Chapter 01 / Capítulo 01

Sustainable Managerial Transformation: Leadership, Organizational Intelligence, and Sustainability in the Postmodern Era (English Version)
ISBN: 978-9915-9851-7-6
DOI: 10.62486/978-9915-9851-7-6.ch01
Pages: 1-8

©2025 The authors. This is an open access article distributed under the terms of the Creative Commons Attribution (CC BY) 4.0 License.

Leadership, communication, and negotiation in collaborative management environments

Liderazgo, comunicación y negociación en entornos gerenciales colaborativos

Lourdes Meza Ruiz[1]

[1]Centro Latinoamericano de Estudios en Epistemología Pedagógica (CESPE), Maracay, Venezuela

INTRODUCTION

Effective collaboration between institutions is essential for successful organizational management today. To achieve this, it is necessary to have strategies in place that enable coordination of efforts, sharing of resources, and the establishment of common goals. Leadership, communication, and negotiation are essential in this process. Strategic leadership fosters cohesion, while effective communication facilitates mutual understanding. Negotiation, for its part, enables the construction of solid agreements that benefit all parties involved in the management process.

Hence, this chapter proposes strategies for managerial collaboration. Leadership, communication, and negotiation in interinstitutional environments are structured around four fundamental aspects: strategic leadership, interinstitutional communication, and negotiation. In this context, organizations face the challenge of managing cultural, operational, and structural differences that can hinder the implementation of strategies that foster trust, transparency, and joint decision-making, which is crucial for achieving managerial cooperation. Therefore, an organizational approach based on adaptability and synergy building is required, one that not only optimizes available resources but also drives innovation and institutional growth.

DEVELOPMENT

Strategic leadership

Leadership is a set of skills that allows one to influence and motivate a group toward a common goal. According to Maxwell, leadership is influence, not power or formal authority, but the ability to influence others, guide them, and motivate them toward the achievement of a common goal. The author cited proposes five levels of leadership: position, permission, production, people development, and the pinnacle (Maxwell, 2013).

In positional leadership, people follow you because they have to, based on your title or position. Example: Napoleon Bonaparte. In permission leadership, people follow the leader because they want to, because they have built relationships of trust. Example: Princess Diana. In production leadership, they follow you because of what you have achieved, because they see tangible results and achievements under your leadership—for example, Elon Musk. In people development leadership, they follow you because you help them grow and invest in their personal and professional growth. Example: Martin Luther King Jr., and in pinnacle leadership, they follow the leader for who they are and what they represent, because they have reached the highest level of respect and influence. Example: John Paul II.

Peter Drucker (1973) argues that "leadership is raising a person's vision toward a higher goal." Daniel Goleman (1995) approaches leadership from the perspective of emotional intelligence, highlighting the importance of empathy, self-management, and social skills in strategic leadership. Warren Bennis (2010) defines a leader as someone who does the right thing and focuses on inspiring and developing others.

These definitions address different complementary aspects of strategic leadership. Bennis emphasizes ethics and inspiration as key elements in developing others. Drucker underscores the importance of strategic vision in driving both individual and organizational growth. In turn, Goleman emphasizes empathy, self-management, and social skills, showing that a strategic leader must also manage their emotions and understand others' emotions to build strong relationships and a healthy work environment. In other words, these approaches reflect that a successful leader must integrate ethical values, vision, and emotional skills to generate a positive impact on their team and organization.

There are different types of leadership, which describe how a leader makes decisions, directs their team, and handles different situations. These can change depending on the context and the leader's personality. The main types of leadership include autocratic, in which a leader has total control and makes all the decisions. Example: Alexander the Great. Democratic, this leader involves their team in decision-making. Example: Nelson Mandela. The transformational leader inspires their team to achieve goals beyond expectations—example: Mahatma Gandhi. The situational leader adapts their style to the situation and the team's needs. Example: Abraham Lincoln.

Leaders play a crucial role in creating and maintaining strategic alliances between institutions, including identifying key partners, building collaborative networks, and fostering long-term relationships, as well as building trust, which is the cornerstone of any successful alliance. Leaders must be seen as reliable and transparent figures, aligning the parties toward a common goal and ensuring that all institutions involved work toward the same objective. Authors such as Maxwell and Covey emphasize that leadership is based on the ability to inspire and build lasting strategic relationships to achieve the organization's objectives (Maxwell, 1998; Covey, 1989).

Inter-institutional communication

Communication between institutions must be clear, consistent, and aimed at strengthening collaboration. Some key principles are: (a) clarity and transparency—institutions must communicate directly and clearly to avoid misunderstandings and strengthen trust. (b) Consistency: the message must be coherent at all levels and aligned with the organization's values and objectives. (c) Cultural sensitivity: it is essential to understand and respect cultural differences between the parties. (d) Nonverbal communication: body language and other nonverbal elements also play a fundamental role in communication. Authors such as Joe Navarro point out that 93 % of communication is nonverbal, including gestures, postures, and facial expressions. Understanding and mastering these elements is crucial in inter-institutional interactions. (e) Use of technology in communication. Platforms such as Zoom or Microsoft Teams enable effective interaction between organizations globally, especially in a world where remote working is common.

Some keys to successful virtual communication: mise en place, a term used in gastronomy to describe the set of tasks that consist of organizing and arranging the ingredients and utensils a chef requires to prepare the items on the menu during a shift or service. Therefore, before an

online meeting, it is advisable to: have water on hand, go to the bathroom beforehand, review materials, set up the space, perform a technical check, mentally prepare, and avoid drinking coffee.

Use headphones and microphones: this equipment improves audio quality, prevents interference, and ensures the message is heard clearly—examples include Logitech H390, Jabra Evolve 20se MS Stereo USB, or Sennheiser SC 60 USB ML. Keep your hands free to take notes. Better sound quality allows you to show your hands on camera for more effective nonverbal communication.

Webcam: example, Logitech C922 Pro. A good webcam provides a clearer image, making it easier to interpret nonverbal cues such as facial expressions and body movements, and helping project a more professional image. Internet connection: Ensure you have a fast, stable connection. If not, avoid connecting other devices during the meeting to prevent slowing the connection. Likewise, ensure adequate lighting: natural light, if possible, by positioning yourself near a window. Use ring lights or lamps to improve visibility, which helps with better perception during the video call (Vos, 2016).

Emotional negotiation

This is a communication process between at least two parties aimed at reaching an agreement on interests perceived as divergent. Negotiation, as a method for resolving disputes and reaching agreements through dialogue, seeks mutual interests rather than a battle of positions. It is a process that aims to generate benefits involving two or more parties or agents (Fisher & Ury, 1981).

In any negotiation, although institutions have rules and policies, it is people who make the decisions. It is crucial to understand personal emotions, desires, and motivations to achieve effective, cooperative negotiation. One of the seven habits of highly effective people is to seek synergy.

In negotiation, this is rapport, which literally translates as rapport, but it is more than that. It is the creation of a positive, trusting connection between two or more people that facilitates fluid, authentic communication. In situations involving negotiation, sales, leadership, or even personal settings, rapport establishes a relationship based on empathy and respect, making people feel comfortable and willing to collaborate or share. Therefore, negotiation is emotional rather than rational (Covey, 2016).

Although people often believe that they make decisions based on data and logic, in reality, emotions play a much more important role. Fear, anxiety, ego, ambition, and feelings of safety or danger affect how people view a negotiation. To be a successful negotiator, it is essential to recognize and manage these emotions, both in yourself and in the other party.

Instead of entering a negotiation believing that you can persuade the other person solely with data or logical arguments, you should approach the situation with a deep understanding of how emotions influence human behavior. Recognizing the emotions at play, both your own and those of your counterpart, allows you to control the direction of the negotiation, creating a more collaborative and productive environment.

Active listening uses a technique called mirroring, which involves repeating the other party's

last words or most important words to encourage greater communication and understanding. This concept refers to the ability to understand the other party's feelings and perspectives without losing control of the negotiation. It does not mean agreeing with them; it means communicating that you understand how they feel. This reduces emotional resistance and opens the door to a more fluid negotiation (Voss, 2016).

Calibrated questions are questions that the other party can answer, but do not generate closed answers. They serve to buy time, give the interlocutor a sense of control, and, by answering, the interlocutor is providing helpful information that can be used later to one's own advantage.

Figure 1.1. Calibrated questions

Please do not ask how they are; label it! Labeling is a communication technique that involves naming the emotions or thoughts perceived in the other person. It involves observing their reactions, gestures, or tone of voice and expressing what you think they are feeling or thinking, without imposing or assuming too much.

For example, instead of asking, "Are you frustrated?", you could say, "This seems to be frustrating you" or "You feel like this is complicated for you." This technique not only shows empathy but also invites the other person to open up and correct or expand on what has been noticed, which is key in negotiation.

The 20 % Rule

It suggests that silence is a powerful tool in negotiation. Making strategic pauses allows the other person to feel heard and to continue talking, revealing valuable information or allowing their real position to be seen. In addition, silence can create a slight discomfort in the other party, motivating them to fill the void with more details, which can be key to identifying their true motivations or interests. Silence also helps to process what has been said without reacting impulsively, allowing for more strategic responses (Voss, 2016).

Use first names

A person's name is, for them, the sweetest sound in any language. Using it not only shows respect and attention but also helps establish a more personal and meaningful connection. This may sound like a simple tool, but using it in a negotiation exponentially enhances the connection with the other person and increases the chances of a mutually beneficial deal (Carnegie, 1979).

Risk aversion

This is known as prospect theory, which shows that people are more likely to act in response to losing something than to gaining something they do not have. The emotional response the brain experiences when losing something you had is much more significant than the pleasure of

obtaining something you desire.

In this sense, when negotiating, it is important to consider this "cognitive bias" (Kahneman, 1979).

The power of No.

No is quite important in a negotiation. Instead of saying, "Do you have five minutes?", say, "Is this a bad time to talk?" Once the person says the first no, the real negotiation begins. Once they say no, they will state their real objection. Your job as a negotiator will be to refute that objection (Voss, 2016).

Black Swans

Explore the idea that certain highly improbable and difficult-to-predict events, called black swans, can have a significant impact and transform our understanding of the world. In the context of negotiation, this concept suggests that being alert to hidden or unexpected signals can be crucial to identifying opportunities that could change the course of the negotiation (Taleb, 2007).

Black swans are unexpected or unknown pieces of information that can radically change the course of a negotiation. The idea is to be alert to hidden details that the other party is not revealing, but which could be fundamental to reaching a favorable agreement. Identifying these factors is key to successful negotiation, as they can introduce unexpected twists that give you an advantage.

Figure 1.2. Black swans

Identifying the leader in a negotiation is essential, as they can influence decisions and steer discussions toward favorable outcomes. In other words, they are the ones who put negotiation and conflict-resolution techniques into practice and, therefore, guide and encourage the team to make appropriate decisions that promote greater well-being within the organization.

Recognizing the leader allows for more direct and effective communication, facilitating conflict resolution and decision-making. A study published in the journal Aglala highlights that leadership in negotiation and conflict management is a fundamental element in the management of organizations, essential for achieving their objectives (Ayerbe and Mejías et al, 2020).

CONCLUSION

The importance of leadership in negotiation is highlighted, emphasizing that recognizing the leader facilitates communication and decision-making, and that a well-identified leader is essential to channel dialogues more effectively, reducing misunderstandings and accelerating conflict resolution.

Leadership in negotiation is an essential element of organizational management, meaning that companies or organizations require leaders trained in negotiation to achieve their strategic objectives. Without clear leadership, negotiations can become chaotic or inefficient, thereby affecting the organization's ability to resolve conflicts and advance its goals. In this sense, leadership in negotiation is considered not only a functional role but also a key strategy for organizational success (Ayerbe, Mejía et al, 2020).

REFERENCES

Ayerbe, A., Mejía, D. A., Barrios, I., & Heider, J. (2020). El liderazgo y las acciones del líder en la resolución de conflictos organizacionales. *Aglala, 11*(2), 233–248. https://revistas.cun.edu.co/index.php/aglala/article/view/1740

Bennis, W. (2010). *On becoming a leader*. Addison-Wesley.

Carnegie, D. (2018). *Cómo ganar amigos e influir sobre las personas*. Círculo de Lectores.

Cialdini, R. B. (2001). *Influencia: la psicología de la persuasión*. Planeta.

Covey, S. R. (1989). *Los 7 hábitos de la gente altamente efectiva*. McGraw-Hill.

Drucker, P. F. (1973). *Management: Tasks, responsibilities, practices*. Harper & Row.

Erickson, M. H. (1980). *The collected papers of Milton H. Erickson on hypnosis: Vol. I*. Irvington Publishers.

Fisher, R., & Ury, W. (1981). *Obtenga el sí: cómo negociar sin ceder*. HarperCollins.

Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.

Kahneman, D., & Tversky, A. (1979). Prospect theory: An analysis of decision under risk. *Econometrica, 47*(2), 263–291. https://doi.org/10.2307/1914185

Maxwell, J. C. (2013). *Desarrolle el líder que está en usted 2.0*. Grupo Nelson.

Maxwell, J. C. (2010). *Liderazgo: lo que todo líder necesita saber*. Grupo Nelson.

Maxwell, J. C. (1998). *Las 21 leyes irrefutables del liderazgo: siga estas leyes y la gente lo seguirá a usted*. Grupo Nelson.

Navarro, J. (2019). *Diccionario de lenguaje no verbal: una guía del comportamiento humano*. Planeta.

Navarro, J. (2008). *What everybody is saying: An ex-FBI agent's guide to speed-reading people*.

HarperCollins.

Reche, J. (2023). *Convence sin abrir la boca: claves del lenguaje no verbal para persuadir a cualquier audiencia*. Alienta.

Taleb, N. N. (2007). *El cisne negro: el impacto de lo improbable*. Planeta.

TED. (2012, octubre 1). *Your body language may shape who you are* [Video]. YouTube. https://www.youtube.com/watch?v=Ks-_Mh1QhMc

Voss, C. (2016). *Rompe la barrera del no: 9 principios para negociar como si se te fuera la vida en ello*. Urano.

FUNDING

None.

CONFLICT OF INTEREST

None.

AUTHOR CONTRIBUTION

Conceptualization: Lourdes Meza Ruiz.
Writing – original draft: Lourdes Meza Ruiz.
Writing – proofreading and editing: Lourdes Meza Ruiz.