

## HOW TO SEAL THAT DEAL WITHOUT SAYING A WORD

How making the most of non-verbal communication – the signals you give and that others give you – can maximise your chances of success

When negotiating a business deal, as in other areas of life, what you say is just one of the factors that determines whether you get what you want. Non-verbal communication covers many areas, including your appearance, what you wear, body language, eye movements when you talk and even where you choose to sit in a meeting room. Some aspects, such as whether you blush easily and the pheromones you give off, are beyond your control.

But other elements, body language for example, can be controlled with practice. By doing so, it is possible to improve the way you are perceived and enhance your chances of getting the results you want. "The key is to make sure you are giving out appropriate signals and reading correctly the signals people are giving you," says Tony Newton, a director of Management Advantage, which is running a brand new series of inspirational workshops across the country to help people improve their personal skills, including negotiation and non-verbal communication.

When reading the signals given by others, it is important not to jump to conclusions. The idea that liars rub their noses or hide behind their hands is widespread, but what really matters is how and when such behaviour changes during a conversation. With practice, you can learn to read and understand such signals, and add to the information available.

### MIXED MESSAGES

The impact of non-verbal communication was famously demonstrated during the historic 1960



ILLUSTRATION: GILL BUTTON

election contest between Richard Nixon and John F. Kennedy. This was the first televised debate. Kennedy took the professional advice he was given to wear TV make-up, but Nixon refused. The public surveys that followed revealed that radio listeners thought Nixon had won, while television viewers believed Kennedy was ahead. Yet the verbal communication had been identical for both audiences. "This means that appearances had had the strongest impact," says Newton. "It's not what you say, but how you say it that matters."

In the same way that effective non-verbal

communication can create a popular impression, so giving off poor non-verbal signals can have the opposite result. Newton uses the example of Prime Minister Tony Blair, who topped a Channel 4 public poll to find "The One Hundred Worst Britons". Voters said that despite Blair's big, toothy, cheesy smile, his eyes gave him away. "We think we are intelligent, but our reactions are quite primitive," says Newton. "Whether we trust someone or not is based on primitive responses."

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### SILENCE IS GOLDEN

In negotiation too, non-verbal techniques can be used effectively to influence the outcome. You could just stop talking. "No one likes uncomfortable silences," says Newton. "Sometimes saying nothing can be useful." The other party is likely to feel under pressure to fill the silence. Delaying tactics can also be helpful, particularly if the other side is facing a deadline. Another high risk strategy is to walk out. But this approach should be used carefully, Newton stresses. "Good negotiation is not about banging the table and walking out," he says. "It's about getting and giving information."

In order to master such negotiation techniques, and to read the signals that other people give, practice is essential. Situations that arise in ordinary life provide useful training grounds. "If you practise in situations

that don't really matter, you'll be more confident using them in those that do," says Newton. "The technique you might use on a plumber at home could be identical to the technique you could use when a multi-million pound factory has just been flooded and needs to be cleared up." In such situations the so-called "call girl principle" applies; the perceived value of the service diminishes rapidly after it has been provided. In other words, terms must be agreed in advance. "In life you get what you ask for," says Newton. "The crucial things are to know what you can ask for, how and where to ask for it and what you are prepared to give away to get it."

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**You can attend the excellent Management Advantage full-day workshops covering non-verbal communication and negotiation throughout the UK this year. But members must book early! Previous events were extremely popular. Full details within the Events programme.**

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## THE CBI BUSINESS SUMMIT

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Get your diary out and make a space for this year's CBI Business Summit, to be held on June 8, 2004 at The Millennium Hotel, Mayfair, London.

Once again, the Summit, now in its fourth year, can guarantee you'll be provided with inspiration and motivation, care of an impressive line-up of business leaders who'll share their thoughts and ideas.

With a speaker line-up including Barbara Cassani, chairman of London 2012, Chris de Lapuente, vice president and managing director of Procter & Gamble, Sir Terry Leahy, CEO of Tesco, James Maskas, managing director of 3M and Jon Moulton, managing partner of Alchemy Partners, it's plain to see that this event will present an array of business talent.

So be inspired, attend the Summit. Call CBI Conferences on 020 7828 0999 or email [ds2@cbiconferences.co.uk](mailto:ds2@cbiconferences.co.uk) for more information.

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## PROFITING FROM UNIVERSITY RESEARCH

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If you are interested in turning academic research and ideas into commercial businesses, expert advice is at hand.

In May, Peter Hiscocks, will be speaking at an Association of MBAs' event, How to Profit from University Research. Hiscocks is head of the Cambridge Entrepreneurship Centre and chairman of the co-ordinating group of all UK University Entrepreneurship Centres, a government initiative set up to support and advise early-stage and start-up companies, and to encourage graduates and undergraduates to set up their own businesses.

At the evening event, Hiscocks will share his experiences of what can be done to make university-based start-ups more successful, including the extent to which universities can help with raising funds. He plans to illustrate key points with case studies of successful, and not so successful, ventures. Attendees will gain invaluable insights into how they can work with universities to create thriving businesses.

Hiscocks believes passionately in the importance of turning ideas into commercial

products. At the Cambridge Entrepreneurship Centre, the first of its kind to be established in the UK, Hiscocks has developed an incubator and a mentoring service with over 100 volunteer business mentors. When business students and MBAs work with people like engineers and biochemists, that's the "dream ticket", he says. "Universities are where great ideas happen, so let's take them forward. We want to see them used commercially. Starting and running your own business is one of the most exciting things you can do."



Turning great ideas into great businesses: hear Peter Hiscocks of the Cambridge Entrepreneurship Centre on May 20, 2004.

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For further details of this event, which will take place on May 20, turn to page four. Alternatively visit [www.mba-world.com/events](http://www.mba-world.com/events) to find out more.



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# MANAGEMENT ADVANTAGE EVENTS

Due to an overwhelming response to the courses run last year by Management Advantage, the team has developed new one-day workshops. They will cover topics relevant to your personal development and include sessions on networking, communication and negotiation. Members of the Association will benefit from significant discounted rates and there are additional discounts for booking more than one event.

JUNE 10  
2004

&

JUNE 17  
2004

NEW



Scotland  
Midlands

## Six degrees of separation

The art and science of effective networking

A two-date event.  
Please note the differences in venue.

This course will cover: ■ Networking for the job search ■ Networking as a business development tool ■ Networking in entrepreneurship

Effective networking demands the application of a set of skills. Once learned, you can apply these skills to great effect in both your business and personal life. Often, well-educated, confident, successful people find making easy connections, or just “making the call”, a challenge. If you struggle with easy connections, you’re going to have trouble with those that require more front and persistence!

This course is designed to be modular, flexible and above all to have practical application and impact on the business (and social) lives of the attendees. It will reflect the three ways in which we interact for business: by telephone, face to face and via the written word.

**Speakers:** Tony Newton and Judith Pearle, Management Advantage

**Venue June 10:** TBC  
(Scotland)

**Venue June 17:** TBC  
(Birmingham)

**Time:** (for both events)  
10.30am- 6pm  
(coffee, lunch and drink included)

**Cost:** (for both events)  
£230 members,  
£270 non-members (excl VAT)

JUNE 24  
2004

&

OCT 12  
2004

NEW



North West  
South West

## It ain't what you do, it's the way that you do it

Non-verbal communication

A two-date event.  
Please note the differences in venue.

You're the first one into a meeting room. Which seat do you take? Ever wondered why you had the right words but didn't get the business? Up to 85 per cent of communication is non-verbal, so how we do and say things is at least as important as the words we use. This workshop presents a range of tools and techniques for interpreting non-verbal cues, and for ensuring that the cues you give out are appropriate and match their intended effect. Access to these tools will enhance your influencing skills, allow you to understand what's going on behind the facade and give you a huge advantage in “reading” people's real intentions, motivations and concerns.

The workshop's modular format covers the following themes:  
■ Elementary, my dear Watson – picking up on clues takes training;  
■ Awareness – not a magical sixth sense.

**Speaker:** Tony Newton and Judith Pearle, Management Advantage

**Venue June 24:**  
Manchester Business School  
Booth Street West  
Manchester

**Venue Oct 12:** (TBC) Bristol

**Time:** 10.30am-6pm  
(coffee, lunch and drink included)

**Cost:** (for both events)  
£260 members,  
£310 non-members (excl VAT)

SEPT 16  
2004

&

NOV 11  
2004

NEW



London and South East  
Yorkshire Ridings

## Effective negotiation for work, rest and play

A two-date event.  
Please note the differences in venue.

Do you make concessions too quickly? Do you ever feel “railroaded” into accepting a proposition that isn't what you want? Some people are natural negotiators, but most of us aren't. We tend to fall back into traits learned as far back as childhood. Whether in the hard-headed business environment of a multi-million pound deal or agreeing a fee with the plumber, we tend to be held back by the risk of embarrassment, the need to conform and the fear of failure. Surprisingly, the techniques to deal with these apparently different situations can be much the same!

Through the use of anecdotes, examples and interaction, this course will demonstrate strategies and tactics to help you in any situation, resolving issues you may have relating to specific negotiation situations, such as salary discussions or contract renewals.

**Speaker:** Tony Newton and Judith Pearle, Management Advantage

**Venue Sept 16:** London (TBC)

**Venue Nov 11:** Leeds (TBC)

**Time:** 10.30am-6pm  
(coffee, lunch and drink included)

**Cost** (for both dates):  
£230 members,  
£270 non-members (excl VAT)