

Business Class

WEEK 6 - MEETINGS AND NEGOTIATIONS



Welcome to Class!

TODAY'S AGENDA

- Surprising statistics
- Multitasking at meetings
- Biggest meetings irritations
- Meeting leadership
- Meeting minutes
- Our tips
- Negotiations
- Negotiation principles



Class Objectives

EXPECTATIONS AND OUTCOMES

★ Objectives:

- In today's lesson, you're going to learn how to become effective in meetings or negotiations and stay human at the same time.
- By the end of this lesson today, you'll be prepared to meet face-to-face with your co-workers or partners and conduct a meeting that will end with positive result for everybody.



Lesson for Today

BRIEF INTRODUCTION

There are companies without meetings - those are sole entrepreneurs without clients or partners. Everybody else sooner or later needs to face other people and talk or even negotiate. Let's see how it's different (or maybe similar) to other types of interactions we've already discussed



Surprising statistics

Business meetings are thought of as one of the least productive activities for the company.

In many surveys held in multiple companies, majority of the employees answered that they find the meeting to be unproductive, taking too much time and also...boring.



50%

The employees in upper management spend 50% of their time in meetings.

67%

A recent survey found that 67% of employees complain that spending too much time in meetings hinders them from being productive at work.

35%

More than 35% of employees found that they waste 2 to 5 hours per day on meetings and calls, but they achieve nothing to show.

Multitasking kills the meetings

Many employees, who attend the meetings, tend to multitask (especially when this is video call) as they believe the meeting won't provide them with the information they need or won't lead to any conclusion and actions. Due to that, time spent on meetings is a wasted time for the organization. It costs companies \$37 billion a year.



However, meetings that are planned and well organized, can have positive impact on the company. The secret is in improving their efficiency. What can be done and why actually meeting face-to-face is better than writing tones of emails?



Biggest Meeting Irritations

EVEN IF PEOPLE DO ATTEND, THERE ARE MANY ANNOYANCES THAT CAN DISRUPT THE FLOW OF A MEETING. HERE ARE WHAT PROFESSIONALS THINK THE BIGGEST IRRITATIONS IN MEETINGS ARE:

- 55% thinks taking phone calls or making texts is the most irritating
- 50%: people who interrupt others
- 49%: arriving late or leaving early
- 49%: people who don't listen to others
- 46%: people who talk about nothing for long periods of time
- 24%: people who eat during meetings
- 21%: people who don't contribute to the discussion
- 9%: people who take notes on their laptops



What shall be done?

LOOK INTO MY EYES

First of all, meeting face-to-face to solve a problem or deal with the challenges, requires people to communicate more carefully. Emails don't have the ability to express the feelings of other people.

BODY LANGUAGE

During the meeting, people not only speak – but they also convey their message via their body language.

POWER OF MEETINGS

Meetings, when held in a proper way, are best way to express new ideas, really collaborate with other people, share initiatives and clarify any issues or conflicts that may be at the company.

FUN

Sometimes it's a good idea not to take things too seriously. Big, honest smile can be really helpful.



Lead the meeting!

HOW TO ENSURE PRODUCTIVE MEETING IF YOU ARE THE MEETING LEADER (OR MEETING HOST)?

- Share the materials and meeting subject in advance
- Schedule short meetings (allow sufficient time per subject to be discussed)
- Make sure this is discussion not a monologue
- Set the agenda
- Set the ground rules
- Stay on subject and avoid off-topic discussions
- Consider participants list – less is more in some cases
- Take notes
- Wrapping up – main points and action items

SETTING THE AGENDA

This is the key point for the good meeting. You need to clarify the objectives of the meeting and set the main points for discussion. Send it to all participants in advance, so if they have any objections or would like to add any points, they can do it in advance, instead of taking them straight to the meeting. Knowing the agenda is also going to allow them to prepare for the discussion. Or, if they feel they are not the ones to add any value to the meeting, they will reject the invite, saving their time for other items.

SETTING MEETING GROUND RULES

First of all be punctual. As a leader and as a participant. Meetings are supposed to be short and fruitful.



Lead the meeting!

SUMMARY OF THE MAIN POINTS FROM THE MEETING – SO CALLED MEETING MINUTES

- End the meeting on time and make sure before you end, to make the short wrap up and let everyone understand if the aim of the meeting was accomplished. If the problem was not resolved (and this is OK, not everything can be solved at one meeting), schedule the follow up meeting.
- Assign the tasks and action items to the team members, so everyone knows clearly what they need to do.
- Make sure you (or person responsible for this) share the meeting minutes within max 48h.

HOW TO TAKE EFFECTIVE MEETING MINUTES?

Why are meeting minutes so important? Even though many may think taking minutes of the meeting is a waste of time, this action is as important as the meeting itself. Good minutes can save your company a lot of time and money. Meeting minutes are there so everyone (even if someone was not present at the meeting) has a written proof of what was discussed and agreed during the meeting, who participated and what actions are assigned to whom. People who receive the minutes have a point of reference in case they forgot something or in case they understood something differently at the meeting.



Meeting minutes



REASONS WHY THE MEETING MINUTES ARE IMPORTANT

- It's a reminder – not only for the meeting host but also for all participants. They state the action items and owners of these items. They allow to monitor the progress of the actions and agreements. They allow everyone to remember, among all of their other daily tasks, what was agreed and what needs to be done and by when.
- It's a reference point – especially for upper management or for people who were not present at the meeting.
- It's saving time and money – when everybody knows what their tasks are, there's no need to meet over and over again to discuss the very same things.
- It's a protection – in case of any conflict, meeting minutes show clearly what was agreed and by whom as well as what actions were taken.

Meeting minutes



TIPS FOR WRITING GOOD MEETING MINUTES

- Minutes should be clear, short and written in past tense
- Make sure all names of the participants are added
- Make sure the time and date of the meeting is added
- Questions asked and answers given should be added to the minutes, including the names of the people who asked and answered the questions
- Key decisions made should be clearly stated
- Action items with assigned name should be written and even marked with different color to have them more visible
- Minutes should be written in right format. You can use available templates to follow. Sometimes companies create own templates for consistency.
- Do not try to write down everything that people say during the meeting. Listen carefully and write down “the essence” of what was said and discussed.

Our tips if you lead



TIMING

Try your best to set the meeting in the morning. Avoid if possible scheduling meetings just after lunch or dinner.

MODERATE

Do not let one person take over the meeting – some people like to dominate and force their ideas. They can speak all the time and will try to make this their personal show. Make sure you moderate/facilitate the meeting so everyone has a chance to speak.

MAKE ROOM

Your attendees should feel the meeting is there to ask their opinion – so avoid telling people what to do, make sure there's room for discussion

ATTENTION

Make sure people focus on the subject instead of multitasking

SHORT LIST

Shorten the list of attendees as much as possible – remember that how many people as many opinions. Too big group and you have endless discussions without any conclusions.

Our tips if take part



BE PREPARED

if there is meeting agenda and subject provided, read it and prepare yourself for points where you can express your opinion

BE ON TIME

Last thing you want is to be the person everyone's waiting for or worse, join while the meeting has already started.

SPEAK AND ASK QUESTIONS

Be willing to speak and ask questions. People won't know what you think unless you tell them. Also if you are active on meetings, this can be noticed by your boss or manager as a positive thing.

TAKE PART

Challenge the ideas, bring topics for discussion.

BE ALL EARS

Listen carefully and take notes for yourself. There will be meeting minutes, but you can write down all details that are important to you. Minutes will be more general for everyone.

BE ENGAGED

Sometimes there's no one leader or the person who organized the meeting does not feel comfortable in that role. Ask questions to people, challenge them to speak. If you know there are people with knowledge who are afraid to speak, ask them to.

Useful phrases



AGREEING AND DISAGREEING

- Under no circumstances could I agree to that
- What you are saying is not feasible
- I respect your opinion, however....
- I can't say that I share your view
- I'm not totally convinced by your argument
- I take your point, but have you considered....?
- To a certain extent I agree with you, but....

INTERRUPTING

- May I interrupt you for a moment...?
- Sorry to interrupt, but....
- If I could just come in here....
- I have a point to make here
- I would like to add something here if I may....
- I think this is relevant to add that....
- Before we go any further, may I mention that....

Negotiating is part of our everyday life

WE NEGOTIATE IN PRIVATE LIFE AND IN BUSINESS LIFE. AND EVEN IF THE SECOND PART SEEMS MORE DIFFICULT, YOU ACTUALLY CAN USE THE SKILLS OF GOOD NEGOTIATOR NOT ONLY IN BUSINESS.

WHAT IS NEGOTIATION FROM DEFINITION?

Negotiation is a process where two or more parties try to find an agreement or compromise. In the business world negotiations take different forms. From salary negotiations, through project and tasks, gaining new clients, signing new contracts, to even some work conflicts resolutions.

WHAT KIND OF NEGOTIATOR ARE YOU?

Are you like SS Colonel Hans Landa in Inglorious Basterds, coldly calculating the steps and manipulating the other party to submit to your demands? Or are you Don Corleone as the titular Godfather, giving them an ultimatum and making them an offer they can't refuse?

Negotiations have nationality

YOU MEET DIFFERENT PEOPLE AT WORK

Sometimes you work for multi-national, sometimes you just have contractors from other countries. You meet people with different backgrounds and values, brought up in various environments. It's not surprise their approaches to negotiations differ, sometimes drastically.

Have a look at two diagrams illustrating negotiation styles of neighbor countries: Poland and Germany, created by British linguist Richard D. Lewies and popularized by Business Insider (<https://www.businessinsider.com/how-to-negotiate-around-the-world-2015-8>).



Principles

BE PREPARED!

- Know the other side – the party you are going to negotiate with, do your research! Also understand the cultural differences if you are going to negotiate with someone from other country.
- Learn and find out as much as you can from other people (companies) who already negotiated with the same party as you are going to. They can give you some hints and tips or even tell you their weaknesses
- Know your strengths and know your weaknesses
- Ensure that your negotiating partner is actually the one who makes the final decision. You don't want to end up closing the deal with someone who is not the authority to actually sign it without approval from someone else.
- Even professional negotiators feel nervous before the negotiations. Of course saying that you need to calm down is easier than actually doing it, but try to shift from your anxiety into actual excitement, because if all goes well you can win a lot.

EVERYTHING IS NEGOTIABLE

- Even though you don't always win. And this is OK too. Learn from experience.



Principles

CREATE A STRATEGY

- When thinking about the strategy have the final goal in mind. Your bottom line.
- Be careful with starting high and being aggressive from the beginning—that is typical, old school of positional negotiations. The problem with this strategy is that it's simply exhausting and ineffective when both sides are using it. Focus on your goals and the needs of the other side instead.
- Make sure you have something to give away. Something you can agree to be left without actually causing damage for your negotiations. Think of decoys (pol. wabik) for the other party – some things in your offer may be nice-to-haves, not critical. And this may be items you are willing to let go.
- Know what to stop or cancel the negotiations. There may be situations where the other party is only insisting to close the deal on their conditions. If this is something you cannot agree to, be clear on this.

BE CAREFUL OF WHAT YOU SAY

- Good negotiations are more listening than talking. Once you agreed to something, you agreed. There's no turning back.

SHOW RESPECT

- Even if the negotiations are not going as you expected don't get yourself into argument. Don't even be disrespectful. Listen and ask for clarification.

FIND YOUR STRENGTH

- Establish your strong position at the beginning. Know the strong points of your offer, don't try to catch up on it during the negotiations.



Principles

WIN/WIN

- Do your best to get other person what they need while same time getting what you need. This win/win situation creates a feeling for both parties that they won the negotiations.

LOOK DEEPER

- When you're given the demands from the other party, don't just look exactly on what they have requested. Look deeper to understand what they truly need. It may mean you actually give them something else they asked for, but you will win because this is what they really wanted!

CLOSE THE DEAL WITH DETAILS

- Make sure when closing the deal that all details are mentioned. Offer and agreement must always be made in written and include all the agreed elements.



Useful phrases



MAKING PROPOSALS

- Regarding your proposal....
- We are interested in.....
- Our position is...
- What we are looking for is...
- How about....?

MAKING SUGGESTIONS

- We are ready to accept your offer under one condition....
- If you were ready to.... We might consider to....

MAKING A COMPROMISE

- We are ready to accept your offer under one condition....
- If you were ready to.... We might consider to....

MAKING A BARGAIN

- We would be willing to.... If....
- In exchange for.... Would you agree to.....?
- Provided that you.... Then we can accept.....
- We could accept this on the condition that you....
- Supposing that you....
- We can meet you halfway, provided that...

Useful phrases



DISAGREEING

- I'm afraid we can't accept that
- I'm afraid we can't go along with this

SUMMARIZING

- It's a deal!
- I'm all in favor of that
- We can live with that
- Let's just confirm the details.
- Let's summarize the main points.
- That covers everything, unless you have anything to add.

Summary of Today's Class

RECAP 1

Meetings have huge value, unless everybody multitasks.

RECAP 2

Somebody should and anybody can lead a meeting.

RECAP 3

There's more to negotiating than just contracts.

RECAP 4

Negotiations work best if you keep partnership in mind.



Thank You

FOR JOINING TODAY'S CLASS

Please have a look at the tasks I have prepared for you.
See you next week!



Tasks for you

I HAVE DONE MY JOB, SO IT IS TIME FOR YOU ;-)

★ Zadanie 1

Zachęcam do obejrzenia filmów Dereka Callana o spotkaniach i negocjacjach.

<https://www.youtube.com/watch?v=cdq6onYgtSg>

https://www.youtube.com/watch?v=8hrPkzR0_6Q



★ Zadanie 2

Z naszego podręcznika strony 74-77 :-)

Koniecznie skorzystaj z plików audio - odsłuchaj i powtarzaj na głos.

★ Zadanie 3

Dodatkowo ciekawe video:



<https://www.youtube.com/watch?v=GQop93V1wMg>

Sources

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