



Course Director:
Prof Manie Spoelstra



Negotiation Skills Training

- Managers at senior, middle and junior levels
- Labour Union Negotiators
- Conflict dispute resolution mediators
- Sales Negotiators
- Buyers
- Hostage & Crowd Control Negotiators
- Facilitators

INTERNATIONAL NEGOTIATION ACADEMY

Negotiation: The Genesis of Management

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Issue 31

EMOTIONAL INTELLIGENCE

"Emotional Intelligence is a **master aptitude**, a capacity that profoundly affects all other abilities, either facilitating or interfering with them." According to Daniel Goleman's book, **Emotional Intelligence**, Why it matters more than IQ)

The concept 'emotional intelligence' (EQ) received a great deal of interest in the early 1990's when it was proposed that EQ is an **essential** and important part of any persons 'intelligence. Yet normal Intelligence tests are not able to measure Emotional Intelligence. Normal IQ

tests measure abilities such as verbal, mathematical and three-dimensional abilities, which do not necessarily determine success in

later life. EQ, on the other hand, could possibly play a much more important role in the 'skill of life' than many of the other abilities joined together.

FOUR DAY DIPLOMA IN NEGOTIATION SKILLS

COURSE DATES FOR 2006:

14-17 AUGUST
11-14 SEPTEMBER
06-09 NOVEMBER
(All in Midrand)

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Phone 0860 833 555

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"...in navigating our lives, it is our fears and envies, our rages, anxieties and depressions, our goals and yearnings that steer us day to day. Even the most academically brilliant among us are vulnerable to being undone by unruly emotions. The **price we pay** for **emotional illiteracy** is in failed marriages and troubled families, in troubled social and work lives, in deteriorating physical health and mental anguish and, as a society, in

tragedies such as killings..."

Exactly what is Emotional Intelligence?

The term encompasses the following **five** characteristics and abilities:

Self-awareness--knowing your emotions and realising the ways to deal with it

Mood management--handling feelings so they're relevant to the situation and you react appropriately

Self-motivation--"gathering up" your feelings and directing yourself towards a goal, despite self-doubt

Empathy--recognizing feelings in others and tuning into their verbal and nonverbal language

Managing relationships--handling interpersonal interaction, conflict resolution, and negotiations

Why Do We Need Emotional Intelligence?

The above five abilities are self explanatory! Without them you could end up under solitary supervision where you must be prevented from harm to yourself or others.

To get along in this world; to be successful; to 'fit' in; to make proper and lasting deals, to **interact and negotiate** means to have some measure of emotional intelligence. Emotional intelligence has as much to do with knowing when and how to express emotion as it do with controlling it. Emotional intelligence is probably an important predictor of negotiating success. How can one negotiate in today's **multi-cultural and complex world** without abilities such as confidence, curiosity, empathy, self-control, the ability to relate, the capacity to communicate and the ability to cooperate?

A study of store managers in a retail chain found that **EQ is related to their net profits**. Another study discovered that people who were best at identifying others' emotions were more successful in their work as well as in their social lives.

Building one's Emotional Intelligence has a **lifelong impact**. Many parents and educators, alarmed by increasing levels of conflict in young schoolchildren--from low self-esteem to early drug and alcohol use to depression, are rushing to **teach students**

the skills necessary for Emotional Intelligence.

And in corporations, the inclusion of Emotional Intelligence in training programs has helped employees cooperate better and motivate more, thereby **increasing productivity and profits**.

Let's give you an **example** of some typical questions that you may find in an EQ-type of test. It is by no means valid or tested but our guess is that the more 'YES' answers the higher

the EQ (especially in the light of negotiation). Many YES answers could perhaps indicate a high degree of **'self and social awareness and sensitivity'** while many 'NO's', the opposite. If you perhaps score low in a real test you better read, talk learn train more about yourself and others!

1. I can **control my temper** when verbally attacked. Y/N?

2. At times I lie awake, feeling **guilty** about something I said to someone at work. Y/N?

3. People can easily make me **feel blue** or depressed. Y/N?

4. I am mostly able to **communicate** my **differences** with others in a way that it does not damage our relationship. Y/N?

5. With some friends I can **share my deepest** emotions. Y/N?

6. I do not like to speak my mind, if it will have a **negative impact** on others. Y/N?

ONE YEAR MASTERS PROGRAM IN NEGOTIATION SKILLS

(Get an **MBA** six months after this distance programme!)

Modules :(Distance Educ)

Negotiation: Principles, Strategies
and Tactics

Labour Negotiation

Marketing as a Negotiating Skill

Financial and Procurement

Negotiation

Negotiating New Businesses,

Mergers and Acquisitions

7. I am able to **help angry people** get control over their emotions through understanding and sympathy. Y/N?

8. I **can sense** if something I said caused anger and hate towards me. Y/N?

9. I normally notice immediately, through someone's facial expressions (and **body language**) whether he/she disagrees with me. Y/N?

10. I do not like to **trick** my supplier so as to get a 'lower than possible' price. Y/N?

11. I always **raise my opinion** if it differs from my boss diplomatically, even in the presence of co-workers. Y/N?

12. I like to **listen** and solve other's emotional problems. Y/N?

How many YES answers?

My guess is: If you answered more than 8 questions with a definite YES, you possibly do not have to bother much about lengthy training in the EQ field unless you want to consult and train others yourself!

NEGOTIATION: THE JOINT SEARCH FOR MEANING?

I have just finished Victor Frankl's well-known best-seller: "**Man's Search for Meaning**" a second time.

One cannot but be impressed by his theory, developed during his suffering and after his survival from Auschwitz (the infamous Jewish concentration camp during WW 11).

In simple terms his theory says that **if live loses all meaning to someone, he/she**

'dies'! He observed a fellow inmate who stayed alive (from almost no food and shelter), only due to the fact that...."my niece is awaiting my return in Switzerland.....she said we will go on a ski trip together when the war is over!" For Frankl a 'meaning' will be different for every human being.

Frankl developed a famous psychological therapy called 'logotherapy' which aims to **help individuals identify the meaning or 'super meaning'** within their fears and neuroses instead of merely talk about their childhood and 'uncover their deeper instincts and conflicts.

It makes a lot of sense to remember the importance of 'meaning' or 'significance' to individuals in **negotiating** interactions. If the interaction, the product, the merger, the conflict, could be negotiated in such a way that it **provides meaning** to the participants, they could be more than likely derive important motivation and satisfaction from it.

For example....."in purchasing this old house and restoring it, you will not only create significant financial value for yourself but also **make a contribution** to the historical preservation of this beautiful area."

It is quite a challenge to sometimes identify the 'meaning' of even simple things to people. Sometimes it is obvious, for example if environmental groups and companies are in conflict about the development of a new mining area; one can imagine the 'meaning' that could be created by both. Yet they seem to **find it so difficult** and often have to leave it to the litigators and judges who will possibly only leave them with less meaning and purpose that they had before!

ADVANCED DIPLOMA IN NEGOTIATION SKILLS

COURSE DATES FOR 2006

**10-12 JULY (MIDRAND)
15-17 NOVEMBER
(MIDRAND)**

**Book in Time!
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