


Advertisement

 Springer LinkSearch 


- [Log in](#)

Search SpringerLink

 Search 

- [Published: 04 July 2007](#)

Emotions in negotiation

- [Daniel Druckman](#)^{1,2} &
- [Mara Olekalns](#)³

Group Decision and Negotiation volume 17, pages 1–11 (2008) [Cite this article](#)

- 2721 Accesses
- 58 Citations
- 0 Altmetric
- [Metrics details](#)

Abstract

In this article, we discuss the ways in which emotions influence the course of negotiation. Emotions play a role in the development of relationships among negotiators; they also facilitate or hinder coordination of strategic exchanges. These functions highlight an interplay between information-processing and emotional expressions: intentions are inferred from statements made and nonverbal gestures sent. They are understood as part of an expression game that emphasizes interaction dynamics. They are also understood in terms of the organizational contexts surrounding negotiation. These are some of the themes that surface in the articles contributed to this special issue. An overview of the articles calls attention to key points but also expands on the themes suggested by the authors. The work reported in this issue provides a basis for a continuing research agenda on emotions in negotiation.

This is a preview of subscription content, [log in](#) to check access.

Access options

[Rent this article via DeepDyve.](#)

Buy article PDF

US\$ 59.95

Price **includes VAT** for USA

Instant access to the full article PDF.

Buy journal subscription

US\$ 99

This is the **net price**. Taxes to be calculated in checkout.

Immediate online access to all issues from 2019. Subscription will auto renew annually.

[Learn more about Institutional subscriptions](#)

Rererences

1. Adams JS (1976) The structure and dynamics of behavior in organizational boundary roles. In: Dunnette MD (ed) Handbook of industrial and organizational psychology. Rand McNally, Chicago
2. Anderson C and Galinsky A (2006). Power, optimism and risk-taking. *Eur J Soc Psychol* 36: 511–536
[Article](#) [Google Scholar](#)
3. Anderson C and Thompson L (2004). Affect from the top down: how powerful individuals' positive affect shapes negotiations. *Organ Behav Hum Decis Process* 95: 125–139
[Article](#) [Google Scholar](#)
4. Argyle M, Lalljee M and Cook M (1968). The effects of visibility on interaction in a dyad. *Human Relat* 21: 3–17
[Article](#) [Google Scholar](#)
5. Baron RA (1990). Environmentally-induced positive affect: its impact on self-efficacy, task performance, negotiation and conflict. *J Appl Soc Psychol* 20: 368–384
[Article](#) [Google Scholar](#)
6. Barry B and Oliver RL (1996). Affect in dyadic negotiation: A model and propositions. *Organ Behav Hum Decis Process* 67: 127–163
[Article](#) [Google Scholar](#)
7. Bartunek JM, Benton A and Keys CB (1975). Third party intervention and the bargaining behavior of group representatives. *J Conflict Resolut* 19: 532–557
[Google Scholar](#)
8. Brett J, Olekalns M, Friedman R, Goates N, Anderson C and Lisco C (2007). Sticks and stones: language and on-line dispute resolution. *Acad Manage J* 50: 85–99

[Google Scholar](#)

9. Burke W, Biggert N (1997) Inter-organizational cooperation. In: Druckman D, Singer J, Van Cott H (eds) Enhancing organizational performance. National Academy Press, Washington DC
10. Carnevale P and Isen AM (1986). The influence of positive affect and visual access on the discovery of integrative solutions in bilateral negotiation. *Organ Behav Hum Perform* 37: 1–13

[Google Scholar](#)

11. Clore GL, Gasper K, Gavin E (2001) Affect as information. In: Forgas JP (ed) Handbook of affect and social cognition. Lawrence Erlbaum Associates, Mahwah, NJ
12. Daly JP (1991). The effects of anger on negotiations over mergers and acquisitions. *Negot J* 7: 31–39

[Article](#) [Google Scholar](#)

13. Darwin C (1872). The expression of the emotions in man and animals. Murray, London

[Google Scholar](#)

14. De Dreu CKW, Weingart L and Kwon S (2000). Influence of social motives on integrative negotiation: a meta-analytic review and test of two theories. *J Pers Soc Psychol* 78: 889–905

[Article](#) [Google Scholar](#)

15. DePaulo BM, Zuckerman M, Rosenthal R (1980) Detecting deception: modality effects. In: Wheeler L (ed) Review of personality and social psychology, vol 1. Sage, Beverly Hills, CA
16. Deutsch M (1985). Distributive justice: a social-psychological perspective. Yale University Press, New Haven, CT

[Google Scholar](#)

17. Druckman D (1994). Determinants of compromising behavior in negotiation: a meta-analysis. *J Conflict Resolut* 38: 507–556

[Article](#) [Google Scholar](#)

18. Druckman D (1998). Social exchange theory: promises and prospects. *Int Negot* 3: 253–266

[Article](#) [Google Scholar](#)

19. Druckman D, Rozelle R and Baxter J (1982). Nonverbal communication: survey, theory, and research. Sage, Beverly Hills, CA

[Google Scholar](#)

20. Druckman D, Karis D, Donchin E (1986) Information-processing in bargaining: reactions to an opponent's shift in concession strategy. In: Tietz R (ed) Aspiration levels in bargaining and economic decision making. Springer, Berlin

21. Dunn JR and Schweitzer ME (2005). Feeling and believing: the influence of emotion on trust. *J Pers Soc Psychol* 88: 736–748

[Article](#) [Google Scholar](#)

22. Ekman P (1972) Universal and cultural differences in facial expressions of emotion. In: Cole JK (ed) Nebraska symposium on motivation. University of Nebraska Press, Lincoln, Nebraska
23. Ekman P and Friesen WV (1974). Detecting deception from the body or face. *J Pers Soc Psychol* 29: 288–298

[Article](#) [Google Scholar](#)
24. Ekman P and Friesen WV (1975). Unmasking the face: a guide to recognizing emotions from facial clues. Prentice-Hall, Englewood Cliffs, NJ

[Google Scholar](#)
25. Forgas JP (1998). On feeling good and getting your way: mood effects on negotiator cognition and bargaining strategies. *J Pers Soc Psychol* 74: 565–577

[Article](#) [Google Scholar](#)
26. (1993). Emotion in organizations. Sage, London

[Google Scholar](#)
27. Friedman R, Brett J, Anderson C, Olekalns M, Goates N and Lisco C (2004). Emotions and rationality in mediation: evidence from electronically-mediated disputes. *J Appl Psychol* 89: 369–376

[Article](#) [Google Scholar](#)
28. Goffman E (1969). Strategic interaction. University of Pennsylvania Press, Philadelphia

[Google Scholar](#)
29. Hegtvedt KA and Killian C (1999). Fairness and emotions: reactions to the process and outcomes of negotiations. *Soc Forces* 78: 269–303

[Article](#) [Google Scholar](#)
30. Hopmann PT (1995). Two paradigms of negotiation: bargaining and problem solving. *Ann Am Acad Pol Soc Sci* 542: 24–47

[Article](#) [Google Scholar](#)
31. Irmer C (2003) The promise of process: evidence on ending violent international conflict. Unpublished Doctoral Dissertation, George Mason University, Fairfax, VA
32. Jehn KA (1994). Enhancing effectiveness: an investigation of advantages and disadvantages of value-based intergroup conflict. *Int J Confl Manage* 5: 223–238

[Article](#) [Google Scholar](#)
33. Johnson DW (1971). The effects of warmth of interaction, accuracy of understanding and the proposal of compromises on the listener's behavior. *J Couns Psychol* 18: 207–216

[Article](#) [Google Scholar](#)
34. Keltner D, Haidt J, Shiota MN (2006) Social functionalism and the evolution of emotions. In: Schaller M, Simpson JA, Kenrick DT (eds) Evolution and social psychology: frontiers of social psychology.

Psychosocial Press, Madison, CT

35. Knapp ML and Miller GR (1985). Handbook of interpersonal communication. Sage, Beverly Hills, CA
[Google Scholar](#)
36. Kopelman D, Rosette A and Thompson L (2006). The three faces of Eve: Strategic displays of positive, negative, and neutral emotions in negotiations. *Organ Behav Hum Decis Process* 99: 81–101
[Article](#) [Google Scholar](#)
37. Kray L and Thompson L (2005). Gender and negotiation. *Res Organ Behav* 26: 102–182
[Google Scholar](#)
38. Kressel K, Frontera E, Forlenza S, Butler F and Fish L (1994). The settlement orientation vs. the problem-solving style in custody mediation. *J Soc Issues* 50: 67–84
[Article](#) [Google Scholar](#)
39. Lewicki R, Stevenson M (1997) Trust development in negotiation: proposed actions and a research agenda. Paper presented at the conference on Trust and Business: Barriers and Bridges, DePaul University, Chicago
40. McIntosh DN (1996). Facial feedback hypotheses: evidence, implications and directions. *Motivation and Emotion* 20: 121–147
[Article](#) [Google Scholar](#)
41. Morris MW and Keltner D (2000). How emotions work: the social functions of emotional expression in negotiations. *Res Organ Behav* 22: 1–50
[Article](#) [Google Scholar](#)
42. O'Connor K and Carnevale P (1997). A nasty but effective negotiation strategy: misrepresentation of a common-value issue. *Pers Soc Psychol Bull* 23: 504–519
[Article](#) [Google Scholar](#)
43. Olekalns M and Smith P (2005). Moments in time: metacognition, trust and outcomes in negotiation. *Pers Soc Psychol Bull* 31: 1696–1707
[Article](#) [Google Scholar](#)
44. Olekalns M, Smith P (2007) Willing and able? Trust, affect and power balance as predictors of deception in negotiation. Melbourne Business School Working Paper 2007–08
45. Olekalns M, Roberts C, Probst T, Smith P and Carnevale P (2005). The impact of message frame on negotiators' social judgments. *Int J Confl Manage* 16: 379–402
[Google Scholar](#)
46. Plant EA, Hyde JS, Keltner D and Devine PG (2000). The gender stereotyping of emotions. *Psychol Women Quart* 24: 81–92
[Article](#) [Google Scholar](#)

47. Pruitt DG (1995). Flexibility in conflict episodes. *Ann Am Acad Polit Soc Sci* 542: 100–115

[Article](#) [Google Scholar](#)

48. Rudman L and Glick P (1999). Feminized management and backlash toward a gentler women: the hidden costs to women of a kinder, gentler image of middle managers. *J Pers Soc Psychol* 77: 1004–1010

[Article](#) [Google Scholar](#)

49. Shiota MN, Keltner D, Hertenstein MJ (2004) Positive emotion and the regulation of interpersonal relationships. In: Philippot P, Feldman RS (eds) *The regulation of emotion*. Lawrence Erlbaum Associates, NJ

50. Steinel W and De Dreu CKW (2004). Social motives and strategic misrepresentation in social decision making. *J Pers Soc Psychol* 86: 419–434

[Article](#) [Google Scholar](#)

51. Thompson L (1990). An examination of naïve and experienced negotiators. *J Person Soc Psychol* 59: 82–90

[Article](#) [Google Scholar](#)

52. Tiedens LZ and Linton S (2001). Judgment under emotional certainty and uncertainty: the effects of specific emotions on information processing. *J Pers Soc Psychol* 81: 973–988

[Article](#) [Google Scholar](#)

53. Van Kleef GA, De Dreu CKW and Manstead AS (2004). The interpersonal effects of anger and happiness in negotiations. *J Pers Soc Psychol* 86: 57–76

[Article](#) [Google Scholar](#)

54. Van Kleef GA, De Dreu CKW, Pietroni D and Manstead AS (2006). Power and emotion in negotiation: power moderates the interpersonal effects of anger and happiness on concession making. *Eur J Soc Psychol* 36: 557–581

[Article](#) [Google Scholar](#)

55. Wall JA (1975). Effects of constituent trust and representative bargaining orientation in intergroup bargaining. *J Pers Soc Psychol* 31: 1004–1112

[Article](#) [Google Scholar](#)

56. Walton RE and McKersie RB (1965). *A behavioral theory of labor negotiations: an analysis of a social interaction system*. McGraw-Hill, New York

[Google Scholar](#)

57. Woodworth RS (1938). *Experimental psychology*. Henry Holt, New York

[Google Scholar](#)

[Download references](#) ↓

Author information

Affiliations

1. George Mason University, Fairfax, VA, 22030, USA

Daniel Druckman

2. University of Queensland, Brisbane, Australia

Daniel Druckman

3. Melbourne Business School, University of Melbourne, Melbourne, Australia

Mara Olekalns

Authors

1. Daniel Druckman

[View author publications](#)

You can also search for this author in [PubMed](#) [Google Scholar](#)

2. Mara Olekalns

[View author publications](#)

You can also search for this author in [PubMed](#) [Google Scholar](#)

Corresponding author

Correspondence to [Daniel Druckman](#).


Rights and permissions

[Reprints and Permissions](#)

About this article

Cite this article

Druckman, D., Olekalns, M. Emotions in negotiation. *Group Decis Negot* **17**, 1–11 (2008). <https://doi.org/10.1007/s10726-007-9091-9>

[Download citation](#) 

- Published: 04 July 2007
- Issue Date: January 2008
- DOI: <https://doi.org/10.1007/s10726-007-9091-9>

Keywords

- Emotions
- Experimentation

- Expression games
- Information-processing
- Intentions
- Negotiation

Access options

Buy article PDF

US\$ 39.95

Price **includes VAT** for USA

Instant access to the full article PDF.

Buy journal subscription

US\$ 99

This is the **net price**. Taxes to be calculated in checkout.

Immediate online access to all issues from 2019.
Subscription will auto renew annually.

[Rent this article via DeepDyve.](#)

[Learn more about Institutional subscriptions](#)

- [Sections](#)
- [References](#)
- [Abstract](#)
- [References](#)
- [Author information](#)
- [Rights and permissions](#)
- [About this article](#)

Advertisement