries aimed at resolving disputes or reaching an agreement on a specific issue through peaceful dialogue and discussion. It often occurs between government entities in these countries and their counterparts due to ongoing international conflicts. International negotiation is not limited to conflict interactions but extends to all international entities. Negotiation is a dialogic process between two or more parties, each aiming to achieve gains, resolve conflicts, engage in joint cooperation, or establish common grounds between countries. Negotiation, in general, is a process aimed at reaching acceptable solutions or agreements that contribute to the interests of two or more parties linked by a common situation.

Negotiation or negotiations in international relations is a process intended to achieve a political settlement. International negotiation is not exclusively the domain of governments; individuals and multinational companies can also engage in it, particularly those dealing with external suppliers or seeking international cooperation and expansion.

Strategies for International Negotiation

1. Creating a fifth column within the other party during the negotiation process to build loyalties in the other party’s environment through intelligence agencies or the Ministry of Foreign Affairs.
2. Building supporters at the international, media, and local levels.
3. The art of distributing negotiation roles (the lenient, the strict, the conciliatory, the appeaser).
4. False gossip in multilateral negotiations.
5. Smart escape (hinting at political leadership or public opinion).
6. Conflict avoidance strategies: The negotiator ensures the avoidance of all conflicts as a strategic approach in their negotiations.
7. Conflict engagement strategies: The negotiator seeks confrontation to escalate the situation to achieve most of their objectives.

CONCLUSIONS

1. Negotiation can have a significant impact on business and contribute to achieving goals effectively.
2. Negotiation helps build strong and fruitful relationships with others.
3. Negotiation can increase the chances of success in negotiations and achieve positive outcomes.
4. Good negotiation skills are one of the most important factors for success in professional life.
5. Analyzing common needs and interests improves the ability to communicate and understand the other party's positions.
6. Finding satisfactory solutions for all negotiating parties and achieving satisfactory results in all negotiations.
7. Improving negotiation skills is an essential element for both professional and personal success.

Recommendations

1. Developing negotiation skills is crucial for achieving the desired negotiation goals.
2. Fostering positive and effective communication to resolve problems.
3. Enhancing persuasion abilities through training and practical application.
4. Encouraging constructive negotiation by providing a conducive environment for it.
5. Utilizing educational resources for continuous learning and skill development.
6. Learning to manage intense emotions to dispel various feelings, such as fear, nervousness, or even annoyance or rejection, to maintain composure.

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