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How can body language support a project manager in a negotiation

Master's thesis in the Master's Programme International Project Management

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CHALMERS UNIVERSITY OF TECHNOLOGY
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ABSTRACT

When a project manager and a project employee works on a project it is of outmost importance that both involved partied know what is the expected outcome of the project and how they can reach that outcome, a coherent vision of the project. In this report this process is seen as a negotiation process were the different parties involved negotiate an agreement on certain topic. The purpose of this thesis is to create increased understanding of how body language can support a project manager in this negotiation process with a project group. In order to investigate this two case studies were performed were the researcher performed both interviews and observations of meetings. In the first case it was one project manager and two project employees

In the second case it was a larger project group that had monthly meetings and on this occasion they would discuss an investment for a new light source.

In order to analyse the collected data, the theoretical chapter in this report includes negotiations metaphors and negotiator characteristics and body language theory.

In the first case it was mixed results from the meeting. The project employee that arrived in time had an agreement with the project manager of what future project performance would look like. The body language used by the project manager was relaxed while listening and more expressive when engaging discussions. The second project employee did not give the same picture as the project manager said during their meeting, which is seen as a disagreement of future project performance. In the second case, there was neither a common understanding of what would happen next.

The conclusion of the report is that there are no clear paths or quick fix for project managers to support the negotiation process. To better investigate this a larger study would needed to be done.

Key words: Project management, nonverbal communication, body language, negotiation

Hur kan kroppsspråk stötta en projektledare i en förhandling
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SAMMANFATTNING

När en projektledare och en projektanställd arbetar på ett projekt är det av yttersta vikt att båda inblandade parterna vet vad som är det förväntade resultatet av projektet och hur de kan nå det resultatet. I denna rapport den processen ses som en förhandlingsprocess var de olika parterna förhandla fram en förståelse om visst ämne. Syftet med denna rapport är att skapa ökad förståelse för hur kroppsspråket kan stödja projektledare i denna förhandlingsprocess med en projektgrupp. För att undersöka detta genomfördes två fallstudier med både intervjuer före och efter mötet, och en observation av själva möte. I det första fallet var det en projektledare och två projektanställda

I det första fallet var det blandade resultat från mötet. Den projektanställda som kom i tid hade ett bra samtal med projektledaren. Den andra projektanställda gav inte samma bild som projektledaren under sitt möte, det ses som en oenighet om fortsatt arbete i projektet.

I det andra fallet var det en större projektgrupp som hade månatliga möten och vid detta tillfälle skulle diskutera en investering för en ny ljuskälla.

För att analysera den insamlade data, det teoretiska kapitlet i den här rapporten tar upp förhandlings metaforer och förhandlar egenskaper, samt kroppsspråk.

Slutsatsen i rapporten är att det inte finns några tydliga vägar eller snabb lösning för att stödja projektledaren i en förhandlingsprocess. För att bättre kunna undersöka detta, en större studie hade behövt genomföras.

Nyckelord: Projektledning, kroppsspråk, förhandlingar, projekt

Contents

Preface

This master thesis is written and supervised by Chalmers University of Technology in Gothenburg Sweden and Northumbria University in Newcastle the United Kingdom. The research is part of a dual degree program from both universities, a M. Sc. in International project management and a M. Sc. in Project Management.

The research was done on site at Chalmers University of Technology with the supervision of Veronica Carlsson and Martine Buser. I would like to thank both my supervisors and the participants from Chalmers University of Technology for making this research possible.

Göteborg, June 2016

Edvin Stén

1 Introduction

Following section will include a background for the chosen subject and a description of the purpose, as well as the limitations for this report.

When a project manager is commissioned to carry out a project, he also has to convince his project employees of his vision. Often this can be done via a meeting where the project manager presents the upcoming project. A situation occurs were the two parties has to reach a common understanding; seen as a negotiation process where the project manager and the project team negotiate an agreement on how the project will be performed. Can different negotiation characteristics be observed? Can the project manager make use of other techniques to support the negotiation process; for example, different body language gestures or face expressions?

This is a situation that caught my interest and I got an idea to focus on project groups and study the interaction between the project manager and project employees in the team. Since similar interactions will take place in different context throughout your whole life, I also saw a connection with my previous work life. During my five last years I have been working as a salesman where the interaction with potential customers the nonverbal communication has always been a large part in quickly analysing if the person I am speaking with is interested or not. If the person shows signs of interest, I know that I can proceed with the sale process otherwise it might be better to turn my attention to the next costumer. From this experience I wanted to investigate if nonverbal communications can support the project manager in the negotiation process with his or her project employees. This is something that I want to explore and see if it can be useful in my future career as a project manager.

Maylor (2010) stated that a project has a three common characteristics; first, they all are unique and has some level of novelty in terms time and place, or approach by the team, as well as the final product delivered. Second, projects are temporary, it has a clear beginning and an end date, the same goes with founding. Third, a project is focused; meaning that the project task is to deliver some kind of result, a service or a product. To be able to deliver this, a project needs people. These persons have to be managed in different situations during the project. This is also something that Maylor (2010) brings up as a current project manager issue, the project manager keeps all necessary information in his head and do not share it with the rest of the team. It can be hard to drag this information out. But when the chance is given, one way to deal with this challenge can be to see the communication process as a negotiation where the project manager and project team member, try to sort out the knowledge differences. Murtoaro and Kujala (2007) stated that a project can be seen as a single continuous negotiation with multiple parties at different times, with different concerns. Taking this point of view, it gives you a lot of opportunities to negotiate throughout the whole project lifecycle.

1.1 Purpose

The purpose of this thesis is to create increased understanding of how body language can support a project manager in a negotiation process with a project group. For this report in particular the focus was on the interaction between the project manager and the project employee. The research took place in an academic context.

1.1.1 Research questions

Following research question have been formulated to support the research purpose:

1. How can body language help support a project manager in a negotiation process?
2. Can you see in a negotiation that the two persons involved think that they are in an understanding?

1.2 Literature review

This section will highlight the main concepts that are going to be used and why they are brought up in this report. Focus will be put on existing literature regarding negotiation theories and how nonverbal communication can be used to enhance a conversation, also how to interpret this.

Brett (2000) described that negotiations often was seen in a Western perspective with focusing on confrontations, transactions or the resolutions of disputes. She also stated that there were two types of negotiations; transactional or orientated around resolving disputes/conflicts. Maaravi, Ganzach and Pazy (2011) explored negotiations in the framework of mutual persuasion process. In this study the negotiations will be regarded as a combination between Brett's (2000) and Maravi, Ganzach and Pazy's (2011) theories; orientated around resolving disputes from a persuasive perspective. Malhotra and Bazerman (2008) highlights that previous research often neglects the impact of social influences expect economical or structural elements, also based on the theory that humans attempt to act rationally. Which individuals seldom do (Malhotra & Bazerman, 2008), thus this aspect will also be included in the report as it can not be neglected in a social scientific study. Thompson and Haiste (1990) showed through their study that when no information was provided about the issue the participants assume that the counterpart has the same lack of information and the complete opposite motive than their self.

Sotiriou and Wittmer (2001) clamed that negotiation skills are an important factor that project managers need in order to influence the project team, which will be relevant due to the fact that the report has a project managerial aspect. It will also be investigated if there are some connection with body language.

In this study body language have been divided into different sections *face*, cues and gestures. Why will be explained in following section.

The distinction between verbal and nonverbal behaviour is centuries old, according to Jones and LeBaron (2002), but it has started to be studied more seriously in the 1960s. Historically research has been conducted in such a way that verbal and nonverbal actions have been independent of each other and not connected. This was later discarded as a too simple assumption (Jones & LeBaron, 2002). This has been taken into consideration which will show in the section 3 Empirical findings where the observations have been entailed together with what the current topic of conversation was. Next was to identify different "turn-relinquishing" signals, conducted by Duncan (1972), even though he only based his research on two interviews this was an important contribution to the area of nonverbal communication. For this report the concept that's been used is 'cues' instead which is a step further than Duncan's (1972) first study. This information has been used to better be able to establish a behavioural pattern of the participants.

Kendon (1990) designed a structural model of communication that was used to identify determinants of behaviour; based on that the meaning of peoples actions derives from the observed context and communicate primary by enacting cultural rituals together. This model was based on Goffman (1967) ethnographic studies. Goffman (1967) brought up the issue of *face* in his studies which will be a crucial part in this report as this will help to better get an idea the underlying reason why the participants behaved as they did in the observations.

In order to better understand ones' counterpart Peleckis, Peleckiene and Peleckis (2015) explored the importance of body language in business negotiations. They claim that decoding ones' counterparts body language can give more or less realistic impression of that persons physical and emotional state, as well as better determine if spoken language is true or not. They also stated that decoding the meaning body language can useful when complement, reinforce or weaken spoken word. The main concepts brought of this will be different gestures and their meanings. Which can be useful for a project manager when for example negotiating with team members. Shapiro (2016) wrote that the more a project manager tries to impose his or her authority on a project team to more likely it is that this will have the opposite effect and make the team more inefficient. Therefore, this report will try to understand if body language can support the project manager in a negotiation process.

Jonas and LeBaron (2002) stated that qualitative research about nonverbal communication have lately evolved to study 'how' people behave rather then 'why'. This statement will be the underlying philosophy of the report. It interests the researcher more to understand the 'why' people behave as they do rather then 'how' they move.

1.3 Limitations

The context of this study was performed in the academia since the participants were working within the University of Chalmers. The result should not be generalized because the sample does not represent the population. Time was constraint which also was a limitation. This research was qualitative and therefore subject to some sort of subjectivity from the researcher, even though this was unintentional it still had to be considered.

The analyse of body language during the observation was focusing on a sitting posture, arm, hand, leg and feet movement. Facial expressions were being observed. Each movement was put into connection of what was being discussed at the movement at hand in order to put it into its right contextual environment.

All the names of the participants are fictional. The usage of fictional names is mainly to make it easier for the researcher to separate the persons from each other and make it easier for the reader.

When discussing body language and nonverbal communication in general I was aware of that there were immense cultural differences in behaviour. This has been neglected and seen as a limitation of the report due to time constraint and the fact that this would make the report a lot more extensive.

1.4 Structure of the report

This report consists of six chapters, plus reference list and appendix. The first chapter presents the purpose and aim, two research questions which the report is built upon, as well as the limitations of the research. The second chapter describes the theoretical framework, mainly focusing on negotiation theory and body language. The third chapter deals with the method of collecting data and chosen methodology of the report. The fourth chapter presents the empirical findings from the two case studies. In the fifth chapter the analysis is conducted, the empirical findings are connected with the literature. Lastly in the sixth chapter presents conclusions drawn from the report.

2 Method

Following section will include the chosen method for this report as well as why it was chosen. The method chapter will close up with a discussion of the chosen method.

2.1 Research methodology

Following section will conclude the underlying philosophical assumptions for the report and give insight into why certain decisions have been made.

2.1.1 Research approach

As for epistemological assumptions Bryman (2012) stated that the two main types are positivist and interpretivist. Positivism is an epistemological position that states that the natural sciences can be used to study the social reality. Knowledge has to be confirmed by the senses in order to be genuinely seen as knowledge. There is a strong connection between positivism and the deductive approach since research should be tested against theory.

Interpretivism is a contrasting epistemology to positivism (Bryman, 2012). An interpretivist epistemological position holds the view that people and their institutions can be observed via non positivist methods. In other words, analyse how people make sense of the world around them. There is also a strong connection between the inductive approach and interpretivism. The researcher has used observations and semi-structured interviews to gather the empirical findings which has contained data how the participants felt of their respective meetings and body language behaviour, given all this the most fitting epistemology would be interpretivism.

The participants have been interviewed and observed, all their actions and words has also been interpreted by the researcher. During this process first the participants was interview and then observerd to finally have a closing interview. The researcher chose specific areas of interest that could be observed during the observations session and the researcher formed the theoretical section around those details. This worked perfect with an inductive approach described below in this section. The research for this report has taken a interpretivist epistemological position.

Ontological considerations address the nature of social entities. Meaning whether social entities exist independently of our perceptions of them or is social entities constructing the social reality. Bryman (2012) describes two main views, objectivism and constructionism.

With an objectivist ontological approach social phenomena confronts us as external facts. Individuals are born into a pre-existing world were they follow already set rules (Bryman, 2012). The other approach, constructionism, social phenomena and their meanings are constructed by social actors, this is continually changing and revised. Researchers' accounts of events are also constructed, leading to many different interpretations. Language and representations also shape the perceptions of reality (Bryman, 2012).

As for this research the researcher has interpreted actions from social actors meaning that the research has used a constructionist ontology. The social actions have been considered as creations into an external world.

Traditionally there are two main approaches to research, inductive and deductive according to Bryman (2012). A deductive approach includes gathering theory into a hypothesis that has to be rejected or confirmed. While an inductive approach is based on observations that is generalized into a theory (Bryman, 2012). Taking all this into consideration the researcher has followed the inductive approach. Two cases were conducted and afterwards existing literature was used to form an understanding why things unfolded as they did in the cases, create a theory of the outcome of the interviews and observations.

2.1.2 Quantitative or Qualitative research

Bryman (2012) describes quantitative research as a quantification of collected numerical and statistical data, this is often combined with a deductive approach, described above in section 3.1.1 Research approach. Common research designs are surveys or experiments. Qualitative research is more concerned with words text, pictures and stories rather then quantificational data. This leads to a preferably an inductive research approach. Common research designs for qualitative research are interviews or observations. This research consists of qualitative data. Interviews have been used to gather data and the data has been words and stories. Observations has also been conducted, these have later on been interpreted by the researcher with the support of the written theory.

2.2 Criteria in social research

When conduction qualitative social research Bryman (2012) presents three fundamental criteria to consider; reliability, trustworthiness and authenticity. Below follows a description of how the research has been done and which concepts have been chosen.

2.2.1 Reliability

Reliability concerns the question if the study is repeatable. Can another researcher conduct the same study and reach the same result? According to Bryman (2012) the term is also often used in relation to the question if the measures gathered from concepts in the social sciences are consistent (Bryman, 2012). Does the measurement instrument really measure the relevant area?

In this qualitative researcher with a constructionist ontology where social phenomena and their meanings are constructed by social actors, which has been continually changing and revised. Meaning that is more or less impossible to get the same result for an other researcher replicating the study. Thomas (2015) also adds that a case study is about the particular rather then the general, making it close to impossible to generalise from a case study. However, the researcher strived to make it as clear as possible how the work progress has been and thus increasing the reliability of the report. The participants that have been interviewed will also have the opportunity to read the report and comment my interpretations of their answers and gestures to increase the reliability.

There are however an issues with reliability regarding the observations. The observations done in this research were following an observation schedule but with no specific intervals when and what to observe. Therefore, there are a lot of room for interpretations from the researcher. This will have a negative impact on how well this study can be replicated in the future. In this qualitative study it contributes to the purpose with the usage of observations, hence it is still a part of the research done.

2.2.2 Trustworthiness of social research

The validity concepts are best applicable for quantitative studies. Bryman (2012) states that there are other better definitions to adapt with qualitative research. Lincoln and Guba (1985) propose a slight adjustment to the definitions to better fit qualitative research, they propose *trustworthiness* with these different aspects:

Credibility; compared with internal validity – that is are the findings believable?

Transferability; compared with external validity – can findings be applied to other contexts?

Dependability; compared with reliability – can findings be applied at other times?

Conformability; compared with objectivity – in which degree has the researcher allowed his or her own values influence the research result?

Regarding the *credibility* of this report, the findings are credibly in its separate case. As each case, including pre-observation interview, observation and post-observation interview. The results can not be generalized onto a larger population though, because of the small population sample.

The keyword in the question of *transferability* is 'context', therefore one could argue that the findings can be applied to other contexts. Similar meetings will take place in other contexts outside the academia. Weekly or monthly meetings in a project group is a compulsory action that needs to take place in order to maintain and monitor progression of the project. Project groups can be found in any contextual setting, the situation itself can easily be transferred in different situations as well as the method for this report. Therefore, that will be less focused at in this report.

Dependability can be seen as a parallel for reliability, therefore the answer to this question is that the findings can probably be applied at other times. The method used for this study can be adapted to other scenarios, but as it is with all cases of social research it is more or less impossible to replicate the same result as mentioned above in section 3.2.1. Reliability.

The level of *conformability* is a hard question to answer. But this goes without saying that researcher has worked hard to achieve an objective view on the result and content as a whole. It would be naïve to believe that a researcher does not influence his or hers work, this will be discussed further in section 3.3 Influences in social research.

2.3 Influences in social research

Apart from the above mentioned criteria there are other aspects to consider when conducting social research. There are a lot of different aspects that can and will influence the content of the study as well as the result.

2.3.1 Values

Bryman (2012) states that values reflect personal beliefs and the feelings of the research. In a perfect world all research should be valid and free from personal subjectivity in order to reach complete objectivity. In 1938 Durkheim wrote that "*preconceptions must be eradicated*" (Durkheim, 1938, p. 31). Values are some sort of preconception which makes this said then done. The goal nowadays has to be that at least supress one owns values during the process, according to Bryman (2012). Because today there is a growing acceptance that values will always play a part in research. Right from the beginning the researcher's own values shaped the report regarding the decision to research about an area that was of personal interest. Bryman (2012) states that the following areas are just a few where values will have an impact; choice of method, formulation of research design and data-collection, implementation of data collection, analysis of data, interpretation of data and conclusion. Choices of methods was from the beginning planned to only be interviews for this research but later on I added with observation in order to get a clearer and direct connection with nonverbal communication theories. Nonverbal communications became a central corner stone early on that later on led up to the finalized purpose. The area where values might shine through the most will be in the analysis and discussion parts. The analysis should be free from preconceptions and focus on connecting empiric data with theory, which is the main starting point in this report. But since those sections are filled with interpretations both of the empirical data as well as from the theories it is bound to be influenced by personal values from the researcher.

There are a number of occasion where it is room for subjectivity in research. Values may show up during the research process, these does not need to be there from the beginning. Bryman (2012) highlights the risk that during qualitative research with interviews and observations that the researcher can develop affinity with the people they study and than follow the subjects' perspective instead of forming their own. Bryman (2012) states that objectivity can be hard to achieve but shall almost always be the goal. In this study the interviews were held short and all the collected data from each case was done in one day. This will have minimized the risk of developing affinity with the participants since the contact period was so short.

2.3.2 Practical issues

The practical issues of social research should not be neglected (Bryman, 2012). This concerns time, cost, prior literature and also the topic itself. Time restraints does not limit itself to the researcher on it own, this can also be the participants that are busy with other activities.

The practical issues of this report was mainly getting in contact with the participants. This took much longer time than predicted. This issue occurred halfway through the research. I used one of my supervisors, Martine Buser, to help me look for suitable participants. She had wider reach and better network for possible candidate. In appendix 1 I've attached the cover letter used to inform the participants about my research. Within a couple of day's, I received response from two participants willing to participate.

The first respondent was part of a three party team. Two persons where project employees and the third person project manager. This was the first case that was conducted. I only had opportunity to conduct two pre-interviews' one with the project manager and one with the project employee, since the second project employee arrived late.

The second response was from a person running monthly meetings regarding maintenance and news of a bio-lab, see appendix 2 for details. The person holding this meeting was not quite sure that their setup would fit my study, so after discussing alternatives with my acting supervisor Veronica Carlsson, we agreed that I would participate in one meeting and take that as a pre-study to evaluate the possibilities' to involve it in the study as a case. The meeting was a success and we agreed that I would come back and conduct a full study, focusing especially on the issue of what new light sources they will invest in. I conducted a pre-observation with Ida, responsible to hold the meeting, and Karl, the person responsible to test the of the different light sources.

2.4 Research design

This section will describe the framework and the formal structure for the collection of data. It will also include the chosen methods for data collection.

2.4.1 Tracer studies

In the two observations done in this research the participants in each group was of different sizes and the contextual setting varied as well. Therefore, calling this a basic case study would not be appropriate.

Chau and Witcher (2005) introduced in their study the use of tracers in middle range theories. They argued that the use of tracer studies was not focusing on a detailed analysis of how individuals were connected. Instead tracers enabled the research process to follow a specific path (Chau & Witcher, 2005), like a feedback system helping the researcher to pick up issues connected to a certain area of interest.

According to Chau and Witcher (2005) this puts an emphasis on empirical data rather than theoretical; although prior theory is still of importance, especially the scale of prior theory. The scale of theory must not be to large in order to be able to make generalizations while also produce research findings. Chau and Witcher (2005) stated that this was especially an issue in management theory since that often is highly abstract making hard to apply in practice. A way around this was to focus on middle range theories argued Chau and Witcher (2005).

Bryman (2012) described middle range theories as observed regularities regarding e.g. why persons from working-class backgrounds suffer from more depressions. Chau and Wither (2005) added to this that middle range theories in an organizational point of view could include all-inclusive systematic efforts to better develop a theory to explain the observations.

This report has focused on middle ranged theories in that sense that the purpose of the study is to create increased understanding of how body language can support a project manager in a negotiation process with a project group. Regarding tracers studies the researcher has in interpreted this in such a manner that the researcher's focus has been on the nonverbal communications, namely the body language.

The situations that has been studied was a typical recurring meeting situation. The structure of the meeting was one project manager and two or more project performers. In the first case it was one project manager and two project employees managing different project. The other case it was one project manager and a larger group of project members, ca. 15 participants. Both meetings took place within the academia, but certain recurrent relationships can still be seen since the project management processes is more or less the same regardless of industry. The result of this study can nonetheless not be generalised, even though some aspects can be observed in other context.

2.4.2 Interviews

In this research the interviews will be qualitative. Bryman (2012) states that in qualitative interviews the interviewee's point of view is of more importance than in quantitative were the researcher's concerns are of greater value. There are no sets of fixed questions that need to be answered in a fixed order, rather different topics that will be covered during the interview (Bryman, 2012). Going off topic is encouraged since rich and deep answers are wanted, this also means that orders of reply may vary a lot even the wording of questions so that fit in the context of the interview, according to Bryman (2012).

The usage of 'topics' rather then 'questions' is due to the need of rich answers. This will also encourage the respondent to use his or her own words when answering. Bryman (2012) presents a number of disadvantages which most of them regards that this is a time-consuming process with a lot of administration afterwards as well as the risk of really long interviews. This issue will be addressed accordingly; the level of detail that the interviewee describes the new project will have to be limited. This is to simplify the process for both parts since the main focus of report will be to analyse if the participants can reach a common understanding for the project.

Roulston (2010) addresses the issue with quality of qualitative interviews since the qualitative studies are highly subjective. She emphasises that the quality of the research depends on *"…how studies are designed and conducted, and how interviewing as a method fits with the underlying theoretical and epistemological assumptions about knowledge production*" (Roulston, p. 202, 2010). There is also highlighted that a typical novice mistake regarding interviews in general is that the researcher could express to much of his/her preconceptions on the relevant subject. This could show in the interviewee's response afterwards. Alvesson (2003) describes this as a 'romantic' perspective of interviewing. But this does not necessary need to be a negative aspect, a *romantic* interview stance will give a more genuine human interaction including higher levels of trust and better commitment between interviewer and interviewee. This technique is often used reach a "deeper" level of data from the interviewee.

Kvale and Brinkmann (2009) described the qualitative interview process as an active process where the interviewer and the interviewee produce knowledge through their relationship with each other. They also highlight that the interviewer has to have knowledge about the subject in order to ask relevant questions.

The participants in this research was interviewed before they met and discussed their project. During the interview the researcher established a picture of each parties' expectations and preconceptions. These interviews were done separately so the participants were not able to influence each other. After they had met and discussed their project there was a closing interview immediately after. Both of this interviews were conducted as such that we discussed topics or open questions giving the respondents opportunity to

In the first case I conducted a pre-observation interview with the project manager and one of the project performers, it was planned to be a with both of the project performers but due to a late arrival of one of them, only one was present in the start of the meeting. The pre-observation interviews were ca. 10 minutes long each. Directly after the meeting I had post-observation interviews with all three participants, these was ca. 10 minutes long with the project manager and 15 minutes long with the project performer that was present at the pre-observation interview. With the second project performer I had a 30 minutes long interview where I first asked about what expectations he had on the upcoming meeting and after that asked about the outcome of the meeting.

For the second case I conducted a pre-study described in appendix 2. This was casual meeting with focusing on getting a more general grasp of what the meeting would be and if it would fit in this research. This was later followed up with real interviews and an observation. First I performed a pre-observation interview with the project manager and the project employee in charge of testing the light source that was being discussed, each interview was ca. 15 minutes long. Directly after the observation I conducted post-observation interviews with the same persons that was interviewed before, both of these where about 20 minutes long.

2.4.3 Observations

Bryman (2012) describes a variety of observations structured (also called systematic), unstructured and participants observation. A structured observation follows an observation schedule in which it is stated when and what to observe, the key is have systematic approach and the observation schedule should have clear and specific rules. An unstructured observation does not include an observations schedule, instead in this observation the researcher tries to entail as detailed data as possible, puts more focus on narrative account of behaviour (Bryman, 2012). Finally, there is *participant observation*, Bryman describes this as the most common technique in social sciences with a strong connection to qualitative studies. "*…observer in a social setting in which he or she seeks to observe the behaviour of members of that setting and to elicit the meanings they attribute to their environment and behaviour*" (Bryman, 2012, p. 273).

In this research an observations schedule will be used, but not in the way as it is described in a structured observation. This schedule will mainly consist of guidelines what to observe and spaces to take notes for each participants' specific movements, see appendix 3 for more details. So one could argue that this observation will be a participant observation since I will be located in the same social setting (no video recordings) and with an observation schedule used for guiding. In each meeting one observation was done. For the first meeting the observation was ca. 2,5 hours long, where I first observed the body language of the project manager and one of the project performers for 1,5 hours, the second hour I observed the body language of the project manager and the second project performer. This because they had more or less separate discussions with the project manager about their projects.

In the second meeting I observed the body language of same persons that I interviewed, the project manager and the project employee in charge of testing the light sources. This observation was in total 2 hours long.

2.4.4 Triangulation

Triangulation entails using more than one method or source of data in the study of social phenomena. Using more than one method of measures, results in greater confidence in findings. Triangulation can also take place within a qualitative research strategy. In fact, researcher's often check out their observations with interview questions to determine whether they might have misunderstood what they had seen (Bryman, 2012).

This study will use both interviews and observations as methods to gather data, where the source of the data will also come from two separate meetings. The combination of this will improve the credibility of the research.

2.4.5 Respondent validation

Bryman (2012) describes respondent validation as a technique where the researcher submits the research to the members participating in the study to clarify that the researcher has interpreted them right.

This will be relevant in this research and all members will be given the opportunity to check the answers recorded by me. Meaning that they will be given the chance to comment my interpretations of their answers and gestures.

2.4.6 Literature review

The literature review was performed in two stages. At first the focus was put on previous research done about negotiation theory, beginning chronologically snowballing forward to more current research. Second stage was to conclude a connection between negotiations theory and nonverbal behaviour and on what way previous researchers have connected them together. This was a harder part since it was mostly critic against nonverbal research. The articles chosen was those that could support the research questions and the purpose of this study as objectively as possible, showing both pros and cons with each chosen topic. Most of the search for articles was done via internet, but some regular books were used as well. Certain articles that classmates had read was exchanged as well since they thought that those was interesting to me, whereas I did the same. In that area it was a lot of knowledge exchange regarding the data collection.

Key words used: Culture, negotiation, social perception, non-verbal communication, knowledge exchange, body-language, project management.

2.4.7 Performed analysis

The analysis performed has been performed with an inductive approach, as described in section 3.1.1 Research approach, meaning that form the empirical findings the researcher developed a theory, this supported and analyzed with additional findings from previous research. This in order to discover new relations between my data and what previously been discovered. Simultaneously focusing on the bigger picture of how this research can be useful in my future carrier. By doing this it quite often resulted the need to go back and rewrite different sections. My supervisor has also contributed with ideas how I can change angle of some sections until I reached the finalized result.

2.5 Ethical considerations

The participants in this research are well aware of that they are being studied. All recordings were done with the consent of each recorded person. Each participant has also signed Northumbria University's Research Participant Consent Form' and informed that all answers will be anonymous if nothing else is requested. If the request arise that all answers must be confidential the researcher will take this in consideration and make appropriate adjustments. This research will not include any sensitive material concerning commercial nor on a personal level.

When observing participant's behaviour, the researcher has stayed true to the data and recorded the actions as the occurred and not tried to enhance or modify certain events.

2.6 Summary

This study has followed a hermeneutic epistemological position, with an inductive approach. Regarding ontological considerations, the researcher has followed a constructionist ontology. The collected data has been qualitative and it has been collected from two meetings, via interviews and observations. Since this has been a study in social sciences the result from the report can not be generalized onto a larger population. The report has been subject for a lot of interpretations from the researcher which the researcher has been aware of.

3 Empirical findings

Following sections will present the findings from each observation and the interviews. Each meeting will be presented separately, first the pre-observations interviews, followed by the observation itself and finally the post-observation interviews. The findings will later, with support from section 4 Theoretical framework, be analysed. The reason why the empirical findings is presented before the theoretical section is because this is how the research was conducted as it follows an inductive approach. The researcher chose to bring forward those areas of interest that was pointed out in the observations.

3.1 Observation 1

The group in the first case consisted of one project manager, Rob, and two project employees; Johan and Kevin. The meeting was a coordination meeting between three or four meetings. Johan worked on one project and Kevin had three projects in parallel. These coordination meetings were pre-planned since January/February this year and occurs roughly monthly. Figure 1 shows a ruff sketch of the outline of the room. The picture shows a table in the middle of the room surrounded with chairs, represented by the dots, and with a door to the left. The researcher is the represented by the green dot. Johan is the the red dot seated to the left of the researcher with an empty chair in between. Right opposite of Johan, Rob was seated. To the right of Rob, Kevin had a seat when he arrived, represented by the red dot to the right on the upper row. The rest of of the blue dots are empty chairs.

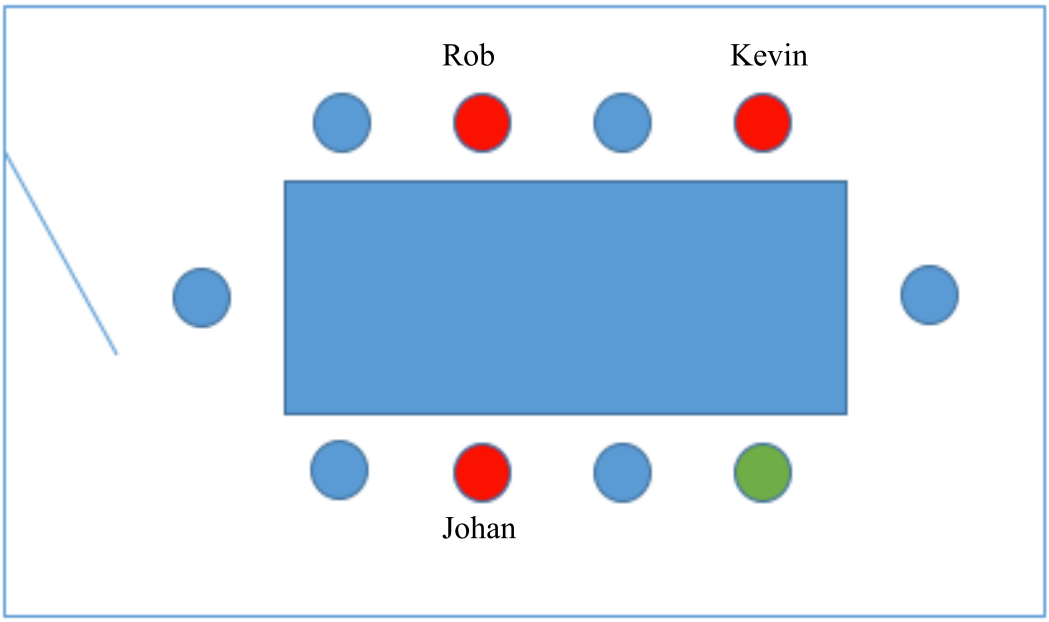

Figure 1, Observation 1 Stén, 2016

3.1.1 Pre-observation interviews

Following sections will summarize the interviews with each person. The participants answered two questions in these interviews; their expectations of the meeting for the meeting and if they had certain expected responses.

Project manager – Rob

Rob had pretty clear expectations before the meeting, a structure of how the meeting would be outlined and mostly an update of current projects. Rob described that it was three or four projects in parallel (as mentioned above). Rob's expectations for the meeting was that they would talk about where they were and if there were any issues. Also Rob would probably raise a discussion with Kevin about the structure of a report he was making and Johan would talk about the interviews he had made. They were in continual interaction over email, so it was not a long time ago they spoke since last time. Kevin and Rob spoke yesterday and Rob talked to Johan a week ago, so it is a continuous process.

As for expected responses Rob assumed that Johan and Kevin would take the initiative and present a number of information and issues that Rob would probably need to take into consideration. Not a particular project manager meeting in Rob's opinion.

Project employee – Johan

Johan had a long list with expectations, it was his agenda of the meeting. Johan's goal of the meeting was to update Rob of the progress of his project. For this particular meeting Johan needed something from Rob, in this case it was that if Rob could take care of a presentation which would save a lot of time for Johan. But Johan knew that even though he has a tight schedule Rob was always the busier one. Johan would continue to inform Rob about his latest progress in his project, most recently about the interviews that been performed. Also some feedback about a conference (paper presentation) that they did back in September. There were some mixed thoughts about that feedback, one comment was quite off and hard to interpret about what they actually meant. Johan also wanted to split the work with master thesis supervision work with Rob so they could give more thorough feedback. There was a conference later in May that Rob and Johan both were very interested in that they wanted to participate in, they had done the research but still had to put together a paper for that, as well as a presentation for it. This would be something that had to be discussed during the meeting.

As for expected responses, Johan mentioned that he was quite overbooked and worked way more than he was hired for. Keeping track of the worked hours was strategic if Johan wanted to take time off it was clear that he had worked hard during the whole spring. There might be necessary to compromise on quality in some cases in order to reach some deadlines. Even though Johan saw this as a last solution that was not that a very good option. At this stage he did not see where that might be needed.

3.1.2 Nonverbal language observations

Following sections will summarize the body language of each person in a general attitude and also how they reacted when they were addressed in different issues. Focus will be put on one person at the time, but both persons' behaviour from the same encounter will be highlighted.

Project manager – Rob

Started with one hand that was placed on the table and the other hand crossed the chest holding the forearm when Johan starts to explain last weeks' interviews. The hands were used expressively when explaining who to talk to and when. Arms were mostly folded in relaxed way most of the that discussion, except when they were used expressively to describe the next step in the interviews with Johan.

The whole first 20 minutes of the meeting was spent discussing the outcome of the interviews Johan had performed and which persons was next to be interviewed. During this conversation Robs' feet were pointing towards the door. The whole torso was facing the door and the head turned to face towards Johan. The same goes with the legs, they were crossed on a tight position facing the door, the first 20 minutes. After the phone call interruptions Rob changed position quite drastically and was now clearly facing Johan. Rob was often smiling and had a general relaxed back-leaning (not to casual though) approach when listening to Johan's expositions of the project progression and how the past interviews been.

An other pose of relaxation from Rob was slightly leaning backward with the elbow placed on the chairs backrest, feet crossed at the ankles. This position was taken after the phone call as Johan was introducing the next subject, the issue of transcribing material that Rob and Johan had outsourced. The progress with this transcription was slow, but not entirely unsuspected since it was a tight deadline. Also leaning backwards and holding both arms behind his head, stretching out the legs and crossing them at the ankles. But still maintaining eye-contact. When faced with a question or something that needed to be commented about, Rob had a tendency to lean forward in interest, this was often done with crossed legs and arms folded in the knee. When discussions turned more intense Rob leaned forward more and laid the arms crossed on the table.

Project employee – Johan

Johan had his hands occasionally placed in the knee, but mostly they rested on the table on either side of the computer during his account of last weeks' interviews. There was also a lot of note writing both with pen and directly on the computer as soon as he got any suggestions or response from Rob. Other movements were supporting the head and covering the month when speaking. This happened during the next point on Johan's agenda; the conference that was happening the week after that both Rob and Johan wanted to participate in. Johan started to give some underlying facts on how much time they had and what needed to be done, this lead to asking Rob if he could do the presentation at the conference. In this moment Johan was covering his month with the fingers from the hand he was resting his head in. Rob gave a short nob to response and then they moved on. After Rob had responded Johan made some notes on his computer.

Next up was the feedback from the conference. As Johan told in the pre-observation interview this was a mixed feedback so he started to ask Rob what he thought about it. Doing so he covered his month and crossed his legs, slightly leaning forward. Rob was mimicking this posture as they discussed. As this discussion continued for a while back and forth Johan started gesticulating with a pen pointing on different sections in the report, which both Rob and Johan had a printed copy of. Johan uncrossed his legs and pointed his feet towards Rob as he spoke.

Similar movements from Johan occurred during the discussion of a student doing transcriptions for both Rob and Johan. The progress was slow, Johan was covering his mouth as he asked how to progress where, Rob responded calmly slightly leaning backward with one elbow on the backrest of the chair next to him. Johan on the other hand was slightly leaning forward with his feet under the chair, crossed and uncrossed in a mixed pattern. They discussed the issue and Rob argued that they should wait and see if the work would speed up. Johan who was the on the needed the transcriptions to finalize the report and according to him the delay was not a problem, more an inconvenience.

The issue of student supervision was the last thing that Johan brought up with Rob. In the beginning of this Kevin stormed in and made excuses that he was late. He was clearly stressed. Johan and Rob made some jokes about he being late now of all times, since Kevin never been late or missed a meeting before. When Kevin had seated himself he started with packing up his computer, this seemed like a cue for Johan and Rob as they continued. Johan was leaning forward arms was crossed in front on the chest, laying on the table, as he spoke of how they would divide the master thesis's. His feet were under his chair again, uncrossed. This was more a statement than a request to share the reports and Rob gave a short nod as response. Which indicated that they where done.

When Rob and Kevin started to speak Johan was reading a report and not participating in the conversation at all.

Project employee – Kevin

Since Kevin arrived late he was doing very stressed movements with papers and computer. He was fumbling about in the beginning, holding tight grip of pen and tapping fingers in the table. This was during the student supervision discussion that happened between Rob and Johan at the time. Resting head in hands while tapping on table also. Feet was fixed in a crossed positon under the chair. Occasionally relaxed and leaning back with elbow on a chairs backrest, then stretched legs in front and feet crossed at the ankles. Kevin calms down after a couple of minutes and is eager to talk when opportunity is given.

When Johan was finished with his reports, there is a small break for coffee refill and then Kevin took over. When Kevin started to speak with Rob they shifted language to Swedish. They sat next to each other, with one chair in between, so they were slightly facing each other. Both leaned forward with arms crossed on the table when they spoke to each other. Kevin had a tendency to speak with a pen in his hand and pointing on different points on a paper. It was almost brainstorm feeling about their discussion about a formulation of an email.

Kevin and Rob continued their discussion with the formulation of a manual that Kevin was writing. Rob pointed on Kevin's document on certain sections. Kevin crossed his arms in response and shook his head just slightly. Kevin scratched his head after he was done with his almost unnoticeable shakes. Rod insisted on a broader way of working while Kevin wanted to focus on one point at the time. Rob put his hand in front of his mouth and asked if Kevin did not agree. After a while Kevin said that he agreed. Rob and Kevin continued with a discussion of time planning, both leaning towards each other over the table. When they seemed to reach an agreement both leaned backwards and stretched out their feet and puts their hands behind their head, ending their meeting.

3.1.3 Post-observation interview

Following section will conclude the interviews after the observation. This interview included initial thoughts from the meeting and if the meeting had gone as they predicted.

Project manager – Rob

Initial thoughts from Rob after meetings was that it was a good meeting overall, an open agenda and it worked as he hoped. Johan and Kevin got some issues that he helped them with in Rob's opinion. Rob stated that they even came into a more advanced discussion about theory, beyond the coordination point of view of the projects. The work will proceed as usual with more coordination meetings circa once a month. Even though it still will be a continuous process with e.g. email contact between the meetings.

Project employee – Johan

After the meeting Johan stated that an unexpected thing that occurred was that Kevin did not show up in the beginning. But that did not really matter during the 1,5 hours that Johan talked. Johan also realised during the meeting that it wasn't really much discussions but mostly updating. Johan was pleased that Rob would help to work with the presentation that was mentioned in the pre-observation interview. This was more or less expected according to Johan since Rob made that draft already in early May. Splitting the master students also went as expected, Johan explained that this already was decided for a while ago, but put into action now. The issue of the transcripts that was going slow was also solved, meaning that it wasn't really an issue more of an update, now they continue to wait on that. In Johan's opinion it wasn't so bad, he was the one that needed the transcriptions to do the report. But since had not started with it yet he felt no 'connection' with it yet to stress the work. Johan was pleased that Rob wanted to wait and see when it will start to take off. One presentation that was really tight with time got pushed a bit and Johan was very pleased with this as well.

Now the work will continue with a content meeting next Wednesday, meaning Rob and Johan will discuss what will be on what slide. Johan will do that for a middle management presentation and for a course for master students. But main task for Johan will be to work on a draft for the upcoming conference that that was mentioned in the first interview and later discussed during the meeting.

Project employee – Kevin

As mentioned above Kevin was late and did not participate in the pre-observation interview. But a post-observation interview was still conducted and the result will be presented below.

Kevin had some expectations, mainly this was about getting an understanding of different things and putting them into context, this since Kevin was newly hired. Understanding structures and concepts was often more important than individual parts for Kevin. For this meeting Kevin had a request for Rob, to send a particular email. Which Rob already had done in the middle of night before. This is not such a common thing for Kevin to ask for, as mentioned before it is mostly concepts that needs to be explained. After that they had a good discussion about an other email that needed to be sent the same day. The main point of this meeting changed into be about different structures of a certain manual that Kevin was working on. He needed to Rob to confirm the parts that he has done so Kevin could feel more confident. But one cannot always get help with everything, according to Kevin, some things you have to figure out on your own. In that sense Kevin think he got good help from Rob.

The delay was very annoying to Kevin. This made him stressed and he said it was tough to arrive late in front of me and ruining the opportunity for me as a researcher. But Kevin thinks that the situation was handled well with that we made jokes about it. The meeting in Kevin's perspective was not so successful due to the late arrival.

The work will now continue in the way that Rob and Kevin agreed upon, writing the manual. Kevin thinks that he got confirmation of that he could continue the way he started, even add some more stuff. Kevin also stated that it might actually have been good that his meeting was short. There was no room to talk about off-topic stuff.

3.2 Observation 2

This group consisted of 10-15 persons running monthly meetings regarding the issues, news and the usage of a bio-lab at Chalmers physics department. Number of participants depended from month to month, at this meeting 14persons were present. This was the same group that was studied in the pre-study a month earlier. Figure 2 below shows a skiss of the room and how the participants was seated. It was a long conference table with 7 seats on each side. The researcher is represented with a green dot in the end of the table and to the left of the researcher it was a large screen showing a Power point presentation. Ida was seated right opposite of the researcher, represented by a red dot and Karl was right next to her, the other red dot. All other seats were also occupied by meeting participants, represented by black dots. When Ida was speaking she was addressing the all the participants.

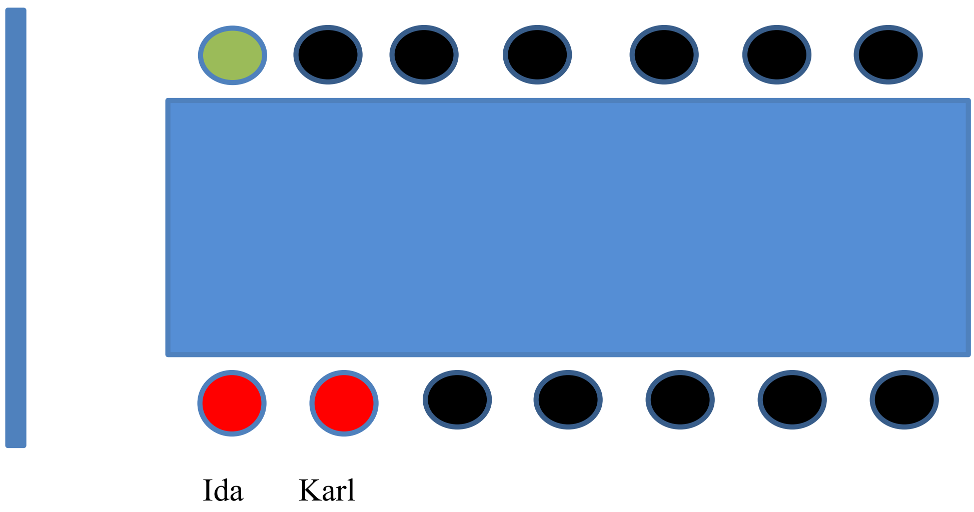

Figure 2, Observation 2, Stén 2016

3.2.1 Pre-observation interviews

Following sections will summarize the interviews with each person. The participants answered two questions in these interviews; their expectations of the meeting for the meeting and if they had certain expected responses.

Project manager – Ida

Ida was curios about the result of the light sources that Karl had been testing since last meeting, this from a scientific point of view. Apart from that she expected to get figure out what actually the possibilities are because the discussion last time was a little bit messy. Last time it was not really clear if the intentions was to buy a new light source and under which conditions. So besides knowing whether it was good or not it will be useful to know if the discussion will be actually useful and in which timelines we were planning on maybe investing in this light sources. She did not think there will be any agreement whether to buy it or not during the meeting. Instead Ida expected there to be lots of discussion and points of views and opinions, probably it will be taken up again on the next meeting. The issue would also be needed to discuss with Mark who is the boss of buying stuff, stated Ida. She was uncertain if he would make it to todays meeting. But if he doesn't show up the idea was to have a discussion to get the temperature of the groups opinion.

Apart from the lamp issue the agenda would be shorter than last time. Ida did not have that many points on the agenda but there were always things popping up from the group during the meetings, even though she told them to email first. She expected the lamp issue to take quite a while to discuss but hopefully she could be there until the end of the discussion. Ida did not know if Karl had made up his mind which he preferred and stated that depending on what he preferred there would probably been an angle on how he presented the results. She continued to state that Karl will have a lot of saying but when investing in new equipment Mark usually wants to hear Ida and Karl's opinion since they were seniors, but of course also whether the rest of the group were interested or not. Also some arguments why this investment was needed, was it useful and what were the advantage of this.

Project member – Karl

Karl's expectations for this meeting was a lot of discussions with very little conclusion. He stated that the given context of a research culture and the social culture around, this tended to be the pattern. The decision in the end will still ultimately be made between Karl himself together with Mark. Karl was the one principally responsible for the instruments and Mark held the purse to pay for any improvements that they made. But they brought it up public forum for everybody to raise their opinions on what they think, any problems or feelings they have towards it. Karl continued to state that whether they use the instruments or not, they should still be free to interject their opinion because they all shared the same budget. But then again in the end this could have been covered without bringing it up in the public. Karl said that he could have showed a couple of images for Mark and checked what the budget was and managed on their own.

According to Karl there will mostly be discussions about that it would be nice to increase the quality of the images and how this can be gained. But whether or not this single purchase would fix everyone's problems and make everything ok is not likely to Karl. Instead this might just be the spark to crack open and expose some of the underlying problems because they might not necessarily have been brought up and discussed at all if this was not raised now. Now it could be like that everyone though that they were the only one having the problem, that this was an isolated incident only occurring because they did not know how to handle the instruments, which could make this a self-confidence issue. Karl continued to describe that this was why they brought this up to show that this was something that concerns multiple people making it possible for people to share their stories.

As for expected responses Karl expected relief in a certain degree, from the point of view that some persons realised that this was not only occurring to them. But also maybe grief in that way that some people realised that the images were not that good and might have spent some days in the lab without clear results. These feelings can easily be transformed to blame according to Karl. Luckily there weren't that many of those personalities in this group he finished with a laughter.

3.2.2 Nonverbal language observations

Following section will summarize the body language of each person in a general attitude and also how they reacted when they were addressed with different issues and/topics. Focus will be put on one person at the time, but both persons' behaviour will from the same encounter will be accounted for.

Project manager – Ida

She was the one opening the meeting and addressed the first point on the agenda; the inspection. She had the same seat as she had chosen at the pre-observation interview. This meant that she had Karl right next to her and all the other participants to her right and the PowerPoint directly to the left. When Ida started speaking she was leaning on her elbows that was put flat on the edge on the table, leaning over her elbows to catch a glance on everyone. Ida kept leaning forward as she spoke about the inspection. A few minutes into the presentation Ida's phone rang and she noticed that it was Mark, excused herself and took it. He just wanted to say that he would not participate today, which most of the group already had figured out. When she took the phone call she pushed out her chair a bit and leaned back, facing away from the group as she spoke in the phone.

Ida continued to go through the PowerPoints leaning forward putting her upper body weight on her elbows, underarms laying flat on the table. Her legs were crossed above her knees, with relaxed feet. When Ida arrived to point where they got remarks from the inspection she sat her self upright and pointed on the picture on the PowerPoint to clearly show what the issue was, a wrong labelled canister. Ida then proceeded to lean back a bit as she still pointed towards the PowerPoint screen. This was meet with nervous laughter and the general feeling was that this wasn't so bad which Karl pointed out load as well. This lead into an other discussion of the need for nitro-glycerine and that if someone needed more also how this could be kept safe, a side track from the agenda. During this whole presentation so far Karl had been deeply engaged in his computer probably making final preparations on his presentation or taking notes. He was leaning backwards deeply. But when this discussion came up he engaged more in the discussion.

Next point on the agenda was the issue of hiring summer vacancy. Ida more or less delegated this task to some members of the group that used to take care of these persons. She had gone back to the same posture as she had in the beginning of the meeting leaning forward on her elbows and underarms, legs crossed. This was quite fast sorted, the next point on the agenda was the SPR – software. Actually Ida switched the order of these two topics since the person who was in charge of helping with the software left the room when it was introduced, therefore the summer vacancy was taken first. When he came back there was a show of hands who needed help to make him aware of who to contact or how many he could expect to be helping. She was leaning backwards in her seat as she spoke about the SPR-software. During this period of time Ida had taken a more relaxed posture and was leaning back with both her hands in her lap, still with crossed legs. Karl did not seem to react to this and was still deep in his computer.

30 minutes into the meeting it has come to the main point. Ida looked at Karl that asked to get access to the projector and plugged in his computer. Ida seemed to take a deep breath and leaned back in her chair, legs and arms crossed, slightly grabbing her upper arm with one hand. Ida was messaging on her phone a bit as well while Karl was changing PowerPoint slides.

During Karl's presentation of the different light sources Ida slowly came to a more upright posture and eased the grip of her arms into a more relaxed position. When Karl presented a life-line graph over the different light sources Ida leaned forward and but her elbows on the table as and rested her head in her hands, occasionally taking a sip of coffee, still with crossed legs. When the price discussion rose up Ida leaned back again putting her hands in the lap, still with crossed legs and feet pointing towards the PowerPoint. Ida had more of an observing role during this and let Karl lead most of the discussions. When the clock hit 9.45 she checked her phone and started biting her nails on one hand. She leaned back at continued to listen for an other 5 minutes until she had to dash off to her next meeting.

Project member - Karl

Karl was sitting quite far back in his chair and his eyes was fixed on his computer and hands typing on the keyboard or just resting on it. This continued during first point on the agenda, the inspection. His feet were stretched out and crossed at his ankles. This was position was maintained for quite a while and gave a few nobs with his head in agreement and/or to show interest in the discussion but not much more than that. It wasn't until the discussion of nitro-glycerine that Karl changed his posture a but and sat himself up a bit more in his chair. Before he started speaking he rubbed his hands together and continued with this for a brief moment. Now he had some input in this question at hand and used his hand to gesticulate; showing with different hand movements how big certain canisters where. When asking for opinions from the group he raised his arms in and made an open gesture with his palms out as if 'I don't know'. The position of his legs was now more in a 90 degrees' angle, slightly open and feet pointing straight forward. When he was done talking about the nitro-glycerine issue he leaned back in his chair again a bit, placed his one elbow on the table and rested his head in his hand. The other hand was on the computer keyboard, occasionally rubbing his beard.

Finally, it was time to bring up the lamp issues. Ida gave to word to Karl and he started plugging in his computer. When the slides were all set up Karl leaned back in his chair and started twitching his legs a bit. The feet were still fixed on the floor but he started swinging with his knees a bit. But soon enough he crossed his legs. Karl had his gaze turned towards the projector screen when talking, one hand on the computer mouse using it to highlight certain areas of the images that was on the screen, the other hand was resting in his lap. There was one occasion when Karl was describing that this was the best images he managed to get and than he used he free hand to gesticulate some ‘dejected’ movements, raising his arm and shoulder in ‘despair’. When Karl got a question regarding the the images he used his arm that supported his head and used it to rub his beard. When he was done with that question he leaned back again in his chair putting both hands on the table. But as soon as there came more questions addressed to him he leaned forward again.

When the price discussion rose Karl leaned back again and placed both his hands in his lap, feet on the floor, legs slightly separated. When contributing to the discussion Karl used one hand to gesticulate. Ida left in the middle of this discussion which seemed to make Karl eager to end the meeting as fast as possible. There were still some discussions in the group and Karl slightly pushed his chair back and sitting up a bit. After about 10 minutes there was a few seconds of silence which Karl used, he put both hands on his thighs and said that this will probably do for today, i.e. ending the meeting.

3.2.3 Post-observation interviews

Following section will conclude the interviews after the observation. This interview included initial thoughts from the meeting and if the meeting had gone as they predicted.

Project member – Karl

Since Ida had to dash off to an other meeting we decided that me and Karl would start with his interview immediately after the meeting.

Karl’s initial thoughts about the past meeting was that his predictions were spot on. Based on good statistics over the past three years of meetings had ensured him that this will most likely be the outcome, lots of discussion and different opinions. But when it comes to finalizing a plan it gets fuzzy, nothing unusual according to Karl. It was often more people addressing problem than contributing with solutions.

As stated in the pre-observation interview Karl pointed out that he still has to take this separately with Mark later, especially since he was not present at todays meeting. That discussion would take a bit of a different tone or different approach. It would be much more kind of a quick; what are the facts? What’s the money situation? Do we need it or not? Mark will more rely on delegating the responsibility of the decision to Karl as the instruments responsible. When asked if Karl made up his mind which he prefers he answered that, as a conservative physicist his general feeling was that they been doing fine with the mercury lamp for years and will continue doing fine with a new mercury lamp bulb instead. The more pressing issue might be to look into what was happening with the camera. Karl added that this was also one of his predictions that other things around the issue at hand might show up. He was also a bit self-critical and argued that he could have been a better discussion leader in order to stay on the topic.

Karl stated that it was a general consumer phenomenon that as long as the price of single packages were cheap the consumer will not concern themselves of how many of those units they were going to purchase in a long term perspective. Versus in making the bigger investment upfront because they were going to save money in five to ten years. One only think about how this will impact the budget this month, or year. Therefore, it would look really bad to spend 3000kr instead of 90000kr, plus they would still get a bright new lamp. But this would make the discussion re-occur again in three months. Since it was up to Karl to best place the investments in the equipment he was fairly uncertain that a new light source for 90 000kr would fix all their problems.

Project manager – Ida

As Ida mentioned in the pre-observation interview she did not expect any conclusions to be made during this meeting, but at least everyone got an understanding on how the different light sources compared. She also highlighted that she did not get a good feeling for what was preferred of the group. Because Ida was hoping that to the end of the meeting get a sense of what the group was going for. She admitted that it was not really clear for her what the goal was, where do we actually want to go, Ida has let Karl take that discussion.

Now Ida had promised Mark to give him a briefing of the meeting, together with Karl or she will let Karl do it alone, since he was on the meeting until the end. But they have to speak with Mark on one way or another at least. After that Ida will probably bring up the discussion on the next monthly meeting and tell the group that now was the time to make a decision. Ida had an idea that this might be done with some kind of voting. This will of course not be the final decision, Ida stated that there were more things to take into account than just peoples wishes’. This will give a temperature of what people think at least. Ida argued that it was important to have an idea of what the group wanted, because if nobody wanted a new lamp then it was no idea to buy one. So in conclusion; speak with Mark and then make a joint decision with the group.

3.3 Summary

In the first meeting I conducted pre-observation interviews with two of the participants. In those interviews it showed that both participants had clear expectations on the meeting. During the meeting itself the general behaviour from Rob was calm and passive when listening and when engaging discussion more expressive gestures. Johan had more careful approach with occasionally covering his mouth when speaking but an overall calm impression. Kevin, who arrived late to the meeting, was initially stressed and encounter some minor disagreements with Rob which also showed in the closing interviews afterwards.

In the second meeting Ida expected the meeting to be kind of a presentation of the two alternatives and in the end no clear decision, which was more or less Karl’s perception as well. During the meeting itself both had a passive body-language when listening. When speaking Ida used a lot of forwards leaning gestures. On the other hand when Karl started to speak he had a backwards leaning position with occasional pointing towards the projector.

4 Theoretical framework

Following chapter will introduce theories chosen for this report. This whole chapter is organized around issues that I have observed in the observations. First a section about different negotiations characteristics that will be used to describe the behaviours of the participants for each meeting. Next chapter describes different kinds of nonverbal communications actions that was observed during the meetings. The theory chosen has been selected depending on how well it will be able to describe the events that unfolded as well as how it supports the purpose of the report. As for the nonverbal communication this has been chosen depending on how it may support the researcher in decoding the project managers' gestures in the negotiation process. Nonverbal communications include both gestures *face* due to the late arrival of one of the participants.

4.1 Negotiations

Following section will cover negotiations theory. First some metaphors used to describe negotiations will be presented and then some negotiator characteristics that will help to describe the observed behaviours in each case during the negotiation process. For this report the focus will be on bilateral negotiations, meaning that it occurs between two parties, as it was in each case; project manager and a project team or team member.

4.1.1 Introducing Negotiation techniques

There are a few different approaches that one can take when conducting a negotiation. During the observations some of these approaches could be observed by the participants and has therefore been included in the theoretical framework.

Soft vs. Hard negotiator

Apart from the previous characteristics compiled by Bazerman et al (2000), Fisher, Ury and Patton (2011) presented two different approaches that a negotiator can take during the negotiation interaction, soft or hard. A soft negotiator sees his counterpart as friend and that the goal should be an agreement between them two. A soft negotiator should also make offers, change position easily, accept one-sided loss to finally yield on pressure. The hard negotiator on the other hand sees their counterpart as an opponent that they have to defeat in order to achieve victory. In order to do this, the hard negotiator can make threats, insist on taking position, distrust their counterpart and finally apply pressure to win the contest of wills. If these two types of negotiators encounter each other the hard negotiator will always win over the soft negotiator, according to Fisher, Ury and Patton (2011).

Bates (2011) advocated that the issue of a soft negotiator losing against a hard negotiator was not true. He compares the soft negotiator with martial arts where the soft negotiator binds his time, blocking the hard negotiators advances by hard negotiator. Connecting with a hard negotiator in a peaceful way can help to learn the interest behind the hard negotiator. Focusing on interests instead of positions was something that Fisher, Ury and Patton (2011) stated was desired since getting stuck in positions often tend to lead the negotiations to a stand still.

Positional vs. Interest-based negotiations

Fisher, Ury and Patton (2011) described additionally two standard approaches when comes to conduct negotiations. Either you tread carefully and try to achieve compromises and give in on certain points to reach an agreement or you go hard and push for more in every negotiation. If these two counterparts encounter each other the hard negotiator will always win over the soft negotiator.

This is called positional bargaining or interest based negotiation, according to Fisher, Ury and Patton (2011). When bargain over positions one tends to become defensive and more committed to it. This will eventually lock the negotiation to a stand still. There are four basic elements that can be adjusted to alter the negotiation process: "*People: Separate the people from the problem. Interests: Focus on interests, not positions. Options: Invent multiple options looking for mutual gains before deciding what to do. Objective criteria: Insist that the result be based on some objective standard*" (Fisher, Ury and Patton, p. 11, 2011).

Bergman and Klefsjö (2011) stated that an affinity chart can be a helpful tool to structure ideas that are connected with associations rather then logic. This can be useful in how both parties can get mutual gain in order to invent more options. Malhotra & Bazerman (2008) stated that people do not act rationally therefore disconnecting the person from the problem could help decrese the human factor even more.

4.2 Body language

When communicating you use much more than just verbal means. Straker (n. d.) argued that at least 50% of what was communicated was done via body language. Leathers and Eaves (2016) concluded that around two thirds of all communication was nonverbal. Stollznow (2011) on the other hand stated that there have been no reel ratio studies conducted on the subject at all, although she does not dispute the fact that nonverbal language is of great importance. Therefore, reading the counterparts body language will be an important issue to grasp, but also how you act as project manager when communicating with your project group and how nonverbal communication can support you when negotiating of a certain topic.

4.2.1 The issue of *Face*

Social encounters are something that every person in the world will have almost everyday. The meaning of social encounter in this report is based on Goffmans' (1967) research that a social encounter will follow what he calls a *line*- a pattern of actions, verbal and nonverbal, on how a person behaves and express his view of a certain situation and also his evaluation of participants.

Gesteland (2013) shortly defined *face* as phenomena related to self-respect and self-image. A more elaborated definition of *face* was "*…the positive social value a person effectively claims for himself by the line others assume he has taken during a particular contact*" (Goffman, p. 5. 1967). You can be *in face* or *maintaining face*, when you feel confident and secure in the social encounter, he followed his intended line. When the opposite occurs, *out of face* or *wrong face*, you might feel ashamed or inferior in the encounter, due to not yet having established a line for the social encounter.

Goffman (1967) continued to describe certain feelings connected to *face*, e.g. if a project manager encountered a social meeting where events unfold better than expected he was likely to "feel good". If this action was intentional from his counterpart, Gesteland (2013) called this *giving face*, promoting your counterpart and make them 'look better'. If you as a project manager have a meeting with the project sponsor and get unexpected praise of the project progress, the project sponsor is giving *face* to you. However, if the opposite occurs, you get asked questions why progression is slow and you can not answer this, you have *lost face*, also called *loss of face*. There are different ways on how this can be achieved, Gesteland (2013) described it simply as a situation where you asked a question that your opponent can not answer, this will be referred to as a *threat to face* with the risk. This was quite similar with Goffmans (1967) being out of face or wrong face, but with the difference that Goffman (1967) argued that this happened when you are forced off your intended line, which may or may not be intentional.

Most people take one of two strategies when planning which line to follow during a social encounter. Either you chose a self-defensive approach focusing on saving your own face or you chose a protective approach where you focus on protecting your counterparts face, according to Goffman (1967).

If during a project meeting a situation occur where there was risk for loss of face, the most common way to handle these kinds of threats to once face will simply be to plainly try to avoid the contact with situations where threats can occur. Goffman (1967) implied that in most societies people have a certain level of social competence to read once opponents reactions and adjust appropriated responses if the counterpart tried to avoid a certain subject. If your counterpart fails to notice your discomfort about the current subject and continues on threatening your face there are two options to chose from as a last measure; ignore or confront. If the overstep is minor or unintentional ignorance is appropriate response according to Goffman (1967). But if the action is difficult to overlook other participants are likely to acknowledge the incident and it might get immediate attention.

4.2.2 Cues

In both cases there where some movements that could be observed as 'turn-taking' actions from the participants. There were certain movements that occurred when the participants wanted to indicate that they were done talking.

Cues does not indicate people standing and waiting. The type of cues that will be presented in this section are conversation cues.

Leathers and Eaves (2016) presented two different types of cues, verbal and nonverbal. The verbal cues are bluntly put: spoken words. Whereas the nonverbal cues were those that our body communicated. This can be gestures, posture or facial expressions, non-verbal cues work as meta-communication, meaning that it was a secondary communication that clarified the intent and meaning of what actually being said. Leathers and Eaves (2016) identified that facial expression have higher impact on a meta-communication level rather the then actual words, even tone of voice have larger impact than the actual words. In order to decode interpersonal communication, nonverbal cues are an important factor to be aware of.

A lot of people in todays society are very concerned about their own image. Leathers and Eaves (2016) stated that "*…we prefer to use communication that has a* *maximum potential for enhancing our image with a minimum risk of deflating it*" (Leathers & Eaves, 2016, p. 9). Nonverbal communication fits perfectly for this; a nonverbal suggestion can always be ignored without as much personal damage as a direct verbal confrontation, therefore nonverbal communication is strongly associated with suggestions as self-preservation method to save face, advocated by Leathers and Eaves (2016).

4.2.3 Gestures

There are a lot of different poses that can be studied for body language; this will be limited to a *sitting* pose when describing the movements of certain body parts since all of the participants in each case was seated. Stollznow (2011) argued that there were no universal rules for any gestures but they all have to be put into context and even after that, the observer subjectively judged the gestures. Straker (n. d.) stated that there were regularities that can be observed regarding body language.

Hands

Hands are a very expressive and give us huge amounts of ways to enhance a message or even to communicate non-verbally. Regarding hands holding and gripping this can be done with each hand separately or together. When holding hands together is a typical sign for comfort, but rubbing or twisting the hands together indicates severe nervousness (Straker, n.d.). If the grip is tight, the tightness can indicate the level of tension. Folding the arms is a sign of relaxation, but if one hand is gripping the arm it demonstrates tension, the higher grip is located the higher is the tension. Drumming fingers in the table is also a clear indicator on tension (Straker, n.d).

Holding items are similar to holding hands together, a tension indicator. Fiddling with a pen or such releases stress and nervous energy. When sitting in front a person and folding the hands in a relaxed way moving the thumbs indicates pleasure or delightness (Straker, n.d.). Goman (2008) added that pointing with an object in your hand extends the gesture to address the importance of an issue.

Hiding hands either under the table, in the pockets or behind the head is difficult sign to interpret. It might be that that person does not desire to communicate any more or it can also be a position of intense listening, as well as an indicator of relaxation. Liars have a tendency to try to control their hand movements strictly, either they rest their hands calmly on the table or they hide their hands, so be cautious (Straker, n.d.).

Krauss, Chen and Chawla (1996) highlights that all hand movements are not gestures, but all gestures are movements. Gesture can be sorted in different levels of how much meaning they actually have. These movements can be motorized in the search for words, a 'preverbal message'.

Arms

Apart from express yourself with hands you can make wider movements and extend it with your arms. Straker (n.d) described them as a doorway to the body itself. When using the arms and hands to point it is considered as a way to highlight the importance of something (Goman, 2008).

Goman (2008) stated that arms are our most effective means to create defensive barriers. As described before crossed arms can be a clear defensive position, but there is a subtler version of this, one arm cross the body relaxed holding the other arm in the wrist. This also includes touching a watch, shirt cuff or similar. According to Goman (2008) all this is a more relaxed barrier then the more demonstrative crossed arms on the chest.

Goman (2008) addressed an old habit humans have been taught to do from childhood. When we raise our arms to cover our mouth with our hands (or even arms) this is a sigh of doubt. If you are speaking and someone does this, it is a strong indicator that that person believes that you might be lying. The same goes for when someone is speaking and covers their mouth, trying to stop the words to come out.

Feet

Goman (2008) stated that an old FBI behaviour analyst told her that the best advice regarding body language is to watch feet, the hands and the face; in that given order since that is the most honest parts of the body.

Feet are often moving around nervously when we lie. According to Goman (2008) we increased the number times our feet move, that can be stretching, curling toes, wrap them around each other or furniture. Straker (n.d.) added that bouncing feet with crossed legs can indicate nervousness or impatience.

Straker (n, d) advocated that our feet often subconsciously point towards things we desire or that are of interest of ours, e.g. if a foot is pointing towards a door it might be an indicator that the person wants to leave the room. Straker (n.d.) also adds that stamping is a clear sign to call for attention or even to intimidate.

Legs

When it comes to leg positioning there are two general categories according to Goman (2008), open and closed. Open legs often show's an open and inviting position, but this can also be a dominant attitude. Straker (n.d) also narrows this down to the width between the legs. A small opening is a relaxed position while the broader the spread the more sexual position and/or show of dominance, Gomen (2008) advocates that this is a highly masculine position although both men and women sits like this when the feel safe and unobserved.

There are a lot of reasons why people sit with their legs crossed. This is often the most comfortable position to assume, Goman (2008) advocates that crossing legs at the knee with the toes relaxed is feminine position, while crossing the legs at the ankles is a position both genders use. Both positions are a signal of ease and casualness according to Goman (2008). Crossing the legs with the ankle of the knee is also a common, more masculine, position that also indicates relaxation, adds Goman (2008).

Tightly crossed legs combined with crossed arms on the other hand is a defensive position used by people who disagree or feel threatened according to Goman (2008).

Leaning

Apart from distinct body parts responding as a separate action, the body can be interpreted. This section will focus on leaning movements, how we position our torso in interactions with other persons.

Goman (2008) advocates that positive attitudes tend to lead to forward leaning when sitting down. But if this movement is combined with both hands on the table or knees, then it is clear signal that the conversation is over and it time to leave, a cue for ending the conversation. Leaning backwards is on the other hand a sign of the opposite reaction. You want to put some distance between you and your counterpart according to Goman (2008). It can also be an indication of dominance or relaxation depending on arm movements.

Leathers and Eaves (2016) identified *leaning forward during encounters* as a one of many different cues to signal liking of the counterpart. Others they mentioned are affirmative head nods, posture mirroring, initiating and maintaining eye contact and close interpersonal distances.

4.3 Summary

The negotiator will adapt different characteristics depending on personal traits. Two of the most common strategies is also presented; soft vs. hard and interest vs. positional. This will be used during the observation in order to seen if the participants follow these characteristics.

As for the nonverbal communication section, at first the issue of *face* is described; self-respect/-image. This is then followed by turn-taking indicators, cues, to be able to observe when different persons want to speak in the cases. In the final section gestures is described to gain a deeper understanding of what different gesture means.

5 Discussion

How can body language help support the project manager in a negotiation process? Did the project manager and the project employee think they were in an understanding? These questions will be discussed in a hermeneutic manner with focus on what was brought up in the chapter 3, Empirical findings and chapter 4 Theoretical framework.

5.1 Alignment of the negotiation

Understanding the contextual setting is key to better grasp the meaning of body language according to Peleckis, Peleckiene and Peleckis (2015). Regarding the first meeting with Rob, Johan and Kevin, the aim in this meeting was to get an update on the progress of the current undertaken projects. During the observation the participants seemed to be focused on interests and problems rather than positions and people. Inventing different options when encountering obstacles was also occurring during the observation which Fisher, Ury and Patton (2011) brought up as effective way to progress in a negotiation process.

The setup in the second meeting was a bit different from the first. In the second case there was many more participants that gave this meeting a larger scale. It was not only an interaction between Ida and Karl but other participants as well. This project meeting was for the participants to be bring up the light source issue that needed to be discussed. There were some uncertainties if Karl had taken a positional stance in this meeting since he had made up his mind of the decision before the meeting. Which could have had a larger impact if he did not conceal this as well as he did during the meeting. Ida had a clearer interest orientated positon regarding the opinions of the other participants (Fisher, Ury and Patton, 2011). Both their negotiation positions mirrored their body language behaviour in the sense of opened vs. closed gestures (Leather and Eaves, 2016).

5.2 Nonverbal communication

Following section will discuss the nonverbal communication in relation to the negotiation between the participants. First the question regarding *face* will be presented this will then be followed by a more detailed account of the body language itself. Since this study has chosen a hermeneutic approach the focus will be put on grasping the larger picture, how these nonverbal communications patterns might have delivered a message.

5.2.1 Face

Regarding the question of *face* that Goffman (1967) introduced, during the first case both Rob and Johan stayed in face during the whole meeting and did no intention to cause loss of face. Quite the opposite, both Rob and Johan had the feeling that the meeting went really good which they revealed in the interviews after the meeting. Kevin on the other hand, that arrived 1 hour late, was what Gesteland (2013) calls being *out of face*. Kevin was stressed and completely out of line from that social encounter. Rob and Johan noticed this and adapted the conversation into a more humours one and smoothed over the delay. This is an excellent example of *giving face* to someone. Which

Kevin also mentioned in the interview afterwards. The jokes about Kevins' delay helped to convince him that the delay was not as bad as he thought.

Although Kevin's delay needs to be commented further, because of the 1 hour delay the researcher partly missed the opportunity to have a pre-observation interview with Kevin. The interview held after the observation was a mixed interview with both expectations and the result of these. Kevin felt really regretful about this since he was the first one from this group to respond that he wanted to participate and by arriving late he felt that he jeopardized the research. He apologized about this, saving his own face and as well as the the researcher if it was the case that the research would have been ruined, supported by Goffman (1967). But instead it gave an interesting dynamic to the project group in this case. This is a social study involving humans in real life situations, being late to a meeting will be a natural factor in this case. It will always occur that someone occasionally is late to a meeting.

In the second case, Karl stayed in face during the whole duration of the meeting. There was no threats of losing face or cause loss of face. No opportunity to give face either. Ida might have been close to lose face in that sense that she had to leave before the meeting ended. But she was already aware of that from the beginning of the meeting and had also informed all participants about this. Hence, there was no real loss of face and more a feeling of unease to not be able to see the end of the discussion. Which Ida confirmed in the closing interview, she would have very much liked to see the end.

Regarding *face* one must also consider the impact of the researcher performing the observations and interviews. The impact of this is hard to estimate but nonetheless it would be naïve to assume that the researcher did not have an impact on the result. The statement of Leathers and Eaves (2016) that people want to enhance our image without deflating it gives an indication of that the participants will most likely behaved in such a manner.

5.2.2 Body language as support

Following section will look deeper on the body language used for each case.

Observation 1

In this case the communication was straight forward between Rob and Johan. Johan delivered his message verbally clear. Nonverbally he communicated a relaxed impression overall, with only some indications of doubt when asking questions, e.g. covering his mouth when speaking (Goman, 2008). This could be connected with the fact that Johan knew that Rob is very busy and do not want to cause loss of face for any of them; asking Rob for a help which he can not give (Gesteland, 2013). So from the project performer side in this scenario the communication pattern was to give an open and honest impression. From a project managerial point of view, regarding Rob, it was less clear movements and more of an active listener approach, even though he later on took a harder negotiator approach with the discussion with Kevin.

Rob as a project manager had entered the meeting with an open mind and the intention that his employees would take the initiative and update him of the projects progression, stated in his pre-observation interview. Placing him in the interest-orientated setting regarding the negotiations (Fisher, Ury and Patton, 2011). His body language was relaxed and backwards leaning in the chair. He occasionally used his arms expressively during discussions. During the conversation with both Johan he was a bit affected by the open door but as it closed his attention was more clearly focusing on what was being said. When something had to be decided it that was not an issue of pre-determined choices, Rob and Johan discussed it as light version of brainstorming, as suggested by Bergman and Klefsjö (2011) as well. The result of their meeting was according to both their post-observation interviews that both was pleased and felt that they achieved progress. In those interviews they also gave a coherent picture of what would happen next with their projects. Which differs from Kevin's view in his interview.

When Rob and Kevin discussed they had the same open mind-set as Rob and Johan in the beginning, mainly their discussion of the formulation of an email. But when their argument regarding the manual started, they got stuck in positions and did not look for other solutions in the same manner as Rob and Johan did (Fisher, Ury and Patton 2011; Maaravi, Ganzach and Pazy, 2011). This became a question of soft vs. hard negotiator. In this scenario Rob as project manager enforced one way of working and Kevin followed after missing on different compromises, which is typical for a soft negotiator. This can also be connected with the issue of different negotiator characteristics, namely the case of being overconfident and overly optimistic about the likelihood of outcomes favour themselves (Bazerman et al 2000). This can be seen how Kevin told in the interview how he thought it went well and could continue as he started. Kevin said in his interview that he got confirmation that he can continue as he has started. Rod did actually say that Kevin should work in an other way on his manual then he preferred. But one should keep in mind that Kevin might change his way of working anyway but did not feel comfortable to say that in the interview. In that case it would be a question of face (Goffman, 1967). But for the sake of this report one can conclude that they did not reach an agreement of the manual at that time. During this confrontation Rob's body was leaning over the table with one hand pointing with his pen at the notes that Kevin had, highlighting the importance of his argument (Goman, 2008).

In Rob and Johan's discussion they reached a common understanding but there was no clear cue to end their conversation. Both had very relaxed postures during most of their meeting and it was very hard to define a certain moment when they seemed to have agreed that the conversation was over. If one had to pin-point it down, it would probably have been in the end of each 'brainstorming' discussion where they exchanged alternatives and crossed away non-working ones. As mentioned before, during these discussions Rob was very expressive in his arm movements and in the end he stopped moving his arms, the same goes for Johan, mirroring behaviour as Leathers and Eaves (2016) describes as a sign of liking. So in that sense when they calmed down and let the result of the discussion sink in, in this point they at least thought they were in an agreement.

It was a much more obvious cue to end the meeting between Rob and Kevin, both leaned back and put their hands behind their head, occasionally crossed arms in front, as to distance themselves from what was just 'agreed' upon. This could be seen as a parallel to Rob and Johan who both slowed down their gesticulations when they where done talking. But not distancing themselves in the same manner as Rob and Kevin. Rob and Kevin instead distanced themselves with arm barriers (Goman, 2008). One could also speculate that Rob and Kevin knew that they would not reach any better conclusion and instead nonverbally mutually decided to not push the question any further. There could have been a risk to cause loss of face for both of them in front of the observer, which was most likely not desired by any of them.

Observation 2

The second case did not reach a common understanding between the two participants in the same sense as in the first. They began with slightly different approaches to begin with. The project manager Ida saw this as an opportunity to reach out to the project group and see what they preferred. Karl saw it as courtesy from his side since the decision would anyway be taken between him and Mark. One could see that there were some tendencies from Karl to ignore the perspective from other parties as defined by Bazerman et al (2000) and also assumptions that the counterparts' opinions will not be the same as his own (Bazerman et al 2000; Wong 2015).

In the post-observation interview Ida on the other hand stated that the wishes of the group were not the only thing that can be considered. Karl on his side had made up his mind and would advocate for the mercury bulbs. But it could also have been made by Karl during his testing of the instruments; if this was the case it can be a risk that this decision stuck with him as an anchor as Maaravi, Ganzach and Pazy (2011) described. This is something that one has to take into consideration, but in this particular case Karl described himself as a conservative physicist that needed solid facts before he made any decisions at all. Therefore, one can make the assumption that Karl made an informed decision at least. But taking this assumption can speculate how willing Karl would be to take the project groups opinion into consideration when making the final decision. Similarities can be seen with Wong's (2015) study where the participants did not know the power differences, but in this case the power was the knowledge differences regarding the decision of the lamps. This could be a problematic situation for you as a project manager if you want to stay in control of the outcome of the meeting, in this case it was Karl that was the one deciding how to shape the outcome of the decision. The group had not reached any decision during the meeting and then he more or less took it in his own hands to present the verdict to Mark. In this case Karl acted very independently and Ida seemed to believe she would be included in the decision process but Karl did not mention her at all in his concluding interview. Therefore, one can assume that they did not reach a common understanding of the the decision of the light source.

In the second case one could observe that Ida was not comfortable to leave before the ending of the meeting but she had to. Karl on the other hand had a passive role in the discussion and acted more as a support, leaning back when the discussions took place, this could have been a way to distance himself, or to show dominance that he already had taken the decision and was done talking about it (Goman, 2008). It is hard to draw a clear answer in this case. One could argue that Ida used her body language as a way to give the word to the project group, showing that the room was free and voicing others opinions.

5.3 Summary

In each case one could observe the participants was for most of the time focusing on interests and not getting stuck in positions, from a negotiation perspective. Regarding the question of face two of three participants in the first case stayed in face the whole time, with the exception of Kevin who arrived late which disrupted his intended line of the social encounter. There was no loss of face in the second case.

Rob stayed relaxed and passive when listening to his project employees. When he engaged discussions, he leaned forward and became more expressive in his gestures. Discussions with Johan was done as a light brainstorming session, but when discussions erupted between Rob and Kevon they had tendencies to get stuck in positions. This looked their body language into more defensive positions and Rob used more direct gestures to highlight his point of view.

6 Conclusion

The purpose of this thesis is to create increased understanding of how body language can support a project manager in a negotiation process with a project group. The two observations, together with the interviews, supported the researcher in his search for answer to the purpose. The report was also supported by two research questions, how can body language help support a project manager in a negotiation process? Can you see in a negotiation that the two persons involved think that they are in an agreement?

Research about nonverbal-language is object for interpretation on a broad spectrum. First the researcher interprets what has been written of the subject. This is then interpreted with the observed movements from the participants. Therefore, one must be aware of that these kind of studies are highly subjective since there are much interpretations done by the researcher. As Jonas and LeBaron (2002) concluded, nonverbal communication has been focusing on 'how' instead of 'why' this research has experimented to combine the two alternatives. The nonverbal communication theories presented in the theoretical framework was useful in the analyse in order to assess why the participants behaved as they did. Duncan's (1972) turn-taking signals has been used even though a more resent adaption by Leathers and Eaves (2016), called *cues*, was used to examine the 'why'. As a project manager it can be useful to be aware of which cues that is useful in different meeting situations.

The setup to focus on a negation perspective in the meetings might help to re-invent the way one sees on a negotiation process. Because it is such a broad term that needs to be adapted in to a more modern way of communication. It is almost as the word 'negotiation' itself is associated with such a negativity that people are afraid to use it. As brought up earlier in section 1.1 Background, this can most likely be connected to the fact that previously negotiations have always been about winning, losing or bad compromising, presented by Curhan, Elfenbein and Xu (2006). But looking at it from the perspective that both parties can have something to win, supported by Maaravi, Ganzach and Pazy (2011) the term will most likely increase as a more positive associated word. However, Murtoaro and Kuja (2007) stated that this still needs to get more focus in the terms of project management, which also was the intention of this report. As for the observation one could observe some connections between openness in body language and more interest orientated negotiations characteristics.

6.1 Communication between project manager and project employee

How you communicate with people will have a great impact on your life, especially if you are in a position where you have to instruct or motivate people in your direct vicinity (Shapiro, 2016). As a project manager it is your responsibility to finalize the project, together with the project group (Maylor, 2010). If you fail to communicate and motivate your project group, the project will most likely be delayed or not deliviered at all (Maylor, 2010). Motivating the project team can not solely be done via project management authority since that can backfire, stated by Shapiro (2016). Instead reaching a common understanding can be done via influencing or persuading each other, advocated Maaravi, Ganzach and Pazy (2011). Fisher, Ury and Patton (2011) on the other hand stated that it can be effective to focus on interest rather then positions and invent different alternative solutions when disagreements rise.

So in this report the researcher has focused on how the nonverbal communication was conducted and how this could support the project manager in a negotiation process. The analysed data has presented two different pictures from two different cases. One could speculate in the fact that would a third case lead to casting vote of the two outcomes, or even lead to a third new option? Is this a linear pattern or will it eventually even out into a clearer picture of how project outcomes are perceived? In the first meeting were the project manager and the project employee agreed upon the projects future progression, regarding continuing interviews and report writing, the atmosphere of the discussions was open and the general feeling was relaxed. Body language was used in a passive way when listening and when engaging discussion, it was used more expressively by the project manager. The project manager also went into this meeting with an open mind, with no pre-determined decisions, that the researcher was aware of.

Maaravi, Ganzach and Pazy (2011) studied negotiations in the framework of mutual persuasion process and the result of this study show similarities with that definition. The project manager used a very relaxed body language when listening to the project employee. Another point to highlight is the fact that both had coherent expectations of the meeting to begin with; the project manager expected an update on the projects and to assist in issues, the project employee delivered an update and discussed some issues of a project. The second employee in this case was claimed that this was his intentions as well, but was in a stressed mode and could have been forced to cut down of things that needed longer discussion, in other words stressing out the outcome.

Body language may say something of a person's state of mind, but it can also say something about relations and intentions between different persons, stated Peleckis, Peleckiene and Peleckis (2015). There are many reasons why people behave as they do, and it is seldom act rational when taking decision (Malhorta & Bazermann, 2008). However, this does not erase the fact that it still is an interesting topic to discuss and deepen your knowledge in. As a project manager leading a project one can not always have personal interaction with every member. There will occur scenarios when you have to speak in front of the whole project team. In these occasion it can be helpful to have a clue about what your project team is communicating to you nonverbally and how you can respond to this, but this is under the assumption that individual behaviour is applicable to group behaviour. Which would need further research to investigate.

6.2 Common understanding

In both observations when ending the conversation or meeting the participants adapted a defensive position, leaning back and putting the hands on the table in some cases. But this must not be confused with a general cue for ending a conversation as Leathers and Eaves (2016) described. Due to that doubt one can not completely be seen as a sign of an agreement. But in that instance where the two participants actually agreed upon future project progression they had a more slowly closing process, they let their words sink in instead of stressing off. This is an even more fuzzy way to interpret a person's behaviour instead of observing actual body language. This is something that I would like to call a combination on meta-communication as well as body language. In order to truly make a well qualified assumption if your counterpart is in the same understanding you have to listen how they describe the project, not just the words themselves but speed of the voice, tone and where the pauses occur. Which also could be subject for further research. It is an other level to this as well, all this is highly individual traits that will vary from person to person. So in the optimal scenario you should already know your counterpart from previous meetings or other social encounters. If you do not have a ‘default’ behaviour pattern to make comparisons with there are a risk that what you interpret as a sign of confusion just are a personal trait for that person.

It is really hard to answer yes or no in this question since there are such a huge amount of factors that will weigh in on the outcome that would needed to be studied with more cases and in different contexts. For a future study the participants that would be interviewed and observed should preferably be interviewed in a pre-study to establish a ‘default’ behaviour. That study would probably need to have much more participants and preparations than what this study had.

During the process of writing and finishing this thesis I have learned a lot. One of the most valuable lessons I have learnt is that it can take a lot of time to arrange meetings and arrange schedules that works for everyone, time management is a hard task to master. From a future working perspective the theoretical section regarding different of this report has been very interesting. This could turnout very helpful when meeting new people in different situations.

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Appendix 1

Information about empirical study

My name is Edvin Stén and I'm currently doing my dual-degree masters dissertation in International project management at Chalmers and Project management at Northumbria University. The purpose of this thesis is to create increased understanding of how body language can support a project manager in a negotiation process with a project group.

Why is this interesting?

In a regular negotiation process each party 'give in' and/or 'give up' certain points to reach an agreement, they split up their agenda to reach a goal for each party. But in this negotiation participants help each other to reach a cohesive and shared goal, i.e. a common vision of the coming project/topic. There is a different set of mind that makes this kind of interactions interesting. In this process can the project manager use is body language somehow to support the outcome.

To participate in this research you would be subject to a separate interview before you actually met and discussed the new project/topic with your counterpart. This interview will be only you and me discussing your expectations on the coming meeting and also your point of view about the new project. This would be around a 15-30 minutes long session. At the actual meeting between you and your counterparts I as a researcher will sit in the background and observe your meeting. Directly afterwards we will again have a separate closing interview with your thoughts about the meeting, again this would be around 15-30 minutes.

If you chose to participate in this study everything you say will be considered as anonymous answers. You will also have the opportunity to read the report and check your answers prior submission. To participate in this study you will be subject to two interviews and one observation.

Best regards,

Edvin Stén

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