

2010 Russell Ackoff Doctoral Student Fellowship Proposal

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1. Project title and descriptive summary

Title.

“Bring It On! How Successful Negotiators Strategically Choose to Feel Worse”

Overview.

Negotiation scholars have generally recommended that negotiators suppress their expressions of emotion. These scholars have conjectured that expressions of positive emotion may signal weakness while expressions of negative emotions may escalate conflict and lead negotiators to reach an impasse (Fisher, Uri, & Patton, 1991; Thompson, 2005). In fact, negotiators are often advised to "keep a poker face" (Thompson, 2005; p. 114) or exercise "self control, especially of emotions and their visibility" (see Raiffa, 1982; p.120).

More recently, scholars have pointed to the expression of emotions as a powerful strategy in negotiations. Ho and Andrade (2010) suggest that people tend to use the expression of emotions to their advantage in one-shot games and are fully aware of their strategies. Also, expressions of anger and disappointment have been found to inspire more concessions from one's counterpart than expressions of happiness (Van Kleef, De Dreu, & Manstead, 2004). In this research proposal, I explore the possibility that the actual experience, not just the expression, of negative emotions may also be common, strategic, and beneficial to negotiators.

Research Questions.

I propose a series of experiments to describe the role of emotion regulation tactics in negotiations (see Table 1). Specifically, these experiments are designed to answer the following questions:

- How prevalent are emotion regulation behaviors in negotiations?
- To what extent do negotiators strategically select specific emotions to express or experience?
- How do emotion regulation tactics affect outcomes?
- What psychological mechanism(s) underlie the use of emotion regulation tactics in negotiations?
- Under what circumstances can emotion regulation improve decision-making in negotiations?

Work Completed.

We have already conducted a study that demonstrates the feasibility of this program of research and underscores its import. The first study employed a 2 x 2 design (N = 180). Participants were randomly assigned to either negotiate or complete a neutral task (i.e. a brain teaser). Before they completed the assigned task, we asked participants to choose between two video clips: a happiness-inducing video clip and an anger-inducing video clip.

We found that participants who anticipated negotiating were significantly more likely to choose the anger-inducing video clip (and subsequently feel angry) compared to participants who anticipated completing the neutral task, $t(179) = 3.2, p = .0016$.

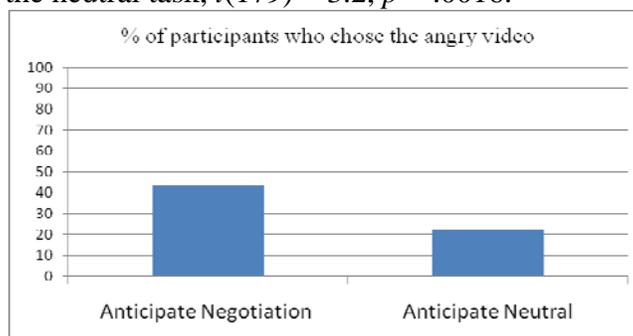


Table 1.

Topic	Description	Hypotheses	Status
Study 1: Emotion selection	P's chose to feel angry v. happy before negotiating v. completing a neutral task.	P's anticipating a negotiation chose to feel angry.	Completed.
Study 2: Competitive v. cooperative framing and Emotion selection	All P's complete the same 7-action PD game. However, the game is framed as cooperative (Community Game) v. competitive (Wall Street Game). Again, P's choose to feel angry v. happy before completing task.	P's in the Competitive condition choose to feel angry.	Plan to run in Wharton Behavioral Lab by February, 2010.
Study 3: Competitive v. cooperative framing and Performance	Same design as study 2 but assign P's to emotion condition (to alleviate self-selection). Observe the effects of competitive v. cooperative and angry v. happy on performance.	Main effect of framing (competitive framing reduces cooperation). Main effect of emotion (angry condition reduces cooperation). Interaction (competitive and angry is least cooperative)	To be completed by April 2010.
Study 4: Matching hypothesis	Perhaps people who anticipate negotiating also anticipate feeling angry, so they choose the video clip that matches or is congruent with their anticipated affect.	TBD.	To be completed by August, 2010.
Study 5: Follow-up study	To be determined by results of previous studies.	TBD.	To be completed by September, 2010

Name of advisor: Maurice E. Schweitzer (and Simone Moran)

References

Fisher, R., Uri, W., & Patton, B. (1991). *Getting to yes: Negotiating agreement without giving in* (2nd ed). New York: Penguin.

Raiffa, H. (1982). *The art and science of negotiation*. Cambridge, MA.: Bellknap.

Thompson, L. (2005). *The mind and heart of the negotiator* (3rd ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

Van Kleef, G. A., De Dreu, C. K. W., & Manstead, A. S. R. (2004). The interpersonal effects of emotions in negotiations: A motivated information processing approach. *Journal of Personality and Social Psychology*, 87, 510-528.