

Negotiation Skills in the Research of Foreign Psychologists

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Annotation:

The article describes the main content of the negotiation process and analyzes the scientific research of foreign scientists in this regard. At the same time, the approaches of scientists to negotiations, the stages of negotiations, the elements and features of the negotiations themselves are described in detail.

Keywords: negotiations, conflict, negotiation approach as a process of forming social actions, negotiation concepts, negotiation stages, elements of negotiation stages, key features of negotiations, negotiation functions.

Currently, scholars interpret the meaning of the concept of "negotiation" differently: "a universal and ancient means of communication that helps to find an agreement where interests do not coincide, but views or opinions differ"¹ (Antsupov, Shipilov, 2004, p. 11); "entering into a discussion to reach an agreement on any issue; exchange of information, opinions"² (Mokshantsev, 2002, p. 8); "a way of trying to reach an acceptable compromise when the parties have conflicting interests"³ (Bardier, 2002, p. 33); "the simultaneous coincidence and conflict of interests of two or more participants, joint activities aimed at solving a specific problem through dialogue"⁴ (Lebedeva, 2010, p. 31); "the process of bringing the opposite positions of the parties closer through

¹ Анцупов А.Я., Шипилов А.И. Конфликтология – М.: Юнити-Дана, 2004 – 591 с.

² Мокшанцев Р.И. Психология переговоров. Учеб.пособие. – М.: ИНФРА-М; Новосибирск: Сибирское соглашение, 2002. – 352 с.

³ Бардьер Г.Л. Почему психолог похож на кота? Тонкости психологической помощи детям. 2-е изд., испр. и доп. – М.: Генезис, 2002. – 112 с.

⁴ Лебедева М.М. Технология ведения переговоров: Учебное пособие для студентов вузов / М.М. Лебедева. – М.: Аспект Пресс, 2010. – 192 с.

the exchange of information that is important and relevant for each of the parties" ⁵ (Fisher, Yuri, 1992, p. 17). Based on the definitions given above, the main focus of the negotiation is on the fact that it is a means for the parties to agree on one point of view and understand their mutual obligations to resolve conflicts and disputes (A.Ya. Antsupov, A.G. Bolynakov, O.N. Gromova, A.V. Dmitriev, A.K. Zaitsev, M.M. Lebedeva, K. Lorentz, M.Yu. Nesmelova, K. Wright, V.O. Rukavishnikov, A.N. Kharitonov, A.I. Shepilov). However, some scholars view negotiation from a different perspective, namely that negotiation is a means to achieve one's own goal (by one of the negotiators), in which the negotiator forces the other party to use his or her will, to think the way he or she wants; to convince the other party to perceive and feel what he or she wants ⁶ (Diamond, 2011, p. 9).

Different points of view on the definition of the concept of "negotiation" indicate that this phenomenon is multifaceted and multifunctional - its content consists of the following features: the presence of a contradiction or conflict and the desire of the parties to eliminate them, the similarity or dissimilarity of interests and the desire of the parties to eliminate this contradiction or reach a compromise.

The following main approaches to the study of negotiations have been developed within the framework of psychology:

- **Game-based approach**, with the help of which it is possible to create a model of negotiation processes, study decision-making processes and develop effective strategies (Bartos, 1974; Harsanyi, 1977; Rapoport, 1966; Young, 1975).
- **Normative approach** (Bacharach, Lawler, 1981; Brock, 1982; Gulliver, 1979; Raiffa, 1982; Strauss, 1978), which is based on established and accepted norms in conducting negotiations, which, in turn, consist of rules and recommendations for conducting negotiations.
- **Cognitive approach** (Bazerman, 1991; 1992; Jonsson, 1991) is associated with the analysis of decision-making during negotiations.
- **Process approach**: a set of tactical and strategic methods, techniques, and solutions (Calero, 1979; Corffin, 1973; Cohen, 1982; Karras, 1970, 1974; Nierenberg, 1968, 1971; Ringer, 1973; Scheerer, 1980). According to the authors of the approach, the application of a certain set of methods and rules in negotiations can lead to victory, this process is interpreted as a battle, which means that there is only one winner. Within the framework of this approach, the focus is on resolving contradictions, dilemmas, and conflicts that arise in negotiations (Abel, 1963; Dean, 1966; Golan, 1976; Robertson, 1965; Tanter, 1974; Van Thijn, 1978; Zartman, 1976); A group of studies can be distinguished that aim to analyze each phase or stage of the negotiation process using the "phase model" (Albeda, 1975; Brock, 1982; Douglas, 1962; Gulliver, 1979; Himmlermann, 1971; Zartman, Berman, 1982).
- **Interpersonal approach**: in these studies, negotiations are understood as a situation involving a large number of side variables, but their influence is not taken into account, since the focus of researchers is on the characteristics of the interpersonal interaction of participants (Baron, 1971; Benton, 1975; Benton, Kelley, Liebling, 1974; Eisenberg, 1976; Homstien, 1965; Kelley, Stahelski, 1970; Kogan, Lamm, Tremonsdorf, 1972; Morly, Stephenson, 1977; Pranof, Tedeschi, 1968; Pruitt, Drews, 1969; Rubin, Brow, 1975; Vidmar, 1971; Wall, 1977; Vakhnina, Kasperovich, Naumov, 2018).

⁵ Фишер Р., Юри У. Путь к согласию, или переговоры без поражения / Пер. с англ. А.Гореловой; Предисл. В.А.Кременюка. – М.: Наука, 1992. – 158 с.

⁶ Даймонд С. Переговоры, которые работают: Учебник – 2011. – 688 с.

- **Negotiation approach** as a process of forming social movements: M. Weber's concept of rational action, T. Parsons' theory of social action, L. S. Vygotsky and A. N. Leontiev's cultural-historical theory of activity, J. Habermas' concept of communicative action.

M. Weber⁷ developed the first classification of types of social action (as a system of actions, means and methods by which an individual or social group seeks to change the actions, views or opinions of other people or groups) based on the degree of rationality of individual actions. In his concept, the scientist distinguishes between purposive-rational, value-rational, traditional and affective actions.

Purposeful-rational action is the expectation of certain actions from other people and the use of this action to achieve one's own goals.

Value-rational action is, in general, certain actions are recognized in society, and obedience to them is perceived as a duty for a person.

Traditional action is the habit of acting in a certain way.

Affective action is action based on a person's emotional state.

At the heart of T. Parsons's⁸ theory of social action is the phenomenon of human action, which consists in the subject's transformation of the reality surrounding him in accordance with his goals and objectives. Such human behavior is directed not only to the situation, but also to the future. Social action has the following characteristics: the action is normative, connected with the will and desires of the subject, and regulated by symbolic mechanisms.

From the point of view of J. Habermas⁹, communication and interaction represent a form of communicative, social action, which is aimed at reaching an agreement between communicators, equalizing interests and equal distribution of opportunities for movement in communication. J. Habermas¹⁰, the follower of M. Weber's work, defines the following ideal types of social actions from his point of view: *strategic, normative, dramaturgical and communicative*.

Strategic action is understood as the achievement of selfish (egoistic) results by the subject, taking into account the actions of other people (mainly considered as a means to achieve the goal).

Normative action is based on the norms and rules of the group in which the person operates; predicting actions in accordance with the requirements and rules of the group.

Dramatic action is aimed at self-presentation, creating a certain impression of the subject in others.

Communicative action is an action agreed with other participants and aimed at achieving common goals. Communicative action is the interaction of at least two subjects, characterized by their striving for mutual understanding, as well as consensus on the situation and actions in the situation¹¹.

If we talk about the idea of interpersonal communication and negotiations as a social movement, then we can understand the process of negotiations as the process of shaping social reality directly here and now - that is, the process of negotiations and their results are directly related to the actions

⁷ Вебер М. Основные социологические понятия // Избранные произведения. – М.: Прогресс, 1990

⁸ Парсонс Т. О структуре социального действия. – М.: Академический проект, 2000. – 880 с.

⁹ Хабермас Ю. Вовлечение другого: Очерки политической теории / Пер. с нем. Ю.С. Медведева; под ред. Д.А. Складнева. – М.: Наука, 2001. – 420 с.

¹⁰ Хабермас Ю. Вовлечение другого: Очерки политической теории / Пер. с нем. Ю.С. Медведева; под ред. Д.А. Складнева. – М.: Наука, 2001. – 420 с.

¹¹ Фурс В.Н. Философия незавершенного модерна Юргена Хабермаса. – Минск: Экономпресс, 2000. – с. 73-76.

of negotiators during negotiations "in uncertain situations, predicting risks, in decision-making situations, in social, political, economic and personal choice situations"¹².

According to A.G. Asmolov, the idea of these approaches can be manifested in a general sense as a "resource analysis plan" of the negotiation process¹³ and, in particular, as a stage of predicting the progress of the negotiations.

In this study, we rely on the negotiation approach as a process of direct formation of social reality, since the negotiation process is a dynamic system whose development is initially uncertain and is based on the actions taken by its participants, that is, interpersonal interaction is characterized by various emotional and cognitive reactions in conditions of uncertainty of the situation and lack of information about the opposing party.

Negotiation is a non-uniform process, which includes the following *main stages*:

1. Preparation for negotiations. An important component of the preparatory stage is not only the formation of one's own positions and proposals, the choice of tactics and strategy, but also the clarification of information about the other party, its positions, goals and interests, the study of available information about the partner's personal characteristics, and the prediction and analysis of possible solutions during negotiations.
2. The process of conducting negotiations, including clarifying the positions of the parties and exchanging ideas on the problem under discussion. If there is a partnership, a friendly relationship between the parties, the exchange of ideas becomes a kind of analytical work on the development of a mutually beneficial solution; if the parties are in a confrontational relationship, then the usual bargaining strategy for such negotiations is used (concealing one's position and focusing on differences).
3. Determine a possible solution and make agreements, if reached during negotiations.
4. Analysis of the results of negotiations and implementation of agreements reached.

Each of the stages has its own characteristics - the nature of the activity, the tasks to be solved, and the types of interaction between the participants. However, negotiations are a single process, and none of the stages can be considered independently of the others. (Lebedeva^{14, 15}; Zartman, Berman¹⁶).

R. Fisher and D. Shapiro¹⁷ distinguish the following components as elements of the negotiation process:

1. **Relationships:** the thoughts and feelings of the negotiating partners about each other. Establishing an atmosphere of mutual understanding and businesslikeness for effective cooperation.
2. **Communication:** the direction of communication (two-way or one-way); the use of manipulative tactics in the dialogue is allowed or not. Establishing open two-way

¹² Инновационные образовательные программы по психологии / Под ред. Ю.П. Зинченко, И.А. Володарской – М.: Изд-во Московского университета, 2007. – 180 с.

¹³ Асмолов А.Г. Исторический смысл кризиса культурно-деятельностной психологии // Мир психологии. – 2014. – № 3. – с. 17-33.

¹⁴ Лебедева М.М. Технология ведения переговоров: Учеб. пособие для студентов вузов / М. М. Лебедева. – М.: Аспект Пресс, 2010. -192 с.

¹⁵ Лебедева М.М. Публичная дипломатия: Теория и практика: Научное издание – М.: Издательство «Аспект Пресс», 2017. – 272 с.

¹⁶ Zartman I.W., Berman R.M. The Practical Negotiator. – Yale: Yale University, 1982. – 284 p.

¹⁷ Фишер Р., Шапиро Д. Эмоциональный интеллект в переговорах – М.: Манн, Иванов и Фербер, 2015 – 336 с.

communication: clear and understandable questions, listening carefully to each other's statements.

3. **Interests:** the participants' demands and defense of their positions. Respecting each other's interests.
4. **Goals:** the participants' goals are similar or the negotiations become a battlefield in which each negotiating party has only the opportunity to win or lose.
5. **Fairness:** the desire to make a fair and honest decision rather than insisting on a bargaining strategy. Establishing the rules of negotiation and criteria for achieving results in advance; maintaining them throughout the negotiations.
6. **Alternative options** (BATNA - Best alternative to a negotiated agreement): determining what alternatives are available to the parties when reaching a decision. Analyzing the available alternatives in the process of making an unprofitable decision or terminating negotiations. Understanding that any mutually beneficial agreement is better than no agreement at all.
7. **Responsibility:** the parties' demands must be realistic and achievable. Developing fair and realistic obligations that are acceptable and accepted by each party.

R. Fisher and D. Shapiro's approach to the elements of negotiation is similar to the ideas of the directions of analysis of negotiations: economic benefit, personal convenience, process and relationships.

Economic benefit is how much profit the outcome of the negotiation brings to the participants in the negotiation.

Personal convenience is how the participants present themselves during the negotiation and their confidence in themselves.

Process is the effectiveness of the negotiation.

Relationships are the preservation or further strengthening of relationships during the negotiation process.

Approaches aimed at analyzing the essence of negotiations as a form of communication and studying the negotiation process allow us to identify the following main features that distinguish negotiations from other types of communication:

Firstly, negotiations, according to A.A. Leontiev¹⁸, are understood as a special type of purposeful activity for the implementation of social relations: influence, interaction and mutual understanding. Negotiations are a form of interactive interaction, in which the dialogue is not a linear one, and the negotiators, as a rule, are not passive recipients of the message. Negotiations are considered as communicative interactions, "the participants agree and coordinate their actions on the basis of a plan; in any case, the agreement reached is measured by intersubjective claims"¹⁹.

Secondly, the presence of a motive for achieving a result that is not initially dominant, but can be realized only with the help of communicative means and can be changed depending on the situation

¹⁸ Леонтьев А.А. Психология общения. – 2-е изд., испр. и доп. – М.: Смысл, 1997. – 365 с.

¹⁹ Хабермас Ю. Моральное сознание и коммуникативное действие / Пер.с нем.под ред. Д.В.Скляднева, послесл. Б.В.Маркова. – М.:Наука, 2000. – 380 с.

and the actions of the interlocutor during the negotiation process (A.A. Leontiev²⁰; A.S. Evdokimenko²¹).

Thirdly, the partial intersection of the interests of the negotiating participants, which, on the one hand, determines their interconnectedness and the desire to solve the problem together (Lebedeva²²; Mokshantsev²³); on the other hand, it helps the negotiators to understand themselves, understand the problems and events being discussed, and analyze social movements (Kunitsyna²⁴; Luman²⁵).

Fourthly, the existence of a problem that requires its solution if the interests of the negotiators collide and the desire of the participants to solve the discussed problem together (Antsupov, Shipilov²⁶; Kornelius, Fair²⁷; Lebedeva²⁸)).

The focus on joint problem solving is recognized by scholars as the main function of negotiation. According to M.M. Lebedeva²⁹, negotiation is a process that occurs in conflict and cooperation situations, and its main function is to solve the problem together with the negotiating parties. The main functions of negotiation are: *informational-communicative* and *regulatory*.

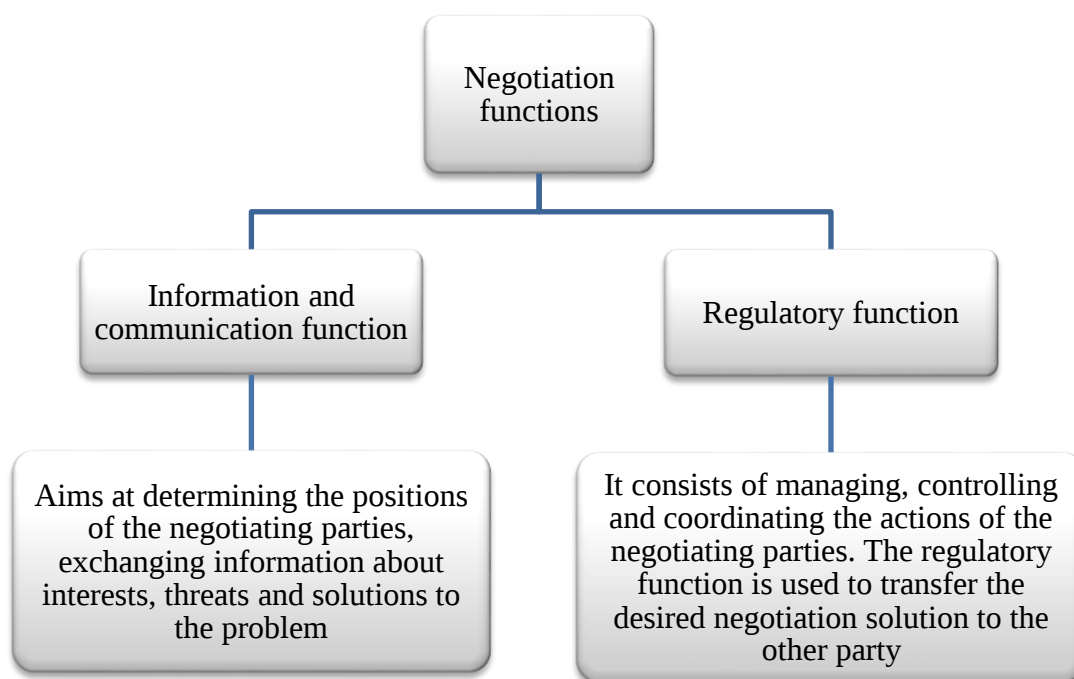


Figure 1.1. Functions of the negotiation process

²⁰ Леонтьев А.А. Психология общения. – 2-е изд., испр. и доп. – М.: Смысл, 1997. – 365 с.

²¹ Евдокименко А.С. Диагностика мотивационного профиля личности в переговорной ситуации: автореф. дис. ... к. психол. н. – Москва, 2010. – 32 с.

²² Лебедева М.М. Технология ведения переговоров: Учеб. пособие для студентов вузов / М. М. Лебедева. – М.: Аспект Пресс, 2010. -192 с.

²³ Мокшанцев Р.И. Психология переговоров. Учеб. пособие. -М.: ИНФРАМ; Новосибирск: Сибирское соглашение, 2002. – 352 с.

²⁴ Куницына В.Н., Казаринова Н.В., Погольша В.М. Межличностное общение. Учебник для вузов. – СПб.: Питер, 2001. – 544 с.

²⁵ Luhmann N., Der Begriff Risiko. In: N. Luhmann. Soziologie des Risikos. Berlin; New York: Walter de Gruyter, 1991, S. 9-40.

²⁶ Анцупов А.Я., Шипилов А.И. Конфликтология – М.: Юнити-Дана, 2004 – 591 с.

²⁷ Корнелиус Х. Выиграть может каждый. Как разрешать конфликты – М.: Стрингер, 1992 – 215 с.

²⁸ Лебедева М.М. Технология ведения переговоров: Учеб. пособие для студентов вузов / М. М. Лебедева. – М.: Аспект Пресс, 2010. -192 с.

²⁹ Лебедева М.М. Политическое урегулирование конфликтов: Учеб. пособие. – М.: Аспект Пресс, 1999. – 271 с.

V. Mastenbrook³⁰ proposes to study negotiations not only as a form of communication, but also as a phenomenon in which the subject uses special methods unique to negotiations to solve problems. According to the author, on the basis of negotiations, two types of social behavior are manifested and they are interrelated: "cooperation-struggle" (characteristic of solving dilemmas in negotiations) and "developmental-avoidance" (characteristic of process-procedural components). It not only helps to systematize and understand the negotiation process, but also offers different methods of effective and successful negotiations using individual negotiation styles.

L.L. Thompson, J. Wang, and G.G. Gunia³¹ distinguish different levels for analyzing the negotiation process: intrapersonal level (the relationship between the negotiator's internal state, his actions, and the outcome of the negotiation), interpersonal, group (the impact of group dynamics on the negotiation process and outcomes), organizational, and virtual.

The interpersonal level is of particular importance in studying the negotiation process, because the dyadic process allows us to study the presence or absence of an interpersonal phenomenon, such as behavioral synchrony, which cannot be studied at the intrapersonal level. The intrapersonal level involves three interrelated personal factors that influence the negotiation process: dominance, gender, and emotions. (Steele, Aronson³²; Blair, Banaji³³; Bargh, Pietromonaco³⁴).

Power³⁵ is understood as the ability of a person to change the decisions of others. Power, according to J. French and B. Raven,³⁶ is the presence and possibility of using alternative solutions to the problems discussed during the negotiation. R. Fisher and V. Yuri³⁷ introduce a special term denoting the best alternative negotiation solution - BATNA (best alternative to agreement). Having an alternative option gives the negotiator the opportunity to control the negotiation process, that is, to manipulate the partners by refusing to continue the discussion and offering their own BATNA. In other words, the opportunity to control the negotiation means achieving power in the negotiation, which in turn shows the negotiators as decisive and self-confident individuals. Persons with power are the first to act in the negotiation process, the first to make proposals, and take the initiative.

Kray and Thompson³⁸ argue that one of the most important sources of power that affects the outcome of negotiations is the gender of the negotiators. We know that in society there is a stereotype that women are less persuasive and assertive than men. Most people perceive negotiations as a process that requires assertiveness and ruthlessness, and they argue that typical female characteristics are not suitable for negotiations. Although scholars have paid much attention to gender differences in negotiations, the results of research show that such differences are insignificant and are associated only with social motives. (Deal³⁹; Gerhart, Rynes⁴⁰; Major,

³⁰ Мастенбрук В. Переговоры. – Калуга: Калужский Институт социологии, 1993. – 175 с.

³¹ Thompson L., Wang J., Gunia C. Negotiation – Annual Review of Psychology 2010 61: 1, 491-515.

³² Steele C., Aronson J. Stereotype threat and the intellectual test: performance of African-Americans. J. Personal. Soc. Psychol. 1995 69(5): 797-811.

³³ Blair I., Banaji M. Automatic and controlled processes in stereotype priming. J. Personal. Soc. Psychol. 1996 70(6): 1142-1163.

³⁴ Bargh J., Pietromonaco P. Automatic information processing and social perception: the influence of trait information presented outside of conscious awareness on impression formation. J. Personal. Soc. Psychol. 1982 43(3): 437-449.

³⁵ Keltner D., Gruenfeld D., Anderson C. Power, approach, and inhibition. Psychol. Rev. 2003 110(2): 265-284.

³⁶ French J., Raven B. The bases of social power. In Studies in Social Power, ed. D Cartwright, 1959 pp. 150-167.

³⁷ Fisher R., Ury W. Getting to Yes: Negotiating Agreement Without Giving In. Boston, MA: Houghton Mifflin, 1981.- 214 p.

³⁸ Kray L., Thompson L. Gender stereotypes and negotiation performance: an examination of theory and research. Res. Organ. Behav. 2005: 103-182.

³⁹ Deal J. Gender differences in the intentional use of information in competitive negotiations. Small Group Res. 2000 31(6): 702-723.

⁴⁰ Gerhart B., Rynes S. Determinants and consequences of salary negotiations by male and female MBA graduates. J. Appl. Psychol. 1991 76(2): 256-262.

Vanderslice, Mcfarlin⁴¹; Stevens, Bavetta, Gist⁴²; Watson⁴³; Stuhlmacher, Walters⁴⁴; Walters, Stuhlmacher, Meyer⁴⁵).

J. Forgas and M. Cromer's⁴⁶ research suggests that when creating the right negotiation strategy and tactics, it is necessary to take into account the following: intercultural differences; positive and negative affectivity, emotional perception of negotiators; complexity of tasks and goals; capabilities of negotiators; actions of negotiators to maintain their authority, reputation, and dignity.

According to scientists who have studied the emotional states of negotiators during negotiations (Lanzetta⁴⁷; Forgas⁴⁸; Forgas, Cromer⁴⁹), their emotional state also affects the correct perception of the situation and the choice of negotiation strategy to a certain extent. The data collected by Joseph Forgas show that the most important condition under which mood affects the process of perceiving the transmitted information is the subjective significance of the situation, that is, a situation that requires the perception of complex and secondary issues, and a situation that requires the assessment of unclear, atypical issues. John Lanzetta's research revealed that the method of perceiving information depends on a combination of several factors - the novelty of the information, its nature, level of complexity, as well as the individual psychological characteristics of the person, that is, his motivation, emotional state and ability to perceive other people. A positive mood, according to Joseph Forgas, leads to good results in negotiations and helps to choose an integrative, partnership strategy. In their joint research, Joseph Forgas and Michelle Cromer⁵⁰ found that positive mood reduces evasive and avoidance behaviors in conflict situations.

Based on the above, we can say that emotions have a significant impact on negotiations at the interpersonal and intrapersonal levels. Studies have shown that the influence of emotions depends on the level of manifestation of power: a partnership characterized by a high level of power guarantees the quality of agreements reached during negotiations with positive emotions⁵¹. It has been found that the emotions of a powerful negotiator are more influential than those of a non-powerful negotiator. In addition, positive emotions, when combined with a high level of power, help to achieve more integrative agreements without harming the personal interests of both parties.

Emotions significantly influence negotiation at both the interpersonal and intrapersonal levels. Scientists pay special attention to the emotions of joy and anger when studying the negotiation

⁴¹ Major B., Vanderslice V., Mcfarlin D. Effects of pay expected on pay received: the confirmatory nature of initial expectations. *J. Appl. Soc. Psychol.* 1984 14(5): 399-412.

⁴² Stevens C., Bavetta A., Gist M. Gender differences in the acquisition of salary negotiation skills: the role of goals, self-efficacy, and perceived control. *J. Appl. Psychol.* 1993 78(5): 723-735.

⁴³ Watson C. Gender versus power as a predictor of negotiation behavior and outcomes. *Negotiation J.* 1994 10(2): 117-127.

⁴⁴ Stuhlmacher A., Walters A. Gender differences in negotiation outcome: a metaanalysis. *Pers. Psychol.* 1999 52(3): 653-677.

⁴⁵ Walters A., Stuhlmacher A., Meyer L. Gender and negotiator competitiveness: a meta-analysis. *Organ. Behav. Hum. Decis. Process.* 1998 76(1): 1-29.

⁴⁶ Forgas J., Cromer M. On being sad and evasive: affective influences on verbal communication strategies in conflict situations. *J. Exp. Soc. Psychol.* 2004 40(4): 511-18.

⁴⁷ Lanzetta J. Expectations of cooperation and competition and their effects on observers' vicarious emotional responses. *J. Personal. Soc. Psychol.* 1989 56: 543-554.

⁴⁸ Forgas J. On feeling good and getting your way. *J. Personal. Soc. Psychol.* 1998 74(3): 565-577.

⁴⁹ Forgas J., Cromer M. On being sad and evasive: affective influences on verbal communication strategies in conflict situations. *J. Exp. Soc. Psychol.* 2004 40(4): 511-18.

⁵⁰ Forgas J., Cromer M. On being sad and evasive: affective influences on verbal communication strategies in conflict situations. *J. Exp. Soc. Psychol.* 2004 40(4): 511-18.

⁵¹ Anderson C., Thompson L. Affect from the top down: how powerful individuals' positive affect shapes negotiations. *Organ. Behav. Hum. Decis. Process.* 2004 95(2): 125-139.

process, they note that negotiators are more likely to give in to an angry opponent than to a happy opponent⁵².

Taking into account the intercultural differences of the negotiating participants determines the success of the negotiation. R. Cohen⁵³, along with distinguishing the styles characteristic of the population of certain countries and representatives of certain ethnic groups, also pays attention to the national specifics of the negotiation process. R. Fisher and W. Ury emphasize that the national specificity of the negotiation process is manifested at all its stages (preparation, introduction and conclusion), differences in perception and understanding of the situation, decision-making, the manifestation of national character and the use of non-verbal behavior⁵⁴.

During negotiations, the negotiator implements a negotiation style that incorporates national-cultural characteristics and individual personal characteristics. Elements of the national negotiation style include the negotiator's ability to provide sound evidence for his or her views, their logic, firmness or flexibility, the dynamics of the emotional background, and others. (Cogan⁵⁵; Harrison⁵⁶).

Analysis of the literature (conducted and currently ongoing negotiations) allowed us to identify the following: differences in approaches to studying negotiations, stages and elements of their conduct, the characteristics of negotiations as a form of communication, and the levels of analysis of the negotiation process.

Without denying the importance of the analyzed approaches, in our work we rely on the negotiation approach as a process of formation of social movements. Despite the fact that the literature emphasizes the importance of the preparation stage for success in negotiation, we believe that one of the key stages is the negotiation initiation stage, which is understudied.

⁵² Van Kleef G., De Dreu C., Manstead A. The interpersonal effects of emotions in negotiations: a motivated information processing approach. *J. Personal. Soc. Psychol.* 2004 87(4):510-28.

⁵³ Cohen R. *Negotiating Across Cultures: Communication Obstacles in International Diplomacy*. Wash., D.C.: US Institute of Peace Press, 1997.

⁵⁴ Fisher R., Ury W. *Getting to Yes: Negotiating Agreement Without Giving In*. Boston, MA: Houghton Mifflin, 1981.- 214 p.

⁵⁵ Cogan Ch. *French Negotiating Behavior: Dealing with La Grande Nation*. Wash., D.C.: US Institute of Peace Press, 2003.

⁵⁶ Harrison M. M. *France: The Diplomacy of a Self Assured Middle Power // National Negotiating Styles / Ed. by H. Binnendijk*. Wash, D.C.: Department of State Publication, 1987. P. 75-104.