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## The Emotional Advantage: The Added Value of the Emotionally Intelligent Negotiator

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# The Emotional Advantage: The Added Value of the Emotionally Intelligent Negotiator

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*In surveying past negotiation literature, successful negotiators were often portrayed as calculating and factual with a stress on keeping a poker face throughout negotiations. This article summarizes key features in the literature on emotional intelligence (EI), refutes the notion that the suppression of emotion in negotiation is desirable, and recognizes the value that EI can contribute to the repertoire of effective negotiators. The article describes key competencies associated with EI and how these skills help negotiators work with conflict if it emerges, develop creative options for potential agreements, facilitate trust, and contribute to affective and substantive satisfaction.*

In surveying numerous publications and training materials over the past three decades on the art of negotiation, one is impressed by the prevalence in both scholarly and popular literature of the supposed need to “keep one’s cool” in negotiations. The best negotiators are often described as those in whom only calculated factual analysis prevails; by contrast, emotions are depicted as at best “impediments to reaching constructive agreements” (Leary, Pillemer, and Wheeler 2013, 172) and at worst “to be avoided at all costs” (Shapiro 2006, 164). Keeping a “poker face” and “self-control, especially of emotions and their visibility,” seems to be one of the essential elements of a successful negotiator (Raiffa 1982, 120). Although more recent literature challenges this notion and addresses the role of emotion in a positive manner, this article addresses the value of the emotionally intelligent negotiator to negotiation effectiveness and suggests how training and skill enhancement can assist in mediation.

Many negotiations involve elements of interpersonal or group conflict, “defined as an expressed struggle in which two or more parties are experiencing strong emotion resulting from a perceived difference in needs or values” (Katz, Lawyer, and Sweedler 2011, 81). Even if the heightened emotion is limited to only one of the parties, strong emotions are present in many negotiations. Given this fact, negotiators need a skill set for addressing emotions beyond conventional wisdom, which encourages the elimination or minimization of emotions. A growing body of research in the area of emotional intelligence now offers a more realistic perspective on the integral role of emotions in successful negotiation (Lewicki, Bruce, and Saunders 2015).

Negotiation involves both defining the process and exploring key elements of desired outcomes. When two or more parties discuss how to share or distribute a limited resource, they negotiate to create an innovative alternative that none of the parties could obtain otherwise (Lewicki, Saunders, and Barry 2011; Thompson, Neale, and Sinaceur 2004). The behavior of all parties to a negotiation is part of an attempt to agree “on the distribution or exchange of benefits or costs” (Pulido-Martos, Lopez-Zafra, and Augusto-Landa 2013, 408). In general, though, two or more parties might seek to achieve contradictory objectives (Pulido-Martos, Lopez-Zafra, and Augusto-Landa 2013). Not surprisingly, negotiators are stereotypically portrayed as “calculating, calm, and in control” individuals who behave rationally and intelligently in order to mitigate any emotional interference with the process of negotiation (Lewicki, Saunders, and Barry 2011; Ogilvie and Carsky 2002). However, most negotiations tend to involve multiple motives (including elements of both integrative and distributive bargaining) where the process of conflict resolution “cannot be free of emotion or anxiety” (Ogilvie and Carsky 2002, 382). As such, parties to a negotiation may experience positive or negative emotions depending on whether they anticipate an outcome that would serve their interests. As Ogilvie and Carsky (2002) point out, “Where goals are blocked, negative emotions result; where goals are attained, positive emotions result” (382).

To ignore the role of emotions is to overlook fundamental conditions of mental ability and the negotiation process (Fulmer and Barry 2004). A negotiator must be emotionally intelligent in order to acquire information, make decisions, and deploy effective tactics throughout (Fulmer and Barry 2004). In this article, we examine how the burgeoning research and literature on emotional intelligence (EI) can lend valuable insights that can add value and enhance the negotiation process. It is fundamental to realize

that emotions are key elements of personal strengths and overcoming challenges, and choosing to become aware of their undeniable influence in conflict resolution is an important step in enhancing negotiators' preparation and skill development.

## Emotional Intelligence

Researchers and scholars have long noted the influence of emotional factors in professional and life success. For example, the concept of social intelligence first appeared in 1937 in a research study and article by Robert L. Thorndike and Saul Stern. The term *emotional intelligence* was popularized by psychologists Peter Salovey and John D. Mayer through their widely read 1990 article, "Emotional Intelligence," in which they defined EI as "a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions" (Cherniss 2000, 4; Salovey et al. 2002). Emotionally intelligent people display several competencies in their behavior. Among the most critical in terms of negotiation and conflict management are these (Leary, Pillemer, and Wheeler 2013, 172):

1. Identifying the emotions they and others are experiencing
2. Understanding how those emotions affect their thought process
3. Using that knowledge to achieve better negotiation outcomes
4. Positively managing emotions, tempering or intensifying them for strategic purposes

The influence of EI increased following a series of popular and influential works by Daniel Goleman, a psychologist and specialist in cognitive and behavioral science. In his widely read article in the *Harvard Business Review*, "What Makes a Leader" (2004), and in his two best-selling books, *Emotional Intelligence* (1995) and *Working with Emotional Intelligence* (1998), Goleman identifies a significant correlation between EI competencies and professional and leadership success.

In this article, we discuss the added value of EI to the effectiveness of negotiation by using a four-box model of EI competencies developed by combining the insights of major figures in the field: Daniel Goleman, Richard Boyatzis, David McClelland, and Hay McBor (Boyatzis and Goleman 2007).

## Self-Awareness

Goleman (2004) considers self-awareness as including the capacity to accurately identify one's own emotions as they develop the foundation of EI. One key component of self-awareness is the ability to understand one's own behavioral patterns and to have confidence in one's own intuition, or "gut feeling," as an important emotional indicator. Other elements of self-awareness are the ability to realistically assess one's own strengths and weaknesses; recognize one's needs, values, sources of motivation, and goals; self-confidence; and receptivity to constructive criticism.

The emotionally intelligent negotiator is acutely aware of the role of emotions in the negotiation process and uses the information furnished by emotions to guide her moves and countermoves. She regards the wholesale suppression of feelings as both unrealistic and unproductive. The advantage of acknowledging and working with one's feelings is aptly captured in the heading of the chapter "Have Your Feelings (or They Will Have You)" in the book *Difficult Conversations* (Stone, Patton, and Heen 1999) and the explanatory quote: "Feelings are too powerful to remain peacefully bottled. They will be heard one way or other, whether in leaks or burst. And if handled indirectly or without honesty, they contaminate communication" (85).

Other authors echo the view that awareness and use of emotions can enhance one's powers of negotiation. The perception of emotions includes "registering, deciphering, and attending to emotional messages as they are expressed in facial expressions and voice tone" (Reilly 2005, 303). The first branch of EI, as defined by Mayer and Salovey (1997), is the capacity to perceive and express feelings. In order to understand emotions more effectively, it is necessary to familiarize oneself with one's own emotions and create a personal emotional lexicon (Mueller and Curhan 2006, 111). Hutson (2008) suggests that behavioral and physiological reactions to emotion are attributable to past experiences that can be mirrored in similar contexts; these experiences also contribute to an individual's ability to differentiate one emotion from another.

Similarly, these skills enhance an individual's capacity for identifying nonverbal displays of emotions in others (Hutson 2008), including body language, facial expressions, tone of voice, and other behaviors and indicators that communicate emotional insights (Mueller and Curhan 2006). Identifying emotions involves the ability to recognize one's own emotions accurately and distinguish real emotions from simulated ones in others (Reilly 2005). By learning how to identify and interpret "internal states,"

expand one's emotional vocabulary, and become versed in expressing one's emotional self-assessment, one can enhance one's EI (Hutson 2008).

It is key to draw a distinction between emotion and mood, both of which tend to be present in negotiations. The *American Heritage Dictionary* defines *emotion* as "a mental state that arises spontaneously rather than through conscious effort, and is often accompanied by physiological changes; a feeling: the emotions of joy, sorrow, hate, and love" (cited in Reilly 2005, 302). Emotions are "intense reactions and directed at more specific targets," while mood is a "more diffuse, less intense, and more enduring" reaction that may arise without a specific antecedent (Lewicki, Saunders, and Barry 2011, 129). To operate effectively as a negotiator requires being able to differentiate between the two.

### Self-Regulation

Along with self-awareness and the ability to recognize one's own emotional reactions during the process of negotiation is the equally challenging task of managing one's emotions in ways that will serve you, not embarrass you. The management of emotions requires training and discipline, as emotional self-management is often not habitual or intuitive. Self-regulation includes actions such as taking the initiative and traits like adaptability and flexibility. Knowledge of personal hot buttons and triggers similarly allows for the ability to gain composure when emotionally disturbed (Overbeck, Neale, and Govan 2010). Some of the training and exercises that help in this regard are now being taught in EI workshops under the headings of "mindfulness" or "negotiating with our feelings."

In *Difficult Conversations*, Stone, Patton, and Heen (1999) note that the idea of negotiating without feelings implies "recognizing that feelings are formed in relation to our thoughts" (99–101). By extension, our thoughts are based on our perceptions. Helpful steps include reexamining our own deficiencies, challenging our own assumptions about the intentions of other people, and self-regulating our emotions.

Fulmer and Barry (2004) add that verbal and nonverbal emotional expressions provide informational cues pertinent to different stages of the negotiation process: "initiation, influence, problem-solving, and conclusion" (257). The ability to perceive emotions in others increases our opportunities to self-regulate in a way that can enhance information delivery and "gathering and processing" (258). Self-control, according to these authors,

thus mirrors the ability to acquire information by identifying and reading emotions in others, which may reveal themselves in facial or vocal changes.

Self-awareness and self-management are powerful tools in identifying behavior, and both are crucial for accurately assimilating emotions and the expression of the “emotional experience” in negotiations (Ogilvie and Carsky 2002, 383). Understanding the causes of emotion means having the ability to “label emotions, and deal with simultaneous feelings and transitions [by] knowing the rules that go with different emotions” (388). Fulmer and Barry (2004) refer to this aptitude as “the utilization of emotion in adaptive ways” (257). Emotional self-control and literacy, they continue, allow negotiators to gather more and better information about their own and the other party’s interests and limitations.

Similarly, emotional self-regulation leads to the capacity for self-regulation in the course of making strategic decisions and striving to attain goals through negotiation (Reilly 2005). By understanding the relationship between emotions and their stimuli, emotional transitions, and the progression of the “emotional system,” negotiators can select appropriate tactics to facilitate the flow of information between parties (Mueller and Curhan 2006, 111). The skill of assimilating accurate information permits negotiators to assess risk and opportunity based on understanding, adaptation, and use of emotion. In turn, this superior understanding can lead to better decision making and strategy over the course of negotiations.

## Social Awareness

Social awareness refers to the competencies that enhance the ability to develop and maintain rapport by accurately picking up on others’ emotions and working effectively with their thoughts and feelings. Its components include appreciation of the importance of cultural and ethnic differences and astuteness in consideration of the needs and concerns of others in decision making.

Publications and training sessions on the art of negotiation stress the importance of understanding and reflecting back the essence of another’s feelings and motivations to establishing empathy. *Empathy* is defined as “an astute awareness of another’s needs” and the “ability to view things from another’s perspective and to share in the thoughts and feelings about attitudes, hopes, and fears” (Fracaro 2001, 10). In more recent work, Goleman delineates three kinds of empathy—cognitive: “the ability to

understand another person's perspective; emotional: feeling what someone else feels; and empathic: the ability to sense what another person needs from you" (2013, 55). Each of these might very well be significant attributes of success in negotiations—especially empathic empathy, which can lead to attractive trade-offs essential to success as one develops packages of “lower-value” items to trade for “higher-value” items from the counterpart.

Empathy is a major factor in developing overall rapport, which is essential in developing trust and openness in negotiations. *Rapport* is defined as “establishing a relationship of trust, harmony, affinity or accord—a state of special responsiveness. It is a relationship typified by co-operation, agreement and alignment and is essential for effective communication. . . . At its best, it is established at both the conscious and unconscious levels” (Katz, Lawyer, and Sweedler 2011, 10). Rapport building, along with specific skills such as reflective listening and chunking, are fundamental to elicit and play back another's interest in negotiation. Rapport building allows the development of options and proposals that consider the needs, concerns, fears, benefits, and desires of all parties to a negotiation; in other words, it promotes “interest-based negotiations” (Katz and Pattarini 2008).

Emotional intelligence also extends to subjective likability, which allows negotiators to influence the perceptions of their counterparts and the outcome of a negotiation (Der Foo et al. 2004; Fulmer and Barry 2004). EI has the advantage of establishing interpersonal trust, which can induce positive emotions and facilitate the successful use of “both the cooperative and competitive elements of this goal-oriented interpersonal interaction” (Elfenbein et al. 2007, 210). Emotionally intelligent negotiators are more adept at engaging, prolonging, and detaching themselves from the emotional reactions of their counterparts and more skilled at managing, enriching, and altering others' emotions (Fulmer and Barry 2004). Positive emotions are associated with positive moods that raise a negotiator's likability in the eyes of his or her counterparts (Elfenbein et al. 2007). As a result, integrative negotiations are enriched by the perception of likability, quality interactions, and satisfaction. Through various tactics, including emotional coaxing and mood management, emotionally intelligent negotiators can strategically maneuver emotions to induce a positive mood in their counterparts (Mueller and Curhan 2006). This can have the effect of predisposing counterparts to “high levels of outcome satisfaction,” which lends itself to higher levels of compliance and amicable future negotiations (Mueller and Curhan 2006, 113).



## Relationship Management

Relationship management includes the ability to establish and nurture relationships, build alliances, influence others, problem solve, and collaborate. This area of EI therefore has a direct relationship with success in negotiations, particularly with the stress on obtaining substantive, relational, and procedural goals critical to the interest-based approach. Furthermore, the research findings in this area support the view that EI can enhance problem solving and decision making and allow all parties to a negotiation to be more receptive to collaborative solutions (Thompson, Neale, and Sinaceur 2004).

Emotional awareness, and the ability to manage emotions to guide positive thoughts and behavior, can translate into the development of better strategies and tactical implementation during negotiations. As Kenneth Cloke and Joan Goldsmith (2011) note, “Studies show that those who can access emotional processing centers of the brain and [recognize] emotions are able to make more accurate assessments of another’s words and phrases” with the “purpose of integrating emotions [to] allow one to inform the decision-making process without hijacking it” (96).

This translates into the capacity to strategically regulate emotions in oneself and others, which in turn affords individuals with high EI an advantage in circumstances in which it is likely that strong emotions may affect the process of negotiation and the ability of its participants to make rational decisions (Fulmer and Barry 2004). Furthermore, Fulmer and Barry note, EI embodies the capacity to induce emotions in oneself and others, so emotionally intelligent negotiators must be aware of others’ attempts to manipulate emotions. Salovey and Mayer (1990) refer to the “dark side” of using emotions to manipulate in the self-regulating phase: “On the positive side, they may enhance their own and others’ moods and even manage emotions so as to motivate others charismatically toward a worthwhile end. On the negative side, those whose skills are channeled antisocially may create manipulative scenes or lead others sociopathically to nefarious ends” (198).

Antisocial emotional tactics may include feigning or exaggerating emotions such as anger or happiness, buffering, deception, and compartmentalization (Fulmer and Barry 2004). Others, such as deception and ambiguous intentions may even be considered dirty tricks (Fisher, Ury, and Patton 1991). It is important to recognize these tactics and have strategies to counter them.

Fulmer and Barry (2004) have identified a significant difference between the evaluation of risk from a cognitive standpoint and the evaluation of risk from an emotional standpoint. Estimates of risk informed by emotion, they say, may carry greater importance in calculating others' behavior. In the course of negotiations, emotional perception and expression and emotional facilitation of thought and understanding enhance the opportunity of an emotionally intelligent negotiator to acquire and employ information and avoid "being used by [her] emotions" (Reilly 2005, 303).

Even though authors such as Goleman, Mayer, and Salovey divide EI competencies into four or five areas, in negotiation these competencies flow into one another and build capacity for success. Motivation, for example, complements self-awareness, self-regulation, social awareness, and relationship building. The competencies that relate to motivation include a constant desire for improvement and standard of excellence, a readiness to act on opportunities, and persistence to achieve in spite of obstacles, including using EI as a valuable resource. Redirecting emotional thoughts and attention to certain events or particular goals generates mental activities that "facilitate judgment, memory, and decision making" (Fulmer and Barry 2004, 255). This allows for the appreciation of different points of view and the use of emotions to develop creative, constructive solutions and alternatives (Mueller and Curhan 2006). Dexterity in accessing the mixture and escalation of emotions facilitates one's ability to integrate them productively into negotiations (Mueller and Curhan 2006; Ogilvie and Carsky 2002). Emotional facilitation of thought refers to the cognitive ability to interrupt emotion and redirect effort and attention to other priorities (Reilly 2005). The ability to accurately identify verbal and nonverbal expressions of emotion enhances one's capacity to prioritize thoughts and direct mental focus during negotiations (Fulmer and Barry 2004). The ability to regulate emotion allows negotiators to orient the process toward integrative problem solving by understanding "how emotions develop, how they can be interpreted, and how one emotion can lead to another" (Mueller and Curhan 2006, 112). Self-control is consequently tied to emotional self-regulation and the ability to incorporate feelings into negotiations (Fulmer and Barry 2004). As Barry, Fulmer, and Van Kleef point out in "I Laughed, I Cried, I Settled: The Role of Emotion in Negotiation," "the role of emotions in negotiation can have an impact on both the intrapersonal and the interpersonal level" (89). In order to direct emotion toward productive ends, however, clear comprehension and analysis of the causes and consequences of emotions is necessary (Ogilvie and Carsky 2002).

Negotiation sometimes carries a negative connotation when it is perceived as an aggressive and manipulative dynamic of competitive bargaining. Reilly (2005) attributes this perception to a common tendency to view problem solving from an “argument” perspective (307). However, the true art of negotiation lies in the ability to alter this perception and “change the game—from face to face confrontation to side by side joint problem-solving” (Ury 1991, 171).

In Reilly’s (2005) view, success in negotiation depends on an awareness of the role of emotions in integrative bargaining and the effective management of those emotions. The importance of EI lies in the value it adds to the cognitive and economic abilities of the effective negotiator (Fulmer and Barry 2004). It is fundamental to understand that in addition to cognitive ability, affect, and motivation, EI is a mental attribute that is highly influential in all stages of the negotiation process (Ogilvie and Carsky 2002). Accurate processing of information leads to better decision making and a more sophisticated comprehension of the “emotional chain” (Ogilvie and Carsky 2002, 384). Pulido-Martos, Lopez-Zafra, and Augusto-Landa (2013) believe an emotionally intelligent negotiator possesses a combination of personal, cognitive, and behavioral traits that encompass four basic dimensions of negotiation: positive distribution of results, influence on the balance of power, development of a cooperative climate, and achievement of a “flexible dynamic” for negotiation (409).

Finally, these understandings undergird the ability to manage and cope with emotions (Ogilvie and Carsky 2002). Emotional intelligence is an invaluable asset for leadership, education, and teamwork in negotiations. It embodies the potential to facilitate joint problem solving and “superior economic performance,” which promotes feelings of trust, likability, cooperation, constructive rapport, greater joint outcomes, and the desire for “positive future interactions” (Mueller and Curhan 2006, 123). Generating positive emotions is a powerful tool for the strategic and emotionally intelligent negotiator.

A growing body of scholarly and popular literature challenges the common notion that, in the context of negotiation, emotional issues “are liable to damage the situation at any moment” (Shapiro 2006, 163) and therefore “negotiators are merely victim to the dangers of emotion” (Shapiro 2006, 166). In his 2006 article, “Untapped Power: Emotions in Negotiation,” Daniel Shapiro notes the positive function of emotions in negotiation, especially when they can be “anticipated and dealt with constructively” (163). For instance, Silvan Tomkins argues that emotions

can yield important data, “[signal] the relative importance of issues, and amplify motivation to negotiate” (cited in Shapiro 2006, 166). In essence, paying close attention to emotional nuances in yourself and your counterpart contributes important insights in determining primary interests and developing attractive trade-offs to generate potential agreements (Katz and Pattarini 2008). Furthermore, Shapiro (2006) notes that “in most negotiations, each party has two goals: affective satisfaction and instrumental satisfaction [where] understanding the information communicated via emotions” is an advantage to the emotionally intelligent negotiator (166).

Although collaborative integrative negotiation is seen as optimal and desirable in most of the contemporary scholarship and training in negotiation, Thompson, Medvec, Seiden, and Kopelman (2001) remind us that many negotiators “face a mixed motive enterprise in that they must cooperate with the other party to ensure agreement and to find joint value, but simultaneously compete with the other party concerning the distribution or allocation of the joint value” (158). Therefore, they need to consider the stages within a negotiation to “fit their negotiation strategies with the given situation” (159). Even if a more rational and calculating approach is desirable in the distribution stage, emotional intelligence will certainly be helpful in creating rapport on the basis of generating positive emotion.

In a 2014 article in *Harvard Negotiation Journal*, Mara Olekalns and Daniel Druckman applaud the growing recognition of the role of emotions in negotiation strategy and tactics. In addition, research indicates that efforts to promote positive emotions in negotiation can enhance creativity in generating options, promote trust and goodwill, encourage integrative solutions, facilitate compliance with agreements, and engender overall satisfaction in the various parties to negotiation.

Using meta-analysis and laboratory experiments with groups of various sizes, Elfenbein et al. (2007) found “evidence of the predictive validity of a performance-based measure of emotion accuracy on a goal-directed interpersonal outcome” (218). Negotiators who could accurately recognize nonverbal expressions of emotional states of their counterparts were more likely to achieve success. Emotions were positive contributions of data that served as valuable assets in negotiations (Sharma, Bottom, and Elfenbein 2013). This finding is consistent with a recent article, “Negotiation with Emotion,” that promotes the importance of passions and emotional data in dispute resolution (Leary, Pillemer, and Wheeler 2013). Effective negotiators must possess a plethora of strategies, tactics, and

skills to establish the proper conditions for collaborative problem solving (Thompson, Neale, and Sinaceur 2004). It is encouraging that experts in the field of negotiation are producing research and literature that reflect the considerable added value of emotional intelligence—arguably one of the most important sets of competencies for effective negotiation and for developing trust to influence positive future negotiations (Kim, Cundiff, and Choi 2014). Inherently, creating positive emotions in the process of negotiations might well contribute to the mitigation of conflict in future interactions.

## Conclusion

Because emotional state and perceptions are among the most prominent aspects of social interactions, especially when conditions of interpersonal conflict exist within a negotiation, negotiators' emotional fortitude is put to the test. Thus, it is important to identify, understand, manage, and use emotions effectively—in other words, to possess strong EI—throughout these interactions, and especially in the process of negotiation.

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## Appendix: Sample of Emotional Intelligence Exercises and Competencies

Given our research claims that high EI can contribute to negotiation effectiveness and that writings on EI claim that training and skill development in EI can increase one's EI competencies by about 25 percent, we have included a sample of exercises and skills we emphasize in workshops on EI. Our hope is that this brief exposure is of interest to negotiation practitioners and the many of us who bridge the gap between theory and practice.

“Understanding the Origin of Emotions and Our Responses” is one exercise we do in EI workshops with the goal of accepting that our emotional responses and attitudes have been influenced by observing and reacting to parents, siblings, and peers who model emotional responses. In reacting to these influences, we develop emotional and behavioral patterns that become nearly automatic, unconsciously guiding our actions and triggering our initial responses to stress and conflict. These patterns often have an impact on whether feelings and the expression of emotions are accepted as legitimate and functional, the role that emotions play in conflict and negotiations, and what helps, or does not, in achieving our objectives. For instance, if one parent was volatile and frightening when he or she was angry, we might consciously or unconsciously view anger as an emotion equated with being out of control and therefore are fearful of experiencing and legitimating that emotion. If another parent or sibling used anger as a means of intimidation or control (consciously or unconsciously), we might either reject or submit to using anger in that manner. In either case, these default programs will limit our flexibility, adaptability, and resourcefulness in negotiations.

The key question in considering how EI affects negotiation effectiveness is: In considering these patterns, do they help or hinder effectiveness in obtaining our substantive and relationship outcomes in negotiation? If we determine they limit our flexibility, adaptability, and effectiveness, what can we do to rid ourselves of unproductive patterns from childhood?

Another exercise in an EI workshop is “Understanding Our Hot-Buttons or Triggers.” In this exercise, participants select from a list of emotional triggers the expression of strong emotional responses in negotiations, such as arrogance, abrasiveness, or hostility. The exercise follows with a discussion on sharing strategies on how to recognize and anticipate some of these triggers and confront them to allow for behavioral choice in negotiations.



Additional exercises are designed to develop skill proficiency in key social and relationship management processes such as reflective listening, pacing and matching, anchoring, feedback, assertion, and interest-based negotiation and problem solving.

Following is a summary guide, similar to a checklist, that is helpful for harnessing the power of emotion in negotiations and conflict resolution. We recommend that all negotiators develop their own personal guide to monitor their emotions and apply it whenever they, or their counterparts, are experiencing strong emotional reactions.

### *Self-Awareness: The Foundation of Emotional Intelligence*

*Requires:* Understanding emotional indicators and behavioral patterns

- Increasing awareness of your own behavioral patterns in responding to situations and people
- Becoming aware in the moment when you start to become angry or defensive
- Continuously asking, “If you had what you want, what would having that do for you?” to discover hidden needs, interests, and intentions behind emotions in negotiation
- Assessing emotional reactions as indicators of your emotional strengths and weaknesses
- Enhancing awareness of people’s responses to you
- Using awareness of emotions to stay flexible and adaptable to direct your behavior positively in confronting situations and engaging others
- Increasing awareness of your own and other people’s body language and tone of voice in relation to emotion
- Understanding the causes and consequences of your own emotions

### *Self-Regulation: Mindfulness Is Not Intuitive*

*Requires:* Training and discipline

- Taking personal responsibility for your emotions and thoughts
- Being open to feedback and constructive criticism and continuously striving for improvement
- Responding effectively to criticism

- Understanding perceptual bias and influence of values and beliefs
- When dealing with another's anger, being able to access reflecting listening skills to help your counterpart reduce and channel their strong emotional energy and "create room inside" to listen to you
- When dealing with others' anger, staying resourceful yourself and focusing on the goal of the interaction
- Gathering behavioral evidence to assess counterparts' interests and limitations
- Remaining optimistic about satisfying key mutual interests even when in a difficult negotiation or a conflict
- Using intentional anchoring as a tool to help you access a resourceful state

*Social Awareness: Balance of Needs and Concern for Mutual Gain*

*Requires:* Social empathy

- Developing and maintaining rapport to learn counterparts' interests and gain goodwill
- Building rapport, trust, and credibility by effectively pacing and matching the other's behavior (e.g., regulating tone and volume of voice and pace of speech)
- Displaying curiosity about discovering overt and covert motivations that influence one's own behavior and the behavior of counterparts in negotiation
- Displaying genuine empathy with another's situation, point of view, and emotions
- Displaying success in drawing out others to share their true concerns, fears, and desires
- Reading and interpreting social and cultural cues and responding in ways that serve you rather than embarrass you
- Distancing yourself from counterparts' emotional reactions
- When communicating with others, connecting with their feelings and building trust
- Modeling and encouraging honest and respectful discussion and self-disclosure

*Relationship Management: Integrating Emotion to Inform Decision Making*

*Requires:* Establishing and nurturing relationships in managing conflict

- Redirecting thoughts and emotions to particular goals
- Understanding the importance of cultural and ethnic differences
- Developing networks and alliances to help support you and develop leverage in negotiation
- Developing “low value” trade-offs that result in goodwill, increased trust, and positive emotions
- Despite setbacks and challenges in the negotiation process, continuing to look for areas of common agreement and creative ways to meet the needs of self and others
- Following through on commitments in negotiated agreements
- Using humor effectively in negotiations and not taking oneself too seriously
- Having an accurate self-assessment of one’s ability, leverage, and independent alternatives in negotiations
- Before making decisions in negotiations, giving true consideration to others’ ideas
- Being assertive and making clear requests in ways that counterparts will want to assist
- Communicating clear and convincing messages and information
- Demonstrating consistent ability to develop and nurture relationships, exert influence, and inspire others