NEGOTIATION TECHNIQUES TO SOLVE ORGANIZATIONAL PROBLEMS

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Abstract
Negotiation process be defined in dialogue to reach an agreement and elements such as information, time, and power in order to negotiate the time of its original form. And steps are designed for the purpose of negotiation. Preparation and planning, setting tactics, negotiation, explanation and discussion and the solution set encompasses the aspects of the agreement. And discussions will be effective in situations such as quality, efficiency and fairness must follow. Various strategies can be considered for any negotiation that is expressed in the form of the negotiating principles.

Keyword: Negotiation, strategy, Negotiate effective, dynamic process

Introduction
Most professional managers recognize the importance of negotiation in life because of his career spent considerable time negotiating. Furthermore, their personal life is also associated with the negotiation. Heavily influenced by the success and effectiveness of their professional and technical skills in the art of negotiation’s Skill in negotiating the terms of or bungle their managers, peers, subordinates, customers, competitors and others about the success of their work is Managers spend a lot of time and effort to negotiate, but few of them truly understand the art and science of negotiation. Than this, it requires a lot of professional managers in planning and executing the optimal approach is to negotiate.

Negotiate a very dynamic process, not a static process, it is. Since the end of the negotiation, the negotiation process is subject to evaluation and change. Even before every action and reaction, the two sides will separate the needs, interests and goals to deal with their situation and examine the opposite side. Interaction that occurs most frequently during the negotiations, the evaluation and the artefacts are subject to change. New information they need to assess and classify the dynamic and flexible nature of the dialogue that is complex and difficult. According to negotiate and see it as a dynamic process of exchanging control information on the positive effects of defects and damage Risks arising from defects and damage in gathering, hide, or to fully disclose the information to a minimum. (shenfield, 2005)

Definition of negotiation
Maureen Webster Dictionary the act or process of negotiation and dialogue with one another to achieve agreement on the problem definition. The American Heritage Dictionary as the act or process of negotiation and dialogue with others to reach an agreement or an agreement is defined. Dialogue aimed at reaching an agreement, the Oxford Dictionary definition of negotiation is proposed. As you can see, regardless of minor differences, all three of the definitions are almost the same. Element defined dialogue and agreement in all three there. From another perspective, we can say, the decision process of negotiating an agreement between interdependent individuals with different preferences (bazerman & neal 1991) Or we can say the negotiation process that has two or more individuals or groups with common goals and opposing
proposals to express their And to discuss your particular circumstances likely to agree. In other words, if you decide to negotiate shared The parties have different preferences Sa Hob one of the experts, the negotiation of trade or the trade-off between the voluntary and that each side knows what the other wants, So both sides can reject the proposal on the opposite side.

**Negotiable elements**
Herb Cohen, in his book, he talks about everything so it can be crucial to any discussion of three elements: information, time and ability to introduce and discuss briefly explains the role of each:

1. **Intelligence:** Yet so far the best understanding to be able to be done, there is more power in negotiations.
2. **Times:** the party that is not constrained in terms of time, do their job better. Do not talk when the dilemma never let the other person feels when you're in a dilemma.
3. **Powers:** No time to party do not surrender power.

With regard to the content of each element of the compact negotiations, these will be discussed:

Most people believe that the negotiations between the parties involved with meetings beginning and end, but not the reality. To conduct a successful negotiation, weeks, months and sometimes years to be spent. Time required before negotiations, mainly to gather information about the aims, needs and styles of the negotiation process and design a negotiation partner is assigned. The time spent in the negotiations is also important. Often negotiations to conclude negotiations in late 20 per cent. The interesting aspect of the negotiated rule Pareto (Italian economist and sociologist), known as the 20-80 rule to follow, That the whole of human life is pervasive. According to this law, a person does what 20% 80% Results to time, and unlike 80% of the people do 20% of what creates results.

In discussing the law can be stated that 80% of these desired results, typically in late 20 per cent, are agreed. Time and deadlines may be beneficial to each party, which depends upon the circumstances. The following points can then serve in place of the expert:

1. Since more than 20% of the final agreements are being negotiated time, be calm, be patient and wait for the right time to act.
2. If there is an interest in talking fast, it's worth it to tell the other side. Sometimes one or both sides to negotiate a quick negotiated benefit.
3. Should be borne in mind that the deadline can be changed or eliminated. With the approaching deadline should not panic, but the change should be tried.
4. Is trying to understand the other side the deadline. When your opponent gets close to the deadline, his stress level rises. The parties can use this position to encourage your opponent to accept the agreement will benefit.

The same mentality that only dialogue and negotiation, the two sides meet at a certain time he makes a lot of people without the necessary information, the table will be placed. Negotiation is not an event but a process that begins long before the conversation face to face. A major reason for it was too early to be prepared to negotiate, is negotiating the opposite side, the interests, needs its causes Hides. Normally people do before the formal meetings, the more information you may provide (Hellriegel & Slocum, 1998).

The last element in negotiation power. Although many of the negative perceptions of hearing the words of power, but the power of the soul itself is neither good nor bad. What is bad is the abuse of power.

Different types of power can affect the outcome of negotiations, such as strength, power, knowledge and expertise, strength and power of reward and punishment character. You can tell because they're strong, but we benefit from the exception, not the power.
**Negotiation process**

Negotiation consists of five steps:

1) preparing and planning;
2) Set the negotiating tactics;
3) explanation;
4) discuss and provide solutions;
5) Set Agreement.

1. Preparation and Planning: Before discussing these points should be clarified: What is the nature of conflict and disagreement? What is causing this difference? Who thought or understanding of the issues involved and what are the differences?

What is your purpose of negotiating? What goals do you have? Strategy for the use of information collected. Need to know every move like a chess master side, what motor do.

2. Set Negotiation Tactics: The proposed strategy (preparation and planning) for which you have prepared yourself and your opponent can set the rules. Those rules is this: who will conduct those negotiations? Where this discussion be done? limit how much time does each issue (or issues) restrict the scope of the negotiations? if you reach a dead end, what do you do? during this phase will provide the parties negotiating proposals.

3. Explanation: After the initial position, your negotiators have described the main demand, to justify it. Necessary at this stage to face encounter and not because the parties are negotiating the opportunity toBecome more familiar with the demands ofAnd they find that it is important to ask how far. At this stage, the evidence regarding the legitimacy of the request and demand.

4. Chin and pressing issue: The transaction is negotiated. There is no doubt that the parties have agreed to provide a short visit to the area.

5. Planning and execution of the Agreement: Set agreement is the latest step in the negotiation process is implemented. The agreement should detail the ways and practices that have been agreed to by the parties, will be determined (Stephen, 2001).

**Indicators of effective negotiation**

To identify effective negotiations, the three criteria: quality, efficiency and the balance is used (Table 1) is shown.

If the parties fail to negotiate to reach agreement on the issues, may become a bottleneck. But agreed the talks could have a different meaning. Agreement can benefit or detriment of the parties or one of them. Effective negotiation leads to common interests and shared decisions will benefit both parties. Negotiators art to how to achieve this step depends.

**Negotiation strategies**

When individuals or groups to solve disputes are negotiated for a particular procedure or follow-up. This orientation-based or based approach is competitive or cooperative attitude. Accordingly, two main strategies can be distinguished in the talks was cooperation strategy (fusion) and competitive strategy (division). Fusion strategy is based on cooperation and mutual solutions will adopt such a style - he will follow. Competitive strategy is based on competition and the parties adopt such an approach has solutions - they lose track.

Some researchers, such as Avery Fisher famous book called Yes to Getting the three strategies, soft and hard bargaining strategy they called systematic (Principled) they have placed on-hold. According to authors hard strategy, the highly competitive, highly collaborative software strategy and negotiation strategy formulated problem is intermediate. This strategy is based more on cooperation than competition.

Leksos and Sebnies of the first who proved all the strategies in the negotiation, cooperation and competition can be classified under the two strategies are And that in any dialogue, therefore used a combination of both strategies.
According to these two, the negotiation strategy of the negotiators working, trying to make points with larger values, but ultimately no choice but to share the value created, so the strategy is based on dividends, interest or value to the divide (1983, Ury & Fisher). Due to the proximity of the regular strategy of cooperation strategies as modern scholars, the negotiations strategies of both strategy and competitive strategy to work, we will study.

**Competitive Strategy**
Competitive strategy, the competitiveness of a style or attitude in negotiations to divide a fixed resource, such as money and facilities to be used. Parties in a negotiation-based approach is competitive with the notion that bigger is not the source or constant current rating, they try whatever they can to increase their share of the available resource.

Adoption of this strategy is that, in some negotiation, the dispute can not be solved any other way that is only available in one or more of the parties to achieve the benefit. In this type of negotiation is much more critical than resource negotiation, dialogue and negotiation to finally get harder.

Not important for the parties to discuss the future of relations (i.e. relations company) can also use this strategy. Besides who wants this type of negotiation is agreed on, the minimum and maximum that the opponent has set for itself, and then try to be aware talks so much closer to their goals. In these negotiations, the parties often turn to unethical tactics to do so to win. As a matter of winning or losing is all or nothing and does not care about future relationships, so it will not negotiate a place for morality.

Information plays a critical role in the negotiation based on competitive style of play. Each side tries to protect their data and, in contrast to the red line and data solutions to reach the other side. Informational advantage in the negotiation of strategic advantage and superior sides, thus the talks would end in their favour.

**Cooperation Strategy**
Cooperation Strategy, or fusion, is a style dialogue to find a solution where both parties win - win for working together to resolve their differences. The focus of this strategy is that agreements based on mutual interest and to gain the consent of both parties.

Yeast, this strategy is integrated, meaning that lies in the capacity to combine the two interests together in a way that will create value. Benefits available to or larger. The potential capacity to compound when there are several issues to be negotiated among the parties on different issues to deal with consensual solutions to reach.

The importance of this strategy is based upon the negotiations, both parties win, both parties are satisfied with the result of heat from the good relations between them continues. Unlike competitive negotiations based on a fixed position is contradictory and often leads to compromise or failure of the negotiations are Collaborative style of negotiation based on what the parties want or more of what they wanted to, achieve.

**Principles of Negotiation**
Among the important topics of interest to researchers is the art of negotiation and bargaining skills are, rather, Comprehensive and rigorous application of these features allows users to negotiate with an open mind, take the negotiation process and to achieve their desired results.

Some negotiation skills are essential. And some people enjoy, such as creativity, but has acquired some education and experience in the shadow of the field are obtained. The principles discussed in principles of good listening is a mother, So, we'll discuss this article with more detail.

**Art and listening skills**
One of the secrets of success of the negotiations and of the fundamental principles that have to hear the dialogue is so important that it is referred to as the art of listening and active listening. Often say that the best negotiating the best listener. Negotiated based on the relationship between the parties is just and accurate listening and understanding the issues are properly connected. Researchers believe that every day at least one mistake is listening., In negotiating such mistakes are disastrous.

Typically, three factors causes negotiators opened activate such hearing. First, they think that negotiation is basically to encourage others to adopt and promote the tools, is talking. They do not care that encourage not possible without knowing the other side's motives. Second, negotiators are willing to speak so that they take the time to listen to their expected Hang him turn to speak again, and thus may find information that is critical in the negotiation process, not. The third factor is that some negotiators who do not want to hear anything, did not hear. So much so that even the half-hearted side to trade or buy them to sell them or not.

Learning to listen effectively, it is difficult, but fruitful., We've listed here are a few rules that can help negotiators to be an active listener.
- Always interested in hearing.
- Ask _ instead of talking.
- The body language of the other party notice.
- First, let me say hit his opponent.
- Talk about the other party do not stop.
- The incidence of distracted now, stop.
- Make a note of all the points and issues.
- Talk and listen at the same time is impossible.
- Do not Panic (Garshasbi, 2005)

Impact of situational factors and conditions negotiated
Goal of negotiations, the negotiators' behavior depends on the situation., Four cases of situational factors are important:

1. Location
   It is easier to discuss in your own territory. Because they are more familiar with the negotiations can get comfortable and calm. The pressure and the difficulty of traveling to or dependence on other sources, also there is no time to talk, Given the strategic importance of the location of negotiations, many negotiators to agree on neutral territory.

2. Physical conditions
   Physical distance between the sections and the right physical conditions can affect the willingness of parties to each other and discuss issues. People who sit facing each other, It is likely that the desire to win - lose the opportunity to develop the conflict. Contrast, some of the negotiating parties as willful participants to gather around a table with a willingness to take - take transfer.

3. Time
   People are investing more time in negotiations, strong commitment to achieve an agreement is sought. Over time, increases motivation, conflict resolution and problem escalation of commitment has consequences. Negotiations to be defeated. Possible to determine the deadline for completing the negotiations so that the parts arouse debate, to be useful. However, At any given time, discussions may not lead to a result. But in some cases it may be faster with appropriate negotiators agreed deadline, the application will adjust.

4. Respondent characteristic
Negotiators are more audiences. Everyone is going to maintain or gain advantage in negotiations. Negotiators, when the audience (who are negotiating for their profit), or are watching the negotiation process is detailed information about their, compared with the situations that the audience sees only the final results are different. When the audience is under the direct supervision of talks, negotiators are willing to be more competitive than they are in agreement. This behavior indicates that the target audience tough negotiator working for its interests. By watching the audience, negotiators are also more interested in protecting its image (SM Jaden, 2007).

**General Methods of Breaking the Deadlock.**
This general approach to breaking the deadlock, with the description says that some simple methods are useable immediately after the occurrence of the deadlock. While some other methods are complicated and time consuming and difficult situations are used.

1. **Breathing**
   This way, the same could simply be a way of talking. Negotiation process is tedious and stressful, and a moment of exhaustion and excitement and nervousness may be subject to negotiation or unintelligible speech lead to inappropriate decisions. Giving you a break, the negotiators were in good mental condition, then negotiations continued.

2. **Separate the facts from the fantasies**
   Sometimes the talks, both sides say they believe that they are true, While the band are just This band can bring negotiations to a deadlock. Professional negotiator or mediator can provide a reason to party or parties with the band as well as documents, to show how much their opinion is far from the truth; As a result, there is the possibility of opening a business.

3. **Agreement in principle**
   Sometimes a position to agree or object is not derived from, The parties believe that it may be possible in the future, far or near consensus. Here, the parties should try to agree on principles and not details. Often heard that after some negotiation, the two sides are. The two sides agreed to continue negotiations to achieve a positive result. This suggests that the parties were dealing with the dead, but rather the failure of the talks, have decided to continue it.

4. **Provide new information**
   Sometimes in a deadlock situation, provide new information, it is possible to negotiate out of the impasse. Professional dialogue with the occurrence of deadlocks should plan to see her again. Might have new information to resolve the doubts of the opponent. In a business negotiation, the parties may negotiate to purchase the desired product quality is a serious doubt. Or possession of false information. Sides vendor may provide additional information in order to prevent the failure of the negotiations, the work continues.

5. **Using third person**
   This is very common especially in the past two decades. the parties cannot negotiate any deal, no choice but to go to a mediator.

6. **Handicap**
   Rate to break the deadlock, not the way they used to do that all the time. The meaning of certain privileges, giving the other party not to negotiate. Discuss various issues normally discussed in a Sometimes, but not a big issue and the subject of the macro can be divided into smaller subcategories. Typically, the deadlock does not occur on all issues. So in some cases the condition can be made over the opponent's score, with the hope that the subject was rated by the next. Should be measured terms, Insistence on negotiating a thread may break the deadlock and to bring, While in relent on the issue can lead to more negotiation and gaining another.

7. **Change negotiators and mediators**
Sometimes negotiators, mentality they find each other again negotiations the image of the party and the chance to wrap up negotiations Tend weak. Sometimes the mediator or third party for various reasons (lack of skill or lack of adequate preparation or failure to observe neutrality) is not able to break the deadlock. New members, the face, the thoughts, kind speech, and a new decision or change some of the negotiating team or broker may provide a new crossing, which is a dead end.

8. **Priority changed by negotiation**
   
   So simple, if the negotiation agenda has five sides are deadlocked on the second or third, We can talk about two other delayed and agreed that in the last two issues to be discussed.

9. **Breaking the deadlock issue poses**
   
   Sometimes, a non-issue as the general consensus seems to be no solution, But by breaking it into smaller components, but it can only be studied, n these cases, usually groups or sub-committees, to undertake such a task and informal environment and discuss the details are slowly (Garshasbi, 2005).

   **Reservations about the final moments of delicate negotiations.**

   Last minute negotiations, especially in the important negotiations, in which the vital interests of the parties has a decisive role in the outcome of negotiations and confused by each party can be very dangerous. The major problems that occur in this stage due to fatigue, people rush in to finish the negotiations. Even the most skilled negotiators involved in the talks when the long, complex and breathless, they may be exhausted with fatigue, accuracy is sacrificed for speed and acceleration. Even the most skilled negotiators involved a long, complicated and are breathless, May be exhausted with fatigue, accuracy is sacrificed for speed and acceleration. This is not usually seen in details. Opponent to put the details in the plans; Roots are the general lack of detail regarding their impact on the outcome of negotiations. Long and tedious negotiations are at risk Every moment is a result of all of the work, if the skeptical. Usually the parties negotiate an element of fatigue as a tactical operation, said. On the other hand, overcome fatigue, is a win. Usually fatigue factor adding to the rush, accuracy and good judgment to make sacrifices contract. Experts discuss the role of time in getting to the end of a successful negotiation alarmed. Create a false sense of urgency in the mind of the opponent can be a successful tool in the other hand is a negotiated benefit. So many parties will attempt to negotiate a Notice to the other party that the contract will lead to early talks, in favor of the other side.

   To overcome the problem of fatigue and urgency (split) in the last hours of negotiation, we can use this approach to search:

   The first and most important thing is to recognize the problem and its complexity. Team members need to know that there is any fatigue, and that fatigue has a negative impact on their performance. They should note that the other party may have in mind to create a false sense of immediacy. Before we can discuss these issues discussed and decisions need to be taken to confront this situation.

   The second way is that the party that has been the tactic of false sense of urgency from the outset to minimize the impact of this tactic. To minimize such feelings, your team must accept the terms of the transaction or contract is important for the party to them. This is another job that can be Users should note that in case of failure to reach agreement, the Sky is not.

   The third way is that the negotiating team to try to distract from the priorities of the issues are minor and auxiliary be aware talks. The power side facing the team is the team in matters ancillary to the main issues to be tired.

   The fourth way, Using environmental factors. For example, entering a new negotiation team tactics to harass the other party can be neutralized.
The last method, Tired of interactive use against the opposing team's tactics. This tactic, especially when the opposing team is out of town or country, it can be effective. (Garshasbi, 2005)

Conclusions
Whatever is said about the importance of planning, negotiating low. This paper utilizes a system of planning, negotiating the best preparation may be achieved. But note that the program is not written in stone cannot be changed; It is intended to be a flexible and useful tips. One of the secrets is to have a purpose firm and software tools.
Should be prepared to negotiate a new and unexpected way to try to achieve goals. And be prepared to be ineffective and futile methods does not open and throw away And cast away to get tough, but flexible program that allows negotiation opportunities that usually go hand-lines. With this approach, it will increase the chance of achieving a successful outcome.
The right to give the final warning: Never underestimate the opponent. Bold action can sometimes be appropriate, provided that in its realism and humanity to be History teaches us that Mistakes and errors are often fatal, have rooted the opponent underestimated and neglected by her real abilities.

References: