

Linguistic Means in Business Negotiation

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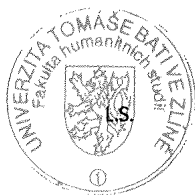
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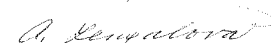
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ABSTRAKT

V této bakalářské práci se zabývám jazykovými prostředky v obchodním vyjednávání na základě analyzování zdvořilostních či nezdvořilostních strategií. Teoretická část vysvětluje definice termínů nezbytných pro pochopení výzkumu a dále porovnává různé zdroje a jejich definování daných pojmů. Praktická část se zaměřuje na výzkum jazykových prostředků v oblasti pragmatiky, (ne)zdvořilosti a obchodního vyjednávání. Výzkum byl prováděn elektronickou formou u účastníků z Velké Británie a Ameriky.

Klíčová slova: jazykové prostředky, pragmatika, zdvořilost, nezdvořilost, fenomén zdvořilosti, zdvořilostní strategie, obchodní vyjednávání, postavení, akty ohrožující tvář, vyjednávací fráze, hrubost, zmírnění, respekt a úcta, Griceův kooperační princip, záměr, emoce a mravnost, intenzita sdělení.

ABSTRACT

The bachelor thesis in hand focuses on linguistic means in business negotiation which are based on analysing the (im)politeness strategies. The theoretical part provides definitions of terms which are essential for understanding research. It compares various sources and their definitions. The practical part is based on the research of linguistic means on the level of pragmatics, i.e (im)politeness and business negotiation. The research was conducted via an electronic questionnaire amongst respondents from the United Kingdom and the Americas.

Keywords: linguistic means, pragmatics, politeness, impoliteness, politeness phenomena, politeness strategies, business negotiation, face, face-threatening acts, negotiating phrases, rudeness, mitigation, respect and deference, Cooperative Principle, intentionality, emotion and morality, message intensity.

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INTRODUCTION

Based on my research in Pragmatics and its importance in acquiring language, I have chosen the topic dealing with linguistic means in business negotiation.

The work focuses on business negotiation, namely the way we interact with each other while negotiating. The purpose of language is not only understanding. People use the power of language to persuade each other using certain linguistic means. Most people do not realize how powerful language is, especially in business negotiation. People negotiate every day, whether they are persuading someone, whether they need to express themselves in a more polite way, or whether they are asking for a favour. They perform many politeness strategies even without intention. The fact that people in business spend huge amounts of money on negotiating and pragmatic training, shows its importance. Not all situations require being polite, but everyone needs to behave and use a strategy which is appropriate in certain situations.

The bachelor thesis is divided into two parts: theoretical and analytical. In order to understand the analysis, it is essential to be familiar with certain linguistic terms. In the theoretical part, an exploration is provided as to why the chosen topic is important and how it is connected with the research. Certain crucial approaches according to several authors will be demonstrated. In the analysis the work explores different strategies that people use in negotiation and what the effect of these strategies might be. In addition to non-verbal strategies and body language, people use language to apply those strategies into practice. That is the reason our choice of language is important for the speaker and for the listener. A well picked phrase might achieve incredible things.

The aim of this research is to show how business issues regarding negotiation are reflected in the language. The most significant notion present in almost every human interaction is politeness. In both written and oral interaction, we deal with face-threatening and face-saving acts. As we negotiate every day, the language of negotiation and the intention hidden behind the messages have to be clear to everyone. It is necessary to choose the most appropriate way to share the message to achieve what we intend.

My work is based on analyzing linguistic means in connection with negotiation. Several sample phrases which were found in students' books or online will be analysed. Some of those samples are really powerful pushing phrases with the intention to almost damage the hearer's face but some of them are textbook examples of mitigating a message. I have found myself very interested in the question of what exactly it is that people prefer.

For this purpose a questionnaire has been designed. The segment which the questionnaire is made for is the group of English and American managers. The aim was to find out whether they preferred politeness or powerful pushing phrases. There are no strict borders of politeness, but the respondents have an opportunity to choose from the selection according to their opinion and preference. According to the respondents' answers it will be determined whether there is any relationship between their working position and their willingness to use politeness. I am not going to deal with language regarding gender issues and intercultural pragmatics. The matter of those issues is too large for a bachelor thesis. In order to gain the idea about the language of business negotiation I have worked in an English hotel for several seasons and noticed the language and strategies that the local management used. This is the reason I have decided to focus my bachelor thesis on the topic.

I.

THEORY

1 CHARACTERIZING OF THE ESSENTIAL TERMS

In order to get closer to the topic itself, it is quite essential to define some basic terms which correspond with the theory and the analysis. As the issue of the thesis is linguistic means in business negotiation, it is crucial to understand what the act of negotiation, (im)politeness and what the field of pragmatics are.

1.1 Negotiation

Negotiation has been very clearly defined as:

“When people want to do something together – buy or sell an item, make a business deal, decide where to go for dinner – they need to use some sort of mechanism for reaching an agreement.” (Cohen 2002, 2-3)

As long as they do not agree with each other they always need to find a way to negotiate and make a compromise. People negotiate in order to reach an understanding or gain some kind of advantage over the negotiating partner. Those negotiations are always carried out with the help of appropriate language. The history of language in general is associated with negotiation. The proper negotiation cannot be performed by the non-verbal form. As long as studies of non-verbal language, the studies focused on power of language are still developing.

1.2 Pragmatics

In the connection with negotiation, Pragmatics studies what the speaker intends to mean.

- “Pragmatics is the tool for negotiation.”
- “Pragmatics is the study of speaker meaning.”
- “Pragmatics is the study of contextual meaning.”
- “Pragmatics is the study of how more gets communicated than is said.”
- “Pragmatics is the study of the expression of relative distance.” (Yule 1996, 3)

Pragmatics does not focus on the meaning of the words as single units, but rather it examines the meaning of the whole utterance as a message. It studies how the speaker organizes the utterance to intend something. There are always circumstances under which it is important that the speaker sends the message to the hearer. The interaction is properly performed if the hearer understands the speaker’s message (which might be hidden) and if the speaker respects the notion of distance. The notion of distance could be described as some kind of shared experience. According to the shared experience the speaker decides

how much needs to be said. Realize that some really close friends communicate very easily with each other by vague language. However the vague language is generally known as the language which does not express exactly what the speaker wants to say.

Pragmatics is observed in oral interaction as well as in written form. I will not focus on correspondence and e-mail interaction in my bachelor thesis.

1.3 Notion of Face

To understand the notion of politeness there needs to be an explanation of what the concept of face is. Concept of 'face' is very old and comes from China. As the definitions of Politeness differ from each other according to the several authors, the definition of face is generally known as:

Our notion of 'face' is derived from that of Goffman (1967) and from the English folk term, which ties face up with notions of being embarrassed or humiliated, or 'losing face'. Thus face is something that is emotionally invested, and that can be lost, maintained, or enhanced, and must be constantly attended to in interaction. In general, people cooperate (and assume each other's cooperation) in maintaining face in interaction, such cooperation being based on the mutual vulnerability of face. (Brown and Levinson 1987, 61)

In other words, face is the public self-image of a person. It is the way that people around us see us as a person. In the field of linguistics the notion is connected with face-threatening and face-saving acts which we will go through in the fourth chapter of the theory as they are the basic units for negotiation.

1.4 Politeness

On the basis of the notion of face Yule defined politeness as "...the means employed to show awareness of another person's face." (Yule 1996, 60)

The intensity of politeness depends on social distance and closeness. When a person is socially distant, the interaction becomes evident as respect or deference, but when a person is socially close (friend) we could notice equivalent awareness. (Yule 1996, 60)

While communicating, the participants have to mind their requirements for their self-image.

1.5 Impoliteness

There are many authors interested in the field of impoliteness, but it is generally known that there is no agreement among them as to what impoliteness actually is. The definition which I found the most appropriate claims that: “Impoliteness is behavior that is face-aggravating in a particular context.” (Locher and Bousfield 2008, 3)

To claim that the utterance is impolite we need to understand the situation, because an utterance we consider impolite might not be impolite in certain situations. Almost all the authors with the same interest consider verbally-abusive behavior to be impolite. They also find it hard to distinguish the difference between being impolite and rude.

2 (IM)POLITENESS PHENOMENA

During the last 50 years this field of study has created a huge increase of empirical research. The results have been gained from life's everyday situations.

Among the issues and definitions regarding (im)politeness, specialists distinguish two approaches: first order approach and second order approach. First order approach is simply your own judgment about somebody's behavior. We, as witnesses of social interaction, make our own judgment about behavior, which is according to us rude, polite or impolite. On the other hand, second order approach is stated on a theoretical level, but there is always some connection with the experience gained from observing the interaction among people. Everything about pragmatics and (im)politeness is deduced from real life. (Locher and Bousfield 2008, 5)

2.1 Politeness phenomena

First of all, we should discuss what the etymological origin of the terms 'polite' and 'politeness' is. The English word *polite* has been transformed from the Latin past-participle *politus*, which originally meant 'polished'. It is the same case as the French term *poli*, which comes from past-participle of the verb *polir* 'to polish'. The fact emerged from the research that *polite* has touched the etymological roots of *police* or *politics* in the Greek *poli* and *politizmos*. We would not be so surprised to find out that Norbert Elias (1939) demonstrates that civilization (*politizmos*) means the long period of human beings learning how to have their bodily function, speech and attitudes under their control. (Watts 2003, 32)

Unfortunately, there will not be any issue dealing with intercultural pragmatics and (im)politeness, but there are huge amounts of facts that are also applicable for intercultural politeness. People from all over the world would imagine politeness as:

...polite behavior is equivalent to socially 'correct' or appropriate behavior; others consider it to be the hallmark of the cultivated man or woman. Some might characterize a polite person as always being considerate towards other people; others might suggest that a polite person is self-effacing. There are even people who classify polite behavior negatively, characterizing it with such terms as 'standoffish', 'haughty', 'insincere', etc. (Watts 2003, 1)

The most influential work on politeness would be found in Brown & Levinson's (henceforth B&L) research. Their work was made quite early, but there are other authors

who have also contributed to the field of politeness by the breathtaking results of their research. Those views, models and strategies are mentioned in the third chapter.

When talking about politeness, most people consider the phenomena positive, but according to B&L's research it is essential to notice the difference between negative and positive politeness. These demonstrate politeness addressed to the hearer's positive face and to the hearer's negative face. B&L claim that..." positive politeness is redress directed to the addressee's positive face, his perennial desire that his wants (or the actions/acquisitions/values resulting from them) should be thought of as desirable." (Brown and Levinson 1987, 101)

In contrast with positive politeness, negative politeness is directed towards the addressee's negative face. In other words by using positive politeness we usually try to find some way to establish a positive relationship with our partner. We respect the other's need and desires. Negative politeness is about deference and respecting that the addressee can act according to his preference and has freedom of choice. By using negative politeness we usually express ourselves with phrases like [1] and [2].

[1] Would it bother you to...?

[2] I was wondering if...?

Example [1] is taken from the 16th question of the questionnaire. This column deals with persuading your partner.

2.2 Impoliteness phenomena

It is a paradox that there are so many definitions of impoliteness; they are much clearer than the definitions on politeness. As we have already talked about first and second order approaches relating to politeness, we could associate those approaches with impoliteness as well. It experiences the same rule, namely examining the human interpretation in first order approach and the theoretical level in second order approach.

Many specialists in the field of (im)politeness are arguing about what the difference between impoliteness and rudeness actually is. Some people would use those terms as synonyms, but there is a certain boundary between them according to what the specialists say. Impolite behavior is specified as being rather rude and using offensive language towards others. On the other hand, rudeness is described as not being polite at all, using words that are likely to embarrass or cause offence towards others. (Locher and Graham 2010: 114)

The judgment about one's behavior is reflected by attributes and expectations of others. People believe in specific standards as being right and accepted by society. If those requirements are not fulfilled, damage or threat (later on in the fourth chapter) of somebody's face might occur. The emotional consequences and causing offence are very likely to follow on at least one side of interpretation. We might cross somebody's border of politeness even unintentionally. There are several factors reflecting how big the impact of impolite behavior is. (Culpeper 2011, 23)

Talking about Lachenicht (1980) and Culpeper (1996), all the impoliteness principles are differing in theoretical slant and in detail. But almost all of them are inspired by B&L. (Culpeper 2011, 7)

Culpeper in his work (2011) demonstrates a list of synonyms of the term impoliteness and comes out with the fact that every single of them reflects a negative evaluation of behavior. (Culpeper 2011, 23)

He is also arguing whether the (im)politeness is inherent in the linguistic expression or if it is not. He claims that it is hard to find any specialists that support the fact of (im)politeness to be wholly inherent in linguistic expression. On the other hand, there appear few opposite statements that judge (im)politeness not to be inherent in the linguistic expression. Two of the scholars of this field alledge in their mutual work that there is... "no linguistic behavior that is inherently polite or impolite." (Locher and Bousfield 2008, 78) But Leech believes that absolute politeness has two poles: negative and positive. He defends the idea that some orders are inherently impolite and some of them are polite. (Leech 1983, 83) He also gives the definition of relative politeness, which highlights the importance of context and situation. There are several following examples listed according to Leech.

[3] "Just be quiet!"

[4] "Would you please be quiet for a moment?"

(Leech 1983, 102)

Examples [3] and [4] are regarding absolute politeness differently, because [3] seems to be less polite than [4]. Dealing with relative politeness there are certain circumstances where [3] is too polite and where [4] might be considered rather impolite. The perception of those examples by a human being might be totally different when it comes to irony. (Leech 1983:102)

3 DIFFERENT MODELS OF POLITENESS ACCORDING TO SEVERAL AUTHORS

In the entire work we cope with different models of politeness. The samples and research are analyzed on the basis of many of them.

Linguistic politeness is based on foundations of Lakoff's (1973) early work. Later on, Brown & Levinson's (1978, 1987) and Leech's (1983) work followed. The earliest work reflected in this chapter is Watts's (2003) model, which mostly criticizes the previous ones. The most influential work upon which this bachelor thesis is based is Brown and Levinson's (1987) theory of politeness. All of the models complement each other. There is some essential feature in every single one of them. Every one of them is very precious to us and plays a crucial role in linguistics. Linguists carrying out the work on notions of politeness are inclined to choose between B&L's or Leech's approach, because those two are the most essential.

Unfortunately, there's no issue in this bachelor thesis to discuss development in the field of politeness in the current decade, because most of them criticize the previous models.

3.1 Gricean's Cooperative Principle

It is quite necessary to mention Gricean's Cooperative Principle (henceforth CP) first, because it is connected with models demonstrated later on. His work is considered as the foundation of today's pragmatics and demonstrates the difference between what addressee means and what utterance means in the field of linguistics. Herbert Paul Grice is very well known thanks to his CP. The CP is based on four conversational maxims; those maxims are called Gricean's maxims. Those maxims demonstrate principles, which human beings should stick to while making conversation. If there happens to be damage caused to some of them while interacting, 'implicatures' must be determined in order to find out what the addressee meant by the certain utterance. He mentioned 4 basic maxims: Maxim of Quantity, Quality, Relation and Maxim of Manner. The Maxim of Quantity tells to the addresser to share as much as is needed, and to tell the addressee only what is necessary. Do not tell less or more than is required or needed. The Maxim of Quality orders the addresser to spread only relevant information based on evidence or information which he believes to be true. The Maxim of Relation requires the message to be relevant and relating to the discussion that interactants share. The last one, the Maxim of Manner, deals with

avoiding ambiguity, obscurity and being brief. In addition Grice suggests that there might be some more relating Maxims to demonstrate. He suggests the Maxim of Politeness. As a reaction to that there have been some attempts to establish some missing maxims by Robin Lakoff and Geoffrey Leech. (Watts 2003, 56-58)

3.2 Lakoff's Tree Rules of Politeness

Although Lakoff became famous thanks to her research focused on women's language, she is mentioned in this work only as her research relates to politeness. This bachelor thesis does not deal with gender connected to language.

She proposed to state the pragmatic rules in order to complete syntactic and semantic rules.

Lakoff established the three rules of politeness, which are complements to Grice's CP.

“R1: Don't impose.”

“R2: Give options.”

“R3: Make a feel good – be friendly.”

(Lakoff 1973, 297)

In order to stick to R1 we are used to employing passives and impersonal constructions, while R2 is connected with using hedges and markers of hesitation. But R1 and R2 do not eliminate each other, they are applicable at the same time. R3 is demonstrated by using linguistic means that make the addressee feel wanted, appreciated and precious to the addresser. That is the feature which is often connected with B&L's strategies. (Locher and Graham 2010, 17)

She claims that the speaker (willing to spread the message, or interact with the addressee) mainly focuses on clarity of the utterance. According to her, consideration of context is not as important as the clarity is. The biggest interest of the speaker while interpreting the utterance will be focused on expression of politeness, but clarity and politeness do not usually go hand in hand with each other. She explains by this message that politeness usually substitutes clarity. That fact supports the idea of politeness being superior to grammar. (Lakoff and Ide 2005, 8-9) She also tried to set up the rules of pragmatics.

Lakoff defines politeness in her early work (1975, 64) as “a system (...) designed to facilitate interaction by minimizing the potential for conflict and confrontation”.

3.3 Brown and Levinson's Politeness Theory

B&L's attitude to CP is pretty much different from Lakoff's and Leech's attitude. Their theory of politeness was created in 1978. The theory has attracted a wave of criticism. Their work demonstrates the nature of politeness and describes how it actually works. In their work (1978), they list the politeness strategies and the examples are given in three languages - in English, Tzeltal and Tamil. The basic unit of their research is the notion of face, which has been already mentioned in the first chapter. According to B&L the speaker and the hearer keep the positive face and the negative face while communicating. The positive face is generally known as their self-image and hunger for recognition, while the negative face is defined as "the basic claim to territories, personal preserves, and rights to non-distraction". (Brown and Levinson 1978, 61) In other words, we may consider negative politeness to be some personal border that we do not want to be exceeded. What we want is a freedom of action. They say politeness has a dual nature, namely negative and positive politeness, which has been already discussed in the beginning of this paper. To sum up negative and positive politeness, politeness is used to minimize FTAs (face-threatening acts) and to fulfill the interactants' desire for proper self-image. Unfortunately they focus on the utterance as a single message regardless of the fact that this single message is part of the whole larger unit.

They demonstrate the notion of politeness as the way of mitigating and avoiding face-threatening acts (in the fourth chapter) and have quite a universal approach to politeness.

3.4 Leech's Politeness Principle

As has been already mentioned, Leech's approach is one of the earliest and most influential ones. He does not try to reorganize the Gricean's Maxims, but he suggests the complementing of his own Politeness Principle (henceforth PP) to Gricean's Maxims (pretty much like Lakoff). The main aim of PP is to establish an atmosphere of social harmony within the community.

The PP covers six of Leech's maxims in general, connected with the notion of benefit, cost and pairs of values. The following table demonstrates Leech's maxims of PP.

Table 1. Leech's Maxims

The Tact Maxim	“minimise cost to <i>other</i> ” and “maximise benefit to <i>other</i> ”
The Generosity Maxim	“minimise benefit to <i>self</i> ” and “maximise cost to <i>self</i> ”
The Approbation Maxim	“minimise dispraise of <i>other</i> ” and “maximise praise of <i>other</i> ”
The Modesty Maxim	“minimise praise of <i>self</i> ” and “maximise praise of <i>other</i> ”
The Agreement Maxim	“minimise disagreement between <i>self</i> and <i>other</i> ” and maximise agreement between <i>self</i> and <i>other</i> ”
The Sympathy Maxim	“minimise antipathy between <i>self</i> and <i>other</i> ” and “maximise sympathy between <i>self</i> and <i>other</i> ”

Source: Watts 2003, p.66-67

Geoffrey Leech suggested the separation of pragmatics into three systems called pragmlinguistics, socio-pragmatics and general pragmatics. He covered these features under the name ‘interpersonal rhetoric’. (Watts 2003, 203-204)

His attitude towards politeness is very similar to Lakoff's attitude. Leech claims that “avoidance of discord” is more crucial than “seeking concord”. (Leech 1983, 133)
Leech focuses in his model more on the hearer and not so much on the speaker.

3.5 Watts's Notion of (Im)Politeness

Richard J. Watts is connecting the concept of (im)politeness with the term first-order interpretive struggles. He proceeds from what the interlocutors' reaction is and evaluation on everyday situations. Watts is also examining how politeness has been developing through history and cultures. He distinguishes the difference between the notions of (im)politeness and politeness. To define politeness, Watts counts on a sociological conception of communication. That conception should highlight the role of power. He tries to complement the notion of politeness with “possible realizations of polite or impolite behavior and to offer a way of assessing how the members themselves may have evaluated that behavior”. (Watts 2003, 19) With that purpose he examines the exhaustive list of literature on linguistic politeness connected with experience from everyday life.

4 FACE-RELATING ACTS IN BUSINESS NEGOTIATION

Brown and Levinson stated that it is in the speaker's interest to mitigate face-threatening acts (henceforth FTAs) while interacting. But they do not really mention the image of the speaker's face in that act. Their concept of 'face' has been criticized many times for being too narrow.

As a very exhaustive definition of 'face' was already given in the first chapter, this chapter will be focused directly on the face-threatening and face-saving acts. Performing the face-threatening acts could possibly damage the hearer's face, or cause the loss of face. In everyday situations we try to mitigate the FTAs by using positive politeness. As has been already mentioned, there is positive and negative politeness to choose between. Positive politeness means using a courtesy phrase like 'please' in order to make your business partner like you. On the other hand, using negative politeness we give to the addressee freedom of choice and we still do not try to generate very strong pressure towards the addressee. The face-saving acts deal with lessening the threat to the hearer's face and maintaining a good public self-image.

4.1 Face-threatening acts in business negotiation

The use of FTAs while negotiating is an international issue. Brown and Levinson published their work related to FTAs, giving the examples in three languages. There is the very urgent need of FTAs for negotiating. It does not have to be for business negotiation as has been already mentioned in the introduction.

There are certain possible strategies established for doing FTAs. The message between interactants can be interpreted *on the record* or *off the record*.

4.1.1 Acting off record

Acting *Off the record* means behaving in a way that it is not clear that there is some intention hidden in the message so what the purpose of the utterance should not be obvious to the hearer. B&L describe the situation appropriate for *off the record* strategy: "thus if a speaker wants to do an FTA, but wants to avoid the responsibility for doing it, he can do it off record and leave it up to the addressee to decide how to interpret it." (Brown and Levinson 1987, 211)

These examples provided, [5] and [6], reflect the off record strategy.

[5] That is quite unclear to me what you mean.

[6] What a terrifying imagination!

In example [5], the speaker calls for an explanation by stating that he does not understand the message given to him, but there is no direct demanding question for an explanation. In that way the speaker assumes that the message will be understood by the hearer and it will cause the hearer to engage in the act of explaining. Example [6] is calling for avoidance of the situation meant by the speaker. The big role in this case is played by the pitch of the speaker's voice; The message can get really persuasive if one makes the right usage of high pitch.

4.1.2 Acting on record

In contrast with acting *off record* when acting *on record* we are facing the choice between *acting baldly without redress* or *acting with redress*. While acting baldly without redressive action we are stating our requirements very clearly with the stress. While doing business it is quite rare to meet with *baldly on record action*. We normally use this strategy in a situation of desperateness or in a situation connected with danger and threat.

[7] Give me your pen!

[8] Give me the details!

The examples given, [7] and [8], are applicable in slightly different situations. It is obvious that baldly on record strategy is the least polite one from the B&L's list of strategies. Example [7] is more applicable in the interaction with the colleague, which we have rather close relationship with. In that case the hearer can tolerate our direct request. By using example [8] we are dealing with a very strong utterance, intending to decrease the hearer's public self-image. In contrast with the phrase "Could you provide me with some details?" there is the urgency pointed to in [8].

The following samples exemplify *on record strategies with redressive action* addressing positive or negative face. The redress leans on satisfying our own desires and wants with respect to the hearer's wants. (Brown and Levinson 1987, 101)

B&L stated that "unlike negative politeness, positive politeness is not necessarily redressive of the particular face want infringed by the FTA." (Brown and Levinson 1987, 101) According to B&L there are three different basic ways to perform *positive politeness* in *on record* strategy with *redressive action*. We could claim the common ground and convey that speaker and hearer are cooperators, or we can fulfill the hearer's wants. By

claiming the common ground we assure the hearer that some common wants and values that we share exist.

[9] Your project is very convincing, did you make it yourself?

[10] What a fantastic resolution it is!

By stating [9] while doing business we state how remarkable work has been done by the hearer. We are expressing appreciation and sympathy, unless it is meant ironically. After stating [9] the hearer's face is satisfied by making a compliment towards him. In example [10] there might be some obvious exaggerating with the addition of certain intonation and stress. It shows stating sympathy with the hearer's interests and values.

By trying to convey that the speaker and the hearer are cooperators, we should claim that we (the speaker) share the aim with the hearer in some way. B&L allege that "to convey that they are cooperators can serve to redress H's positive-face want." (Brown and Levinson 1987, 125)

The speaker should persuade the hearer that they should help each other.

[11] I know it is really difficult for you, but I will try to come down on price.

[12] Let's have a cup of coffee, then.

By uttering [11] we are letting the hearer know of our knowledge of his wants, desires or threats and we are simply trying to keep his face. By uttering [12], the speaker is using "let's" to indicate that there is "me" and "you" involved in the business, hopefully willing to cooperate. The utterance is connected by the friendly situation of having a cup of coffee, so there might be something more than a core business.

The last positive-politeness strategy mentioned in this work is fulfilling the hearer's wants, connected mainly with the act of giving gifts to the hearer. In this case we are letting the hearer know that we are familiar with his wants and we are willing to satisfy his face-wants.

Negative politeness is the action addressed to the hearer's negative face. While performing negative politeness the hearer does not want to be restricted in his freedom of action and his attention cannot be disturbed. (Brown and Levinson 1987, 129)

While doing negative politeness we have a choice to do *on record* negative politeness or to do *redress* of an FTA. (Brown and Levinson 1987, 130)

Having decided to act on record we perform the utterance directly. The only strategy arising from being direct is being conventionally indirect. That is carried out by stating *on record* utterance but with the speaker's wants hidden *off record*. The speaker assumes that

the hearer will understand the hidden desire. The interactants are seeking compromise on the scale of *off record* as well as *on record*. (Brown and Levinson 1987, 132)

[13] You couldn't, I suppose, pass the agenda please, could you?

[14] Can you please pass the agenda?

By stating [13], the speaker uses the pessimistic attitude “you couldn't” in the connection with the hedge on illocutionary force “I suppose”. The utterance is concluded by a question tag. In the result, the whole statement might seem to be overly polite. The example [14] contains the sentence-internal “please”. In this case, the speaker is not asking about the hearer's ability. We often connect the modal verb “can” with asking about ability and skills (‘Can you speak English?’). So the hearer might get the feeling that the speaker has doubts about the hearer's abilities. The request is in an indirect form.

Another way to give redress to the addressee's negative face is evading, presuming or assuming that anything related to the FTA is wanted by the addressee. (Brown and Levinson 1987, 144)

While communicating, we do use the hedges regularly. They are used in order to lessen the impact of utterance. The usage of hedge is one of many forms used to perform redress to the addressee's negative face. The following example [15] performs the hedge phrase “as you probably know”. Its function in the utterance is to modify the membership of the following sentence. The following sentence demonstrates that the utterance should be expected by the addressee.

[15] As you probably know, we need some saving changes.

[16] I can't help wondering if...

Analyzing the example above [16], the usage of “I can't help wondering” triggers the impression of question given to the hearer. “If “ is well known as a possibility marker and it is used to soften order. With the help of “if” the order changes into a polite suggestion. (Brown and Levinson 1987, 153)

We might perform the redressive action to the addressee's negative face by giving him the option not to do the act. B&L call this strategy *Don't coerce H* (hearer). We achieve that by being pessimistic when the speaker does not assume the addressee's willingness to do an indirectly requested task. We have already discussed the option of being pessimistic in connection with being indirect [13]. The example of being pessimistic might sound similar to [14], but [17] has a much more pessimistic impact on the addressee. The utterance shows addresser's hesitation over the addressee's ability.

[17] Can you pass the agenda?

[18] “I just want to ask if I can borrow a tiny bit of paper.”

(Brown and Levinson 1987, 177)

Example [18] reflects the minimizing of imposition which is perfectly done by “a tiny bit”. “Just” carries the meaning of ‘exactly’ and ‘only’. In [18] the speaker uses “just” to say ‘only’. The minimizing of imposition is also very well performed by the euphemism “borrow”. The hearer might have the impression of lending but it is a very well known euphemism; that hearer, of course, does not expect to get the paper back. (Brown and Levinson 1987, 177)

Another way to perform the negative politeness is to communicate the speaker’s wants to not affect the hearer. We should let the hearer know that we are aware of his negative-face demands. To apologize is one of many ways to achieve this strategy.

[19] I’m sure you are very busy, but...

[20] It might look like...

[21] We do not come late; we come on time in here.

The apologizing [19] precedes the speaker’s admitting the effect.

To fulfill this strategy we might also try to avoid the pronouns ‘I’ and ‘you’ [20]. If we do so, the utterance gives the impression that there is another agent dealing with the message and after avoiding ‘you’ it might seem there is another person meant to be involved (not the hearer). (Brown and Levinson 1987, 190)

Stating the face-threatening act as a general rule is another way how to tell the hearer that we do not want to impinge on him. In [21] the speaker is not imposing but there is a clear moral advice addressed to the hearer. We are stating [21] as a general rule that we are all aware of. (Brown and Levinson 1987, 187-207)

The final negative politeness strategy deals with offering a compensation for the face threat. B&L describe the strategy called ‘*go on record as incurring a debt, or as not incurring H*’ (the hearer). The speaker basically expresses how he would get into debt in relation to the speaker for a favor [22].

[22] I would deeply appreciate your effort.

4.1.3 Don’t do FTAs

When we insist on acting in the most polite way, according to B&L, we should not do FTAs. Most of the authors consider it quite paradoxical.

4.2 Face-saving acts in business negotiation

We meet with face-saving acts very rarely. Even Brown and Levinson (1987) do not talk about this notion. The face-saving act is the interactional act of avoiding a loss of face and keeping a good public self-image. This notion will not be mentioned any more in this bachelor thesis.

5 ANALYZING THE SAMPLES OF NEGOTIATING PHRASES

This chapter brings the structure closer to the analysis part. Particular business phrases (different from those pointed out in the analytical part) are analyzed on a linguistic basis. The chapter starts with phrases performed *baldly on record*, followed by *positive politeness*, *negative politeness* and this is all concluded by *off record* strategies. The categorization follows B&L structure.

5.1 Bald-on-record strategy

The first example, [23], demonstrates metaphorical urgency in the form of the verb *look*. The verb triggers a great range of emphasis. The speaker wants to turn the hearer's attention, but he does not want him to really look at something; that is why it is meant rather metaphorically.

[23] Look, the point is that...

[24] Don't worry about that.

In the example [24] the speaker demonstrates *bald-on-record* strategy by directly assuring the hearer that he will take care of the certain issue by himself. He does not want the hearer to feel uneasy and concerned about the certain issue, but on the other hand, the hearer might feel a bit indebted to the agent (the speaker).

5.2 Positive politeness strategy

The first example of the positive politeness strategy [25] reflects contraction by "got". Contraction is considered to rank among positive politeness strategies, because there is some general knowledge that interactants need to share. The common knowledge makes their relationship closer.

The sample [26] is demonstrated in order to show the usage of "then". It has a similar usage as "so". "Then" is the conclusory marker of pseudo-agreement. It is basically the way how to conclude the scale of reasoning messages performed between the speaker and hearer. It might reflect a prior agreement. (Brown and Levinson 1987, 115)

[25] Got any spare pens?

[26] I will meet you tomorrow, then.

In [27] the speaker decided to be vague, because that is the way to hide disagreement and avoid the hearer's loss of face. Hedges are mainly the negative-politeness feature, but there are some of them which can also be used with the positive connotation. The hedge

“sort of” is the perfect example of how to avoid disagreement. The sample [28] is used because of the importance of *place switch*. As B&L describe (1987, 121) distal demonstratives “here” and “this” should be used more frequently than “there” and “that”.

They claim that “here” and “this” “seems to convey increased involvement or empathy.” (Brown and Levinson 1987, 121)

[27] Your proposal is sort of interesting

[28] This was a lovely meeting!

[29] reflects the presupposing knowledge of the addressee’s wants and attitudes. The sample given in the form of a negative question automatically expects ‘yes’ as answer. There is a hidden impact on the hearer’s opinion. While stating [30], the speaker asks for a reason by showing his knowledge that there is some help needed. Sending this message, the speaker assumes cooperation. (Brown and Levinson 1987, 128)

[29] Don’t you think it is worth trying?

[30] Why don’t you want to save your money with us?

5.3 Negative politeness strategy

In the [31] the speaker is trying to be as negatively polite as possible by using “possibly” and “by any chance” (possibility markers) and the hedge “just a few minutes”. The addressee performs the *question + hedge* strategy in an indirect speech act. The similar *question + hedge* structure is demonstrated in [32]. The hedge phrase “I’m not an expert” modifies the following sentence introduced by “but”. The initial statement is lessening the impact of following utterance which will be probably face-damaging.

[31] Could you possibly by any chance leave us alone for just a few minutes?

[32] I’m not an expert, but...

[33] is a remarkable example of turning the statement into a question by the dubitative particle “I guess”. The speaker knows that he is right in this case, so it is true that the hearer is “not happy” at all. As the example [33] provides the hedge on illocutionary force, so does the example [34]. The usage of the hedge a “little bit” is quite obvious in the sample. The addressee uses this sort of hedge in order to refuse the responsibility for the fact that the interactants are “digressing”. The same function is triggered by [35] and [36]. In [35] the phrase “I’m afraid” has a softening impact on expressing bad news. It has a similar function as the phrase “I’m sorry” does. The example [36] is provided with the

whole adverbial-clause hedge “I shouldn’t be surprised”. It has the function of mitigating the unpleasant fact. (Brown and Levinson 1987, 160-162)

[33] You are not happy with that, I guess.

[34] We are digressing a little bit here.

[35] It is true, I’m afraid.

[36] That’s a fact, I shouldn’t be surprised.

The sample [37] triggers the apology. He wants the hearer to know that he is reluctant to affect the hearer by the initial hedge phrase “I hate to interrupt you”. Moreover, he uses the strong emotion-expressing verb “hate” in order to achieve the strong message.

[37] I hate to interrupt you, but...

5.4 Off-record strategy

The first *off-record* example [38] reflects a rhetorical question. “Just” is the kind of word which pushes the *off-record* message to be *on-record*. Of course, there is no intention to get an answer. The purpose is to inform the hearer of a certain issue.

[38] Just why would I have refused that?

[39] Perhaps someone did not inform us.

The strategy used in [39] is called *Be vague*. The addresser is being vague about who the agent of the message is. This statement can provide very strong damage to the hearer’s face.

II.

ANALYSIS

6 THE AIM OF QUESTIONNAIRE

The analytical part of the work is based on research. The research has been made in the form of a questionnaire. The respondents are native speakers of the English language. They are all in different kinds of management positions; In accordance with the issue observed in the questionnaire is linguistic means in business negotiation. The questionnaire is in electronic form because it could be difficult to get all the paper questionnaires back from the United Kingdom or the Americas . The range of return would be for obvious reasons low. Moreover the questionnaires exist in the printed form.

The aim of the questionnaire is to find out the degree of politeness while business negotiating. The hypothesis claims that people value powerful pushing phrases more than politeness while negotiating. Except for disproving or testifying the hypothesis the aim of the research is to discover which linguistic means are preferable in business negotiation and which are rather avoided.

The questionnaire is provided with a short introduction informing the respondent of its purpose and assuring him/her that the questionnaire is completely confidential. The questionnaire has three parts – introduction, information regarding respondent and the main part. In the second part the respondent is supposed to give information about his/her gender, age, nationality, how long has he/she been in business, and his/her working position. At the end of the second part they are questioned about their experience with negotiation training. The main part is focused on the respondent's preference in the field of business phrases and (im)politeness. There are several phrases to be picked and chosen from. There is also one write-in column for the respondent to express in several sentences him/herself according to the situation. The phrases given in the questionnaire are demonstrating making suggestions, making requests, disagreeing, making complaints/critiques, saying no, and assuring and demanding information. Chapter 8 analyzes the respondents' answers according to the theoretical part.

6.1 Respondents

As was already mentioned, the target group of respondents are English and American managers. The research lasted from the 25th of January until the 5th of April. Over 70 respondents have been sent the questionnaire. Unfortunately, only 50 of them were willing to fill them out. The questionnaire was provided by Google documents on the internet, because paper form might lead to a low degree of return.

6.1.1 Gender

According to the part regarding the respondent there is a slightly bigger percentage of female respondents. As it is obvious from Figure 1., 59% of the respondents were female, and 41% were male.

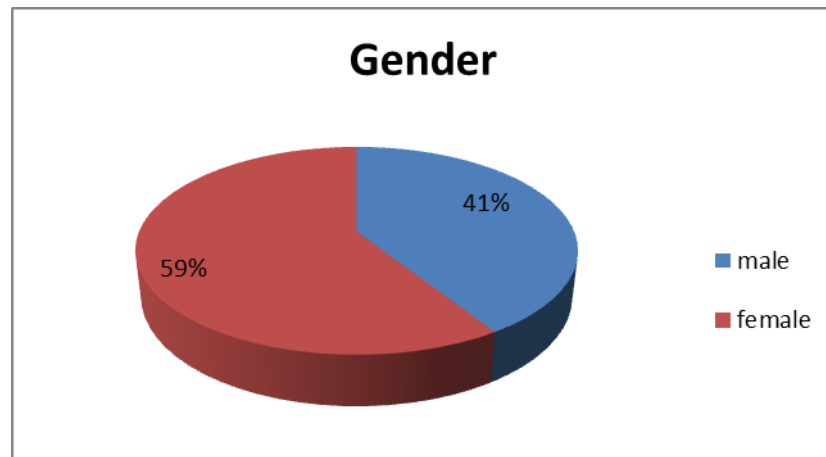


Figure 1. Gender

6.1.2 Age

There is a majority of the age group 22-25 years old (48%), which means that the major group consists of very young managers. The second biggest group (22%) consists of managers from 26 to 30 years old. According to Figure 2. there are no respondents older than 40 years questioned in this research. This is unfortunate since this might be the group which is not ashamed to use powerful pushing phrases. This group is normally working in very high positions.

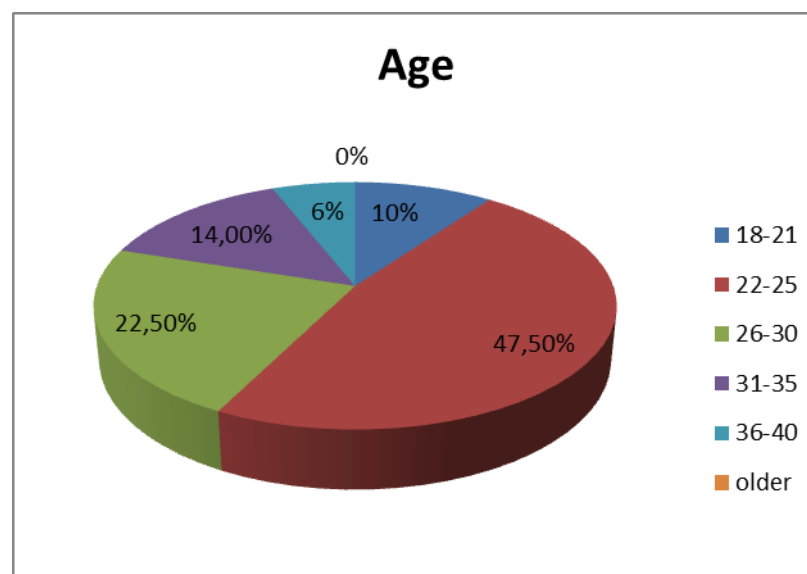


Figure 2. Age

6.1.3 Nationality

72% of the respondents are British, 26% are American and 2% are French. Unfortunately, there is no difference in phrase and linguistic means usage among them.

6.1.4 Working position

Another issue observed in the questionnaire is the respondents' working position. Apart from one respondent, an English teacher, all of them are in some kind of management position. Respondents of various working positions were willing to fill out the questionnaire. They have reached such positions as ordinary Managers, Marketing Managers, and F&B Managers, but also General Managers, CEOs, and many HR Managers. There is a study demonstrating the usage of linguistic means regarding working position in chapter 8.

6.1.5 Experience

As we can see from Figure 3, most of our respondents have not been in business for a long time. The majority (61,50%) have been involved in business for 1-5 years. On average, the target group is brand new in business, and supposedly willing to negotiate and enthusiastic about business. The group of respondents does not cover any respondent who has been in business for more than 20 years.

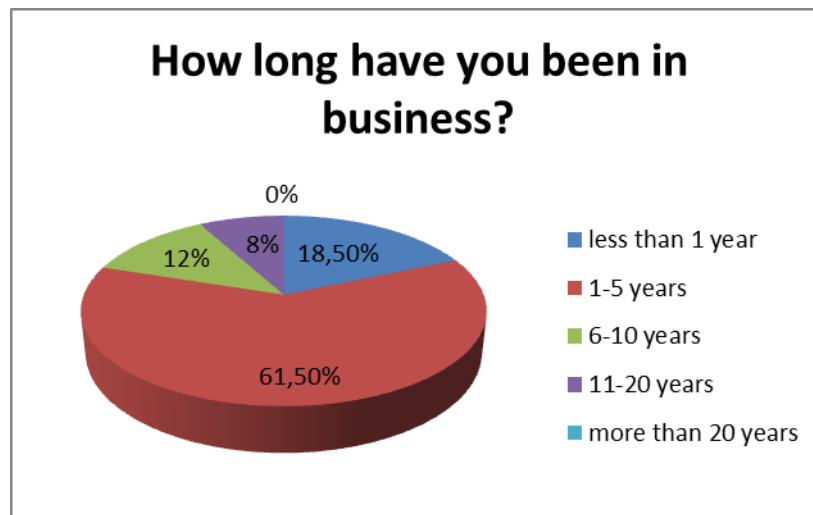


Figure 3. How long have you been in business

The following question, given to the respondents was about their experience with negotiation training. There is not a significant difference (Figure 4.) between managers with no experience with negotiation training and those who participated in such training. The range of experienced managers is 53%, on the other hand, managers who have not had

the opportunity to participate in negotiation training are illustrated by 47%. Supposedly, the options selected by managers in the questionnaire might demonstrate predominant elements of appropriate politeness. But it might be incompatible with the fact that the person, having participated in negotiation training, does not have to be necessarily polite in all situations. Experience with negotiation training related to working position is very different. Even those in significantly high positions did not get such experience.



Figure 4. Have you ever been to negotiation training

The respondents were given questions to find out how often they do negotiate with their trading partners/customers. Surprisingly, our target group (49,50%) is used to meeting their partners/customers in everyday interaction. According to the Chart 5, we should expect that the respondents are mostly tremendously experienced negotiators. The group, used to negotiating every day, covers mostly HR managers, PR managers, Wine Cellar Manager, General Managers, Duty Managers, Assistant Restaurant Managers, F&B Managers, Business Development Manager, CEO's, Reception Manager and Customer Relations Manager. On the other hand, most Marketing Managers and Team Leaders negotiate with their partners/customers at least once a week. Those used to negotiating once a month stand in the positions of Marketing Managers. One Assistant Restaurant Manager, Sales Manager and English Teacher negotiate even more rarely than once a month.

The most interesting fact that all the Sales Managers covered in the research significantly differ in the frequency of negotiating.

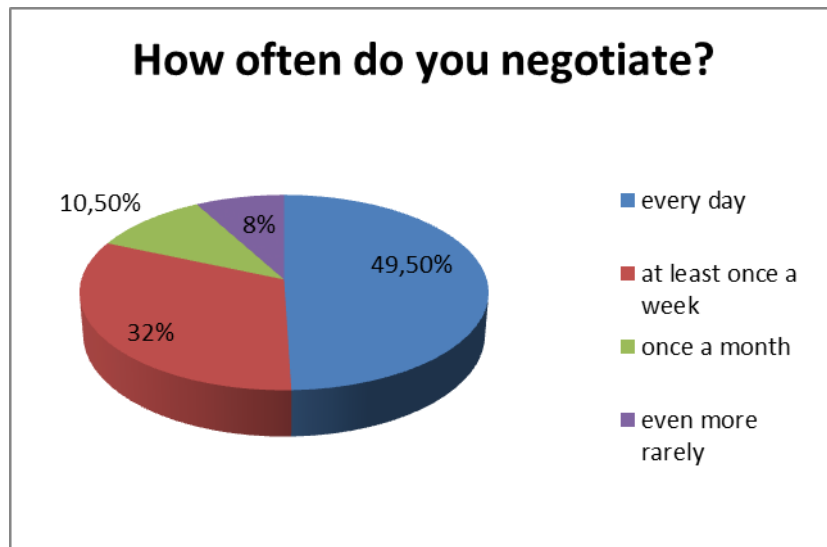


Figure 5. How often do you negotiate

The following chapter illustrates linguistic and pragmatic analysis of questionnaire phrases in accordance with the respondents' preference.

7 DISCUSSION OF RESULTS OF QUESTIONNAIRE

The following chapters illustrate the results of the questionnaire relating to linguistic means chosen for the aim of business negotiation. They are divided according to different situations which might happen during business negotiation. There is always an introduction to certain situations, followed by questions given to the respondents, selection of phrases, analysis of these and the result chart covering the respondents' choices.

7.1 Making suggestions

While making suggestions we are demonstrating our preference to the hearer. Preference can be presented by direct or indirect utterance. Until we get the response we don't know if the threat to hearer's face will appear. The appearance of FTA is contingent on whether our (speaker and hearer) preference, desire or suggestion differs. From the point of business negotiation view, making suggestions always provides us with the opportunity of finding compromise or finding out if the hearer is in agreement with us. We have to employ the appropriate linguistic means to make the hearer feel respected.

The first question given to respondents is:

1. Which phrase would you use to encourage your trading partner to cooperate with you.

Respondents had a choice of certain phrases focused on willingness to cooperate:

[40] Can we work on that?

[41] Hmm, can you work with me on this? (with the long pause)

[42] Are you willing to cooperate with me?

[43] I think you should give it a shot.

[44] Have I ever let you down?

[40] – is an example of much stronger message than [41], because of the usage of “we”

- hearer might feel that there is “me” and “you” involved in a business
- “can”, a modal auxiliary verb, often illustrates physical or mental ability
- “can” represents possibility and probability
- addressee might feel doubt about his/her abilities

[41] – in contrast with the previous phrase, the only agent discussed here is “you”

- gives the impression that “you” (addressee) is the most responsible for the act of making business
- provided by the long phonological tool “Hmmm” of hesitation

[42] – most preferable according to respondents' choice proved by following Figure 6.

- “willing” refers to an act which is carried out gladly. It could make the hearer feel he/she is expected to be ready and to act gladly

[43] – includes suggestions performed by “I think”

- addresser highlights his/her opinion or personal attitude to influence or persuade the addressee
- evokes the impression of friendly advice, especially in combination with the modal auxiliary verb “should”
- great example of hedges addressed to Grice’s Maxim of Quality – “I think” – utterance does not carry the responsibility for truth of message
- threat to the hearer’s face is not so obvious here

[44] – was not so successful from the respondents’ point of view

- speaker shows commitment to the hearer
- the phrasal verb “let down” reflects the failure to meet expectations and cause disappointment

To sum up the question and results illustrated in Figure 6., respondents mainly prefer the highlighting of the hearer’s possible willingness to do what the speaker expects. The second most sympathetic phrase [40], preferred by respondents, is chosen because of the importance of “we” already described above. The reason might be that they try to stay polite and keep the hearer’s face. This fact is incompatible with the hypothesis.

The most favorite utterances [40], [42] are the most polite ones of the selection. On the other hand, [43] evokes a risky situation and there needs to be a certain distance between interactants. That’s the reason why it is not considered to be so polite.



Figure 6. Encouraging Cooperation

7.2 Making complaints/critiques

While making complaints/critiques we express uncovered disagreement with the other person's offer, value or judgment. The utterance performs the speaker's negative appraisal of the hearer's face. Without any mitigating of the message, this fact could be greatly face-damaging. With intention to be polite enough, we should consider mitigating those messages dealing with making complaints/critiques.

Relating to samples [45], [46],... [52], respondents have been questioned:

2. *How would you express dissatisfaction?*

[45] To be fair, it could have been worse.

[46] I'm just not 100% convinced.

[47] I'm expecting more from this work.

[48] I'm not at all satisfied with...

[49] I'm sorry to mention this, but...

[50] I'm not happy with the effort you've made.

[51] I'm not comfortable with that.

[52] That doesn't sound like a good idea.

[45] - is definitely less polite

- demonstrates the speaker's expectations
- the utterance is directly labeling the hearer incapable of the task and having failed
- with the usage of "to be fair", the speaker builds a likely-to-be-friend relationship before he/she is going to cause damage to the hearer's face
- evokes the impression of failure

[46] - we are facing the use of vague language by "just"

- contains a very powerful adjective "convinced"
- vague language - appropriate method of how to mitigate the message of stating dissatisfaction
- by "convinced", the speaker challenges the hearer to prove some evidence in order to firm speaker's belief
- an attempt to add the core numerical fact of "100%" conviction, which might go against the vague language element "just"
- nowadays "100%" is considered vague language, because it is usually not based on any evidence

[47] – expresses speaker's expectations as much as [45]

- but [47] is quite preferable
- speaker simply admits that his/her requirements have not been fulfilled
- evokes the impression of failure, but is much more mitigated than in [45]

[48] – contains certain intentional connection with [46]

- contrary to [46], it is not mitigated at all
- no vague language, moreover the use of “at all” highlights the absolute dissatisfaction
- it is no wonder that the phrase [46] is preferable

[49] – based on negative politeness

- with the help of “I'm sorry” speaker admits that the following utterance will have some impact (bad impact in this case) on the hearer's face

[50] - emphasized the feeling of happiness

- refers to the speaker's feelings
- we understand the fact that happiness and comfort is everything; people will not inquire why it is that the speaker is not comfortable or “happy”
- they usually respect other people's feelings
- after stating unhappiness coming from the hearer's effort that has been made, the message is even more face-damaging
- there comes a feeling of failure

[51] - claims that his/her feelings (and face) are threatened by not being “comfortable” with certain issue

- hearer is obviously accused for evoking feelings of unease and poor security
- refers to the speaker's feelings

[52] - illustrates the action of “sound”

- “sound”, in this case, does not trigger a literal meaning
- it presents a particular impression coming from the hearer's suggestion or action
- human beings consider sound as being believable and that is why the impact of the message is so serious and trustworthy

According to the following Figure 7., samples [46], [49] and [51] are the most preferable ones. Respondents are trying to keep their messages polite as much as possible, which goes against the assuming idea of using rather powerful pushing phrases.

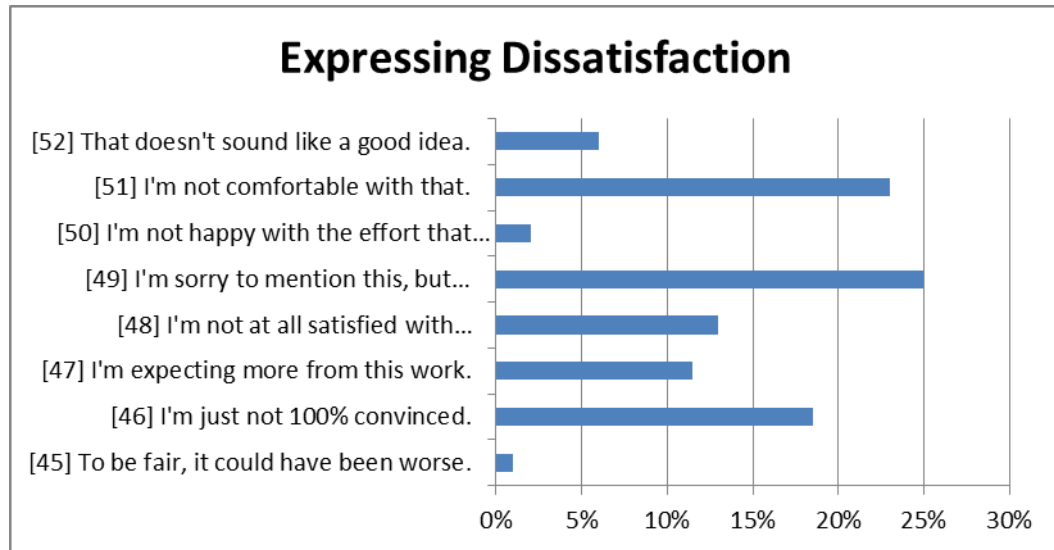


Figure 7. Expressing Dissatisfaction

The next question placed in the questionnaire and relating to making complaints/critiques is:

3. *How would you point out your partner's mistake which appeared during your negotiating?*

The samples [53], [54], ...[57] were given as possible choices.

[53] I think you may have forgotten...

[54] It may have slipped your mind, but...

[55] I'm sorry to mention this, but...

[56] I'm not going to get into discussion about...

[57] There is something I've been meaning to tell you...

[53] – the most favoured respondents' choice

- usage of the speaker's personal attitude "I think" is together with the modal auxiliary verb "may" and is considered very polite
- "may" is usually used to indicate a certain measure of likelihood or possibility
- the usage of "I think" triggers the impression of friendly advice intended for the hearer (similar to [43])
- speaker does not want to say that he/she is sure about the fact
- with the help of "I think" he/she refuses to take responsibility for the truth and rather tries to mitigate the message

[54] - demonstrates the modal auxiliary verb "may", like in [53], but this time it does not refer to the hearer

- “may” refers to the hearer’s mind, which appears to be even more threatening for the hearer’s face if somebody has doubts about his/her mental ability
- the utterance introduces another utterance - probably even more face-damaging
- the act of reminding of a mistake is always of face-damaging character

[55] – second most preferred phrase

- exactly the same as [49]

[56] – is the least polite

- might look like the speaker is saving the hearer’s face, because he/she is “not going to” mention hearer’s mistake, but he/she actually does remind the hearer of that
- very strong usage of negative politeness which leads to face damage
- the addressee might feel humiliated and embarrassed
- after interpreting the message, the addresser might gain the advantage of leading position

[57] - is still polite enough to be one of the most polite ones

- the usage of the phrase “there is” to indicate that some mistake actually exists
- by interpreting “I’ve been meaning to tell you”, we let the hearer know that until now we have been saving his face

The respondents mostly chose polite ways to communicate the issue of the reminding of the mistake, which is not expected according to the hypothesis. They prefer to use “I’m sorry”, the tool of negative politeness and mitigating the message by “I think”, pretending to give friendly advice.

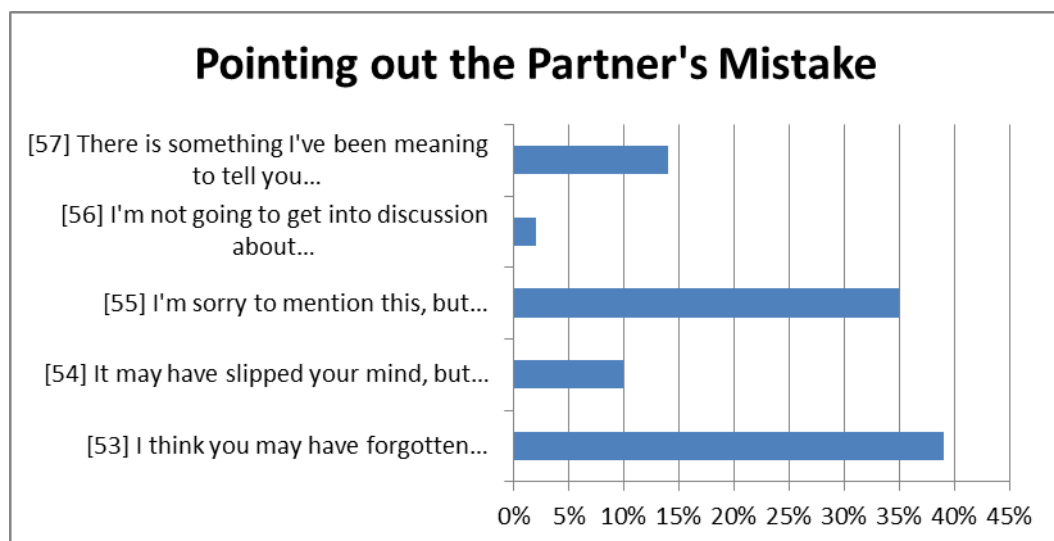


Figure 8. Pointing out the Partner’s Mistake

7.3 Making requests

A very common act carried out while in business negotiation is making requests. If we demand information or data, we put the addressee into the position of being expected to provide the addresser with something. Obviously, the act of making requests is surely a negative face-threatening act and it does complicate the addressee's future freedom of action or decision.

The respondents were given five options.

The task is:

4. *Imagine: You've just found out that you forgot your pen. Which phrase would you use to persuade your colleague to lend you one?*

[58] Could I just borrow your pen?

[59] Give me your pen!

[60] How would you feel about lending me your pen?

[61] First you look into your bag and then just say "Oh, God. I forgot my pen again!" (with intention to encourage your colleague to lend you one)

[62] Would it bother you to lend me your pen?

[58] - the second most favoured option from the respondent's point of view

- the speaker uses a tool of ambiguity together with the vague language "just" to soften the utterance
- vague language proves to be a very frequently used negotiating implement

[59] – example of performing bald on-record strategy

- addresser does not soften the message by any mitigating or politeness tools
- he/she imposes on the addressee to DO X!
- the most face-damaging option
- surprisingly, as you can see from Figure 9., [59] is more favorable than [60]

[60] – might be considered quite face-damaging

- includes "feel" - expressing physical sensation
- speaker might interpret the message by assuming that the hearer is mentally unstable

[61] - the sample of off-record indirect strategy

- the role of the addresser in this case is to be an actor and play a desperate colleague

- demonstrates the utterance which does not cover any request
- speaker assumes that the colleague will prove his/her empathy and will lend “a pen” to the addresser
- there can be several addressees, in this case the chance of persuading at least one of them gets bigger
- it seems to be a clever way to request something, but the addresser is damaging his/her own face

[62] – most of the respondents would use this option

- great example of negative politeness
- the addresser gives to the addressee the freedom of choice if he/she interprets “would it bother you” and he/she does not want to impose on the addressee
- the addressee might be “bothered” by wasting time or getting into trouble by borrowing the requested object
- if we would talk about paper instead of a pen, “to lend”, the verb used in the utterance, would be considered to fulfill the function of euphemism because no one would expect to get the paper back
- the most polite choice

The interactants prefer using direct request [59] through the bald on-record strategy to caring about the addressee’s feelings [60]. This fact supports the hypothesis of using politeness to be more likely. Most of them would choose using negative politeness and giving a freedom of choice to the addressee [62].

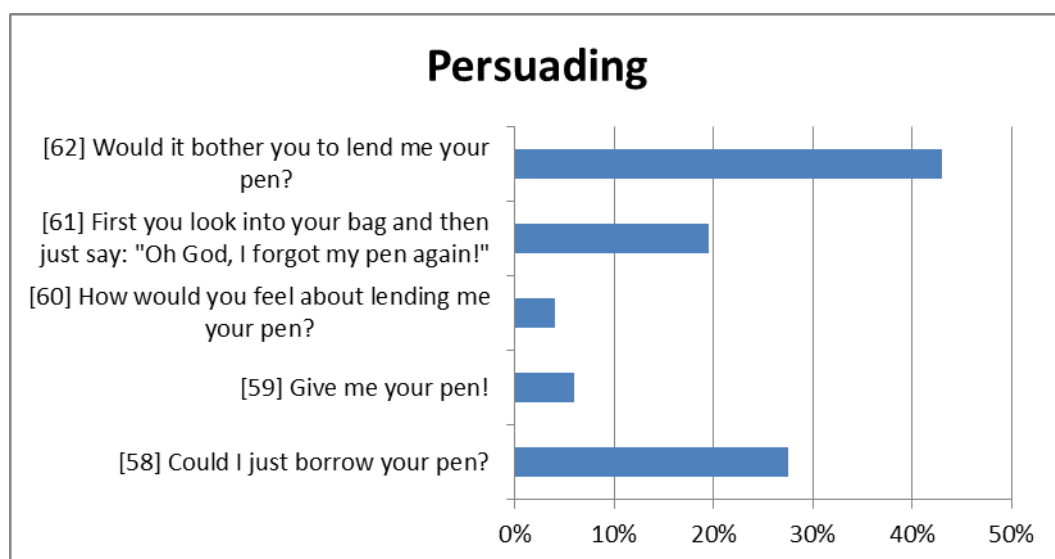


Figure 9. Persuading

7.4 Disagreeing

While negotiating we might not meet the addressee's interests. The speaker demonstrates the lack of interest toward the addressee's positive face. The act of disagreeing is face-damaging but the utterances are different only in the level of softening and mitigating face-threatening acts. Through this questionnaire the level of politeness is observed in the act of disagreeing. The respondents were provided with the question:

5. *How would you express your disagreement with the price offered?*

The respondents were given these options:

- [63] The price is non-negotiable
- [64] I'm not getting a warm feeling about the cost.
- [65] Way too expensive.
- [66] Well, it isn't really an attractive price for me.
- [67] I can't bring that price back to my boss.
- [68] I don't think we've got any choice at all.
- [69] I need to come down on the price.
- [70] That's not going to work.

[63] - FTA stated as a general rule

- “One way of dissociating S and H from the particular imposition in the FTA, and hence the way of communicating that S doesn't want to impinge but is merely forced to by circumstances, is to state the FTA as an instance of some general social rule, regulation or obligation.” (Brown and Levinson 1987, 206)
- very useful negative politeness strategy of how not to impose
- according to the notion of politeness, it appears to be more suitable and acceptable to the business partner than [65]

[64] – second favorite option

- when it comes to discussing feeling, happiness or comfort, it seems to be a bit taboo to talk about those issues during business negotiation
- nobody will ask why we do have “not a warm feeling”

[65] - no subject and object in the sentence

- surprisingly, more favorable than [63]

[66] - many elements mitigating the rather negative act of disagreeing

- addresser clearly states a preference introduced by “well”, a figure of vague language
- use of “really”, the intensifier, triggers the function of highlighting the fact that the addressee’s offer is not suitable or “attractive” for the addresser
- most of the respondents surely appreciated the placement of an adjective “attractive” in combination with “isn’t really”
- one of the most sensitive ways not to damage addressee’s face, because it does not demonstrate direct turning down

[67] – speaker states that he/she is very strictly curbed by “the boss”

- demonstrates a certain restriction for the speaker
- the addresser probably has an impression of negotiating indirectly – the boss negotiates via the addresser
- it gives the feeling of getting closer and dealing with the way to meet boss’s the requirements, which we might consider a bit tricky

[68] - demonstrates certain restriction for speaker

- combines the element of personal opinion, “I don’t think”, and the impression to be restricted
- the whole message is strongly intensified by “at all”

[69] – illustrates the act of needing

- “need” corresponds with certain necessity and obligation
- “need” – a verb with a significant level of power, because when something needed, it is urgent and necessary
- since we were kids we have been taught to respect everyone’s needs
- “come down” illustrates a rather metaphorical meaning, because there is no movement performed

[70] – does not include “I” and “you” as the interacting parties

- directly discusses the price
- is used in many more following options – universal negotiating phrase
- speaker states that the offer, relating to price, is not going to be put into action
- appears to be face-damaging

The crushing majority of respondents picked the phrase [66]. It means that when it comes to disagreeing, interactants tend to use many figures of mitigating. This fact supports the hypothesis.

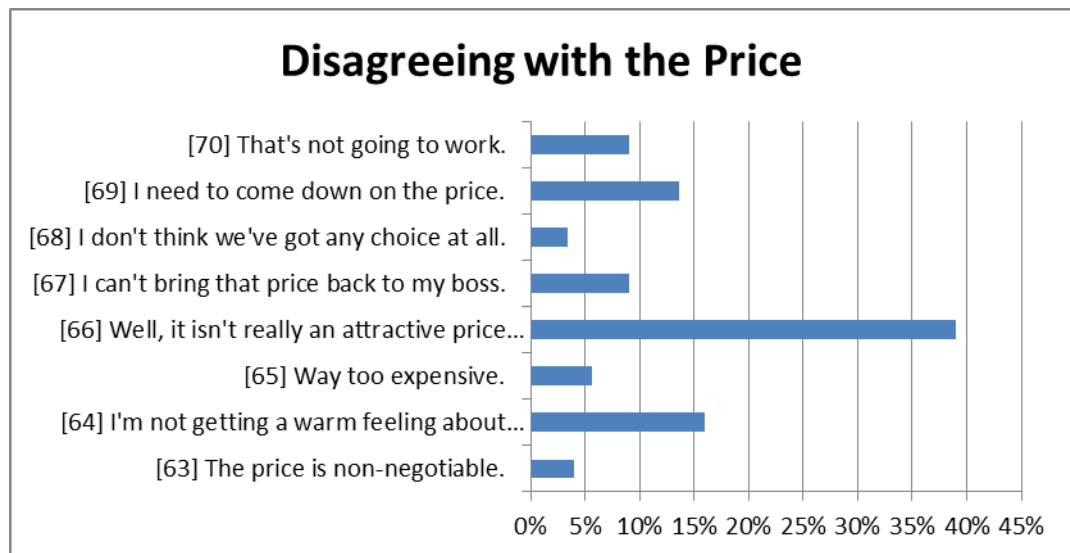


Figure 10. Disagreeing with the Price

Respondents had to deal with another question relating to disagreeing:

6. *What would you say to express your disagreement with a deal?*

In contrast with the previous task, respondents are discussing the deal, not the price. The financial part of the agreement seems to be more face-damaging.

[71] I don't see much of the future in that.

[72] I'm not sure this is getting us anywhere.

[73] That's not going to work.

[74] That doesn't sound like a good choice.

[75] It just doesn't work for me.

[71] – the most favoured sample

- metaphorical meaning – nobody can visually experience (“see”) “much of the future” in anything, unless the person acquires some supernatural skills
- the addressee might have a feeling that the addresser is the person who has to know best what is right or wrong

[72] – similar to [71] in the metaphorical sense

- the interactants are not going to change location, as it is illustrated by “getting us anywhere”
- subject of the utterance is “I” as in [71]

- there is “it” and “that” placed in the position of subject in the following utterances [73] – exactly the same as [70]
 - rather universal phrase used for refusing and expressing disagreement
 - in both questions it was not very successful
 - appears to be the least preferred phrase from the selections
- [74] – metaphorically meant message
- the choice does not have the character to experience the transmitted vibrations of any frequency, but it gives to the addressee a mental impression
 - the addresser is probably able to distinguish the sound of good choice from the sound of bad choice
 - he/she does not want to declare the choice to be bad, but he/she would rather use the phrase “doesn’t sound like a good choice” in order to not damage the addressee’s face
- [75]- does contain “me” as a person involved in a business
- is softened by the vague language element “just”

There is no wonder why [75] is more preferred by respondents than [73]. The conclusion for this question is preference of metaphorical meaning and illustrating “I” as a subject. It might feel much more polite than stating the deal as a subject.

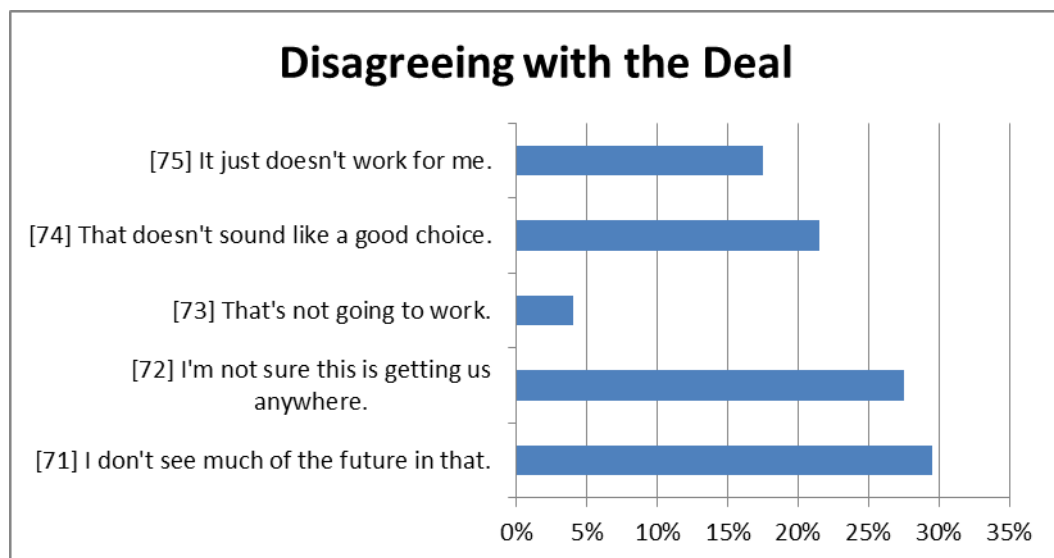


Figure 11. Disagreeing with the Deal

7.5 Saying no

The act of saying no/refusing a request can be very face-damaging. It conveys the sense of having different intention. It tells to the requester that his/her interests cannot be met. Many

of those refusing samples are mitigated by various initial phrases which try to satisfy the addressee's face at least for a moment.

The respondents were supposed to pick one phrase to answer the question:

7. *What would you say to avoid a disapproval?*

[76] You're absolutely right, but...

[77] That's interesting Mr. X, but I think...

[78] I can't help wondering...

[79] I like the idea, but I am not so sure about...

[80] Yes, maybe another choice might be better.

[76] - covers the exaggerative expression "absolutely" which does not pragmatically correspond with the following utterance

- following utterance "but..." is probably going to deny the idea that the addressee is "absolutely right"
- the whole initial phrase "You're absolutely right" fulfills the mitigation function of the message
- the purpose is to satisfy the addressee's face by telling him/her that he/she is "right", but at the same time inform him/her of disagreement

[77] - the two parts of the utterance do not deny each other

- the idea or offer can be interesting, but at the same time the addresser might "think" something else which is probably in contradiction with the addressee's offer
- speaker tries to keep the addressee's face by saying "That's interesting Mr. X"
- to soften the message even more, the addresser uses the personal address "Mr. X"
- after the initial phrase comes personal advice or opinion, performed by saying "I think"

[78] - calls for the addressee's explanation

- does not convey any sympathy from the addresser's side, but it still does not directly refuse the offer or idea
- certain level of metaphorical meaning in connection with "help wondering"

[79] - calls for the addressee's explanation

- much more mitigated than [78]
- first, the addresser expresses sympathy for the addressee's offer or idea and then he/she shows doubt and dispute towards it by saying "I'm not so sure"

- the most favoured option picked by respondents
- the tools of politeness are greatly set in the utterance which deals with the rather impolite act of saying no

[80] – this is the least polite sample among those options [76]- [80]

- the only mitigating experience in the utterance appears to be “Yes”
- “maybe another choice...” does not correspond with the idea expressed by “Yes”
- at the beginning of the message, the addresser performs something that seems to be agreement “Yes” and then he/she indirectly states discontent with the addressee’s offer
- the addressee softens the message by using “maybe”, the tool of uncertainty, and the modal auxiliary phrase “might”, demonstrating probability

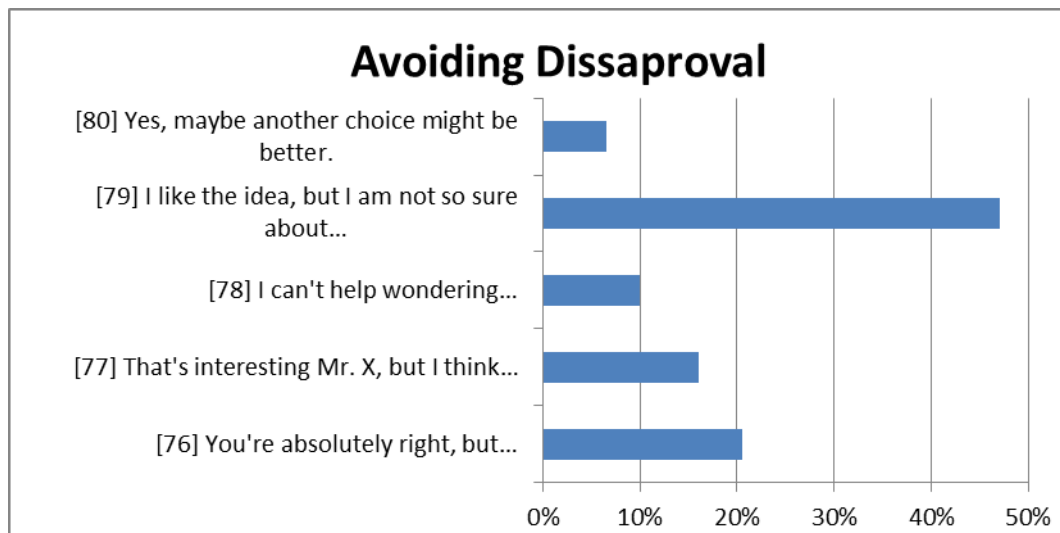


Figure 12. Avoiding Dissapoval

The phrases from the following selection and Figure 13., dealing with saying no, are much more impolite than those from the previous question. The reason might be that questions dealing with financial issues tend to be accompanied with power. In this case, we have an opportunity to introduce some powerful pushing phrases.

Another task dealing with saying no has been conveyed by the question:

8. *What are the phrases you would use to refuse to give a discount?*

[81] That’s just not going to happen

[82] You’re joking, right?

[83] Hey, I’m not a bank.

[84] You’re not even close.

[85] I think you misplaced the decimal point in your quote.

[86] We can negotiate with other people.

[87] I'm not saying no to you, I'm saying no for me.

[88] I can't figure it out!

[81] – was chosen as the most frequent utterance among those illustrated above

- it is the only utterance from the selection that does not contain “I” or “you” as the agents of the message
- speaker's claim that the deal “is not going to happen” comes into being
- softening of the utterance is nicely done by the vague language “just”

[82] – calls for confirmation

- if confirmed, the addressee would be even more humiliated
- one of the most insulting phrases in the entire questionnaire
- using the informal verb “joking” for something that is not supposed to be taken seriously
- hearer gets the feeling of being trivial and silly to the speaker – very face-damaging
- by “right?”, the speaker emphasises the message of he/she makes sure even more
- after stating the utterance, we could hardly assume any cooperation if the previous message was meant seriously

[83] – represents a strong face-damaging message

- example of stating the fact “I'm not a bank” – the least favorable choice
- even more threatening with the help of “Hey” – feels more informal
- a shout “Hey” is usually used in order to attract the attention – we don't need to attract the hearer's attention – we are already negotiating

[84] – stating the hearer's metaphorical position – there is no literal movement happening

- “close” in this case reflects the act of being near or in proximity
- “even” is used to intensify and to indicate something that is unexpected – highlighting the message
- speaker indicates that the hearer does not have a clue about the issue – a discount
- considering the feeling of being incapable of realizing the current situation, it might cause threat to the hearer's face

[85] – contains metaphorical meaning

- nobody can “misplace the decimal point” in a quote

- “I think” demonstrates pretended friendly advice - the utterance is meant ironically
- considered face-damaging - the message evokes the condition of being in error or at fault

[86] – direct threat to hearer

- “can” , the modal auxiliary verb, indicates possibility and probability in this case
- the circumstance “we can negotiate with other people” would not be mentioned here if it was not directly imposing on the hearer
- instead, the utterance is demonstrated in the form of stating the fact and ability

[87] – one of the most polite choices from the selection

- the speaker points out that he/she is restricted by the options of giving the discount, and he/she does not take the responsibility for refusing to give a discount
- clever way to refuse your trading partner/customer
- it feels like the speaker is the only person who is harmed
- rather psychological mitigating of the message

[88] – usage of informal language by the phrasal verb “figure out”

- informal language might evoke impression of being friendly
- the utterance does not cover “you”; “I can’t” indicates the speaker’s disabilities and restrictions
- perfect way not to impose on the addressee very much

The respondents try to interpret the message in as polite a way as possible, which flouts the hypothesis. The samples [86] and [87] gained an equal amount of respondents’ votes. It appears to be very surprising for its pragmatic difference. In [87], a psychological mitigating of the message appears. The speaker tries to keep the hearer’s face, but [86] feels to be less polite.

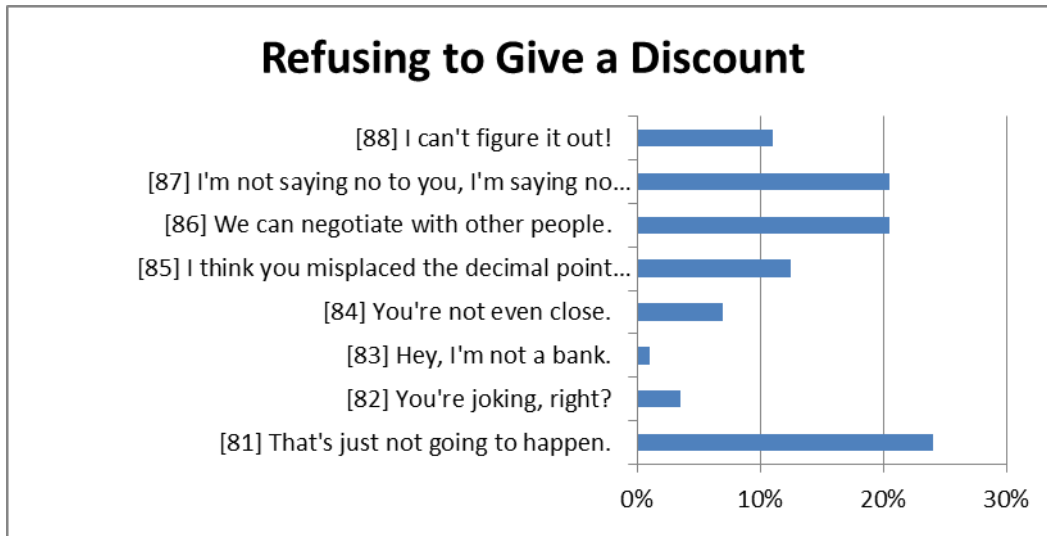


Figure 13. Refusing to Give a Discount

7.6 Assuring

When assuring the trading partner or customer we need to state our strong beliefs and certainty. There should not be any threat caused to the hearer's face at all. Moreover, we have to try to encourage the hearer and satisfy his/her face. We need the hearer's face to be more confident and willing to act. The only task relating to assuring/persuading your partner/customer is in the questionnaire.

9. Which phrase would you pick for persuading your partner/customer?

These options follow:

[89] We can't go wrong.

[90] I'm fully confident...

[91] I can assure you...

[92] I do believe that...

[93] You'd better believe it.

[89] – very strong phrase, showing certainty

- works very well in business negotiation
- by stating the negative form of the modal auxiliary verb “can't”, the speaker expresses incapacity, inability
- the utterance illustrates that it is impossible to go “wrong”
- idiomatic phrase “go wrong” relates to taking a wrong turn or making a wrong move
- unfortunately, not as preferred by respondents

[90] – evokes the same effect as “assure” in the following example

- discussing speaker’s feelings – very strong influence on the hearer
- it is still presumptuous
- “fully” illustrates the greatest degree of extent of confidence

[91] – not showing doubt or dispute

- “can”, the modal auxiliary verb, reflects ability in this case
- directly discussing assurance with the hearer – the act of assuring is not done unintentionally
- “assure” means to remove the hearer’s doubt
- the utterance is probably followed by the certain act of assuring (using facts and figures while negotiating)
- the utterance might be taken as a non-binding promise

[92] – when it comes to beliefs, nobody is going to look into the circumstances, discussing beliefs is considered taboo

- “believe” is accepting as being true or real
- “do” used as a mean of emphasis

[93] – a favorite of Cosmo Kramer, a fictional character on the American television sitcom Seinfeld

- the utterance shows confidence in speaker’s points and beliefs
- great example of powerful pushing phrase
- represents the form of advice, “better” might be compared to “should”

According to the Figure 14., there is a significant preference of the phrase [91]. It leads to the conclusion that most of the respondents would choose the utterance illustrating hidden promise and ability.

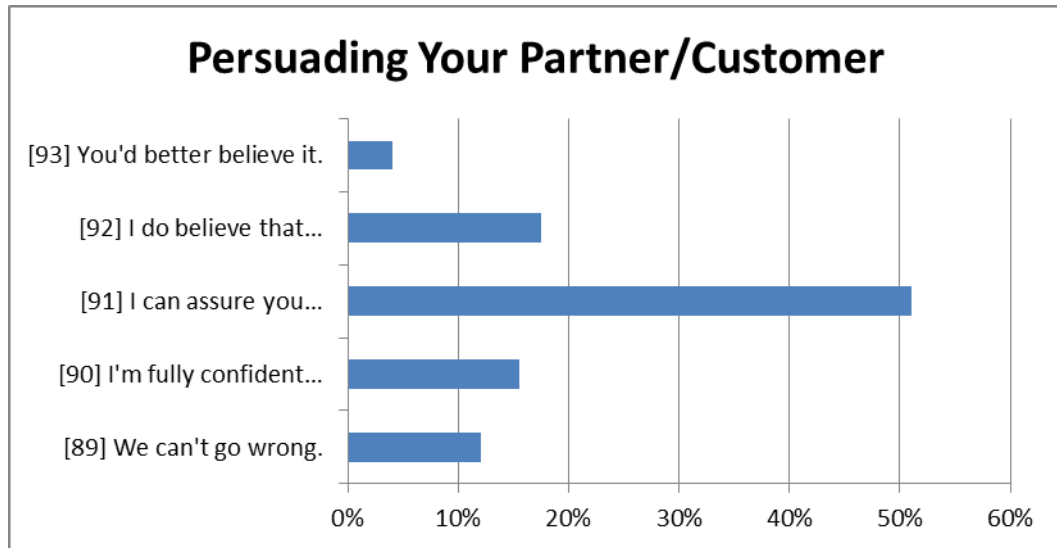


Figure 14. Persuading Your Partner/Customer

7.7 Demanding information

The act of demanding information is very similar to making a request. When we are asking for something, we are imposing on the other person to provide us with the requested thing. In this case we are forcing the hearer to respond on our terms. The act of demanding information threatens the other's time and place. We are imposing on him/her to meet our requirements (needs). The respondents were provided with the question and following options:

10. Which phrase would surely untie your partner's tongue?

[94] How do you propose we deal with this issue?

[95] What are we going to do about...?

[96] I need to know...

[97] What do you think?

[98] So, what is going on?

[94] – most polite phrase from the selection

- speaker shows interest in the hearer's opinion or proposal
- encourages the addressee to express him/herself
- contains no signs of pushing or forcing elements in contrast with [96]

[95] – the only example including “me” and “you” as “we” involved in a business discussion

- illustrates demanding advice or a solution rather than information

[96] – is included in the certain significant level of power

- very pushing and strong phrase, includes no mitigating
- the speaker is stating preference, points out the importance of necessity and obligation to know something by indicating “need”
- the speaker is talking about him/herself by using “I”, irrespective of what the hearer thinks and feels
- the utterance encourages the hearer to provide the speaker with the information, but the hearer might feel that his/her face is threatened

[97] – is an example of bald on-record strategy

- direct question without any mitigating tools, has a certain degree of favour
- asking to express the hearer’s opinion – “think” – very simple
- does not cause as much threat to the hearer’s face as [96]

[98] – the entire phrase is significantly informal; that might be the obvious reason why the phrase acquired a (Figure 15.) low degree of sympathy

- “so” is an element of informal language
- the phrasal verb “going on” is interpreted as informal speech as well; the speaker is actually demanding information about what is happening
- does not include “me” or “you” as the agents of the issue

There is no wonder that [94] is the most preferred phrase. What might be surprising is the fact that [97] is more favourable than [95]. The respondents are more likely to employ direct bald on-record strategy than to mention “we” in the phrase. Moreover, the most polite example [94] is still the most favoured one as we can see from Figure 15. That fact supports the hypothesis.

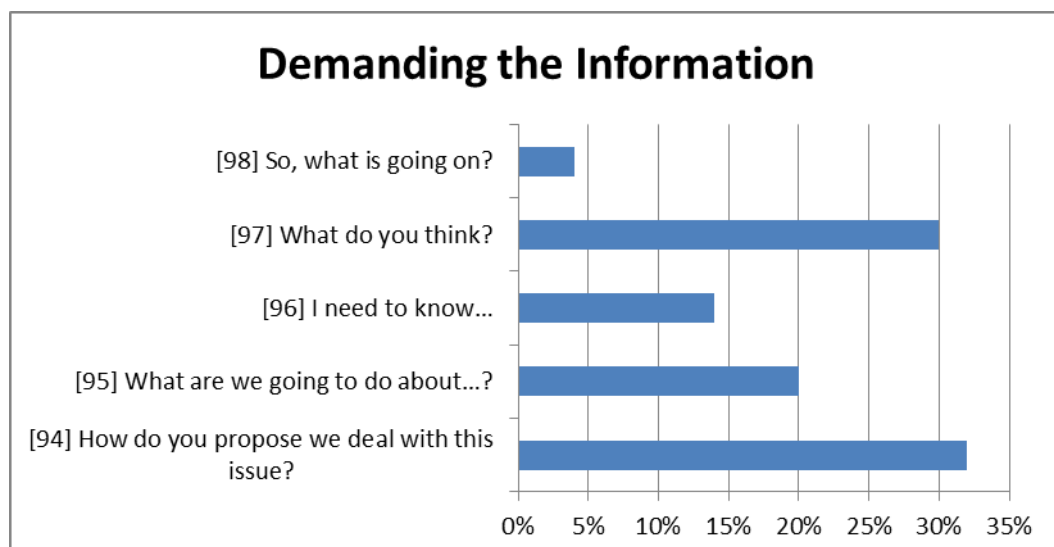


Figure 15. Demanding the Information

7.8 Most impolite phrases

One of the very last issues mentioned in the questionnaire was impoliteness. The respondents were supposed to choose the two most impolite phrases from the selection.

11. *Choose the two most impolite phrases.*

[99] You've got to be joking!

[100] That's not going to work.

[101] We can negotiate with other people!

[102] What's your friends and family rate?

[103] Hey, I'm not a bank!

[104] No way!

[105] I need it right away!

[106] Is that understood?

[99] – almost the same as [82]

- in contrast with [82] the speaker in [99] is stating rather than questioning
- inversed form of “have got to” emphasizes necessity and obligation in the message
- considered insulting and face-threatening

[100] – almost the same as [81]

- the only difference between those two is the mitigating element “just” which is part of the vague language
- there is no mitigating
- the utterance does not call for any action (explanation, clarification...); the only purpose of this message is to turn down the hearer's face

[101] – is exactly the same as [86]

[102] – significant psychological influence

- calls for realizing; the addresser does not want to find out “What's your friends and family rate?”
- the addressee is supposed to realize the pressure that the addresser is trying to apply
- discussing family in a threatening way is considered taboo while conducting business

[103] – is exactly the same as [83]

[104] – is used to express the empathic negation

- there is a certain degree of impoliteness in it
- speaker wants to interpret that there is “no way”, no method of doing X
- because the utterance contains only the subject and adjective, the utterance becomes even stronger, more powerful and restricting. It would practically restrict the hearer on freedom of action and would put the both interactants into a non-negotiating situation

[105] – calls for action

- puts the verb “need” into work, indicating a very strong meaning of necessity and obligation
- “right away” is very well known as meaning without delay or immediately, but it does trigger a much stronger influence than immediately or without delay
- the addressee’s face is threatened by pushing him/her into action

[106] – the typical servant-sir phrase

- it is addressed to the hearer, but it does not contain “you” , the only issue discussed in this phrase is “that”
- evokes a humiliating function, so that the addresser lets the addressee know who the boss is
- the addressee is probably expected to silently do the supposed action; it does have a face-damaging effect

According to the responses in the Figure 16., the phrases [105] and [100] are not considered to be very impolite. The samples with the verb “need” have been placed in many other previous issues and do not evoke as much impoliteness. The phrase [100] has been used previously, but even without the mitigation tool “just”, nobody considered this phrase to be one of the most impolite from the selection. The obvious favourites among those phrases are [103] and [99]. Those phrases have been already once implemented once already in Figure 13., but in the previous tasks they have been evaluated as the least favourable options regarding the refusal to give a discount. There it becomes obvious that people do value politeness more than powerful pushing phrases (bald on-record strategies).

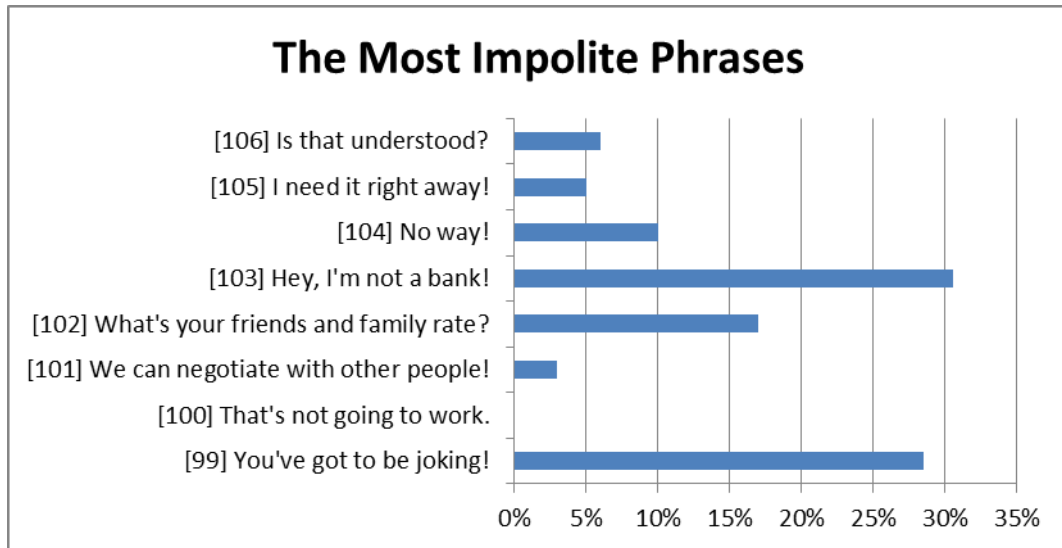


Figure 16. The Most Impolite Phrases

7.9 Making suggestions (write-in column)

The respondents were given the option to express themselves by contributing several sentences to the write-in column. The result, Figure 17., illustrates key expressions employed by the respondents to fulfill the task. The task was:

12. What would you say to persuade your boss that you've made good progress and you deserve to be promoted?

The act itself should not be face-damaging for the addressee, but it is tempting to be at least partly pushing and powerful. While persuading your boss to promote you, you need to make sure that your boss is not going to cause threat to your face. Most of the respondents achieve that by stating their abilities, making progress, doing hard work, being very useful, being fully confident and indicating that they are underestimated.

“promote/promotion/promoting”

- When discussing promotion, only 22% of them actually used the word “promote/promotion” or “promoting”. The respondents are very experienced because they are trying to avoid that lexical item.

“I think”

- What they do value the most is the phrase “I think”. The importance and power of it has been already mentioned in previous tasks. “I think” evokes personal opinion, advice and triggers the impression of behaving in a friendly way. Over 30% of respondents used this phrase in the process of persuading their boss.

“see/feel/look”

- 30% of respondents employ phrases demonstrating firsthand experience. It is very well known that what is perceived by the senses is very trustworthy. It has a certain degree of power and influence.

“assure you/I’m sure”

- A significant amount of respondents (22%) is willing to show their confidence while persuading their boss. It is a great tool for encouraging someone.

“appreciate”

- Surprisingly, respondents are even willing to employ the word “appreciate”. In a phrase such as “I’m sure you can appreciate”, it might be risky and the addresser’s face is likely to be threatened by the addressee’s response.

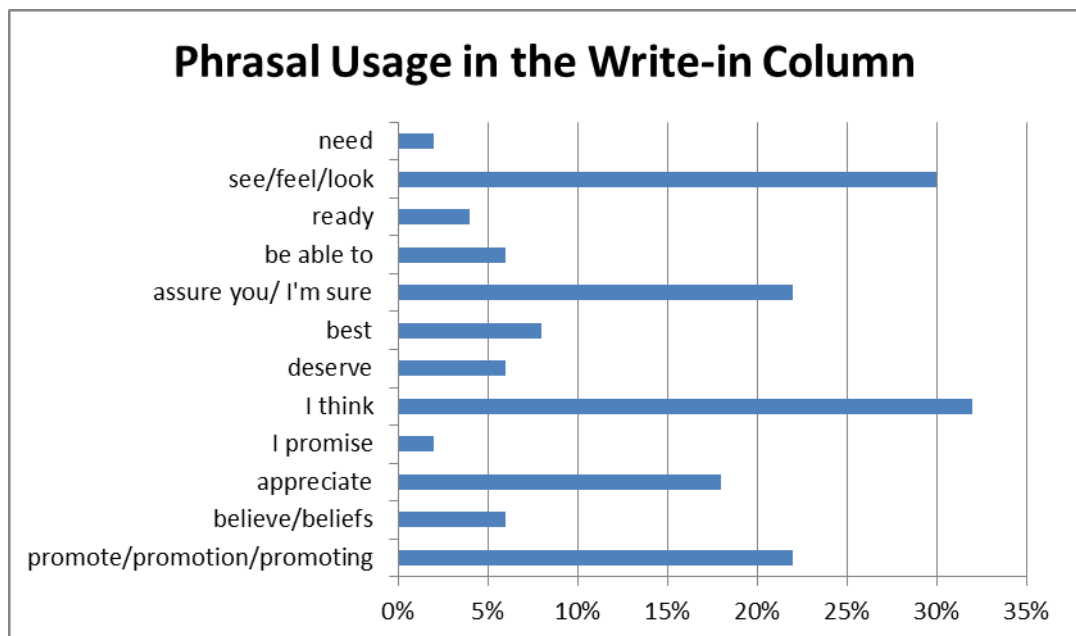


Figure 17. Phrasal Usage in the Write-in Column

In the write-in column, we can observe several very interesting and influencing phrases.

[107] ..., don't you think?

[108] Based on the fact...

[109] I expect to be...

[110] Look, I think I deserve it!

[111] Both of us know...

[107] – calls for agreement

- question tag in negative form is much more influential than those tags in positive form (...do you think?)

[108] – fact and figures mentioned during negotiating are always trustworthy

- it is great strategy to support our opinion with facts – our face cannot be threatened

[109] – very risky phrase, addresser's face might be threatened

- “expect to be” demonstrates act of looking forward to the probable occurrence or appearance of...
- if the expectations are not to be fulfilled, there appears to be damage to the addresser's face

[110] – contains the verb perceiving addressee's sense “look”

- in this case “look” triggers metaphorical meaning, the addresser does not want the addressee to visually look at something
- “I think” illustrates a significantly influential meaning of the advice or opinion and it might evoke an impression of friendship

[111] – addresser assumes that there is some shared knowledge

- addressee's face is threatened by the fact that he/she is supposed to realize something and that might be forgotten or considered taboo

All of the tasks given to the respondents in the questionnaire disproved the hypothesis. According to the Figures 6. -17., the respondents value politeness more than powerful pushing and bold phrases, although the majority of them have been to negotiation training.

8 LINGUISTIC MEANS REGARDING WORKING POSITION

Considering the research, the second hypothesis might be relating to the respondents' working positions. It might be worth noticing the respondents' willingness to employ a certain degree of (im)politeness according to their working position. The fact that is assumed is that people in high management positions are willing to use powerful pushing phrases more than those in low management positions.

As we can see in the Result Table (appendix 1), the boldest managers' positions have been highlighted. Most of them appear in high management positions with the only exception being Sales Manager (respondent n. 16). The employee has been to negotiation training, so he is a very active and experienced negotiator.

The group which is most willing to implement those powerful, pushing phrases consists of two Duty Managers (respondents n. 8 and 43). People in a position such as a Duty Manager need to be great negotiators and cannot be shy in using risky phrases such as:

[59] Give me your pen!

[96] I need to know...

[65] Way too expensive.

[84] You're not even close.

The boldest group, willing to negotiate via significantly pushing phrases, is the segment of General Managers. Unfortunately, there are only two of them (respondent n. 12 and 48). We realize that according to their position, they are supposed to negotiate in that way. They employed phrases such as:

[63] The price is non-negotiable.

[93] You better believe it.

[45] To be fair, it could have been worse.

The particular positions of Senior Assistant Manager (respondent n. 27), Reception Manager (respondent n. 31), CEO (n. 33) and Business Development Manager (n. 37) are very specific. All of those positions strictly require participation in negotiation training, but not all of those respondents have such experience. However, they do behave in the same way. The reason might be great negotiating experience which led to their promotion.

Based on the facts gained from the Result Table (appendix1), employees in the high management positions are much more willing to perform the risky act of interacting more boldly and using powerful pushing phrases.

CONCLUSION

The main point of my bachelor thesis was to illustrate the relationship between the choice of linguistic means and business negotiation. The work emphasizes the importance of pragmatics and negotiation as being a part of everyday life. The notion of (im)politeness is the main issue relating to business negotiation. It was assumed that people value powerful pushing phrases more than the polite ones, respectfully the politeness principles and strategies. Another issue pursued in the research was to find out whether there is any relationship between the degree of politeness while negotiating and the respondents' working positions.

Based on the research, it is obvious that the willingness to employ politeness differs very significantly according to the respondents' working position. Employees in high management positions act more boldly as they are experienced negotiators. Based on the research, the assumption that high ranking business officials prefer to use powerful pushing phrases to polite ones has been proven. Findings gained via the questionnaire illustrate that people still value politeness more than any other "less conservative" strategies; however, the higher the rank, the less polite the strategies are that people tend to employ. The work explores mitigating strategies, differing according to the purpose of negotiating.

As the practical part implies, the interactants do try to minimize a possibly negotiating impact on the addressee's face and they are more likely to use mitigating tools than a bald on-record strategy. They tend to avoid being impolite and mentioning issues which might be considered taboo while negotiating.

It may also come as a surprise, but politeness does have its place in business negotiating, as it does in everyday life.

It might also be interesting to observe the preference of linguistic means related to the respondents' gender and age, as a suggestion for future research.

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APPENDICES

P I Questionnaire

P II Result Table

APPENDIX P I: QUESTIONNAIRE

Linguistic Means in Business Negotiations

Please, complete the questionnaire below. Your responses will provide important information that will help me to write my bachelor thesis.

Please, understand that this questionnaire is completely confidential. The comments under the questions tell you how many options you are allowed to pick.

Thank you very much.

Hana Řičánková

1. Your gender.

- Male
- Female

2. How old are you?

- 18-21
- 22-25
- 26-30
- 31-35
- 36-40
- older

3. What is your nationality?

5. What is your working position?

4. How long have you been in business?

- less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- more than 20 years

6. Have you ever been to negotiation training?

- Yes, I have.
- No, I have not.

7. How often do you negotiate with your trading partners/customers?

- every day

- at least once a week
- once a month
- even more rarely

8. Which phrase would you use to encourage your trading partner to cooperate with you?

pick one phrase

- Can we work on that?
- Hmm, can you work with me on this? (with the long pause)
- Are you willing to cooperate with me?
- I think you should give it a shot.
- Have I ever let you down?

9. How would you express your disagreement with the price offered? pick two phrases

- The price is non-negotiable.
- I'm not getting a warm feeling about the cost.
- Way too expensive.
- Well, it isn't really an attractive price for me.
- I can't bring that price back to my boss.
- I don't think we've got any choice at all.
- I need to come down on the price.
- That's not going to work.

10. What would you say to express your disagreement with a deal? pick one phrase

- I don't see much of a future in that.
- I'm not sure this is getting us anywhere.
- That's not going to work.
- That doesn't sound like a good choice.
- It just doesn't work for me.

11. How would you express dissatisfaction? pick two phrases

- To be fair, it could have been worse.
- I'm just not 100% convinced.
- I'm expecting more from this work.
- I'm not at all satisfied with...
- I'm sorry to mention this, but...
- I'm not happy with the effort that you've made.
- I'm not comfortable with that.

- That doesn't sound like a good idea.

12. What would you say to avoid a disapproval? pick one phrase

- You're absolutely right, but...
- That's interesting, Mr. X, but I think...
- I can't help wondering...
- I like the idea, but I am not so sure about...
- Yes, maybe another choice might be better.

13. Which phrase would you pick for persuading your partner/customer? pick one phrase

- We can't go wrong.
- I'm fully confident...
- I can assure you...
- I do believe that...
- You'd better believe it.

14. What are the phrases you would use to refuse to give a discount? pick two phrases

- That's just not going to happen.
- You're joking, right?
- Hey, I'm not a bank.
- You're not even close.
- I think you misplaced the decimal point in your quote.
- We can negotiate with other people.
- I'm not saying no to you, I'm saying no for me.
- I can't figure it out!

15. How would you point out your partner's mistake which appeared during your negotiating? pick one phrase

- I think you may have forgotten...
- It may have slipped your mind, but...
- I'm sorry to mention this, but...
- I'm not going to get into a discussion about...
- There is something I've been meaning to tell you:...

16. Imagine: You've just found out that you forgot your pen. Which phrase would you use to persuade your colleague to lend you one? pick one phrase

- Could I just borrow your pen?
- Give me your pen!

- How would you feel about lending me your pen?
- First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you some)
- Would it bother you to lend me your pen?

17. Which phrase would surely untie your partner's tongue? pick one phrase

- How do you propose we deal with this issue?
- What are we going to do about...?
- I need to know...
- What do you think?
- So, what is going on?

18. Choose the two most impolite phrases.

- You've got to be joking!
- That's not going to work.
- We can negotiate with other people!
- What's your friends and family rate?
- Hey, I'm not a bank!
- No way!
- I need it right away!
- Is that understood?

19. What would you say to persuade your boss that you've made good progress and you deserve to be promoted?



APPENDIX P II: RESULT TABLE

Table 2. Questionnaire Results

n.	1. gender	2. age	3. nationality	4. How long have you been in business?	5. working position	6. Have you ever been to negotiation training?	7. How often do you negotiate with your trading partners/customers?	8. Which phrase would you use to encourage your trading partner to cooperate with you?	9. How would you express your disagreement with the price offered?
1.	male	26-30	British	1-5 years	HR	Yes, I have	every day	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., I need to come down on the price.
2.	female	18-21	British	1-5 years	English teacher	No, I have not	even more rarely	I think you should give it a shot.	Well, it isn't really an attractive price for me., That's not going to work.
3.	female	22-25	French	1-5 years	spa manager	No, I have not	at least once a week	Hmmm, can you work with me on this? (with the long pause)	Well, it isn't really an attractive price for me.
4.	male	22-25	British	less than 1 year	sales manager	Yes, I have	every day	I think you should give it a shot.	Well, it isn't really an attractive price for me., I need to come down on the price.
5.	female	31-35	English	1-5 years	event manager	Yes, I have	at least once a week	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., I need to come down on the price.
6.	female	18-21	English	less than 1 year	sales manager	No, I have not	even more rarely	Are you willing to cooperate with me?	If I'm not getting a warm feeling about the cost.
7.	male	22-25	English	1-5 years	manager	No, I have not	even more rarely	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me.
8.	female	26-30	English	1-5 years	duty manager	Yes, I have	every day	Can we work on that?	Way too expensive., Well, it isn't really an attractive price for me.
9.	male	26-30	American	1-5 years	area manager	Yes, I have	at least once a week	Hmmm, can you work with me on this? (with the long pause). I think you should	Well, it isn't really an attractive price for me.
10.	male	22-25	American	less than 1 year	sales manager	No, I have not	at least once a week	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., That's not going to work.

Table 3. Questionnaire Results

n.	10. What would you say to express your disagreement with a deal?	11. How would you express dissatisfaction?	12. What would you say to avoid disapproval?	13. Which phrase would you pick for persuading your partner/customer?	14. What are the phrases you would use to refuse to give a discount?	15. How would you point out your partner's mistake which appeared during negotiating?	16. Imagine: You've just found out that you forgot your pen. Which phrase would you use to persuade your colleague to lend you one?	17. Which phrase would you surely untie your partner's tongue?	18. Choose the two most impolite phrases.	19. What would you say to persuade your boss that you've made good progress and you deserve to be promoted?
1.	That doesn't sound like a good choice.	I'm just not 100% convinced, I'm not at all satisfied with...	You're absolutely right, but...	I'm fully confident...	You're not even close, I can't figure it out!	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	You've got to be joking! Hey, I'm not a bank!	I've done my best to reach these goals so it is great to see that you appreciate that!
2.	I'm not sure this is getting us anywhere.	I like the idea, but I am not so sure about...	I like the idea, but I am not so sure about...	I can assure you...	That's just not going to happen, I think you misplaced the decimal point in your quote.	I think you may have forgotten...	Would it bother you to lend me your pen?	So, what is going on?	Hey, I'm not a bank! I need it right away!	Considering my latest working progress I would like to talk to you about my promotion.
3.	That doesn't sound like a good choice.	I'm expecting more from this work.	You're absolutely right, but...	I can assure you...	That's just not going to happen.	I think you may have forgotten...	Would it bother you to lend me your pen?	What are we going to do about...?	You've got to be joking! What's your friends and family rate?	I'm sure you've seen the progress we've made with customers... The last months have been excellent, but I think I could do even better if you give me more responsibilities, which could be possible if you give me this promotion.
4.	I'm not sure this is getting us anywhere.	I'm just not 100% convinced, I'm sorry to mention this, but...	I like the idea, but I am not so sure about...	I'm fully confident...	You're joking, right? We can negotiate with other people.	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	You've got to be joking! Hey, I'm not a bank!	As you know I have been working hard this last year, I am fully convinced I would be a perfect candidate for the post.
5.	It just doesn't work for me.	I'm not comfortable with that, that doesn't sound like a good idea.	I like the idea, but I am not so sure about...	I do believe that...	That's just not going to happen, I can't figure it out.	I think you may have forgotten...	Could I just borrow your pen?	I need to know...	You've got to be joking! Hey, I'm not a bank!	I am sure you can appreciate what I done.
6.	It just doesn't work for me.	I'm not happy with the effort that you've made.	Yes, maybe another choice might be better.	I can assure you...	That's just not going to happen.	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	What's your friends and family rate? Hey, I'm not a bank!	I think I've made a good progress, don't you think? I would feel really glad to be appreciated for my success.
7.	I don't see much of a future in that.	I'm not comfortable with that.	You're absolutely right, but...	I can assure you...	I can't figure it out!	I think you may have forgotten...	Could I just borrow your pen?	What do you think?	What's your friends and family rate? Hey, I'm not a bank!	Can we talk about my promotion? Look, I think I deserve it!
8.	That's not going to work.	I'm just not 100% convinced, I'm not comfortable with that.	I can't help wondering...	I can assure you...	That's just not going to happen, you're not even close.	There is something I've been meaning to tell you...	Would it bother you to lend me your pen?	I need to know...	No way! Is that understood?	I'm sure you will appreciate what I've done!
9.	I don't see much of a future in that.	I'm expecting more from this work, I'm not comfortable with that.	I like the idea, but I am not so sure about...	We can't go wrong, I do believe that...	I can't figure it out!	There is something I've been meaning to tell you...	Would it bother you to lend me your pen?	How do you propose we deal with this issue? What are we going to do about...?	We can negotiate with other people, is that understood?	I feel comfortable with challenges so I went through many courses.
10.	I'm not sure this is getting us anywhere.	I'm expecting more from this work, I'm not comfortable with that.	That's interesting Mr. X, but I think...	I'm fully confident...	That's just not going to happen, We can negotiate with other people.	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	You've got to be joking! I need it right away!	You've got to be joking! I need it right away!	Based on the fact that I did a great job I would appreciate it if you consider my promotion... I have finished all my training and therefore I expect to be given a more senior position...

Table 4. Questionnaire Results

n.	1. gender	2. age	3. nationality	4. How long have you been in business?	5. working position	6. Have you ever been to negotiation training?	7. How often do you negotiate with your trading partners/customers?	8. Which phrase would you use to encourage your trading partner to cooperate with you?	9. How would you express your disagreement with the price offered?
11.	female	22-25	British	1-5 years	assistant manager	No, I have not	at least once a week	Are you willing to cooperate with me?	I'm not getting a warm feeling about the cost., Well, it isn't really an attractive price for me.
12.	male	36-40	American	11-20 years	general manager	Yes, I have	every day	I think you should give it a shot.	Way too expensive., I need to come down on the price.
13.	female	22-25	English	1-5 years	F&B manager	No, I have not	every day	Can we work on that?	Well, it isn't really an attractive price for me., I can't bring that price back to my boss.
14.	male	22-25	American	1-5 years	sales manager	Yes, I have	every day	Have I ever let you down?	I need to come down on the price.
15.	female	22-25	English	less than 1 year	team leader	No, I have not	at least once a week	Are you willing to cooperate with me?	The price is non-negotiable., I'm not getting a warm feeling about the cost.
16.	male	22-25	American	1-5 years	sales manager	Yes, I have	at least once a week	Have I ever let you down?	I don't think we've got any choice at all.
17.	female	31-35	American	6-10 years	senior manager	Yes, I have	at least once a week	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., That's not going to work.
18.	female	22-25	American	less than 1 year	sales manager	No, I have not	every day	Can we work on that?	Can we work on that?
19.	female	31-35	British	1-5 years	marketing manager	No, I have not	at least once a week	Hmmm, can you work with me on this? (with the long pause)	I'm not getting a warm feeling about the cost., I can't bring that price back to my boss.
20.	female	22-25	British	1-5 years	key account manager	Yes, I have	at least once a week	Can we work on that?	Well, it isn't really an attractive price for me., That's not going to work.

Table 5. Questionnaire Results

n.	10. What would you say to express your disagreement with a deal?	11. How would you express dissatisfaction?	12. What would you say to avoid disapproval?	13. Which phrase would you pick for persuading your partner/customer?	14. What are the phrases you would use to refuse to give a discount?	15. How would you point out your partner's mistake which appeared during negotiating?	16. Imagine: You've just found out that you forgot your pen. Which phrase would you use to persuade your colleague to lend you one?	17. Which phrase would you surely untie your partner's tongue?	18. Choose the two most impolite phrases.	19. What would you say to persuade your boss that you've made good progress and you deserve to be promoted?
11.	I'm not sure this is getting us anywhere.	I'm just not 100% convinced., I'm not comfortable with that.	I like the idea, but I am not so sure about...	I can assure you...	We can negotiate with other people., I'm not saying no to you., I'm saying no for me.	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	What do you think?	You've got to be joking!, Hey, I'm not a bank!	I'm sure you're able to appreciate my effort.
12.	It just doesn't work for me.	To be fair, it could have been worse., I'm not at all satisfied with...	I like the idea, but I am not so sure about...	We can't go wrong.	Hey, I'm not a bank., You're not even close.	It may have slipped your mind, but...	Could I just borrow your pen?	I need to know...	What's your friends and family rate?, is that understood?	I believe you can see that I've done my best!
13.	That doesn't sound like a good choice.	I'm sorry to mention this, but..., I'm not comfortable with that.	You're absolutely right, but...	I do believe that...	I'm not saying no to you, I'm saying no for me., I can't figure it out!	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	What do you think?	We can negotiate with other people!, What's your friends and family rate?	I believe you can see that I've done my best!
14.	I don't see much of a future in that.	I'm not happy with the effort that you've made.	Yes, maybe another choice might be better.	We can't go wrong.	That's just not going to happen.	It may have slipped your mind, but...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	What's your friends and family rate?, Hey, I'm not a bank!	I would like to move on to a more challenging role as I feel my skills would be put to better use.
15.	I don't see much of a future in that.	I'm just not 100% convinced., I'm sorry to mention this, but...	I like the idea, but I am not so sure about...	I do believe that...	That's just not going to happen., We can negotiate with other people.	I think you may have forgotten...	Could I just borrow your pen?	What are we going to do about...?	What's your friends and family rate?, Hey, I'm not a bank!	Mr. Black, I think I've made some progress here and I think I deserve to be promoted.
16.	That's not going to work.	I'm expecting more from this work.	I like the idea, but I am not so sure about...	We can't go wrong.	We can negotiate with other people.	I'm sorry to mention this, but...	Could I just borrow your pen?	I need to know...	You've got to be joking!, What's your friends and family rate?	The best you can do is to promote me. I believe that you won't regret if you promote me.
17.	I don't see much of a future in that.	I'm not at all satisfied with..., I'm not comfortable with that.	That's interesting Mr. X, but I think...	We can't go wrong.	That's just not going to happen.	I'm sorry to mention this, but...	Could I just borrow your pen?	What do you think?	I need it right away!	I think we've done a great job which will move us into higher level!
18.	Well, it isn't really an attractive price for me., I need to come down on the price.	I'm not comfortable with that., That doesn't sound like a good idea.	That's interesting Mr. X, but I think...	I can assure you...	I think you misplaced the decimal point in your quote., I'm not saying no to you, I'm saying no for me.	I think you may have forgotten...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	You've got to be joking!, Hey, I'm not a bank!	I would like to be able to develop my ideas in a higher position. I am really glad that your company offers promotion to staff, because it is really good motivation for me when I see how my career can develop.
19.	I don't see much of a future in that.	I'm sorry to mention this, but..., I'm not comfortable with that.	I like the idea, but I am not so sure about...	I can assure you...	We can negotiate with other people., I'm not saying no to you, I'm saying no for me.	It may have slipped your mind, but...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	What's your friends and family rate?, I need it right away!	Look at our contract with XY company, that's gonna earn a lot of money, how about a promotion for everyone involved in this contract. We did a really good job, me personally...
20.	I don't see much of a future in that.	I'm just not 100% convinced., I'm sorry to mention this, but...	You're absolutely right, but...	I can assure you...	That's just not going to happen., I'm not saying no to you, I'm saying no for me.	I think you may have forgotten...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	What are we going to do about...?	You've got to be joking!, Hey, I'm not a bank!	I'm really glad to work overtime for your company because others don't.

Table 6. Questionnaire Results

n.	1. gender	2. age	3. nationality	4. How long have you been in business?	5. working position	6. Have you ever been to negotiation training?	7. How often do you negotiate with your trading partners/customers?	8. Which phrase would you use to encourage your trading partner to cooperate with you?	9. How would you express your disagreement with the price offered?
21.	male	22-25	American	1-5 years	customer relations	No, I have not	every day	Can we work on that?	I can't bring that price back to my boss.
22.	female	22-25	British	1-5 years	manager	No, I have not	every day	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., I don't think we've got any choice at all.
23.	female	22-25	British	less than 1 year	marketing manager	Yes, I have	every day	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., That's not going to work.
24.	male	22-25	English	1-5 years	production manager	No, I have not	once a month	Have I ever let you down?	Well, it isn't really an attractive price for me., I can't bring that price back to my boss.
25.	male	22-25	American	less than 1 year	HR business partner	Yes, I have	every day	I think you should give it a shot.	I need to come down on the price., That's no going to work.
26.	male	31-35	British	6-10 years	team leader	Yes, I have	at least once a week	Hmmm, can you work with me on this? (with the long pause)	I'm not getting a warm feeling about the cost., Well, it isn't really an attractive price for me.
27.	male	26-30	Welsh	11-20 years	senior assistant manager	Yes, I have	every day	Can we work on that?	Way too expensive!, That's not going to work.
28.	female	26-30	British	1-5 years	hotel director	Yes, I have	every day	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., That's not going to work.
29.	female	26-30	British	1-5 years	sales manager	Yes, I have	once a month	Have I ever let you down?	I'm not getting a warm feeling about the cost., Well, it isn't really an attractive price for me.
30.	female	26-30	American	1-5 years	HR manager	Yes, I have	every day	Can we work on that?	I'm not getting a warm feeling about the cost., Well, it isn't really an attractive price for me.

Table 7. Questionnaire Results

n.	10. What would you say to express your disagreement with a deal?	11. How would you express dissatisfaction?	12. What would you say to avoid disapproval?	13. Which phrase would you pick for persuading your partner/customer?	14. What are the phrases you would use to refuse to give a discount?	15. How would you point out your partner's mistake which appeared during negotiating?	16. Imagine: You've just found out that you forgot your pen. Which phrase would you use to persuade your colleague to lend you one?	17. Which phrase would you surely untie your partner's tongue?	18. Choose the two most impolite phrases.	19. What would you say to persuade your boss that you've made good progress and you deserve to be promoted?
21.	That doesn't sound like a good choice.	I'm not at all satisfied with...	You're absolutely right but...	I do believe that...	I'm not saying no to you, I'm saying no for me.	I think you may have forgotten...	Could I just borrow your pen? First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	What are we going to do about...?	You've got to be joking! What's your friends and family rate?	I think that my long-run contribution is significant when you consider...
22.	I don't see much of a future in that.	I'm just not 100% convinced, I'm not comfortable with that.	I like the idea, but I am not so sure about...	I can assure you...	I think you misplaced the decimal point in your quote. We can negotiate with other people.	I think you may have forgotten... It may have slipped your mind, but...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	What do you think?	What's your friends and family rate? Hey, I'm not a bank!	Considering my work for this company, I think it could... have been wondering about...
23.	I don't see much of a future in that.	I'm sorry to mention this, but...		I can assure you...	That's just not going to happen, you're not even close.		First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	How do you propose we deal with this issue?	What's your friends and family rate? Is that understood?	Concerning my recent achievement...
24.	I'm not sure this is getting us anywhere.	I'm just not 100% convinced, I'm sorry to mention this, but...	I can't help wondering...	I can assure you...	I think you misplaced the decimal point in your quote, I'm not saying no to you, I'm saying no for me.	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	What do you think?	You've got to be joking! What's your friends and family rate?	What do you think about what I have done? Do you like it?
25.	I'm not sure this is getting us anywhere.	I'm just not 100% convinced, I'm sorry to mention this, but...	I can't help wondering...	I do believe that...	That's just not going to happen, we can negotiate with other people.	I'm sorry to mention this, but...	Could I just borrow your pen?	What do you think?	No way!, is that understood?	I'd like to ask you if I may apply for a better position. I am sure that you've noticed my last results and progress. I'm really interested in making more progress in this position
26.	I'm not sure this is getting us anywhere.	I'm just not 100% convinced, I'm sorry to mention this, but...	I like the idea, but I am not so sure about...	I'm fully confident...	That's just not going to happen, I'm not saying no to you, I'm saying no for me.	I'm sorry to mention this, but...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	How do you propose we deal with this issue?	We can negotiate with other people!, Hey, I'm not a bank!	If you consider my progress and achievements I have reached for the past year, it makes me the optimal candidate for the post.
27.	That doesn't sound like a good choice.	I'm not at all satisfied with..., That doesn't sound like a good idea.	That's interesting Mr. X, but I think...	I can assure you...	That's just not going to happen, I think you misplaced the decimal point in your quote.	I think you may have forgotten...	Give me your pen!	What do you think?	You've got to be joking! Hey, I'm not a bank!	I've put together a list of things not tied to me contractually that I have taken up without question or grudge. I feel it may be in both our interests to review my salary package on successful completion of these tasks. I've spend X amount of time covering two peoples positions and not seen any investment in me from the company. I'd like to discuss my salary and the options herein.
28.	I'm not sure this is getting us anywhere, it just doesn't work for me.	I'm not at all satisfied with..., I'm not comfortable with that.	I like the idea, but I am not so sure about...	I do believe that...	We can negotiate with other people, I'm not saying no to you, I'm saying no for me.	I'm sorry to mention this, but...	Could I just borrow your pen?	What do you think?	You've got to be joking! Hey, I'm not a bank!	It was quite hard, but I succeeded.
29.	I don't see much of a future in that.	I'm sorry to mention this, but..., I'm not comfortable with that.	You're absolutely right but...	I'm fully confident...	I think you misplaced the decimal point in your quote, I'm not saying no to you, I'm saying no for me.	There is something I've been meaning to tell you...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you some)	How do you propose we deal with this issue?	No way!, I need it right away!	I really feel that I've grown in the job...
30.	I'm not sure this is getting us anywhere	I'm expecting more from this work, I'm sorry to mention this, but...	I like the idea, but I am not so sure about...	I can assure you...	I think you misplaced the decimal point in your quote, I'm not saying no to you, I'm saying no for me.	I think you may have forgotten...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	What are we going to do about...?	Hey, I'm not a bank!, No way!	I think I have been doing a really good job for last the 3 years and you should think about my promotion... You will see that I can do more if you put me in a higher position, I promise.

Table 8. Questionnaire Results

n.	1. gender	2. age	3. nationality	4. How long have you been in business?	5. working position	6. Have you ever been to negotiation training?	7. How often do you negotiate with your trading partners/customers?	8. Which phrase would you use to encourage your trading partner to cooperate with you?	9. How would you express your disagreement with the price offered?
31.	female	18-21	British	1-5 years	reception manager	No, I have not	every day	Can we work on that?	The price is non-negotiable.
32.	male	31-35	British	6-10 years	duty manager	No, I have not	every day	I think you should give it a shot.	I'm not getting a warm feeling about the cost., Well, it isn't really an attractive price for me.
33.	female	22-25	American	1-5 years	CEO	No, I have not	every day	Have I ever let you down?	Well, it isn't really an attractive price for me.
34.	female	18-21	Mexican	1-5 years	marketing manager	Yes, I have	at least once a week	Are you willing to cooperate with me?	The price is non-negotiable., I need to come down on the price.
35.	male	22-25	British	1-5 years	manager	Yes, I have	once a month	Are you willing to cooperate with me?	I'm not getting a warm feeling about the cost., Well, it isn't really an attractive price for me.
36.	female	22-25	British	1-5 years	assistant restaurant manager	No, I have not	even more rarely	I think you should give it a shot.	Well, it isn't really an attractive price for me., I need to come down on the price.
37.	male	36-40	British	11-20 years	business development manager	Yes, I have	every day	Can we work on that?	Way too expensive., I need to come down on the price.
38.	female	26-30	British	1-5 years	F&B manager	No, I have not	every day	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., I can't bring that price back to my boss.
39.	female	22-25	British	less than 1 year	HR manager	Yes, I have	once a month	Are you willing to cooperate with me?	I'm not getting a warm feeling about the cost.
40.	male	18-21	British	less than 1 year	Junior Project Manager	Yes, I have	at least once a week	Can we work on that?	Well, it isn't really an attractive price for me., I need to come down on the price.

Table 9. Questionnaire Results

n.	10. What would you say to express your disagreement with a deal?	11. How would you express dissatisfaction?	12. What would you say to avoid disapproval?	13. Which phrase would you pick for persuading your partner/customer?	14. What are the phrases you would use to refuse to give a discount?	15. How would you point out your partner's mistake which appeared during negotiating?	16. Imagine: You've just found out that you forgot your pen. Which phrase would you use to persuade your colleague to lend you one?	17. Which phrase would surely untie your partner's tongue?	18. Choose the two most impolite phrases.	19. What would you say to persuade your boss that you've made good progress and you deserve to be promoted?
31.	That doesn't sound like a good choice.	I'm not comfortable with that.	That's interesting Mr. X, but I think...	I can assure you...	We can negotiate with other people.	I think you may have forgotten...	Could I just borrow your pen?	What do you think?	You've got to be joking!, Hey, I'm not a bank!	If you could look at how well we've been doing... Reflecting on past performance...
32.	I don't see much of a future in that.	I'm sorry to mention this, but..., I'm not comfortable with that.	That's interesting Mr. X, but I think...	I'm fully confident... I can assure you...	That's just not going to happen., I'm not saying no to you, I'm saying no for me.	I'm sorry to mention this, but...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	How do you propose we deal with this issue?	You've got to be joking!, Hey, I'm not a bank!	I'm sure you can appreciate the progress I've made.
33.	It just doesn't work for me.	I'm sorry to mention this, but...	Yes, maybe another choice might be better.	I can assure you...	You're joking, right?	There is something I've been meaning to tell you...	Give me your pen!	What do you think?	You've got to be joking!	
34.	I don't see much of a future in that.	I'm not at all satisfied with ...	That's interesting Mr. X, but I think...	I can assure you...	That's just not going to happen., You're not even close.	There is something I've been meaning to tell you...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	Hey, I'm not a bank!, Is that understood?	I proved my leadership skills on projects and I am ready to move into another management role. What do I need to do for achieving that?
35.	That doesn't sound like a good choice.	I'm just not 100% convinced, I'm sorry to mention this, but...	You're absolutely right, but...	I can assure you...	I think you misplaced the decimal point in your quote., We can negotiate with other people.	I think you may have forgotten...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	What's your friends and family rate?, Hey, I'm not a bank!	I have been doing my job very properly and I was thinking about something that could keep me doing my job in the same way. Since I am a very loyal employee I think I would be even better having more resources to develop my skills.
36.	It just doesn't work for me.	I'm not at all satisfied with..., I'm sorry to mention this, but...	I like the idea, but I am not so sure about...	I'm fully confident...	That's just not going to happen., I'm not saying no to you, I'm saying no for me.	I think you may have forgotten...	Could I just borrow your pen?	What do you think?	Hey, I'm not a bank., No way!	I feel I've gone above and beyond my job. I'm paid the same as XY, however I have been here for much longer and have an awful lot more responsibility.
37.	I don't see much of a future in that.	I'm expecting more from this work., I'm sorry to mention this, but...	I can't help wondering...	I can assure you...	That's just not going to happen., We can negotiate with other people.	There is something I've been meaning to tell you...	Could I just borrow your pen?	I need to know...	You've got to be joking!, Hey, I'm not a bank!	I made a list of successful projects which I've done during my career in this company. I would like to hear some comments from your side.
38.	That doesn't sound like a good choice.	I'm sorry to mention this, but..., That doesn't sound like a good idea.	I like the idea, but I am not so sure about...	I can assure you...	I think you misplaced the decimal point in your quote., I'm not saying no to me.	I'm sorry to mention this, but...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	What are we going to do about...?	You've got to be joking!, No way!	I think the best way to fully appreciate my efforts is promotion.
39.	That doesn't sound like a good choice.	I'm expecting more from this work.	I like the idea, but I am not so sure about...	I do believe that...	I think you misplaced the decimal point in your quote.	I'm not going to get into discussion about...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" (with the intention to encourage your colleague to lend you one)	What do you think?	Hey, I'm not a bank., No way!	
40.	That doesn't sound like a good choice.	I'm just not 100% convinced, I'm not at all satisfied with...	I like the idea, but I am not so sure about...	I can assure you...	That's just not going to happen., We can negotiate with other people.	I think you may have forgotten...	How would you feel about lending me your pen?	What do you think?	You've got to be joking!, Hey, I'm not a bank!	I feel like I could achieve a lot if you'd give me the opportunity. You surely must have noticed how much work I've done in my current position, right?

Table 10. Questionnaire Results

n.	1. gender	2. age	3. nationality	4. How long have you been in business?	5. working position	6. Have you ever been to negotiation training?	7. How often do you negotiate with your trading partners/customers?	8. Which phrase would you use to encourage your trading partner to cooperate with you?	9. How would you express your disagreement with the price offered?
41.	female	22-25	English	1-5 years	shift manager	Yes, I have	at least once a week	Are you willing to cooperate with me?	I'm not getting a warm feeling about the cost., Well, it isn't really an attractive price for me.
42.	male	26-30	British	1-5 years	assistant restaurant manager	No, I have not	every day	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., I can't bring that price back to my boss.
43.	female	26-30	British	6-10 years	duty manager	No, I have not	every day	I think you should give it a shot.	I can't bring that price back to my boss., I don't think we've got any choice at all.
44.	female	31-35	English	1-5 years	marketing specialist	No, I have not	once a month	Can we work on that?	Well, it isn't really an attractive price for me.
45.	male	22-25	English	1-5 years	production manager	No, I have not	every day	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me.
46.	male	22-25	English	1-5 years	manager	Yes, I have	at least once a week	Are you willing to cooperate with me?	Well, it isn't really an attractive price for me., I can't bring that price back to my boss.
47.	female	22-25	British	1-5 years	HR	Yes, I have	at least once a week	I think you should give it a shot.	Way too expensive., Well, it isn't really an attractive price for me.
48.	male	36-40	American	11-20 years	general manager	Yes, I have	every day	Are you willing to cooperate with me?	The price is non-negotiable., I'm not getting a warm feeling about the cost.
49.	female	31-35	British	6-10 years	wine cellar manager	No, I have not	every day	Can we work on that?	I'm not getting a warm feeling about the cost., Well, it isn't really an attractive price for me.
50.	female	26-30	British	6-10 years	PR	Yes, I have	every day	I think you should give it a shot.	I'm not getting a warm feeling about the cost., I need to come down on the price.

Table 11. Questionnaire Results

n.	10. What would you say to express your disagreement with a deal?	11. How would you express dissatisfaction?	12. What would you say to avoid disapproval?	13. Which phrase would you pick for persuading your partner/customer?	14. What are the phrases you would use to refuse to give a discount?	15. How would you point out your partner's mistake which appeared during negotiating?	16. Imagine: You've just found out that you forgot your pen. Which phrase would you use to persuade your colleague to lend you one?	17. Which phrase would surely untie your partner's tongue?	18. Choose the two most impolite phrases.	19. What would you say to persuade your boss that you've made good progress and you deserve to be promoted?
41.	I'm not sure this is getting us anywhere	I'm sorry to mention this, but..., I'm not comfortable with that.	I like the idea, but I am not so sure about...	I can assure you...	We can negotiate with other people., I'm not saying no to you., I'm saying no for me.	There is something I've been meaning to tell you....	would it bother you to lend me your pen?	How do you propose we deal with this issue?	You've got to be joking!, Hey, I'm not a bank!	
42.	It just doesn't work for me.	I'm sorry to mention this, but..., I'm not comfortable with that.	You're absolutely right, but...	I do believe that...	I'm not saying no to you, I'm saying no for me., I can't figure it out!	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	What are we going to do about...?	You've got to be joking!, Hey, I'm not a bank!	I'm sure I've done my best for this company. I would love to do even more for it maybe at a higher position.
43.	I'm not sure this is getting us anywhere.	I'm expecting more from this work., I'm not at all satisfied with...	I like the idea, but I am not so sure about...	We can't go wrong.	That's just not going to happen., I can't figure it out!	I think you may have forgotten...	Give me your pen!	I need to know...	You've got to be joking!, No way!	I can assure you I'm ready for a higher position.
44.	I'm not sure this is getting us anywhere.	I'm just not 100% convinced., I'm expecting more from this work.	I can't help wondering...	I'm fully confident...	We can negotiate with other people., I can't figure it out!	I think you may have forgotten...	Would it bother you to lend me your pen?	How do you propose we deal with this issue?	You've got to be joking!, What's your friends and family rate?	
45.	That doesn't sound like a good choice.	I'm not comfortable with that.	I like the idea, but I am not so sure about...	I can assure you...	We can negotiate with other people.	I'm sorry to mention this, but...	First you look into your bag and then just say: "Oh God, I forgot my pen again!" [with the intention to encourage your colleague to lend you one]	So, what is going on?	You've got to be joking!, Hey, I'm not a bank!	I am sure I deserve to be promoted, don't you think?
46.	I don't see much of a future in that.	I'm not at all satisfied with..., I'm sorry to mention this, but...	I like the idea, but I am not so sure about...	I can assure you...	You're joking, right?, I can't figure it out!	I think you may have forgotten...	Could I just borrow your pen?	What do you think?	What's your friends and family rate?, Hey, I'm not a bank!	You can't go wrong by promoting me. I can assure you that I deserve to be promoted.
47.	I'm not sure this is getting us anywhere.	I'm expecting more from this work., That doesn't sound like a good idea.	I like the idea, but I am not so sure about...	I can assure you...	That's just not going to happen., I think you misplaced the decimal point in your quote.	I think you may have forgotten...	Would it bother you to lend me your pen?	What are we going to do about...?	You've got to be joking!, What's your friends and family rate?	Both of us know that I'm too indispensable for this company, therefore...
48.	I don't see much of a future in that.	I'm just not 100% convinced., I'm not comfortable with that.	That's interesting Mr.-X, but I think...	You better believe it.	You're not even close., We can negotiate with other people.	It may have slipped your mind, but...	Could I just borrow your pen?	I need to know...	You've got to be joking!, I'm not a bank!	I think you shouldn't put your beliefs to test and better consider promoting me.
49.	It just doesn't work for me.	I'm just not 100% convinced., I'm sorry to mention this, but...	I like the idea, but I am not so sure about...	I can assure you...	We can negotiate with other people., I'm not saying no to you., I'm saying no for me.	I'm sorry to mention this, but...	Would it bother you to lend me your pen?	What are we going to do about...?	You've got to be joking!, I'm not a bank!	I'm sure you are able to appreciate my overtime and hard work.
50.	I'm not sure this is getting us anywhere.	I'm just not 100% convinced., I'm sorry to mention this, but...	You're absolutely right, but...	You better believe it.	I'm not saying no to you, I'm saying no for me., I can't figure it out!	I'm sorry to mention this, but...	How would you feel about lending me your pen?	How do you propose we deal with this issue?	You've got to be joking!, No way!	I think there isn't a better candidate for that position than me.