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**TOWARDS SUSTAINABLE ENTREPRENEURSHIP: ROLE OF NONVERBAL COMMUNICATION
IN BUSINESS NEGOTIATIONS**

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Abstract. This article examines the importance of being able to read body language signals in business negotiations. Observing physical body changes and gestures can lead to a more or less realistic impression about the opponent, his feelings, mood, thoughts, expectations, intentions and their changes. The most important aspects of non-verbal body language are: posture, clothing, accessories, gestures, eye contact, facial expressions, smile, voice tone, laughter, eye contact, eye signs, the distance between the participants of the conversation, touch, clap, dance, and physiological response — sweating palms or forehead, paleness, acute facial or neck redness, etc. Some of the non-verbal communication signs, or, in other words, body language signals are conscious (either natural or pretended), while others are communicated to the environment unintentionally, with immediate, instant and instinctive response to received information without any thinking. Body language signals in business negotiations are important in several aspects:

- They reveal the other person's or the opponent's physical and emotional state as well as its change;
- They complement, reinforce or weaken the spoken words;
- They enable those, who can read non-verbal communication signs, to determine, whether what was said is true, more or less accurately.

Keywords: nonverbal communication, body language, business negotiations, business conversations.

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1. Introduction

Sustainability of entrepreneurial activity depends on numerous factors among which role of innovations, patents are being the most widely discussed and emphasized (e.g. Razminienė et al. 2016; Tvaronavičienė et al. 2015; Ignatavičius et al. 2015; Tvaronavičienė, Černevičiūtė 2015). Efficiency of recourses use, especially energy use as

well are considered as drivers and determinants of sustainable and competitive performance of business companies, and ultimately, countries (e.g. (Tvaronavičienė 2012; Raudeliūnienė et al. 2014; Lapinskienė et al. 2014; Tvaronavičienė et al. 2016). We admit that those factors and many others, especially, management techniques and style affect results of various businesses (Fuschi, Tvaronavičienė 2014; Bistrova et al. 2014; Mentel et al. 2016). Meanwhile such managerial abilities as communication techniques and impact of nonverbal communication on sustainable entrepreneurship, to our minds, remain underappreciated.

In this papers we will present our critical view to role and peculiarities of nonverbal communication for successful negotiations in business. Business communication, negotiations and conversations, as well as human interaction in general, is based not only on transferred information, but also on how that information was presented and what voice nuances were used. Conscious or unconscious body signals that we send as we speak are important as well. As people engage in communication, their bodies send numerous messages-signs of body language. According to Allan and Barbara Pease, what is most important is not what you say, but the way you look while doing that (Pease, Pease 2012). Joe Navarro (Navarro 2007) noted that non-verbal communication, also often referred to as non-verbal behaviour or body language, is a way to convey information — just as a spoken word, except that we do that by facial expressions and gestures, touching (haptics), physical movements (kinetics), posture, body decoration (clothes, jewellery, hairstyle, tattoos), even voice tone, its timbre and strength (no matter what the person says). Joseph Messinger emphasized that the basis of social credibility — the effect of movement — significantly surpasses the impression we make by speaking or even our appearance. The message transferred by gestures enriches the speech, giving a special emphasis on the key words (Messinger 2013). Thus, observing physical changes of the human body and gestures, allows us to create a more or less realistic impression on the person's state of being, mood, feelings, thoughts, expectations, intentions and their changes.

2. Signs and signals of body language and determining factors

The beginning of serious research on non-verbal language is related to the book *Body Language*, published by Julius Fast in 1970 (Fast 1970). Albert Mehrabian — a pioneer in research on body language (Mehrabian 1971; Mehrabian 1972; Mehrabian 2009) — found that we convey 7 % of information by words, 38 % — by voice characteristics, and about 55 % of the information is conveyed by using non-verbal language. A good negotiator must be conscious of and manage his non-verbal language, understand what he shows to his opponent, as well as know how to understand his opponent's body language and notice, when his verbal and body language contradict or supplement each other. These are very important impulses that can drastically change the course of the negotiations and their final outcome. The researchers Allan and Barbara Pease examined thousands of entrepreneurs and found out that about 60-80 percent of entrepreneurs watch body language and form their opinion on a new person as fast as within the first four minutes. Their research also showed that stronger arguments win negotiations over telephone, but this doesn't count when meeting face-to-face, because final conclusions are made based on what we see, instead of relying on what we hear (Pease, Pease 2012).

The ability to understand the body language of another person or an opponent, as well as to predict, what he thinks and feels, how he reacts and what he is going to do, is very important in business communication, business negotiations and business meetings. In order to develop this ability you need to put a lot of effort: to study the theory and apply it in practice. However, you also must pay attention to the ratio of seeing and listening (hearing). According to Joseph Messinger, our listening methods are not ready to understand two so different ongoing activities as watching and listening. We can't focus on two different sensory processes. We instinctively distinguish two automatisms — listening and seeing, but we can't put them together into one joint listening process (Messinger 2013). In order to learn how to listen and see simultaneously, we need to focus additional attention and put some extra effort, which will become additional communication capabilities in the future.

Joe Navarro emphasizes the importance of reading body language, stating that non-verbal communication can reveal what someone truly thinks, feels and intends to do. For this reason, it is sometimes referred to as an *eloquent behaviour*. People are not always aware that they also communicate without speaking, so their body language is often much more honest, because in order to achieve their goals people carefully think over their words. If you observe someone's non-verbal behaviour and understand what he feels, plans and what he intends to do, or if you figure out the meaning of his words, then you decipher his tacit language and can take advantage (Navarro 2013). Body language is very informative and sends many signals, but they are ambiguous, difficult and sometimes even impossible to interpret or shouldn't be interpreted. The accuracy and quality of the interpretation depends on the interpreter's knowledge and experience.

Body language or non-verbal communication includes many body language elements. Non-verbal body language involves a lot of important aspects, such as posture, clothing style, accessories, gestures, facial expressions, smile, voice intonation, laughter, eye contact, the distance between the communicating parties, touch, clap, dance, and physiological responses — sweating palms, forehead, paleness, acute facial and neck redness, etc. It should be noted that some of the signs of non-verbal communication can be sent consciously (natural or fake signs, signals), while the other part of the body signals are unconscious, produced as an instant, instinctive reaction to received information without any thinking. However, all non-verbal communication is controlled by the human brain. Joe Navarro emphasizes the importance to understand that the brain controls the entire behaviour, both conscious and unconscious. This assumption is the cornerstone of our understanding of the entire non-verbal behaviour. There is no action — from scratching your head to composing a symphony — which wouldn't be governed and managed by the brain (with the exception of involuntary muscle reflexes). Thus, based on non-verbal behaviour, we can understand what the brain wants to show (Navarro 2013). We can try to conceal our feelings or emotions, but we will send out some non-verbal signals nevertheless. It is extremely important to notice and understand these reactions.

Human response to the impact of the environment is associated with emotions and survival. During thousands of years of human evolution, the brain has developed a simple system of responding to danger — *stop, fight or flight* — and rooted it into the nervous system (Navarro 2013). According to Joe Navarro, “animals and people respond to danger in the same way: at first they freeze, then run and, finally, fight. If we truly responded to danger by fighting or running away, we would walk around in bruises — all beaten and exhausted. To freeze, when facing a threat is the most effective response” (Navarro 2013).

We freeze not only when facing danger, but also, e.g. when we hear a doorbell in the middle of the night. The forms of *freezing* have changed during the long years of human evolution and are currently much more subtle. Many people encounter the *phenomenon of freezing* during job interviews, after scolding, during interrogation about things which, in their opinion, can put them in trouble, in cases, when you just want to become “invisible” and other situations. People *freeze*, when, e. g., they are caught cheating, stealing or lying: in case of a threat or revealed lies they react in the same way as our ancestors did — by *freezing* (Navarro 2013). A brief pause enables to assess the danger and make the decision for further action.

When freezing is not enough and danger remains present, or when freezing becomes not the best option (for example, when the threat is too close) the brain turns on the second response: *flight*. The purpose of this response is to escape or at least get as far away from danger as possible (Navarro 2013). During human evolution the response of flight has also acquired a variety of more subtle forms, but its essence it remains the same — to get away, *distance yourself* from or to *avoid* unwanted people or situations. Seeking to avoid a conversation with someone unwanted we may turn away and pretend that you don't see him. Avoidance can take many forms: closing or rubbing your eyes, or covering your face with your hands (Navarro 2013). Avoidance also manifests in increasing the distance between you and the other person by sitting back, reclining, placing some things on your lap (such as a computer, handbag), turning your legs towards the nearest exit, etc. During business negotiations

upon hearing an unattractive proposal or feeling threatened, the negotiator of one side can move away from the representative of the other side of the negotiations, or close his eyes, rub his eyes, hide his face in his hands or turn his feet towards the door. According to Joe Navarro, this behaviour does not signify cheating, but rather indicates that this person feels uncomfortable. The old flight response today manifests as an attempt to increase the distance. Thus, if your business partner increases the distance between you and him at the negotiation table, it means that he doesn't like something (Navarro 2013).

If people facing danger cannot stay unnoticed by freezing and cannot escape by flight, the only thing for them to do is to *fight*. The response of fighting is the last tactical tool to stay alive by using aggression (Navarro 2013). In the course of the evolution not only people, but also all mammals developed a strategy to turn their fear into anger. However, in modern world this type of behaviour is not acceptable (and may even conflict with the law), so, aside from the primitive response of fighting, people have developed several more subtle fighting forms: disputes, quarrels, insults, unfounded accusations, belittling the opponent's status, provocation, bullying — all these are manifestations of hostility, which replace actual fighting in the modern day (Navarro 2013). Hostility to another person may be showed by posture, gaze or by violating another person's personal space. A sharp clash boils emotions, which hinder concentration and clear, objective thinking. Sometimes during business communication, negotiations or conversations negotiators provoke the other side's frustration and anger on purpose, with the aim to reduce the opponent's cognitive abilities and the ability of full, objective assessment of the situation.

Body language in business communication and negotiations is important for several reasons:

- It reveals the opponent's physical and emotional state, as well as its evolution;
- It complements, reinforces or weakens the spoken language;
- It enables those, who know how to read non-verbal communication signals, more or less exactly determine, whether the opponent tells the truth.

According to Allan and Barbara Pease, "the basic communication signals are the same all over the world. When people are happy, they smile, and when they are sad or irritated — they frown or look angry. They agree or say "yes" by nodding their head. Apparently, nodding is innate, because blind people also do that. Shaking one's head in denial is also an almost universal gesture, learned in infancy (Pease, Pease 2012). However, aside from innate and genetically-determined body language, there are also non-verbal communication signs, determined by the following factors:

- *Nationality* — the same gestures in different nations may have different meanings;
- *Culture* — ethics, etiquette knowledge, educational level and other cultural aspects determine the arsenal of body language signals;
- *Profession* — a light handshake may be determined by the occupation, which requires to take particular care of one's fingers;
- *Acting skills* — many people have greater or lesser acting skills and know how to play one or another role not only using words, but also body language;
- *Temper, energy* — people of different temper or with different energy levels use a different amplitude and a different set of body language signals, which vary in their intensity and dynamics;
- *Health condition* — someone feeling ill has a different look in their eyes, a different voice and slower gestures (on the other hand, some disorders manifest in increased emotionality, excitability or irritability);
- *Social status* — people with higher status usually use fewer gestures and the gestures are more refined; they also move with dignity and slower than those with less power; in conveying information they mostly rely on verbal language;
- *Belonging to a group of people* — non-verbal behaviour may be influenced by the group's traditions, norms and rules;

- *Age* — age can change the speed of a person’s movements;
- *Coordination of non-verbal signals* — people usually show their condition by more than one signal. There should be a certain harmony between them, otherwise you could suspect your interlocutor of being dishonest;
- *Opportunities to send and receive signs of non-verbal communication* — physical restrictions between people impede smooth communication.

3. Comfort, discomfort and ways to compose oneself in body language

In order to understand the body language of your opponent, you should not only monitor his movements and gestures, but also how they change in the course of business conversation. The changes in the opponent’s body language mark the changes in his position. Therefore, in the processes of business communication, negotiations or business conversations you must carefully monitor when and why something happens. The body of your business communication partner, the opponent is like the litmus test, showing whether your actions and measures are correct and effective or not. It is impossible to monitor all of the opponent’s movements and facial expressions, because during business negotiations and conversations you also need to think and about other things. However, what is most important is to capture those moments, when your opponent’s reactions change according to your reasoning or counter-argumentation, especially, if these changes are positive or negative.

Joe Navarro says that it’s important to capture the way people behave, when they feel *comfortable* and *uncomfortable* and use that in order to learn to understand what they feel, think and intend to do (Navarro 2013). When someone is in their comfort zone (feels well), his body language shows their good mental and physical condition, manifesting in self-confidence, satisfaction, positive emotions and positive feelings. When someone is experiencing discomfort, their body language shows stress, lack of confidence and bad internal state.

However, the human brain is programmed in a way to make us pursue safety (or comfort) and, if possible, avoid risks (or discomfort). Our brain and body act together, soothing and giving confidence in safety (Navarro 2013). Joe Navarro refers to this as *self-soothing behaviour* (Navarro 2013). He argues that understanding how the response of freezing, flight or fight influences non-verbal behaviour, is only a half of the job, because the response (especially to threatening or negative situations) is followed by the *self-soothing behaviour* — the brain stimulates the body to engage in consolatory (soothing) behaviour. These signs are clearly visible and are easy to understand. It is important to notice and pinpoint them in a “real situation” (Navarro 2013; Navarro 2007). According to Joe Navarro, self-soothing behaviour is not unique to humans. For example, in order to calm down dogs and cats groom their fur and each other. The options of self-soothing behaviour for people are much more diverse. Sometimes it is very obvious and sometimes — hardly noticeable. Asked to give an example of self-soothing behaviour, most people think of a child sucking on his thumb. Adults usually find less obtrusive and more socially-acceptable methods (for example, chewing gum, gnawing on a pencil or a pen). Many people don’t even notice such subtle behaviour, which helps them calm down, or don’t understand its importance in detecting other people’s thoughts and feelings. What a pity! It is crucial to learn to recognise and identify signs of self-soothing in order to understand non-verbal behaviour. Why? Because self-soothing behaviour can tell a lot about people’s mental state (Navarro 2013).

In business communication or negotiations, it is important to notice your opponent’s signs of self-soothing behaviour, which would signify that he feels constrained or has a negative attitude towards our actions and words, because “after actions that signify discomfort (e.g., sitting back away from the interlocutor, giving a disapproving look, crossing one’s arms or clenching one’s fists) the brain commands hands to take some self-soothing action” (Navarro 2013). Based on his experience Joe Navarro says that “touching and (or) stroking your neck is one of the most important and most frequent self-soothing movements used in response to stress” (Navarro 2013). In order to calm down women often cover or touch their neck dimple — they suffer, experience fear and discomfort

because of lying or hiding information (Navarro 2013). Joe Navarro believes that self-soothing behaviour is much more significant and more reliable than attempts to determine whether a person is telling the truth. They help us understand, what topics make people excited or anxious. As you learn this, it often helps to find out carefully concealed information, which may give new insights (Navarro 2013).

The mechanism of self-soothing behaviour works like this: the brain sends a message, requiring immediate soothing, and hands instantly react, performing an action, which helps to feel well again (Navarro 2013). Everyone has their own habits of self-soothing behaviour: some chew gum, others smoke, eat more, gently massage their neck, run their hand over their face, lick their lips, swipe their tongue on their cheek inside their mouth, inflate their cheeks and then slowly exhale, rub their chin, caress their face, touch some objects (a pencil, pen, lipstick, wristwatch, etc.), women often play with their hair, men brush over their chest or straighten their tie. According to Joe Navarro, touching one's face, head, neck, shoulder, arm, hand or leg in response to a negative stimulus (such as a hard question, a difficult situation or stress) should be considered as self-soothing behaviour. Stroking on any part of your body doesn't help to solve problems, but soothes and relieves your anxiety. Men usually touch their face, women — neck, clothing, jewellery, arms and hair (Navarro 2013). As you notice your opponent's self-soothing behaviour during business communication or negotiations, you should ask yourself: "Why is this person soothing himself?". And, most importantly, "the ability to link self-soothing behaviour with particular stressors can help to gain a much better understanding of the order to person's thoughts, feelings and intentions" (Navarro 2013).

In learn more about your opponent's favourite self-soothing actions, you should follow several rules (Navarro 2013):

1. Observe the self-soothing action. If you focus, eventually looking for signs of body language will become easier.
2. Identify the basic self-soothing method. Then you will learn to notice, when the use of that method increased or intensified and will be able to take appropriate action.
3. If you noticed a self-soothing gesture, stop and ask yourself, "What made him do this?" It is clear that this person is worried. Your task as a collector of non-verbal information is to reveal the reason.
4. Remember, that people almost always use self-soothing actions to calm down after experiencing stress. Talking of whether a non-verbal sign speaks the truth, remember that as you move from the feet to the head, faithfulness to the truth decreases. According to Allan and Barbara Pease, the further the body part is away from the head, the more often we tend to forget it. For example, most people are aware of their facial expressions and gestures. We could even identify some of them, like "putting on a brave face", having a "disapproving look", "enduring the suffering" or "looking happy." We have a little less information about arms and hands, even less — about the chest and stomach, followed by legs, and we most usually forget about your feet. Legs show people's attitudes, as most people seem to be unaware of what they do with their limbs and they also don't use them for deliberate deceiving gestures as they do with their face. For example, a person may look focused and composed, but his feet keep kicking the air in order to escape (Pease Pease 2012). According to the study on managers, conducted by Allan and Barbara Pease, "regardless of gender, lying managers unconsciously tend to increase their leg movement. The majority of the managers had put on a "poker face" and tried to control their hands, but almost no one knew what they were doing with their feet. These results were confirmed by the psychologist Paul Ekman, who found that lying increases lower body movements and observers have more success in exposing lies when they see the liar's body. This explains why business leaders feel more comfortable hiding behind their desks with a solid front. Glass tables cause more stress than massive ones, because through the glass surface you can see the legs, making it more difficult to control yourself (Pease, Pease 2012). So, legs are the most "honest" body part.
5. The ability to link a self-soothing action with certain factors that caused the stress can help you understand your interlocutor better.

6. In some cases, in order to gain a better understanding of your interlocutor's thoughts and intentions, you may say or do something in order to make sure, if this is what puts this person under stress (as indicated by increased self-soothing behaviour).
7. Note, which place of the body is used for self-soothing behaviour. This is very important, because the greater the stress, the more the person will be caressing his face or neck.
8. Remember, the stronger the stress or discomfort, the greater the likelihood that a person will take *self-soothing action*.

The ability to observe and identify *self-soothing behaviour* is an important measure to determine, whether your interlocutor feels comfortable or not. The *self-soothing behaviour* also tells a lot about his emotional state, feelings, intentions, expectations and the degree of their fulfilment, or planned actions.

4. Observing and interpreting body language

Joe Navarro provided 10 rules to follow in order to be successful in observing and decoding non-verbal communication (Navarro 2013):

1. *Become an insightful observer of the environment.*

Joe Navarro states that “attentive *listening* is important to understand what was said, while careful *monitoring* is crucial in order to understand people's body language”. According to him, “focused *monitoring* is necessary to understand people and correctly interpret the signs of their non-verbal behaviour” (Navarro 2013). Many people lack the so-called understanding of the situation, because nobody teaches that at primary schools, gymnasiums or universities (Navarro 2013). However, luckily, perceptiveness can be acquired — this skill can be developed by learning and applying knowledge in practice. If you're unobservant, don't worry. This weakness can be eliminated, if only you will take time and put some effort for diligent observation of the surrounding world (Navarro 2013). According to Joe Navarro (Navarro, 2013), “observation — focused observation — must become a lifestyle. Being passive will do no good. It is a conscious, deliberate behaviour, which requires effort, energy, concentration and constant practice. Attentiveness is like a muscle: training makes it harder and if you don't use it, it will become weak. Exercise your muscle of attentiveness and you will be able to understand the world better (Navarro 2013).

2. *Observation in a certain context is the best way to understand non-verbal behaviour.*

In order to understand non-verbal behaviour in real life and real business environment, we need to understand the real context. Then it will become easier to understand, what a particular behaviour means. For example, crossed arms over one's chest during negotiations may indicate that a person is trying to distance or block himself from the information received and disagrees with the opinion that you provided. The same action carried out at a bus stop in the middle of winter while waiting for a bus, will mean something different — the desire to maintain warmth and fight against the cold.

3. *Learn to recognize and decipher the universal non-verbal behaviour.*

Universal signs of non-verbal behaviour are characteristic to almost all people. According to Joe Navarro, “certain body language is considered universal, because it is used by most people. For example, when people press their lips in a thin line, this is a clear sign that they are worried and that something is wrong” (Navarro 2013). For example, sweating palms indicate nervousness and tension, raised eyebrows — surprise and doubt, narrow or angry gaze — frustration, anger, while touching one's mouth with fingers, pencil or a pen shows that the person is worried.

4. *Learn to recognize and understand unique non-verbal behaviour.*

Aside from universal non-verbal behaviour, some signs are unique, distinct and specific to a particular person. The longer you know your business partner, opponent or interlocutor, the easier it will be for you to detect and identify his unique non-verbal behaviour and make appropriate decisions.

5. As you communicate with people, try to figure out their basic behaviour.

Joe Navarro draws attention to the fact that “in order to understand the basic behaviour of the people that you communicate with on a regular basis, pay attention to how they look, how they sit, where they keep their arms, how they keep their legs, their posture and facial expressions, the angle they keep their head in and even where they normally put or keep their belongings. Learn to distinguish between a calm and a tense face. As you learn to see normal behaviour, you will gradually start to notice and understand abnormalities (Navarro 2013).

6. As you observe people try to look for several eloquent signs — behavioural patterns that occur at the same time or one after the other.

According to Joe Navarro, your ability to understand people will improve as you learn to notice a few or a group of eloquent non-verbal signs. These signals go together as pieces of a puzzle. The more of them you have, the greater the possibility of arranging them in a full picture (Navarro 2013).

7. Look for changes in a person’s behaviour, because they may indicate a change in thoughts, feelings, interest or intentions.

Joe Navarro says that “sudden changes in behaviour can help reveal, how people process information or adapt to exciting events. <...> Under certain circumstances changed behaviour might show the person’s interest or intentions. Close monitoring of these changes can predict future actions and help to gain advantage, especially if those actions could harm you or someone else (Navarro 2013).

8. It is equally important to learn how to notice false or misleading non-verbal signs.

The ability to distinguish between real and fake signals may be obtained only through practical monitoring experience. Joe Navarro states that you should not only focus on monitoring, but also carefully assess what you see (Navarro 2013).

9. Being able to distinguish whether people feel free or not, will help to focus on the most important elements of behaviour in order to decode non-verbal communication.

According to Joe Navarro, you should look for two major things in human behaviour: *comfort* and *discomfort*. If you have any doubt regarding the real meaning of someone’s behaviour, ask yourself, if it looks like comfort (e.g. satisfaction, happiness, relaxation) or discomfort (anger, sadness, stress, anxiety, tension) (Navarro 2013).

10. Don’t be obtrusive in your observations.

Joe Navarro draws attention to the fact that “if you want to use non-verbal behaviour, you must closely look at people and decipher exactly what their behaviour means. However, you should be careful and avoid staring like many beginners do. Don’t be intrusive. The best strategy is to watch people, when they are unaware of this, in other words, without drawing any attention to yourself. Refine your observation skills until your efforts bring not only fruit, but also nobody notices that they’re being watched. It all depends on practice and perseverance” (Navarro 2013).

Understanding non-verbal behaviour and its interpretation is not simple. Attempts to guess one or another sign of non-verbal communication may often be faulty as the same sign can have many meanings. According to Allan and Barbara Pease, scratching your head may convey sweating, uncertainty, dandruffs, forgetfulness, lies and other things (Pease, Pease 2012). In order to be correct in interpreting non-verbal communication, you should follow three rules of sign interpretation defined by Allan and Barbara Pease (Pease, Pease 2012):

1. Read groups of signs.

According to Allan and Barbara Pease, “both spoken and body language consists of alleged words, sentences and punctuation. Every gesture is similar to a word that has many different meanings. The meaning of words is revealed in combining them into sentences. Gestures form groups or, in other words, body language sentences, thus reliably showing personal feelings or attitudes. In order to be sure about the meaning of some gesture, the non-verbal sentence should consist of at least three groups of gestures. Insightful people can read non-verbal sentences and carefully line them with what the person actually says (Pease, Pease 2012). According to Allan and Barbara Pease, the body language sentence, “I don’t like what you say” (or “I disagree”) usually goes with the gesture of putting one’s hand to the face, with the index finger touching the cheek, the middle finger covering the mouth and the thumb holding the chin. Another critical example of the listener’s disposition is crossing one’s

legs, pressing one's hand against one's chest (defence) and lowering one's head and chin (disfavour/hostility) (Pease, Pease 2012).

2. Look for matches.

In order to create a reliable impression, you should monitor sign groups and compare them to verbal language. According to Allan and Barbara Pease, studies have shown that non-verbal communication is nearly five times more effective than the verbal channel (Pease, Pease 2012). Verbal and body language discrepancies can be illustrated by the following example: let's say some politician is passionately boasting about being attentive and supporting the ideas of the youth, but if he has his hands crossed over his chest (defence) and his chin lowered (adversity/hostility), will you believe him? And if he was trying to convince you that he's good and caring, but would just keep hitting the tribune with his fist? (Pease, Pease 2012)

We use our body language and words to emphasize our statements. Emphasizing the importance of our words we raise our voice tone or repeat them. As we speak we also use our body — eyebrows, head, hands, arms, torso, legs and feet — to emphasize what is important or in order to give our words an emotional tone. If people speak honestly, the emphasis is considered to be a universal body language. Thus the brain participates in the conversation, communicating to the others that we are confident in our words. While in an opposite situation the brain doesn't support our words and we put a weak emphasis on our words or don't emphasize them at all. *When people lie, they don't emphasize their words.* In order to decide, what to say and how to deceive, liars use cognitive functions of the brain, but rarely think of how to present their lies. When someone tries to invent some story that is only similar to the truth, the emphasis seems to be artificial and delayed; liars rarely highlight what is important, usually focusing on relatively minor things (Navarro 2013; Lieberman 1998). In order to figure out between truth and lies, the body language can be even more accurate and useful than words. People are used to using their hands and emphasizing their claims with hand gestures, they sometimes even start thumping on the top of the table in order to give more weight to their words. Others highlight their words with their fingertips, making gestures or touching some objects. Hand movements complement honest words, expressing thoughts and feelings. In order to highlight the message, we usually raise our eyebrows and open your eyes wide (Knapp, Hall 2002; Navarro 2013; 2007 Navarro).

And on the contrary: people fail to emphasize their words or don't really believe in what they say, when they speak hiding their mouth behind their hand or talk with an indifferent facial expression. When people don't believe in what they say, they control their facial expressions, limit their movements and perform other actions that create a distance between them and their interlocutor. Liars often pretend to be thinking, for example, they support their chin on their palm or gently stroke their cheeks as if thinking of the answer; this behaviour is completely opposite to that of honest people. A liar needs time to evaluate what he has said and how his words could be interpreted (Knapp, Hall 2002; Navarro 2013; Navarro 2007).

3. Associate gestures with the situation.

All gestures should be evaluated according to the situation and context. For example, crossing one's arms on the chest during business negotiations may signify "defence" and an attempt to distance from the opponent's ideas. While someone crossing his arms while waiting at a bus stop in a cold winter may simply be trying to keep his body warm. According to Joseph Messinger, "80 % of your body movements or postures change their meaning based on the context, or they are simple irrelevant gesticulation, with the exception of repetitive movements, that are unchanging no matter of the context. This means that you must think carefully before evaluating or explaining a certain movement (Messinger 2013).

Studying body language in business negotiations and conversations benefits from the opinions of Samy Molcho, who noticed that "everything, what people feel ... very accurately reflects on their body language. Sentimental feelings make us *open up* or *get away* from the surrounding situation, causing such feelings as fear, preparation for flight, evasiveness, getting away from the coveted receptive (open to the world around) and natural behaviour. All the negative feelings that take over you — when you feel underestimated, insulted for lack of attention to you as a person, or to what you have to say — all of these grievances creates our energy barriers. This, unfortunately,

means that from this moment your open behaviour is severely impaired. The flow of information between the sender and the recipient is terminated. Therefore, I rely on the fact that success depends on the ability to find an emotional access to your partner or interlocutor, and the ability maintain this connection, because my personal success depends on whether I am able to motivate people. But, this mechanism works only if I really understand and have a serious approach to not only my personal goals, but also other people's aspirations. Thus, I have to make my interlocutor believe that if he stands with me, he will fulfil all of his desires and expectations. In short: in order to "conquer" other people, you have to get into their shoes and try to find out their wishes and greatest desires, find out what motivates them, encouraging them to act, and what could hinder their actions. If you do manage to get this information, the only thing remains is to ask yourself: how could I remove the obstacles that hinder their enthusiasm, thus preventing them from going towards success with me?" (Molcho 2006).

Conclusions

1. Business communication, negotiations and conversations, as well as human interaction in general, is based not only on transferred information, but also on how that information was presented and what voice nuances were used. Conscious or unconscious body signals that we send as we speak are important as well. Observing physical changes of the human body and gestures, allows us to create a more or less realistic impression of the person's state of being, mood, feelings, thoughts, expectations, intentions and their changes. This can be useful in choosing and implementing the measures of influence for the other side of the negotiations.
2. Body language in business communication and negotiations is important for several reasons:
 - It reveals the opponent's physical and emotional state, as well as its evolution;
 - It complements, reinforces or weakens the spoken language;
 - It enables those, who know how to read non-verbal communication signals, more or less exactly determine, whether the opponent tells the truth.
3. A good negotiator must be conscious of and manage his non-verbal language, understand what he shows to his opponent, as well as know how to understand his opponent's body language and notice, when his verbal and body language contradict or supplement each other. These are very important impulses that can drastically change the course of the negotiations and their final outcome.
4. The ability to understand the body language of the other person or an opponent, as well as to predict, what he thinks and feels, how he reacts and what he is going to do, is very important in business communication, negotiations and meetings. In order to develop this ability you need to put a lot of effort, study the theory and apply it in practice. Body language is very informative and sends many signals, but they are ambiguous, difficult and sometimes even impossible to interpret or shouldn't be interpreted. The accuracy and quality of the interpretation depends on the interpreter's knowledge and experience.
5. Body language or non-verbal communication includes many body language elements. Non-verbal body language involves a lot of important aspects, such as posture, clothing style, accessories, gestures, facial expressions, smile, voice intonation, laughter, eye contact, the distance between the communicating parties, touch, clap, dance, and physiological responses — sweating palms, forehead, paleness, acute facial and neck redness, etc. It should be noted that some of the signs of non-verbal communication can be sent consciously (natural or fake signs, signals), while the other part of the body signals are unconscious, produced as an instant, instinctive reaction to received information without any thinking.

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