



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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EMOTIONS: A TACTICAL DEVICE IN NEGOTIATION STRATEGY**SHANWAL, V.K.****HEAD****DEPARTMENT OF SOCIAL SCIENCES****SCHOOL OF HUMANITIES & SOCIAL SCIENCES****GAUTAM BUDDHA UNIVERSITY****GREATER NOIDA, GAUTAM BUDH NAGAR -201 308****SINGHAL, N.****ASST. PROFESSOR****DEPARTMENT OF SOCIAL SCIENCES****SCHOOL OF HUMANITIES & SOCIAL SCIENCES****GAUTAM BUDDHA UNIVERSITY****GREATER NOIDA, GAUTAM BUDH NAGAR -201 308****ABSTRACT**

Equilibrium is the law of nature and human disposition is no exception to it. Every person attempts to maintain balance in his life but because of the modern life, words like stress and conflict have entered into our daily routine vocabulary. It's a proven fact that conflicts can create turmoil which has a detrimental effect on our physical as well as mental health. Negotiation is one of the most effective defence-mechanism to resolve various conflicts. Negotiation is a composite of cognitive and emotional activity. The negotiators undergo a myriad of experiences and at the same time, face the challenge of keeping one-upmanship. In the process they have to take into account their own preferences and limits while simultaneously trying to monitor and check the opponent's behaviour. Besides this they have to constantly look for loopholes in the opponent's armour. This makes the process all the more complex because the negotiator has to keep on devising changes in the predetermined tactics and the strategy. This study is to identify different approaches which aim at deliberate and target-oriented positioning of the involved parties as well as ascertain the dynamics involved in decision-making process. And how this results in eliciting desired responses. The endeavour is to propose a model that creates the most beneficial outcome without disturbing the equilibrium.

KEYWORDS

Negotiation strategy, Emotions, Equilibrium.

INTRODUCTION

Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals (Retrieved from website). In present times conflict is part and parcel of anyone's way of life. Conflicts occur due to a variety of reasons: there might be variance, clash, difference or dispute over vested interests. It's a simple fact of life, but when one faces it, it is annoying, irritating, exasperating, infuriating or maddening, depending on the degree of seriousness of the conflict. Conflict can be positive, if we manage it effectively and everyone involved is willing to work towards a positive outcome and find a collaborative solution. If not, it can eat away at us like termites on a rotting wood. The bottom line is that it is a discomforting situation and the resultant is the creation of stress.

Stress refers to the pressure that life exerts on us and the way this pressure makes us feel. (McEwen, 2002)

Stress is often defined as "the response of the body to threat or demands" (Schiraldi & Kerr, 2002). Stress is a mildew which can cause hazardous effects on anyone's wellbeing: this wellbeing is the sum total of physical and mental health. When stress is added upon with other problems it disrupts the equilibrium in one's life and makes even the elementary tasks appear complex. Our response to stressful situations changes the equilibrium of our organism. It can have an alarming effect on behavioural and psychological aspects of life.

To regain the balance, stress needs to be eliminated and for this conflict situation should be resolved. How we engage with conflict can differ from one situation to the next, and there may be various responses to conflict.

"There are three ways of dealing with difference: domination, compromise, and integration. By domination only one side gets what it wants; by compromise neither side gets what it wants; by integration we find a way by which both sides may get what they wish" (Mary Parker Follett, 2003). The Thomas-Kilmann Conflict Mode Instrument (TKI) has been used successfully for more than 30 years to help in understanding how different conflict styles affect personal and group dynamics. The TKI measures five "conflict-handling modes," or ways of dealing with conflict: competing, collaborating, compromising, avoiding, and accommodating. These five modes can be described along two dimensions, assertiveness and cooperativeness. Assertiveness refers to the extent to which one tries to satisfy his or her own concerns, and cooperativeness refers to the extent to which one tries to satisfy the concerns of another person (Thomas & Kilmann, 1974, 2007). One might try to postpone coming face to face with the situation or defer it indefinitely. In relationships this can lead to resentment and ultimately fuel further conflicts. This is a lose-lose situation. In another scenario one may want to have his way and not allow for a compromise. This is a win-lose response. Sometimes a person is happier by giving up or accommodating to let other person have his way. It is a lose-win situation.

A lose-lose situation is possibly created when opponents choose to delegate the decision – and by extension the conflict – to another authority. This is a risky approach, as the delegated authority could resolve the conflict, but not necessarily in both parties' interest. In other times one can be satisfied when compromise is made and both parties give in a little. It may be termed as a win-lose/win-lose situation.

And last but not the least the response that we should strive towards, when everyone involved comes to a solution together and all needs are addressed. We get a win/win situation. The perfect equilibrium is achieved. But does this happen often? Let's examine the following scenarios:

"Ten years old, Rohan, asking for two hours relaxation in bedtime and settling down for 45 minutes."

"23 year old Ritesh is on cloud nine. He has just started his career after facing a rigorous interview. He is elated because he is one of the highest paid employees because he had negotiated the salary effectively."

"There is endless number of meetings, summits and round table talks to resolve Indo-Pak conflict. But the resultant is always an impasse".

The ideal state of affairs would be a win-win situation. But at times it can be a total loss or it might be a compromise. Be it personal life, professional life or public life, negotiations happen all the time, at all levels and everywhere. The spectrum is just astounding. It spans across intrapersonal, interpersonal, business, organizational and national boundaries. In conflict situations, the parties try to take a stand and want to get the maximum leverage out of the situation. To resolve the contradiction, negotiation is the answer. When friendship, authority, reciprocity or requests fail to influence others to give us what we want, negotiation becomes a more prominent choice (Watkins, 2001).

EMOTIONS: A CATALYST IN NEGOTIATIONS

Negotiation is one of the most common and constructive ways of dealing with social conflict. It may be defined as the joint decision making between interdependent individuals with divergent interests (Pruitt, 1998). Negotiating is a complex and cognitively taxing venture. Negotiators need to keep in mind their own preferences and limits and, at the same time, monitor the opponent's behaviour, try to locate his or her limits, and combine all this information to design an optimal strategy (Shu Li & Roloff, 2004). In the 1980s and 1990s, most negotiation research was conducted under a cognitive decision-making framework, which viewed the negotiator as a decision maker faced with an opponent and a situation (Neale and Bazerman 1992). But negotiation is a valuable context in which to explore the consequences of emotions, because negotiations can at times be infused with emotion (Kumar, 1997) and these emotions can shape how we feel about the negotiation and objective outcomes. (Baron, 1990); (Foo & et.al. 2004)

Emotions evolved in part because they provide a valuable mechanism for individuals to coordinate their relationships and interactions with others (Keltner & Haidt, 1999; Morris & Keltner, 2000). There are various components of emotional processes, such as displayed emotions (e.g., Pugh, 2001; Tsai, 2001), emotional labour (e.g., Ashforth & Humphrey, 1993; Hochschild, 1983), and emotional contagion in groups (Barsade, 2002). The outcome of the natural progression towards understanding emotions would be 'Cultivation of Emotional Intelligence'. In its ideal state, EI is the ability to regulate emotion in the self, enabling a more rapid recovery from psychological distress; and the ability to use emotions to facilitate performance by guiding them towards constructive activities and personal performance (Ashkanasy, Härtel, & Zerbe, 2000; Law, Wong, Song, 2004; Mayer, Salovey & Caruso, 2000; Mayer & Salovey, 1997). Emotional Intelligence captures a range of the abilities that includes perceiving emotion, facilitating thought with emotion, understanding emotion, and regulating emotion (Mayer, Salovey, & Caruso, 2000). In EI terms, it is called "emotional literacy" (Mayer and Salovey, 1993). This definition covers four aspects:

The ability to accurately perceive and express emotion in the self;

The ability to recognize and appraise the emotion in others;

The ability to regulate emotion in the self, enabling a more rapid recovery from psychological distress; and

The ability to use emotions to facilitate performance by guiding them towards constructive activities and personal performance (Ashkanasy, Härtel, & Zerbe, 2000; Law, Wong, Song, 2004; Mayer et al., 2000; Salovey & Mayer, 1997; Mueller & Curhan, 2006); (Foo et al.2004).

What we understand by negotiation process is that it is the combination of cognitive and emotional abilities. Researchers and theorists have emphasized the range of cognitive, intrapersonal, and interpersonal abilities needed to enact the challenging process inherent in complex negotiations (e.g., Barry, & Friedman, 1998; De Dreu et al., 1999; Forgas, 1998). It typically manifests itself with a trained negotiator. And if EI is the about a conscious effort for making use of emotions, it can be done in accordance with a plan or a pre-defined strategy and emotions can be used as the means to achieve the end specified in the strategy. In this study we make an attempt to bring together various approaches, involving use of emotions, towards negotiations to draw maximum possible gain out of negotiations.

EMOTIONS IN NEGOTIATION STRATEGY FORMULATION

Strategic emotion or the "on-demand emotional expression" is a specific type of emotional display that can be highly cognitive and influential (Barry 1999). Strategic emotion involves the use of emotional expression as influence tactics; it requires cognitive evaluation on the part of the negotiator who uses these tactics (the strategist).

The emotion management literature indicates that emotional expression as negotiation strategy is closely linked with one's objectives, predispositions and competencies regarding effective display of emotions. Imagine a negotiator who plans for a display of fury to extract a concession from his opponent but who, having a generally happy and agreeable disposition, is incapable of executing such negative behaviour and, contrary to his intention, exhibits a much milder affect state that is not compelling to his opponent at all. Put another way, successful strategic emotion requires accurate assessment of the emotional needs in specific situations, integration of such needs with one's affective tendencies (e.g., some are more prone to positive or negative emotional display than others), and efficacy in deploying the strategy (Li & Roloff, 2004).

The study of emotion and negotiation characterized by social functionalist approach posits that emotion is informative, evocative, and serves as an incentive in social interactions and causes social consequences (Keltner & Kring, 1998). Emotional expressions may also influence behaviour in more competitive settings. Van Kleef, De Dreu, and Manstead (2004) investigated the interpersonal effects of anger and happiness in conflict and negotiation. In a computer-mediated negotiation, participants received messages from their (simulated) opponent that included verbal expressions of emotion. Participants with an angry opponent made larger concessions than did participants with a non-emotional opponent, and participants with a happy opponent made smaller concessions. Negotiators with an angry opponent inferred that the opponent had a high limit (inference), which led them to concede to avoid impasse (strategic behaviour). Negotiators with a happy opponent estimated the opponent's limit to be low, and accordingly they conceded less (Van Kleef, 2009).

There are contradictions to the aforementioned findings regarding the responses to the positive and negative emotional display or affect. For example, positive emotion can signal cooperativeness and trustworthiness, elicit cooperation, trust, and concession from others, and promise rewards for others. Negative emotion, on the other hand, impresses the other party as aggressive, competitive, and reckless, elicits compliance from the other party, and signals punishment or negative consequences for the non-complying opponent (Thompson et al.2001).

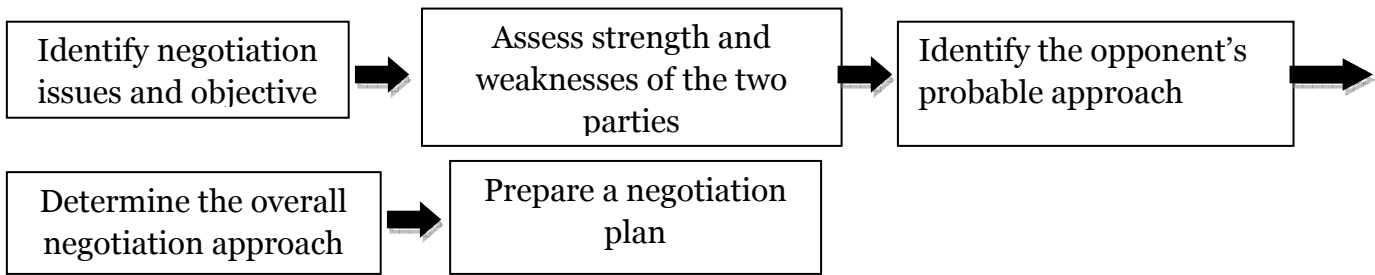
The interpersonal effects of anger and happiness are the result of a process of strategic decision making on the part of the emotion-perceiving negotiator. In other words, negotiators use the information about the other's emotion to design their own negotiation strategy (Van Kleef et al. 2004).

Gerben A. Van Kleef proposed the EASI (Emotions as Social Information) model that is rooted in a social-functional approach to emotion (Frijda, 1986; Keltner & Haidt, 1999; Parkinson, 1996). The premise of this perspective is that, just as mood provides information to the self (Schwarz & Clore, 1983); emotional expressions provide information to observers, which may influence their behaviour. For example, communicating anger may signal that someone's behaviour is undesirable and that adjustment is needed (Averill, 1982); (Van Beest, Van Kleef, Van Dijk 2008). Emotional expressions can also wield interpersonal influence by eliciting affective reactions in observers, which may subsequently affect their behaviour. Such affective reactions consist of two types. First, emotions may spread directly from expresser to observer via emotional-contagion processes, involving mirror-neuron activity, mimicry, and afferent feedback (i.e., physiological feedback from facial, vocal, and postural movements).

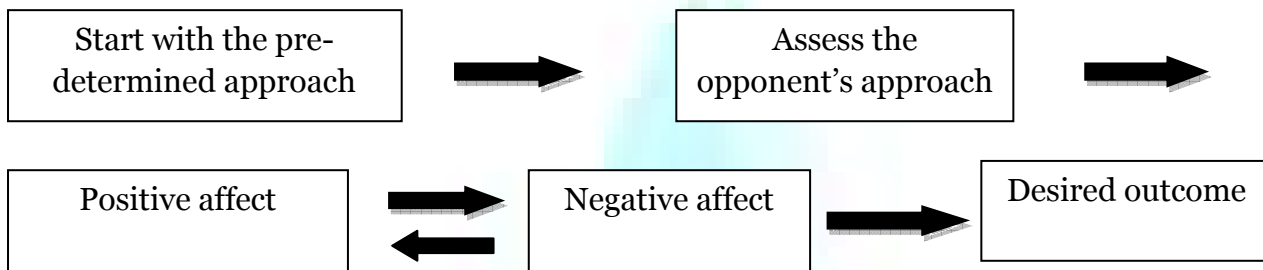
The problem-solving strategy includes tactics such as the exchange of truthful information about needs and priorities, and a set of tactics referred to as "trial and error," involving (a) frequently changing one's offer; (b) seeking the other's reaction to each offer; (c) making larger concessions on items of lower priority; and (d) systematic concession making, where a negotiator explores various options at one level of value to himself/herself before proceeding to a lower level. The contending strategy includes tactics such as threats, positional commitments, contrived arguments designed to get the other to concede, and efforts to raise one's status in the other party's eyes. Past research (summarized in Pruitt, 1981) has found that contentious tactics interfere with the discovery of integrative solutions and that problem-solving tactics facilitate the discovery of integrative solutions (when yielding is prevented) (Carnvale & Isen 1986).

NEGOTIATION ISN'T ONLY A TEST OF WITS; IT'S ALSO A TEST OF NERVES

Juxtaposition of emotional competency and cognitive competency is crucial in making of an effective negotiator. These competencies may be intrinsic or they may be acquired. An able negotiator should have the ability to think creatively and recognize unique approaches for conducting effective negotiation sessions. Before the final act on the stage, preparations have to be made. Laying out a broad outline or a roadmap is analogous to making a strategy. Blueprint of the negotiation process would permit the negotiators to maximize the ability to obtain best value. Preparation of this blueprint is an extensive as well as intensive exercise. The presented paper proposes a model which can prove to be beneficial in empirical research in future.



On the Negotiation Table



Cognitive abilities contribute in exercising attention to details required to plan for the negotiation successfully. This includes gathering, organizing and retaining the related information. Potential negotiation issues needs to be identified. There can be Non-negotiable issues or "must points"; Issues open to concession or "give points"; Issues to avoid during negotiations or "avoid points"; Issues open to bargaining or "bargaining points". Identifying beforehand, the trade off positions that might be acceptable, can become handy during the negotiation. In addition to these he should be able to foresee opponent's probable negotiation styles and approaches. It would be beneficial to estimate opponent's objectives and priorities and also analyse what pressures and constraints will affect the offeror's approach.

SWOT analysis (analysis of strength, weaknesses, opportunities and threats for self and the opponent) by Albert S. Humphrey can prove to be advantageous because bargaining power comes in many forms and is never totally one-sided because both parties have bargaining strengths and weaknesses. The perception of the strengths and weaknesses has effect on both the parties. There might be the possibility that what is perceived does not exist in reality. Whether the perceptions are based on reality or are imaginary, in both the conditions they will influence the negotiation outcome. Apparently, it seems that cognitive abilities would suffice for the successful negotiation but emotions are infused in it and inherent to the process.

The strategic use of emotion in negotiation, according to Barry (1999), is "the wilful use of emotional display or expression as a tactical gambit by an individual negotiator" (p. 94). Various emotion regulation strategies have different implications for attitudes, emotions, and behaviours. (Gross, 1998; Totterdell & Parkinson, 1999) Becoming an emotionally intelligent negotiator involves not only the awareness and regulation of emotion but also the creative and adaptive use of emotion is paramount. Emotions can have an effect on the behaviour of the negotiator experiencing them, on the other party perceiving them, on the relationship between the parties, and on the negotiated outcome. Emotional awareness of our own feelings as well as those of others is the key to becoming an emotionally intelligent negotiator.

After deciding upon substantive goals and strategy, emotions can be used tactically to aid the process. To use an integrative strategy and to promote creativity, trust and cooperation, the negotiator has to create positive affect in self and others—by experiencing it, expressing it, and stimulating it in others. If the negotiation involves parties with whom the negotiator already has or wish to have a long-term relationship, humour, positive feedback, compliments, acknowledging other persons' thoughts and opinions are the tactical tools to be put into use.

The expression of anger has different interpersonal consequences depending on the context in which it is expressed and the power of the persons who observe it. (Van Kleef, De Dreu & Manstead, 2008)

Advantages to using negative affect have been found in the research on emotional expression of anger. In face-to-face negotiations, anger was found to be every effective in extracting value where the other party perceived its options as weak. (Triandis, 1994). This result appeared because a strategic display of anger communicates toughness, and more concessions are made to an opponent perceived as tough. Therefore, where there is a power imbalance, the negotiator with better alternatives can get an even bigger share of the negotiated resources by strategically expressing anger. The same effect was found when the negotiator's negative emotion was conveyed verbally. Subjects who thought they were facing a negative negotiator made larger concessions.

Strategically, expressing negative emotions is risky business because emotions are contagious—we can give them to others. For example, a negotiator who displays hostility may breed further hostility in the other side, which can lead the negotiation to spiral out of control (Fromm, 2007).

Inappropriate displays of anger may trigger feelings of procedural injustice because they may be perceived as unethical and exploitative tactics to try to gain an unfair advantage. Such displays may trigger feelings of interactional injustice because people may feel disrespected when others express anger at them. People tend to engage in aggressive and retaliatory behaviour when they feel unfairly treated. (VanKleef & Manstead 2004)

Some studies had found that negotiators conceded to angry opponents, whereas other studies had found that negotiators retaliated against angry opponents. Negotiators concede to angry counterparts when they have low power, retaliate when they have high power and deem the expression of anger inappropriate, and remain unaffected when they have high power and deem to expression of anger appropriate. (Kleef & Manstead 2004)

The position of a negotiator is unenviable. When the strategy for the process is framed and the outcome also is more or less predefined, he is confined within these boundaries. The only flexibility he can enjoy is using the tactics to get the desired results. And this is not an easy task. The negotiator has to ally and align the path and the goals. During the progression the tactics have to be modified in accordance with the emotional display of the opponent/s which is "correct for the situation and in correct proportion to the evoking circumstances" (Shields, 2005). For example, it may so happen that his negative expressivity causes retaliation or contempt in the opponent. The negotiator will have to change the gears and might have to resort to positive expressivity.

CONCLUSION

"You can't shake hands with a clenched fist" (Indira Gandhi, Prime Minister of India, 1982). It depends totally on the abilities and flexibilities of the negotiator that what would be the outcome of his efforts for resolving the conflict. Participants with high levels of understanding emotions can do something strategic within the negotiation to extract maximum beneficial outcome. It depends considerably on them whether the conflict would escalate and lead to non-productive results or it would be resolved in a positive manner and lead to quality final products, thereby establishing equilibrium and eliminating stressful conditions.

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