

# Body Language in Business Meetings

Kateřina Bartořov

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**Mgr. Tereza Skořepová**

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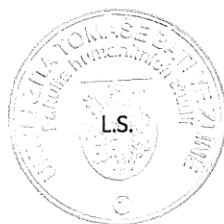
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doc. Ing. Anežka Lengálová, Ph.D.  
děkanka



  
PhDr. Katarína Nemčoková, Ph.D.  
ředitelka ústavu

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## **ABSTRAKT**

Cílem této bakalářské práce je vyjádřit důležitost řeči těla, její porozumění a způsoby, jak správně používat jednotlivé složky řeči těla a to konkrétně v průběhu obchodních jednání.

V první části teorie jsou vysvětleny základní pojmy týkající se řeči těla a jejich složek. U každé složky jsou popsány nejvýznamnější pohyby lidského těla a jejich významy. V praktické části jsou analyzována dvě videa z pohledu využití řeči těla, která jsou následně porovnána.

Klíčová slova: řeč těla, kinezika, gesta, držení těla, haptika, oční kontakt, výraz obličeje, proxemika, paralingvistika, obchodní jednání

## **ABSTRACT**

The goal of this bachelor thesis is to express the importance of body language, its understanding and ways how to use the units of body language properly, especially in business meetings.

In the first part of theory, basic terms from the body language field and its units are defined. The most significant movements of human body are described in each unit and also its meanings. In the analytical part, two videos are analyzed from the point of view of usage of body language, which are subsequently compared.

Keywords: body language, kinesics, gestures, body posture, haptics, eye contact, facial expression, proxemics, paralinguistics, business meeting

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## INTRODUCTION

“The most important thing in communication is hearing what isn't said,” Peter F. Drucker, American management expert, author, and teacher.

Are we actually able to communicate without any words? And if so, how can we know that people we talk with understand our body movements rightly? The body language is an inherent part of our everyday life and we can see it used by all people around us. The difference is that some people learn how to use body language consciously and want to take control of it and some people do not. According to our body language people can form an impression of us even though we have not said anything yet. However, people who can “read” others have to take into account many factors around a person they are observing and trying to find out what they think and how they feel.

Firstly, I will focus on body language as such. The theoretical part of this bachelor thesis deals with basic units of body language like kinesics which studies body movements; facial expressions; body postures; haptics which is the study of touches; proxemics which is the study of personal space; eye contact and finally paralinguistic which studies voice.

Secondly, I will focus on business meetings, its process and units of body language which occur in each of them especially handshakes, proxemics and eye contact. There will be also mentioned the ways how the speaker can recognize that other participants are losing their attention and how he or she can avoid it.

In the analytical part of this bachelor thesis I will choose two examples of business meetings and analyze the body language of its participants. I will evaluate the unity of verbal speech with the body language of the speaker in each business meeting. Finally, I will compare these videos and specify what they have in common and on the other hand, what are the differences and why it is so.

## **I. THEORY**

## 1 BODY LANGUAGE

The Oxford Dictionaries defines body language as the conscious and unconscious movements and postures by which attitudes and feelings are communicated. (Oxford Dictionary) According to the psychologist Oldřich Tegze (2003, 4), body language is the main part of nonverbal communication. He emphasizes that it is not the same term as one might think. Apparently the terms nonverbal communication and body language blended together after the fall of communism, when interest in the understanding of nonverbal communication was great and the participants of various courses about nonverbal communication assumed that they would learn how to read other people and recognize signals which all of us transmit, such as meaning of our facial expressions, gestures, etc.

However, it can be found in different sources that other specialists do not distinguish between these two terms. When somebody has learned to decode these signals, it makes him/her more persuasive, empathic because he/she is able to “read” hidden messages, and he/she can become a better employee or supervisor. Moreover, they can recognize when somebody is lying or holding pieces of information back from others. (Givens 2010, 2)

Some experts agree on the fact that women are better than men in interpreting and also reading body language. Why is it so? These experts proved that it is based on upbringing, because babies do not speak, so women have to recognize what the baby wants only according to his body language. (Hogan 2008, 116) Many specialists have agreed that over 50% of communication is nonverbal and the rest is the verbal and vocal parts. (Pease 2004, 22)

### 1.1 Functions of body language

According to DeVito (2008, 152-153) there are six uses of body language.

#### 1. Emphasis

If we want to emphasize some part of our speech, we can do it by speaking up or by hitting our fist on the table.

#### 2. Completion

When we are speaking about something we can add our personal expression to complete the verbal telling, for example, smiling when the topic is funny or frowning when discussing something disgusting.

#### 3. Denying

By using nonverbal signals we can deny our verbal telling, as in crossing our fingers or blinking our eyes.

#### 4. Substitution

There are signals we understand and translate as whole phrases so that speech is unnecessary, such as nodding in agreement.

#### 5. Repetition

We can repeat something that has been already said by nonverbal signal, for example when we are asking somebody a question and he does not respond, we can raise our eyebrow.

#### 6. Regulation

By using body language we can regulate or even lead the dialog, for example by raising our hand to signal that we want to say something. (DeVito 2008, 152-153)

Body language consists of many small units. This allocation is according to Černý (2007, 27): **Kinesics, Facial expressions, Body postures, Haptics, Proxemics, Eye contact and Paralinguistics**. Of course, we can find different division of units of body language in different sources. In some literature we can find various separations where gestures could be considered as separate units.

## 1.2 Kinesics

Kinesics is the science of body movements and its parts. Body movements influence verbal communication in different ways. They can raise the importance of a statement, bring new information about the statement, illustrate the statement, offer feedback for listeners or keep the attention of listeners.

Kinesics specialists also have different opinions about its division. Bruno distinguishes kinesics according to which part of the body is moving, the nature of motion and sense of movement. (Bruno 2013, 107)

- Movement of certain part of body:
  - Movements by head and neck – an example would be nodding in agreement
  - Movements by shoulders – a shrug
  - Movements by hands – gestures
  - Movements by the whole body – walk
- Nature of motion:

- Temperament and personality of speaker – temperamental individuals use more body language and their movements are more energetic.
- Actual psychic state – as was mentioned at the beginning of this thesis body movement can be influenced by nervousness, tension or anxiety. This state of mind could be displayed by spastic movements whereas relaxed state of mind is accompanied by unruffled movements.
- Social and cultural influences – people from different cultures use different amount of body movement. For example, the northern nations use fewer motions than the southern ones which are moving all the time during conversation.
- Sense of movements:
  - Conscious – shrugging is an example
  - Unconscious – scratching (Bruno 2013, 107)

DeVito (2008, 155) distinguishes five types of body movements: **Gestures, Illustrators, Regulators, Affect displays** and **Adaptors**.

### 1.2.1 Gestures

Černý (2007, 63) defines gestures as movements of particular parts of the human body, especially with hands, legs and even the whole body. However, DeVito (2008, 155) defines gestures as symbols which replace words or phrases.

Gestures are used mostly by vivid and energetic people but, on the other hand, gestures can be signs of nervousness and uneasiness, so people use them as kind of protection. Gestures are made intentionally and help us specify information that we convey. (Černý 2007, 64)

Hogan (2008, 33), accredited expert on the issue of body language, divides gestures into two categories:

- gestures which are related to the speech

Gestures related to the speech are in context with what the speaker is talking about. They can specify or emphasize the discussed topic or they can give us clues about speaker's relation to the topic. It is very difficult to appoint the right meaning of a gesture because it depends on many other factors such as context, personality and culture of the speaker. (Hogan 2008, 34)

- gestures which are not related to the speech

Gestures which are not related to the speech contain movements that can be replaced by some phrase, for example waving a hand is used instead of greetings. In cultures where these gestures are used, they have a general meaning and they usually consist of one movement. (Hogan 2008, 33)

We have to be aware of the meaning of some gestures, because in different cultures they could have totally different meaning. For example when thumb touches forefinger, in USA it means “really good, OK” but on the other hand, in France it means “you are useless” and in Japan it means “money”. (Hogan 2008, 34) Based on this fact we have to know with whom we will have a business meeting and use only those gestures whose meanings we know in the culture of potential customers. Of course there are some movements, especially with the hands, called “universal gestures” which have the same meaning in each culture. Givens (2010, 55) divides them into four categories:

#### 1. Mime Cues

Using mime cues we are perceived as illustrators who show the size, shape, or location of somebody, thing or place. All of these gestures are used together with vocal instructions and they are considered as our most intellectual gestures. Mime cues influence understanding and illustrate the issue. At a business meeting we can employ mime cues to illustrate a business plan to help our colleagues or customers comprehend.

#### 2. Palm-up Cues

Palm-up cues refer to explainers. These cues encourage listeners to cooperation and support. This gesture is made with extended fingers and the hand rotated toward the ceiling. Palm-up gestures can be considered a sign of peace. People using this gesture seem to have a friendly approach towards us. Based on evidence we might say that these gestures occur at business meetings very frequently.

#### 3. Palm-down Gestures

Palm-down gestures are the opposite of palm-up gestures in performances as well as in meanings. People who use these gestures are called convincers and they are more dominant, assertive and confident. This gesture is performed with extended fingers as in palm-up gestures, but the hand is rotated toward the floor. At the business meetings we might use them but it should be sporadically and above the conference table just to emphasize the most important points.

#### 4. Self-touching Gestures

A person who always touches is called a fidgeter. He or she expresses nervousness, anxiety or uncertainty by these self-touching gestures. These gestures should not appear at any business meeting because our customers might recognize that we are not sure about what we are saying. On the other hand these gestures can be made unconsciously so we have to practice it to feel more comfortable while presenting some company and its product or service. The features of self-touching gestures are scratching, holding a wrist, etc. (Givens 2010, 55-61) This gesture could also be classified as haptics.



Figure 1: Example of Self-touching gesture

Source: Hand and Thumb Gestures. Holding Hands Behind the Back. [http://westsidetoastmasters.com/resources/book\\_of\\_body\\_language/chap6.html](http://westsidetoastmasters.com/resources/book_of_body_language/chap6.html) (accessed February 15, 2014).

### 1.2.2 Illustrators

Illustrators are similar to Givens' mime cues because they illustrate the verbal statements as well as being used to specify the size or shape of things. By using illustrator we can increase a listener's ability to remember what we are saying.

An illustrator has no meaning if it is used without any verbal statement. In other words, illustrators, sometimes called iconic gestures, accompany the speech and help receivers to identify the message. (DeVito 2008, 156)

### 1.2.3 Regulators

Regulators are mostly gestures which have a leading and coordinating function but it can be also combination of many units of body language such as eye contact, facial expressions, haptics etc.



Regulators can also keep the fluency of our speech. By using regulators we can show that we have finished our verbal statements and somebody else can speak. On the other hand, when we are listening to somebody and we want to say something, we can lift our hand or just fingers to signify it. (DeVito 2008, 156)

#### 1.2.4 Affect displays

Affect displays are a combination of facial expressions and hand movements or body posture. They can show an emotional message or they can complete and support our verbal speech. Affect displays are usually used unconsciously.

Typical examples of affect displays could be shaking fist to express aggression, rubbing hands which mean excitement or rolling up sleeves which can be understood like readiness to action. (DeVito 2008, 156)



Figure 2: Example of affect displays

Source: Encyclopedia of Mental Disorders. Affect. <http://www.minddisorders.com/A-Br/Affect.html> (accessed February 19, 2014).

#### 1.2.5 Adaptors

Adaptors are gestures which satisfy our needs but, on the other hand, they can be used when people are nervous or when they deceive. People use them unconsciously and it is difficult to recognize them. Adaptors can have three forms:

- Self adaptors – gestures focused on our body, such as scratching

- Alter – adaptors – movements focused on someone else, for example the adjustment of a tie
- Object – adaptors – gestures focused on objects, like smoking (DeVito 2008, 156)

### 1.3 Facial expressions

Our face is probably the most important thing in communication, since most of our sensory input is received through the organs of the face and head. Our first impression depends on the facial expression of the person we have just met. We can control our facial expression to influence the attitude of other people towards us. The face can show feelings and emotion but it can also lead the conversation. According to facial expression people we talk with can recognize if we lie or tell the truth. Audiences tend to trust our faces more than our verbal statements. When we talk to somebody we can open our mouth to show that we want to say something or we can smile to express that we understand what was said and that we support the speaker. (Hogan 2008, 31) According to Givens, “The smile is probably the most powerful expression we have in our repertoire of facial gestures” (Givens 2010, 21).

According to Černý (2007, 120) experiments proved that each facial expression is made by a particular area of the face and not the whole face. Based on the results of these experiments, the FAST (Facial Affect Scoring System) method was created, which separated the face into three areas: forehead and eyebrow, eyes and eyelids, and mouth and nose. The most frequent facial expressions are sometimes called “universal facial expressions” according to Hogan (2008, 31):

#### 1. Happiness

Happiness can be expressed by raising our corners of mouth in a smile. Our cheeks also lift and there are little crow feet wrinkles around our eyes.

#### 2. Fear

When we feel fear our mouth is slightly opened, eyebrows raised and wrinkles occur on the forehead.

#### 3. Sadness

It is said that when somebody feels sad, his lip corners fall, eyebrows slightly raise and upper eyelids droop.

#### 4. Surprise

When we are surprised we widely open our mouth as well as our eyes, and the forehead is covered with wrinkles.

#### 5. Disgust

The disgust facial expression is characterized by opened mouth, wrinkled nose and droopy eyebrow.

#### 6. Anger

When somebody feels angry, his eyes are narrowed, eyebrow is lowered and lips are tightening straightly.

According to Eric Goulard (Goulard 2011), French nonverbal and body language expert, there is one more universal facial expression and it is contempt. This facial expression is a sign of superiority and can be recognized by tilting of head and tightening of half of the upper lip.

### 1.4 Body postures

The body posture is important during a presentation. A person's poise and gait could represent their inner attitude. The audience could recognize if we are interested in the topic we present or not. To recognize how the person feels, we have to also observe his mimics, gestures and voice (Bruno 2005, 25). Pease (2011, 76) also mentioned that when we lead conversation in a standing position the communication is considerably shorter, the decisions are made faster and the standing person is perceived as having higher status.

The body posture is also important for making a good first impression. Naturally, we want to make a good first impression, especially in business. To succeed in it we should try so-called mirroring. It means that we will copy the poise of the person we speak with. Adequate mirroring can cause that person to believe that we understand each other; we are in harmony with him and we feel affection for him. On the other hand, when we want to end the conversation, we should make opposite poise; for example, cross our arms, turn our backs, interrupt the eye contact or bow our head. (Hogan 2008, 39)

According to Hogan (2008, 38), there are four factors which create a body posture. They are the position of head, shoulders, arms, hips and legs. We can combine these factors in many ways but at the same time it can change the meaning of the posture.

## 1.5 Haptics

Haptics is the study of touches. The term haptics was created by linguist William Austin. Touches are also considered a form of communication. We can touch ourselves or the other person. Each touch is perceived as an intervention into our intimate zone which will be discussed in the following subcategory, so we only touch people we know in formal situations like business meetings. Haptics is also influenced by culture. In Mediterranean culture people kiss each other when they meet or say goodbye; however, in other cultures it could be considered an intervention of intimate zone. (Bruno 2013, 101) According to Hogan (2008, 36) there are four categories of touches:

- Professional – for example at the doctor, dentists;
- Social – shaking hand, etc.;
- Friendly – pat on the back, hug, etc.;
- Intimate – kiss, hug, holding hand, etc. (Hogan 2008, 36)

On the other hand, Bruno (2013, 101) distinguishes only two types of touches: friendly (hug) and unfriendly (slap). However, she defines three zones in which to touch someone:

- Social, professional and honorific zone – this zone includes arms and hands and it is used among people that do not know each other well. It is customary that a superior touches his subordinate or the elder person touches the younger one. The most frequent touch in this area is the handshake;
- friendly zone – arms, shoulders, face;
- intimate, sexual and erotic zone – intimate places. (Bruno 2013, 101)

### 1.5.1 Handshake

Handshake means shaking of right hands by two individuals and it is used to greet, congratulate, and make an agreement or farewell. The handshake is one of the most important acts at the beginning of business meetings and it is one of the factors the first impression depends on. According to length and strength of handshake we can recognize the relationship among people. One shake is formal and polite, two or three shakes are friendly and more shakes are warmhearted. The strength of a handshake can tell us about the character of the person. A slack handshake means that the person is probably shy; on the other hand, a very strong handclasp expresses dominance. Sometimes we can touch our partner by our left hand to his elbow, shoulder or wrist during a handshake which could

show our favor. (Bruno 2005, 37) A handshake can convey dominance, submission or equality. (Pease 2011, 43)

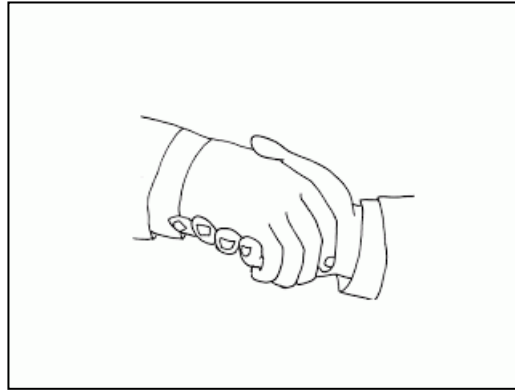


Figure 3: Example of dominant handshake

Source: What is Right and What is Wrong. Jensen and Misha Handshake. <http://what-is-right-and-what-is-wrong.tumblr.com/post/45517584832/jensen-and-misha-handshake> (accessed February 21, 2014).

The dominance is rendered by turning hand to direct palm down and it expresses that the person wants to take control of the meeting. If we are in the position of the second person to whom the dominant handshake is given we should not try to turn the hand straight because it is very obvious and difficult. (Pease 1984, 24) Submissive handshake is the opposite of dominance so the palm is turned upwards. By this type of handshake the person manifests that the second person has control of situation. The right handshake should be used with vertical palm by which we say that we are equals. Each of these renderings are made and even received unconsciously. (Pease 2011, 44)

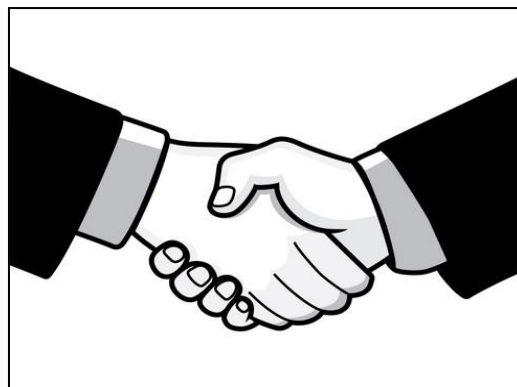


Figure 4: Example of equal handshake

Source: UVInformatics. The UVI Expertise. <http://uvinformatics.com/why-uvi/> (accessed February 21).

To make a good first impression we have to follow some rules for handshakes. As was said people always have to shake the right hand even if we are left-handed. Another rule says that young people should wait until the elder person gives him their hand as well as men have to wait for the women's hand. We should not give a wet or dirty hand. When we feel that our palm is sweaty we should wipe it furtively, for example on our trousers. The handclasp should not be too strong but on the other hand it should also not be also too feeble. (Castro 2014)

Reddick (Salt Lake County 2001) classified how a professional handshake should look. To make a professional handshake people have to stretch the arm but the elbow has to be a little crooked and be sure that we do not intervene in the intimate zone of the person. During greeting we should smile, look into their eyes and say their name. Firstly, we will remember it better and secondly, it appears more professional.

## 1.6 Proxemics

Proxemics can be characterized as personal space. It is the place around each of us into which other people are not welcome. Each of us wants to keep other people in optimum distance while speaking with them. This spacing is called interpersonal distance. (Hargie 2004, 44) By interpersonal distance we can express our relation to the person we are speaking with. (Khelerová 1999, 26) The term proxemics was created in 1963 by anthropologist E. T. Hall. (Hogan 2008, 61)

The distance depends on many factors:

- Age – very young and old people are used to closer distance;
- sex – women usually keep a closer distance than men;
- culture – for example northern cultures compared to southern cultures keep a larger interpersonal distance;
- dominance and personality of person – extroverts usually keep a closer distance than introverts;
- status - people of higher status have a tendency to tamper with the personal space of someone of lower status. (Hargie 2004, 45)

The distance between talking people also depends on the environment. For example in work we keep a larger distance from the person with whom we speak than at home or somewhere else, even though it might be the same person. One of the reasons why it is so is the topic of our discussion. (Hogan 2008, 66)

### 1.6.1 Interpersonal distances

E. T. Hall defined four interpersonal distances: **Intimate**, **Casual-personal**, **Social-consultative** and **Public**. Different distances are reported in different literature. Hogan (2008, 62) stated that the correct distances were not appointed because they are inconstant and they depend on the factors that are mentioned above.

- Intimate distance – to about 45cms from us. This place is designated for our family and close friends. Crossing this line by a stranger might be unpleasant for us, for example in an overcrowded bus.
- Casual-personal distance – from 46cms to 1.3m. The area is reserved for our friends, colleagues who we know well. According to Hogan (2008, 36) this zone is the one most influenced by cultural differences.
- Social-consultative distance – from 1.3 to 4m. This zone is used for impersonal communication, as in business meetings.
- Public – from 4m. This distance is used during speeches in front of a large audience, for example lectures, theater (Hargie 2004, 46)

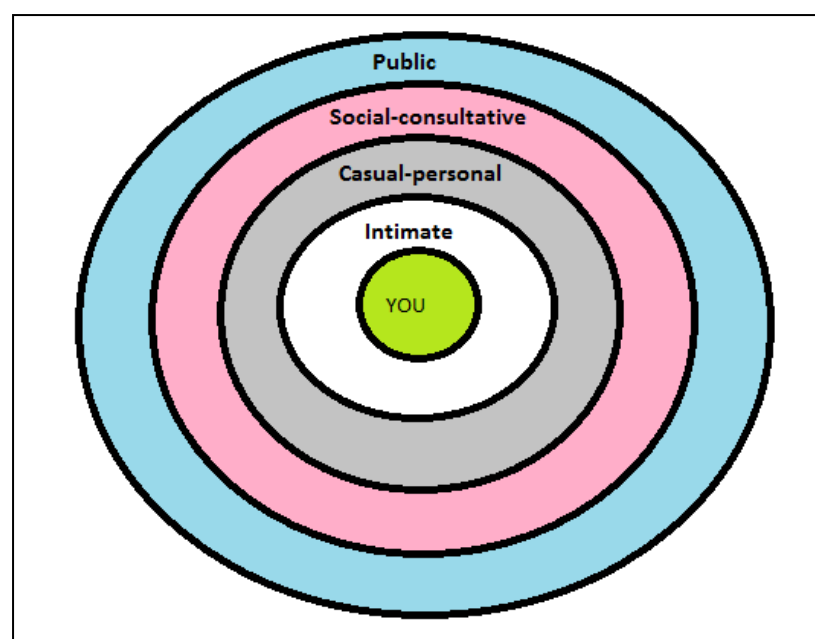


Figure 5: Interpersonal distances

Source: Own creation based on Bruno (2004, 52)

## 1.7 Eye contact

Eye contact is a very important part of body language and it is used in every communication. Each eye contact can be understood in many ways. It can express friendship and belief but on the other hand it can also express hard feelings or hatred. (Černý 2008, 121) There are many factors which should be taken into account in every eye contact. They are, for example, the length of eye contact, the distance between communicating people, the rate of winking or shape of wrinkles around the eyes. The length of eye contact can tell us how we perceive the person we look at. We use longer eye contact with a person who we consider an authority and to express that we appreciate him/her. The longer eye contact is also used when we speak with an elder person or people who we know and like or people whom we want to like us. (Černý 2008, 119)

According to Khelerová (1999, 25) people who trust themselves and also their communication partners are able to keep eye contact with them; nevertheless, people who lie or conceal something are prone to dodge the sight. A person who is not able to keep eye contact with the audience might not be self-confident or he/she may not feel comfortable in certain situations. By keeping eye contact we can express our attention and listening. When we speak about something which is interesting for the listener we can observe that his/her pupils are dilating.

Černý (2008, 120) also points that eyes are always moving during communication, and speaking and watching are related in each communication. People who listen to their partner are watching him more than the speaker is watching them. The speaker watches the listeners just to know their reaction on some important part of his speech.

During a business meeting we can notice that our potential audience or customers are losing interest by volatilization of eyes. The speaker could think that they just observe the room and other listeners but according to Allan and Barbara Pease (2011, 73) he is looking for route of escape.

They also mentioned that it is helpful to catch the listener's attention by some object, for example a pen. We can use it to point to some chart or graph which we are talking about and when we raise the pen the listener will raise his head and he will watch us and perceive our statement better. The disadvantage of this visual aid is that we can use it only during a meeting between two people. (Pease 2011, 76)



## 1.8 Paralinguistics

Paralinguistics is the part of body language which studies voice. People might think that it is part of verbal communication but it is not. Paralinguistics does not study what we say but how we say it. The way we say something influences the amount of information the listeners remember. Voice can help us recognize the attitude of speaker towards the topic and also if the person tells the truth or not. Paralinguistics concentrates on tone of voice, its pitch and voice timbre. These factors of voice show our emotion. When we use a low tone it can represent sadness, boredom or dissatisfaction. On the other hand a high tone represents surprise, fear, anger or decisiveness. However, it is not always valid because some people speak faster naturally, while other people speak faster when they are nervous or excited about something. Mostly they are made unconsciously but we can use them intentionally to signify that we have finished our statement or to emphasize some parts of our speech. (Černý 2007, 152-153)

Křivohlavý focuses not only on these three factors but he also distinguishes fluency of speech, volume, intonation, mistakes, pronunciation and rate of speech. Each of these factors can tell us more about the person who is speaking. The easiest emotion which we can recognize according to voice is fear and anger. (Černý 2007, 152)

According to Knapp (2013, 324) paralinguistic features are mostly used in four situations: to give the floor to another person, to ask for the floor, to leave the floor and keep the floor. The sign for giving the floor to another person is usually raising intonation in case of question and falling intonation in case of end of the statement. Instead of, the gestures which are described above by which we can ask for the floor, we can use paralinguistic features, for example a loud breath or “hm” which makes the speaker talk faster. When we catch some of these features but need to keep the floor we have to increase the volume of our tone.

Paralinguistics also deals with pauses. The length of pause depends on the situation and topic and they are not used regularly. Goldman-Eisler divides pauses into grammatical and ungrammatical. Grammatical pauses are used at the end of a sentence or between parentheses while ungrammatical pauses are used when the speaker realizes that he said something wrong or he forgot what he wanted to say. The pause does not have to be expressed only by silence but an interjection like “hm” could be used. There are many reasons why pauses are used. Probably the most important reason of pause is to breathe in and to let the audience think about what we have just said. (Černý 2007, 154)

We have to select the right tone, volume and rate of our voice during speech because it can influence the attention of our audience. By using a shrill voice we can catch attention but at the same time it could have negative impact. When we speak quietly our audience cannot hear us well and a high rate of speech can cause losing attention. (Černý 2007, 155)

## 2 BUSINESS MEETINGS

A meeting is a gathering of people working in the same company in order to discuss some business issues. The meeting could also be held among people within the same company. The aim of a meeting is to make an agreement on some important topics about the company. There are many types of meetings distinguished according to its participants and discussed issues. This bachelor thesis focuses on business meeting with company's clients or customers. (Hartl 2003)

Body language during business meetings is very important because it can influence the result of the meeting. In other words it influences whether we make an agreement with our partners or not. Especially when we are in role of presenter or leader of the meeting our body posture should be confident and not uncertain. (Hogan 2008, 105)

Body language during business meetings depends on the environment. Hogan (2008, 102) defines four types of environments: **conservative**, **informal**, **industrial** and **academic**. Conservative environment is represented, for example, in banks or law offices. Body language in a conservative environment should be formal and restrained. In other words our behavior should be disciplined. Another feature of conservative environment is lack of emotions and close relationship of people.

Nowadays, the informal environment is very modern because it is less starchy. It is represented in small companies where people have better relationships among each other so the body language is more natural. Industrial environment is a mix of other environments because it is divided into production department and administration. The body language of workers in the production department is active and accommodating whereas workers in the administration are more formal. Academic environment is represented mainly at universities. In this environment can also be found a mixture of features from previous types of environments and body language should be respectful. (Hogan 2008, 103)

Nowadays, some business meeting can be held through telephones or Skype in order to save time. In case of telephones it is hard to recognize what our client is thinking about because the participants of the meeting could not see each other. The only body language feature which could be used is paralinguistics. It means that the listeners have to pay attention to tone, volume and rate of speech. When they want to say something they have to wait for a pause. The speaker should signify the pause – for example by fall of intonation or by question. According to Pease (2011, 79) people can use the mirroring even in

communication through telephones and it lies in imitation of intonation and rate of speech of our client.

## **2.1 Structure of business meetings**

### **2.1.1 Preparation for the business meeting**

The first thing which we have to do to succeed in business is preparation for each business meeting. However, during a preparation there is not so important to use body language because the preparation includes expertise, information, setting goals, considering of possible concessions, the place, time and duration of meeting and last but not least body count. The expertise is very important because the traders have to perfectly know what they are trading. And at the same time their partners should recognize that the businessmen understand what they are doing and strongly believe in it. The traders should prepare the most important arguments which influence their client. They should also prepare the answers for the most common questions based on experience from previous meetings with other clients. (Khelerová 1999, 28) The information can help them to be reassured during the meeting. They should find as much information as possible about the customers, their positions in the companies, if they have the right to decide or not and the companies as such. The businessmen have to know the situation on the market and their competitors because they need to persuade the client. Sometimes, participants do not make a deal during one meeting. Usually several meetings are needed to finalize the information or to strengthen cooperation but the traders have to set a goal for each of the meeting. The goal should be realistic so the best option according to Khelerová (1999, 29), is to set the highest goal and the lowest one and during the meeting to be somewhere in the middle of them. The setting of highest and lowest goals is very useful because the traders always know how many concessions they can make.

The place of meeting is also very important. A business meeting can be arranged in the seller's company, in the customer's company or somewhere else. The advantage of a business meeting held in seller's company is that the traders have all they need and can invite some colleagues. The customer can also see the environment and background of the seller's company but on the other hand it might not always be to the advantage. The meeting in the customer's company has the disadvantage that the sellers do not know what to expect, for example the size of the room, technical equipment, etc. Sometimes, it is possible to hold a business meeting in no-man's-land, like at an expo or seminar, but all

participants have to take into account that this place is used just to establish a relationship rather than make a deal. However, Khelerová (1999, 31) supports the theory that a change of venue can help to facilitate the decision of the client. In other words, when the sellers observe that the client still hesitates about the decision they can invite him for lunch.

The duration of a meeting is another important factor for successful business. The business meeting should not be too long because the buyers could become tired and not listen to the traders any more. The time of the meeting should be chosen carefully and Khelerová (1999, 31) specifies that the perfect time for a meeting is slightly before noon because, as was mentioned above, if the client hesitates about the decision, the traders can invite him for lunch.

The last point about the preparation is the number of participants. In an ideal situation it should be equanimous, the same number of participants in each party. When we lead a meeting in team it is important to allocate the tasks among the members of our team. (Khelerová 1999, 32)

The participants of a meeting should have prepared the information about each other as well as suitable clothes for the meeting. Sometimes, the clothes can be one of the units of body language. Of course, the dress depends on the style of the meeting and whether we know the client personally or not. However, men should always wear the suits and pantsuits are typical for women, but they can also wear dresses. However, in the case of dresses, there are some rules about the style of dress. The dresses should be restrained, not too short, because male clients may pay more attention to the business woman's dress than to her statements. (Schott 2003, 56)

### **2.1.2 Start of the business meeting**

Another step for a successful business meeting is the way of starting the meeting. In this part the body language is crucial. Firstly, the traders have to greet their partners in case the meeting is held in the seller's company. As was mentioned in the first chapter the type of handshake can express the trader's status and attitude towards his partner. Next to the handshake, the environment around the participants of a business meeting is also important. When the meeting is held in the seller's office and he or she is sitting behind a desk he/she should immediately stand up when the client enters the office because if he/she does not it is very impolite and it expresses that he/she does not care about the client. To make a good first impression the seller should stand up and go toward the client because

using the table as a kind of barrier could express that the seller wants to keep a distance from the client. (Wage 1997, 40) After the greeting the meeting should start with short, informal conversation just to release tension. (Khelerová 1999, 33) In the case of short interaction they can still stand because, as was mentioned in the first chapter, it makes the decisions faster, but if they have to discuss some big issue they can sit, which is another important aspect of body language.



Figure 6: Confrontational allocation of seats

Source: Data from Černý 2007, 214.

Wage (1997, 43-44) mentioned four types of allocation of seats: confrontational, angular, diagonal and parallel. Each of these types also expresses the relation towards our partner. Usage of confrontational allocation of seats, where the seats are opposite each other, emphasizes the barrier between the partners in the form of a table, and it also shows the contrast between them. In this case, it is also difficult to discuss some materials which are on the table. Based on this fact it is better to use the angular allocation, which is also better place for observing the partner's body language. The parallel allocation of seats is used by people who know each other and do not need eye contact and also for discussing some details in a contract; however, the diagonal allocation is not used in business very often.



Figure 7: Angular allocation of seats

Source: Data from Černý 2007, 216.

At the beginning of each business meeting the sellers should tell their partners the purpose of the meeting, its goal and its agenda, which includes its duration and potential breaks. In case it is not their first meeting with the concrete partner, they should also repeat what was discussed in the previous one, and of course they should convey any changes that have happened since the last meeting. (Khelerová 1999, 33)

### 2.1.3 Gist of the business meeting

When the sellers clarify these points the participants of the business meeting can move to the gist of the meeting. In the case of their first meeting with the customers, the leaders of the meeting should start with a presentation about their company and products. In this part of the meeting it is very important to control their body language as well as the client's body language. According to the client's facial expression, seating, and the position of his/her arms and hands, the leader can recognize client's attitudes towards him/her, whether the client is bored, or even determined about the deal they want to make. In the case of further meetings the leaders should not start the meeting with difficult points because they could cause a discrepancy which would influence the whole meeting. (Khelerová 1999, 34)

Sometimes, the clients can interrupt the leader's speech to ask a question, or they can leave the question until the end of the meeting. What is important about asking a question regarding body language is that even if the leaders do not know the right answer they

cannot manifest any signs of nervousness, for example stammering, because they could lose the client. (Khelerová 1999, 35)

The leaders of the meeting can skirt this situation by good preparation, as was mentioned at the beginning of this chapter. They should analyze previous meetings – for example, with a different client but about the same product, and think about questions which the client might have. In this case the leader of the meeting can outrun the client and answer the unspoken question which causes the leader to be regarded as professional. (Štěpaník 2005, 149)

#### **2.1.4 Conclusion of business meeting**

A business meeting can be finished by the leaders of it or the customers when they have already decided if they make an agreement or not. The leaders should pay attention to client's body language which reveals an interest of the client or his/her unconcern. Of course, the leaders do not recognize it only by client's body language but according to Khelerová (1999, 37), decided clients ask questions which do not relate to a product itself but to services around the product, for example delivering, method of payment, etc. Body movements revealing client's unconcern will be described in following subcategory.

When the leaders of the meetings finish a presentation then clients have time to ask questions. When they have no questions it can be also considered as a sign of failure. It depends on client's facial expression, body posture, etc. The leaders should try to persuade the clients by summarizing the key points of the presentation and then they should ask questions. Mostly, traders use series of positive responses when they ask clients such questions in which positive answers are expected. If the line of positive responses is not interrupted there is high probability that clients will also agree with the making an agreement. (Khelerová 1999, 37-38)

## **2.2 Signs of losing attention**

As was already mentioned, the body language can divulge whether the client pays attention to the seller's statements or not. The speaker recognizes this by many small signs that people do when they are bored. As was mentioned in the first chapter, volatilization of the eyes is one of the signs that the potential customers are losing attention. Crossing the arms is another sign which is accompanied by backswept of head. The last sign of losing attention according to Pease (2011, 73) is a smile with tightly serried lips but this facial



expression is a little bit questionable, because if people use it during a meeting in a small group it could mean that the client is paying attention.

However, Černý (2007, 228) mentions other features which can be recognized as proof that the clients do not listen to the speaker and they are not interested in what the leader is talking about. For example, when the clients suddenly lean back in the chair or clasp their hands behind their head.

Sometimes, when the clients do not want to continue in the meeting, they use a gesture called “cut”: they cross the arms in front of their body and usually shake their heads from side to side. (Černý 2007, 246)



Figure 8: Example of “cut” gesture

Source: Data from Černý (2007, 246)

When the speaker identifies any of these signs he/she should immediately change the strategy of the presentation – for example, speaking less monotonously, being more enthusiastic or taking a break etc. (Pease 2011, 73)

The leaders or the presenters should also ask some questions during the presentations to keep the client’s attention. According to Tracy (1999, 233), the clients have time to think about some objections if the presenters are still speaking but, when the presenter asks a question, the client aims the attention at him or her.

## **II. ANALYSIS**

### 3 ANALYTICAL PART

For the analytical part of my bachelor thesis I have chosen two videos. Each video shows a short business meeting, and I have chosen these videos because the participants show good examples of body language, but on the other hand, there are some features of body language which should not appear during any business meeting. I saw a lot of videos but all of them were similar so I will analyze just these two in which there are most significant features of body language.

The participants of the first video are multicultural (one is American and the other one is Italian) so I will observe the intercultural differences in body language. The second video is full of units of body language of both participants so I will focus on decoding their meaning.

First of all, I will describe the video itself such as what the participants discuss, how many people participate in the meeting, and their probable relationship to each other. Then, I will focus on the environment where the business meeting is held, for example, whether they use an office or a boardroom, and if they are in the customer's company or trader's company.

The main part of the analysis will be the analysis of the body language of all participants. I will concentrate on how often they use body language and what they speak about when they use it. Another fact that I will observe is whether or not the meaning of verbal pronouncement is contrary to the meaning of body language.

After the analysis of these two videos I will compare them and deduce the most frequent gestures and other units of body language.

#### 4 VIDEO 1: FRANCHISE NEGOTIATION, USA – ITALY

This video shows us just beginning of business meeting because the participants discuss only its agenda. But even in such a short video I can recognize some features of body language. What is important to say is that the participants are from different cultures. One of them is an American and the second one is an Italian.

At the beginning of the video we can see the American businessman waiting for his Italian partner. The American checks time from which I deduce that his partner is late but for Italians is unpunctuality typical. Italians are also very energetic and vivid people and as was said in the first chapter, body language is used mostly by vivid people. When the partner still does not come he prepares some written documents. Then the Italian partner is coming but he is calling with somebody which should not happen at the beginning of any meeting because it is very impolite.

They shake their hands and I think that the handshake is too strong, lasts quite long and they should stand but however, it seems to me like equal handshake because they keep the eye contact and smile. The handshake is followed by informal conversation about American partner's trip to Italy so I have found that the meeting is held in the partner's company. What I dislike and consider as a mistake is when the Italian interrupts his partner.

When the American businessman goes through the agenda the only thing the Italian businessman focuses on is a lunch. His behavior during whole meeting seems to me like he does not consider the meeting as important as his partner. He makes phone calls during the meeting and he also uses body movements that assure me that he is bored.

Another fact that surprised me is that they did not know each other except their names. They did not know what the other does in the company so I think that both of them have not done any preparation for the business meeting because the Italian businessman wants to know more about the company the American is from.

The participants of this business meeting use confrontational allocation of seats and I have noticed some mirroring features. As was mentioned in the subcategory body posture adequate mirroring can help to make a better impression. In this case the American trader uses his mobile phone as a feature of mirroring to look less starch.

## 4.1 Body language

The first feature of body language is rubbing one's hands of the waiting American businessman. This gesture can be translated as a muse or uneasiness but it has to be distinguished according to speed of rubbing. Slow rubbing means uneasiness like in this case whereas fast rubbing means expecting positive result of the meeting. (Wage 1997, 111-112)

During their informal conversation at the beginning of the business meeting both participants have their hands folded on the desk by which they define their intimate distance. Mr. Fox (the American partner) leads the informal communication to the business and when he tells that he came back to Rome to complete the deal; the Italian partner indicates punch on the table which means determination. I deduce that it means determination because he smiles in the same time. It would mean aggression if he has not smiled. (Wage 1997, 112)



Figure 9: Punch on the table

Source: Youtube. Franchise Negotiation, USA – Italy.  
<https://www.youtube.com/watch?v=8GOVcpI7iOM> (accessed April 15, 2014).

However, when they move to the agenda and the American partner suggests the agenda of the meeting, his Italian partner shores up his chin and starts tapping the desk by his fingers. These two gestures are conflicted with each other because shoring up a chin means interest and paying attention but, on the other hand the tapping the desk by fingers means that the person does not feel comfortable and he wants to be somewhere else. Anyway, his facial expression supports the Pease's theory which was mentioned in the theoretical part

that smile with tightly serried lips during business meeting means paying attention. But such a smile in combination with droopy eyebrow persuades me that the meeting is boring for him.



Figure 10: Italian partner shores up his chin and taps the desk by his fingers

Source: Youtube. Franchise Negotiation, USA – Italy.  
<https://www.youtube.com/watch?v=8GOVcpI7iOM> (accessed April 15, 2014).

When Mr. Fox says that they should be done before lunch, the Italian businessman understands it as an invitation for lunch so he starts to arrange the lunch. In this moment, Mr. Fox makes a gesture called “hedgehog” which means that it is not pleasurable for him because as he explains he wants to go with his wife. But he does not want to resist to his partner and he probably sees the possibility to know him better.



Figure 11: A gesture called “hedgehog”

Source: Youtube. Franchise Negotiation, USA – Italy.  
<https://www.youtube.com/watch?v=8GOVcpI7iOM> (accessed April 15, 2014).

To signify that he is open-minded to the lunch, Mr. Fox use one of universal gestures palm-up cue which indicates friendly approach towards others as was said in the first chapter. And it also supports the theory that this gesture is used very frequently at business meetings. However, Mr. Fox would like to get back to the issue which he had come to discuss but his Italian partner interrupts him by raised finger which signifies asking for floor but in this case he wants to make phone call.



Figure 12: Asking for floor

Source: Youtube. Franchise Negotiation, USA – Italy.  
<https://www.youtube.com/watch?v=8GOVcpI7iOM> (accessed April 15, 2014).

After the phone call the Italian businessman makes a lot of unconscious gestures and I consider it as an evidence of fact, that body language is used mostly by vivid people whom are Italians without any questions. Firstly, Mr. Fox's palms are rotated toward his partner and this gesture can be translated as refusing, wanting to stop something but after while he changes the position of his hand and use the palm-up cue again. I think that he wants to keep the friendly approach to his partner but, on the other hand, he also wants to make an agreement because it is the reason of his visitation.

Finally when Mr. Fox starts to discuss the issue of their meeting, the Italian businessman customizes his suit which can be understood as refusing the arguments. It can be also considered as a self-adaptor. Subsequently, he leans his left ankle on his right knee and this movement accompanies the previous one with the suit and has similar meaning

because according to Wage (1997, 104) this position of legs creates a barrier between the participants of the meeting.

When Mr. Fox gives him the floor to say his opinion about the agenda, he says that he would like to know more about the company and during his speech he directs his palm to himself by which he supports his statement. Then I have noticed that while Mr. Fox is speaking about the company, the Italian businessman bows his head to the side and it can be recognized as an interest because he does not know that the person he is speaking with is not a member of the company but their lawyer. In my opinion it is not polite and even professional to ask the person he is speaking with for more than two minutes who he is. This is clear evidence of his unpreparedness.

The Italian businessman has another phone call after a while. I have noticed that he gesticulates even when he is calling. According to his voice I think that he is a little bit angry because of the phone call and he is aware of the fact that he should not call. While he is calling Mr. Fox starts to throb with his forefinger which means that he is getting upset.



Figure 13: The Italian businessman is calling and Mr. Fox is throbbing with his forefinger

Source: Youtube. Franchise Negotiation, USA – Italy.  
<https://www.youtube.com/watch?v=8GOVcpI7iOM> (accessed April 15, 2014).

Mr. Fox wants to continue but he is interrupted again by his partner who is asking about something which is not related to the topic they want to discuss. While Mr. Fox is answering the question he speaks slowly to emphasize that he has full authority to represent



the company and reminds his Italian partner that they have four issues which they should work through.

Finally, the Italian businessman asks Mr. Fox to start with the issues and at the same time he uses the gesture called “stretcher” which is translated as openness to his partner’s ideas. (Wage 1997, 66)



Figure 14: Gesture called “stretcher”

Source: Youtube. Franchise Negotiation, USA – Italy.  
<https://www.youtube.com/watch?v=8GOVcpI7iOM> (accessed April 15, 2014).

To summarize this video I think that it is good example of body language during business meeting. The meaning of most of gestures which were used is clear and also well understood by the participants of the meeting. The rest of gestures are used unconsciously and I think that they have not any concrete meaning but they just complete and emphasize the participant’s verbal statements.

## 5 VIDEO 2: DOING BUSINESS IN FRANCE – NEGOTIATION – INITIAL OFFER ERROR

In this video, there are two participants discussing **the price** of a product. At the very beginning of the video, there is the trader, probably calling his superior. He wants to inform the boss that he arrived at the place where the meeting is being held. And he also confirms the price which he can offer to the customer. In this moment we can hear a good example of setting the goal, as was mentioned in the second chapter. He sets the highest price (110€), and also the lowest one (90€), so he knows how many concessions he can make. Based on this fact, I deduce that the trader cannot make the final decision in this particular business deal. He also mentions that he is already late, which should not happen if he wants to succeed in this business meeting. Unfortunately, in the video the greeting is skipped, if there was one, so I cannot assess their attitudes toward each other, but there is mention that this is not their first meeting further in the video. However, the customer does not pay much attention to the trader during the entire video because he is writing a report about a company. According to Wage (1995, 39) if the clients do not put aside everything they were working on before the traders arrive, they want to make a good impression, as in this example. However, the client should put the report aside and pay attention to Mr. Wilson (the trader).

The customer tells Mr. Wilson that he has just kicked Wilson's competitor out because the competitor offered him 105€, which is too much. This fact is an advantage for Mr. Wilson because he knows that if he wants to succeed, he has to offer a better price, so he starts with 101€. Unfortunately, the customer is an expert in negotiating because he knows that Mr. Wilson has just told him the highest offer, so he asks Mr. Wilson for the final offer. The trader tries to persuade the client that it is the best offer he can make but the client is unyielding and stops the meeting without making a deal. He gives time to Mr. Wilson to change the price and they arrange another meeting so I do not find if they make a deal or not.

The business meeting is held in an office of the customer. They use confrontational allocation of seats which is the most common in business. They do not have any written document which they would discuss, so they do not have to use angular allocation of seats. They keep the social-consultative distance which is preferred for a business meeting, as was mentioned in the first chapter.

## 5.1 Body language

The first feature of body language is the fleeting glance of the client towards Mr. Wilson. It seems to me that the client wants to ensure with whom is speaking. But as was mentioned, Wage (1995, 39) states it means that he wants to make a good impression and he lets the trader compose himself.

When the client tells Mr. Wilson that he has just kicked his competitor out we can notice that Mr. Wilson raises his eyebrows as a sign of wonder or even determent. He gets nervous and starts to play with the pen in his hands. The client maintains eye contact for a moment to emphasize his statement. His eyebrows are a little bit raised and wrinkles occur on his forehead, which means that he was surprised by the competitor's offer. I have noticed that he always looks at Mr. Wilson when he talks about money to intensify the fact that the meeting is about money. Mr. Wilson uses adaptor focused on his body when he touches his forehead to wipe away sweat.



Figure 15: Usage of adaptor

Source: Youtube. Doing business in France – Negotiation – Initial offer Error. <https://www.youtube.com/watch?v=JOeuHXuuoh0> (accessed April 18, 2014).

Mr. Wilson is very nervous and it is obvious according to his facial expression. He looks at the document in front of him and his forehead is still wrinkled. Then he looks up at the ceiling and searches for a way to salvage the situation. He is worried about failure because the customer is determined and unyielding.

When the client gives him the floor to let him make an offer, Mr. Wilson tries to look confident by smiling but it is inconsistent with his paralinguistics. He uses the interjection “hm” very often and it purports that he is not self-confident in the situation. The usage of the ungrammatical pause “hm” causes the client to look at him over his glasses which indicates distrust and doubts. (Wage 1995, 109)



Figure 16: Look over glasses

Source: Youtube. Doing business in France – Negotiation – Initial offer Error. <https://www.youtube.com/watch?v=JOeuHXuuoh0> (accessed April 18, 2014).

While Mr. Wilson is speaking about the price he uses a lot of unconscious gestures and in this case it purports his nervousness again. To emphasize that it is their best offer they can make his palms are directed toward him. The customer does not look at him and instead he asks for the final offer. Without any eye contact it makes Mr. Wilson shaky because he repeats the adaptor focused on his body. This kinesics movement is accompanied by touching his nose by which he strengthens his discomposure and confusion. These unconscious movements prove the theory that nervousness and uneasiness are the reasons for using gestures more frequently as a kind of protection.



Figure 17: Touching the nose

Source: Youtube. Doing business in France – Negotiation – Initial offer Error. <https://www.youtube.com/watch?v=JOeuHXuuoh0> (accessed April 18, 2014).

To end the meeting the customer uses horizontal hand chopping. Wage (1995, 112) defines the meaning of this gesture as a wish to end the discussion or even anger. The client uses the gesture to intensify his statement that he does not want to waste time and he has heard enough.



Figure 18: Hand chopping

Source: Youtube. Doing business in France – Negotiation – Initial offer Error.  
<https://www.youtube.com/watch?v=JOeuHXuuoh0> (accessed April 18, 2014)

To summarize body language in this video, I think that the trader is moving very quickly during the entire meeting which assures me that he is restless and unsure. On the other hand, the customer is probably a good businessman but I think that he should keep more eye contact with people with whom he speaks.

## 6 THE COMPARISON OF THE TWO BUSINESS MEETINGS

The first thing which these two videos have in common is the fact that the traders have to always come to their customer's company but in the first video the meeting is held in a boardroom whereas in the second video it is in the customer's office. Another thing which is the same is the number of participants. There are two men dealing with some issues in both videos but however, I think that the number of participants depends on the size of the companies and also the contract they want to sign.

To compare their preparation for the meetings I think that Mr. Fox (in the first video) and Mr. Wilson (in the second video) were much better prepared than their business partners because the Italian businessman does not know with whom he is speaking and the customer of Mr. Wilson obviously does not have time for the meeting because he writes some documents during whole meeting.

### 6.1 Body language

The most common unit of body language used in both videos is kinesics, especially gestures. I cannot say if the participants of the business meeting are aware of it or not but I think that in most cases they do not. But on the other hand if they use the gestures consciously there is another question and it is if they understand the meaning of gestures they use. I think that people are aware of meaning of few gestures, for example crossing arms on their chest. In my opinion vast majority of people know that it has negative meaning and that is the reason why any of participants use it during analyzed business meeting.

In any case, the most frequent gesture in both videos is palm-up cue which expresses positive approach toward others. Moreover, it is the universal gesture so it should be understood also in case of meeting between men from different cultures. An adaptor also occurs in each video and in both cases it is a self-adaptor which is the gesture focused on their body. In the first video the Italian businessman customize his suit and in the second video Mr. Wilson touches his forehead.

In both cases the gestures express their emotions. In the first video it is Mr. Fox's anger and boredom of his Italian partner and in the second video it is Mr. Wilson's nervousness and assertiveness of his customer. The analysis of the first video is slightly longer than the second one. It is caused by the fact that body language in this video is more frequent and I think that it is probably because of the Italian businessman because as was

mentioned Italians are considered as vivid culture and body language is used more by energetic and lively people.

However, I have also noticed other units of body language in both videos such as paralinguistics. In the first video Mr. Fox speaks slowly for a while because he wants to emphasize that it is very important whereas Mr. Wilson uses ungrammatical pauses like “ehm” which express his nervousness.

To comment on another unit of body language and it is eye contact I have to say that participants of the first video keep the eye contact much better than in the second video in which I have really missed the eye contact especially from the customer of Mr. Wilson.

In both cases they use confrontational allocation of seats which is probably the most comfortable style during business meeting. In my opinion the participants of both videos do not perceive the desk as a barrier but on the contrary, they use the desk to keep the interpersonal distance which is also same in both cases.

## CONCLUSION

The aim of this bachelor thesis was to express the importance of body language in business meetings. The way in which, the managers and other participants of business meetings should use the body movements. And also what body movements they should be careful about.

Everybody uses body language but during business meetings it can have a much greater impact than in everyday life. Each manager should be aware of some facts before a business meeting. The most important fact is the culture of the client because the manager should avoid a misunderstanding of some body movement.

Generally, the managers and businessmen should learn to take control of their body movements because with the right usage of body language they can succeed in business. They should not be focused only on their speech but they should look around them. To find what the customers do while they are speaking, what their facial expressions look like and where they look.

Body language creates over 50% of our communication so we can say that we communicate even though we do not speak. Our body posture, expression on our face, and view always means something. It can reflect our mood, our thoughts or concentration. We cannot get rid of nonverbal communication but we can choose how to use it. We might either let it influence only by our unconscious or learn it and take control of it.



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