

Emotions and Negotiations - handout

77E25000 Business Negotiations

General about emotions

- Positive vs. negative emotions
 - In general positive emotions enhance deal making and relationship outcomes
- Certain (e.g. happiness, anger) vs. uncertain (e.g. hope, fear)
- The effect emotions have on the negotiation depends on the context, processes and relationship dynamics
 - Power positions, culture, gender
 - Depends also on whether you are the target of or the one experiencing the emotion
- Emotions and intention authenticity of expressed emotions → pay attention to both verbal and non-verbal communication
- Emotional contagion means that people tend to mimic and synchronize emotion

Different emotions in negotiations

Anxiety: often in novel situations, activates “flight mode”, counterproductive in a negotiation since may lead to low aspirations and expectations and may lead anxious negotiators to accept poor first offers

Note: Feeling vs expressing feelings (emotions), expressed anxiety: more likely to be taken advantage of

Anger: usually directed towards someone else, seemingly a productive emotion, if you adopt the “fixed pie” approach, in competition might escalate to conflict and harm the relationship, decreases trust, might work in certain contexts when focusing on content and not relationships, some researchers claim that the strategic use of anger can generate greater amount of concession, may increase anxiety in TOP

Note: Faking emotions: Anger -> lead to felt anger

Shared feeling of sadness -> better outcomes through cooperation

Disappointment: can make TOP evaluate their approach more critically, triggers their guilt, might enhance cooperation

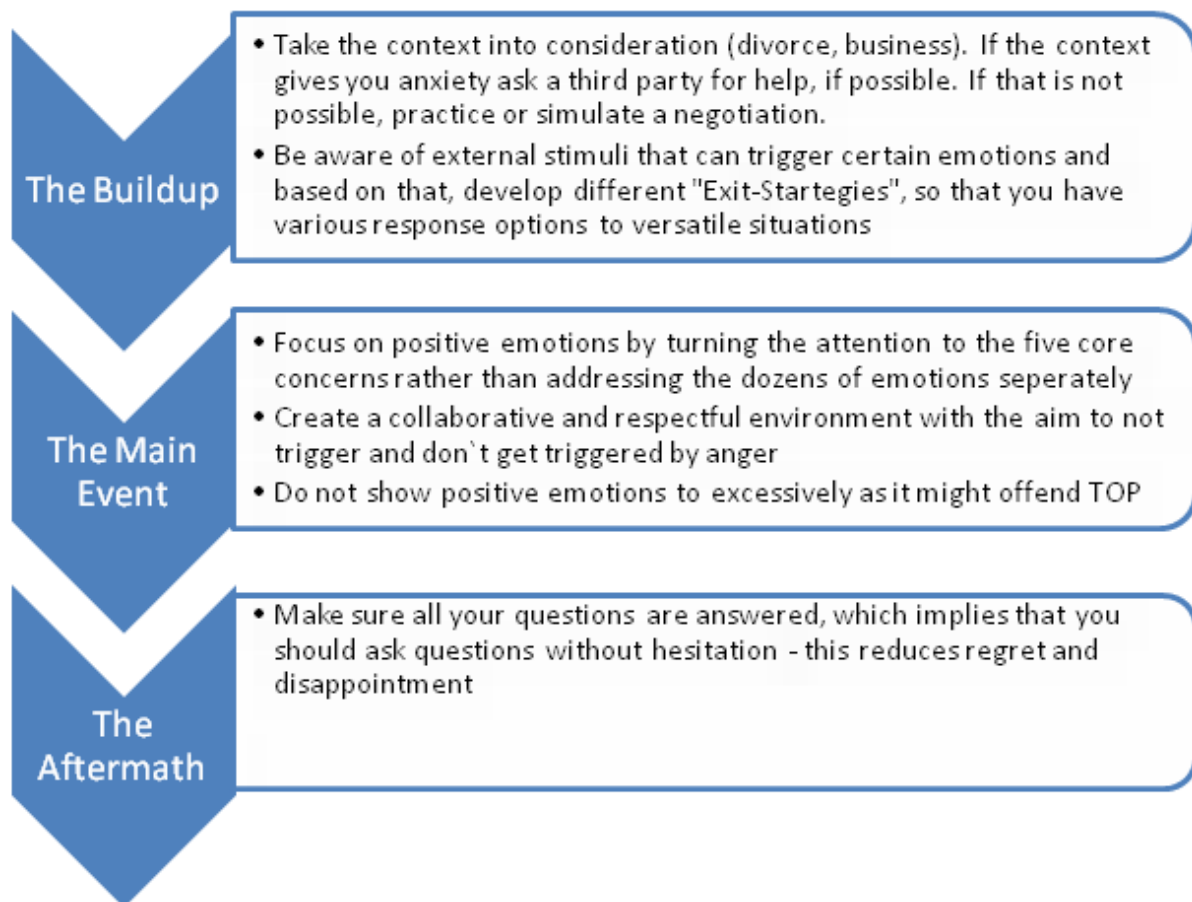
Regret: regarding the chosen actions, often regret towards actions that were not taken

Happiness: how does it make TOP feel, face saving, suppressing happiness in “wins” might enhance cooperation

Compassion: increases trust

Excitement: might lead to overconfidence or escalation of commitment

A strategy for emotions in negotiation situations



The five core concerns

The five core concerns make a framework to deal with the emotions that arise during any negotiating process. These five core concerns are:

- appreciation
- affiliation
- autonomy
- status
- role

Negotiators can use the five core concerns to help prepare, conduct, and review the emotional dimensions of a negotiation. The core concerns can be used for two purposes: (1) as a lens to understand the emotional experience of each party, and (2) as a lever to stimulate positive emotions in yourself and others. By focusing on these concerns rather than reacting to a multiplex of changing emotions that occur during a negotiation, negotiators can stimulate positive emotions and overcome negative ones, while still maintaining sight of the best interests for their parties.

Core Concerns	The Concerns Is Ignored When...	The Concerns is Met When...
Appreciation	Your feelings or opinions are devalued	Your feelings or opinions are considered
Affiliation	You are kept at a distance	You are being considered as part of the group
Autonomy	Your freedom to decide is affected	Your freedom to decide is respected
Status	You are treated as inferior	You treated at the right level
Role	Your current role and its active are not personally fulfilling	You define your role and its activities that you find fulfilling

References

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