

## Anger in Negotiation: What Research Says

People respond angrily in negotiation if they believe the other party:

- Misrepresents
- Makes excessive demands
- Makes what are perceived as insults

Anger influences the negotiation process in two ways.

- It changes how people process information:
  - It narrows their focus, making it more likely that they will stick to their position rather than exploring underlying needs; and
  - It causes them to perceive fewer viable alternatives.
- It changes people's goals:
  - They become more concerned with retaliating or punishing the other party than with working out a mutually acceptable solution.

Positive emotions in negotiation also influence the process.

- Negotiators who feel positively about each other and the negotiation demonstrate greater cognitive flexibility – the ability to see the problem from different perspectives and to think of a range of alternative solutions.
- They are also more persistent in staying with the negotiation process.
- They are more likely to negotiate collaboratively.
- They are more likely to reach mutually agreeable outcomes.
- They tend to feel better about their own actions in the negotiation than angry negotiators.
- They also have more positive feelings about the other party during and after the negotiation.