

## EMOTIONS AND ITS MANAGEMENT IN NEGOTIATIONS: SUSTAINABILITY AND STABILITY ASPECTS

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**Abstract.** The article analyzes the expression of emotions and their management in negotiations in the aspect of coherence and stability. Even in the first half of the twentieth century and in the middle, negotiations meant modest, reserved conversation of unfeeling gentlemen, assuming that all behavior associated with the negotiation is rational from the beginning to the end. Emotions were seen just as a brake of the negotiation process and effectiveness. An attempt was made to create a rational negotiating environment in which there is no place to emotions. The research shows that emotions can play a crucial role in negotiating communication and in decision-making (about 80% of the decisions are adopted on the basis of emotions). It is therefore necessary to learn how to manage emotions in negotiations – both tactical and strategic and ensuring consistency and emotional stability of behavior. The paper based on the analysis of scientific literature, systematic, comparative, logical and synthesis methods tries to disclose the key aspects of the emotional expression in negotiations, justifying the need, opportunities and ways to manage the emotions of the negotiating process.

**Keywords:** Sustainability, stability, emotions in negotiations, emotional expression, the negotiator's emotional needs, emotional control in negotiations.

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### 1. Introduction

Sustainability means harmony – true relationship of all the parts with the whole (e. g. Grybaitė, Tvaronavičienė 2008; Tvaronavičienė *et al.* 2009; Balkytė, Tvaronavičienė 2010; Korsakienė, Tvaronavičienė 2012; Lapinskienė, Tvaronavičienė 2009; Tvaronavičienė, Grybaitė 2012; Lankauskienė, Tvaronavičienė 2012). Even in the first half and in the middle of the twentieth century negotiations meant the conversation of modest, reserved, unfeeling gentlemen, assuming that the whole with negotiations associated behavior is rational, from the beginning to the end. Emotions were seen as a brake of the negotiation process and its effectiveness. However, emo-

tions are an integral part of people's life – we do not just think, but also we are feeling. Ignoring emotions can be associated with two aspects (Robbins 2010). The first of these – the myth of rationality. According to Robbins (2010), from the end of nineteenth century and the rise of science of management, organizations were purposefully modelled in a manner that could in any way to control emotions. A well-structured organization was considered as one which successfully removes the frustration, fear, anger, love, hate, joy, sadness and similar feelings. Such emotions were considered to be opposites of rationality (Robbins 2010: 155). Though has been known that emotions are an integral part of human life, it was tried to

create a rational negotiating environment in which would be no place to emotions. And the second aspect – the belief that any emotion is the obstacle. Emotions were rarely considered as productive, constructive or facilitating a more efficient job (Robbins 2007: 58). While some emotions, such as anger, fear, hatred can sometimes interfere the negotiators to do their job effectively, but it is not possible to escape from them, you cannot ignore them. Emotions often play a crucial role in negotiating communication and bargaining decision-making. It is therefore necessary to learn how to manage emotions in negotiations – both tactically and strategically, ensuring behavior consistency and emotional stability.

*The object of investigation* – emotions and their management in negotiations by coherence and stability aspects of the implementation. *Aim of the article* – to disclose expression of emotions in negotiations, and describe the need, opportunities and ways to manage them in bargaining process. *Research methods* – systematic, comparative, logical analysis and synthesis of scientific literature.

## **2. Emotions in negotiations: the essence and expression**

Emotions are defined as the body's reaction to certain objects, people, irritants or stimuli. As pointed out by Scherer (2003), emotional juxtaposition of rationality goes from Plato's and Aristotle's philosophical arguments. Primacy of rationality against emotions and instincts also declared Ch. Darwin (he said: the emotions – the vestige of instinctive action, and emotion expression–residues of useful moves should disappear with the development of psyche) and S. Freud (who greatly admired Ch. Darwin and emotion down to the source of biological craving and argued that personality development occurs higher feelings) (Hochschild 1979: 353–355). It was later concluded that emotions are an integral part of our lives – they are intertwined with rationality and makes us human. All the emotions, that people are going through everyday life in one or another degree occurs in the everyday work, as well as in negotiations and the negotiating process. Caruso and Salovey (2004: 9–22) provided six principles underlying emotional significance in our daily life and work:

***Emotions are a source of information.*** Emotions arise not chaotic or random. They occur due to certain factors that are important to us; we are annoying,

irritating or stimulating. At the most aggregate level, emotions are described as follows: they occurs due to changes in the environment; starts automatically, quickly generates physiological changes, changes in our approach to focus on the object and what we thought about it, prepares us for the functioning of the individual creates feelings; disappear quickly, helps to cope difficulties to survive and move forward. Emotion is always a signal – so by listening to it and understanding its essence, it is possible to escape from difficult situations to reach a positive outcome. Usually the strongest emotions arise from interpersonal relationships. Emotions differ from moods. Emotions are short-term, transient, and the mood has no the stimulus of the context and is the prevailing internal state, much longer lasting than the emotion, it is the subjective emotional state, operating at that moment to the approach of the environment and its perception. Sometimes after an emotional shock the appropriate mood can survive when a man cannot feel himself.

***Emotions can be ignored, but they will not go anywhere.*** You can try to ignore the emotions, but they never go away, they manifest in different ways and forms. Baumeister and Vohs (2011) research found that the emotional manifestation of depression reduces the information storage capabilities, as the suppression of emotion takes away energy and attention that would otherwise be paid to listening and information assimilation. Other researchers (Neale *et al.* 2008) research shows that if a person fails identically to express their emotions, all of which goes into uncontrollable outbursts of anger, into communication problems. This does not mean that our emotions can flow freely. Instead, we can look for ways to express these emotions and shapes tactics that are not hindered by their occurrence, it would be appropriate to the situation and damage to interpersonal relationships. One of those ways – emotional reassessment, looking at the matter in a broader context, trying to reformulate them in a more constructive and more appropriate form. So, we can look into the situation as a challenge that must be resolved, or try to get a lesson from the situation. The emotional strength can be used as a springboard for success, and productive activities.

***Emotions can be hidden, but it is not always possible to do this so good, as we want.*** Often, trying to hide how we really feel, in order to protect ourselves and to protect others. We say that everything is good

while in reality it is not. We argue that we do not worry, even though everything is bubbling inside. Emotional control and restriction of their expression severely affects organizations. Working people are forced not only to hide their emotions, but also to show the exact opposite – display of “working a smile”, played by anger that everyone knows what’s “real boss” – this is just a small part of those performances that involve working people. How this ultimately ends? Research has found that emotions, especially negative attenuation determines both physical and mental health effects, employees concerning the permanent emotional suppression are losing their motivation to work, experiencing emotional burn-out; there are common cases when emotions poured out on innocent people or situations that are not directly related to the origin of these emotions. The results of research linking facial expressions and lies showed that it is possible to recognize a lie by observing breaks in human speech, speech errors, and short-term emotional manifestations. Thus, our desire to hide our emotions or engage in purely rational aspirations at work can lead to failures in decision making and to create a climate of mistrust, because there will always be people who will read our emotions and feelings.

***In order to be an effective solution, it is necessary to take into account the emotions.***

Our emotions affect us personally and others – we like it or not. Simply: no decisions are made without emotion. Even today, a very common view is that the human personality twofold: a rational being (including consciousness, rational thought) has counter irrational impulses (arising in our bodies characterized by an emotions). We do not rely on emotions as irrational and unwanted impulses, which will return us back to a lower level of evolution. In fact, emotions must be welcomed, accepted, understood and properly utilized. Scientific research shows that emotions affect our thinking in different ways. Studies have shown that positive emotions (happiness, joy), a good mood determined by the fact that:

- we think more widely, we can think about a few things at once;
- there are new and creative ideas;
- consideration of diverse possibilities, alternatives.

Positive emotions encourage us to explore the environment, new ones, and this leads to the diversity of our behavior. Meanwhile, negative emotions (fear,

anger):

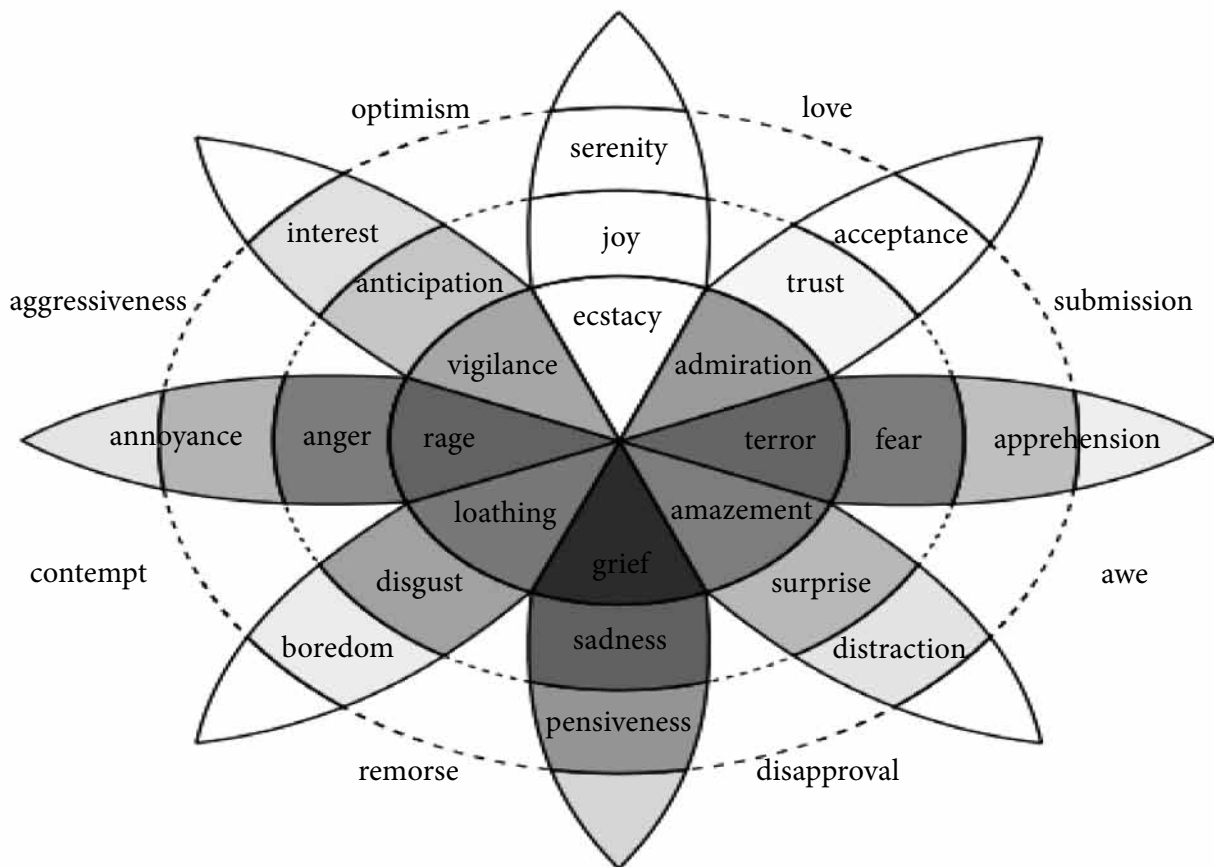
- leads to greater focus on concentration,
- requires us to analyze the details;
- to look for mistakes and glitches.

Negative emotions signal that we need to change something, and narrow our focus and understanding of the field and leads to a situation that we choose the right way to respond. Thus, the aim should not be to get rid of emotions, but to use them, they provide information in order to make better decisions. It is said that there is a time for peace – for positive emotions, and there are times of war – the negative emotions. Effective business negotiations require a broad spectrum of emotions, it is therefore unnecessary all the time to smile happily and avoid conflicts.

***Emotions obedient to laws of logic.*** Emotion does not come from nothing. Their emergence, growth and intensification are determined by the irritant, stimulus, and motive. Distinction is made between positive and negative emotions. Positive emotions: joy, happiness, love, ecstasy, euphoria, and so on. Negative emotions: rage, jealousy, hatred, aggression, and so on. Every positive meets negative emotion: joy – sadness, love – hate, etc. According to Plutchik (2002) emotions, feelings are of different intensity. Plutchik (2002) proposed the model of emotional intensification, which accurately reflects the continuity – when it goes gradually from a lower to a higher level. Plutchik (2002) argues that emotions are feelings of different intensities. The most intense emotions are anger, ecstasy, alertness, admiration, terror, surprise, grief and hatred.

According to Plutchik (2002) the achievement of joy as the primary emotion associated with secondary emotions: an invigorating, fun, enthusiasm, satisfaction, optimism, admiration, and others. To emotion of anger leads the secondary emotions: irritation, annoyance, abomination, jealousy, suffering, and so on (See Fig.1.). The longer and more intensive the stimulus act – the more intensifying are emotions. For example, failure to comply with a given word, repeated and unjustified delay in implementation time can lead to the manifestation of anger emotion. However, in this intensification of emotions are involved the rational mind, the logic: every time we take records in timing compliance of execution, various false, unjustified use of arguments.

Gradually, the emotion we felt is growing and can result in a very intense form.



**Fig.1.** The circle of emotions

*Source:* Plutchik (2002)

***There are both universal and specific emotions.*** Customs, manners, ethics, and morality differ in different continents, regions, countries, nations. But with the emotions are otherwise – there are universal emotions that both in Europe and in Madagascar have interpretation in the same way. Happy face all over the world will be interpreted as a happy face, and surprised face – as a surprised face. Happy and sad face though everywhere is equally understandable, but that does not mean that we are showing it in the same way. Our public culture teaches us how to show when everything goes well and what to do when things are bad. Emotional display rules are in the form of hidden knowledge. It is the knowledge that we rely on, but do not know how they were acquired. However, recognizing other people’s emotions expressed there are important and specific elements of emotional expression. Emotional display rules are different in the organization also. Expression of emotions depending on the organization, the country’s customs, culture and morality are often different. For example, people in the capital city operating in modern marketing and advertising agency,

may be encouraged to communicate directly, freely express their emotions and thoughts, and in university – conservative and reticence, the attitude of self-expression, reserved emotion expression will be of great value. Different cultures also have different emotional display rules.

For example, if the owner in France with the guests saying goodbye kiss on both cheeks – are normal, while in the U.S. it would be considered bad emotional display, but in France the following acceptable to express feelings. In Japan, for example, even when up on your upset, but would still be in the face a smile. An important influence on emotions have sex. Studies have found that women are more emotional, their emotional intelligence is higher. Acceptable when a man is aggressive, but if a woman is as follows it is said that she is manly. If a woman leader shows the joy, then it is a “typical woman” that she is “soft”. Gender roles in the workplace say that what is for men, not always suitable for women. Considering that in negotiations earlier was emphasis on rationality (for example, to separate people from the problem by Fisher and Ury 1981), the negotiations were

practically the business of men. Increased women's emotionalism in negotiations was considered useless or even harmful to their success.

Although more research reveals the emotional impact on the process of the negotiations and the efficiency (Barry *et al.* 2006; Li and Roloff 2006), some are the works about the positive and negative emotions in negotiations (Kopelman *et al.* 2006, 2007, 2011; Kopelman and Rosette 2008, Mayer *et al.* 2008; Potworowski and Kopelman 2008), we can firmly state that emotional management in negotiations – is still very low researched area. Research and practice show that experienced negotiators are able effectively manage their emotions; emotions predict demonstration results and their potential impact on the final results.

The emotions shown in non-time and in the wrong place can lead to a negative outcome of the negotiations. To learn how effectively manage emotions in negotiations you need to have a substantial practical negotiating experience – to experience and manage emotions in the real context of the negotiation. Negotiating behavior including emotional behavior, simulation in workshops by exercises can influence more or less the negotiating capacity-building, but the real importance of practical experience in the business cannot be replaced because that any interpersonal communication in real bargaining process takes place in a unique environment, with a unique personality, using a unique strategy for negotiating objectives, selecting appropriate tactics, etc. The negotiators are reaching the highest negotiating competencies on average after about 10,000 hours of real bargaining (having about 10 years of negotiating experience). It is clear that depending on the particular individual, his personal qualities and other things these limits can change both one and the other side (Ericsson *et al.* 1993; Ericsson 2006). Acquired knowledge in real negotiating activities, skills, abilities as a negotiator competence elements form the basis of personal skills development: enables the identification of a new situation, to identify the new (compared to the earlier deal with situations) parameters and to choose the means and working methods that master the situation. Here occurs not only the knowledge, skills, abilities, but also the practical situation experience. Negotiating activities – is a way to gain experience during certain subtleties of showing justification, arguing with contra arguments, persuading, manipulating, in response to manipulation of the suggestion.

So, in a real negotiating activity negotiator learns and develops their negotiating competencies in order to master the more methods of influencing, including and emotional.

The negotiator, as well as many modern workers performs physical, mental and emotional work. Emotional work – an organization's desired expression of emotions in dealing with people (Robbins 2007: 59, 346). This concept had introduced A. R. Hochschild in 1979. He divided at work demonstrated into felt and disclosed emotions (Hochschild 1979). Felt emotions are the real experienced by person emotions. In contrast, the emotions shown are those that actually not survive, and are played in, learned to demonstrate more or less convincingly. It is obvious the negotiator, representing the organization, the company performs an emotional work, showing or hiding certain emotions.

Emotions in negotiations – are feelings arising at some moment and showing how the bargaining negotiator is assessing the situation in relation to his own or represented organization's needs and according to possibilities of satisfaction at that time. Emotional expression – is set of mental, somatic and behavioral changes after the impact of certain irritant or stimuli. Emmy van Deurzen (2009) states that any person going through the emotion has both a positive and negative effects. Emotions – felt or played by and demonstrated in the bargaining may have some impact:

- to the opponent, to the interviewer;
- to the other side of the negotiation (if negotiating team);
- to negotiating team.

Emotional expression in the bargaining process, besides close verbal and written communication, is the most important tool for negotiators to understand each other and has a substantial impact on the results of the decision-making performance. Smart use of emotions in negotiations can help negotiators to deal with the problems much more effectively and more quickly, to gain more influence over the other side of the negotiation. The ability to use emotions in the place and in time during the bargaining process can be a strong element of impact, ensuring the efficiency of negotiations.

Theoretically, expression of emotions (both positive and negative) in the negotiations may have the following effect on the performance of the negotiations:

- expression of positive emotions can have a positive impact on the efficiency of negotiations;
- expression of negative emotions can have a negative impact on the efficiency of negotiations;
- expression of positive emotions can have a negative impact on the efficiency of negotiations;
- expression of negative emotions can have a positive impact on the efficiency of negotiations;
- expression of emotions may not have any impact on the efficiency of negotiations.

As pointed out by Stephen P. Robbins (2007: 59) the emotions felt and displayed often differ. Some people find it easier to separate felt and displayed emotions, while others naively believe that displayed emotions are indeed what these people are feeling (Robbins 2007: 59–60). Felt emotions may be disclosed to the other side of the negotiation, or with a greater or lesser degree concealed. Become angry – facial muscles contract, and felt that satisfaction – facial muscles relax, the man is smiling. On the given irritant or stimulus perception physiological response arise agitation (shaking, flushing, sweating, rapid heartbeat, and so on.). So emotional reaction characterized by impulse (irritant or stimulus), the physiological agitation and cognitive assessment of the situation at the same time. Emotions negotiations can occur when the opponent's behavior, environmental events are seen as a significant causing emotional stress, which can be attributed to the opponent, or environmental factors. Emotion is determined by assessment of the situation, granting it one or another meaning. This determines the strength of the emotion and character. The situation in the course of negotiations can be evaluated as threatening or as favorable or even as funny (for example, the case of misguided bluffing). It is not always possible to predict whether or not the situation will cause emotions of the other party, because it depends on how the opponent subjectively will evaluate the situation. Demonstration of emotions can be used as an integral part of the negotiating tactics. For example, "good guy" and "bad guy" negotiating team – the "bad guy" showing anger, rage, frustration, and a "good guy" is tactful, calm, pleasant, sometimes criticizing, shaming "bad guy". But in fact, they are negotiating team, which in advance have distributed the roles of emotional show. In another tactic – the "better offer" – when one side of the negotiation shall submit its proposal, the other side of the negotiation states that already have another purchaser's (seller) proposal and

even better. Here is also necessary to demonstrate a convincing emotion. Third – the "frown" – tactics, when one side of negotiations request of the relevant price for the product or service the other side of negotiations play a very unpleasant astonished, shocked, overlooking the distrust, frown of surprise, retreating a few steps, etc. This tactic approach requires a good performing arts and expressive emotions. When trying to implement many negotiating tactics it is necessary to show, to demonstrate stronger or weaker emotions. Sometimes one side of the negotiation has a purpose – to irritate his opponent and cause emotions, which do not concentrate on the purpose, to act rationally and effectively to achieve the targets set in the negotiations.

Positive emotions which are emitted by the two negotiating sides increase the chances of reaching an agreement. Negotiators experiencing positive emotions in the bargaining process, use less aggressive tactics, are more creative, show respect for the opponent, his aims and prospects. In case of positive emotions even improves the cognitive, sightseeing, logical expression of the negotiator's skills. In the atmosphere of positive emotions negotiators are willing to help one another, to enhance communication, they are more empathetic. However, such negotiations, which often take place in the atmosphere of high enthusiasm and intensity – may be too risky. Such emotional instability should cause concern. Nevertheless you should try to create a calm and stable climate for negotiations. The atmosphere of warm feelings in negotiations is possible, but bargaining should be based on logical assertions conclusive and rational decisions. In our opinion, if we want to achieve our goals and solve complex problems, we must reduce the degree of emotionally and ensure emotional stability.

In contrast, negative emotions have a negative effect in negotiations. And the bargaining process that occurs in the negative emotional atmosphere leads to the fact that one party becomes antithetical to the other and wants to take revenge, even for minor opponent's negative emotional displays. Such an emotional bargaining atmosphere can interfere the debate; there it is difficult to negotiators to deal constructively. Therefore, in such situations it is appropriate to use tactics eliminating emotional tension. For example, one of these tactics may be – to declare in negotiations pause and go out for a walk with the negotiators.

Leaving the area of negotiations allows you to change the environment. It provides opportunities and space for switching to common to all mankind relationships, take a break, relax and re-charge themselves. Walking next replace personal space field, while walking alongside people are looking at the same direction are in equal positions, and people do not fight eyes war as sitting against one another opponents who share something.

### **3. Managing emotions in negotiations: tactical decisions in the coherence and stability approach**

During the negotiation, the negotiator feels that his opponent may have more or less impact on the attainment of his objectives, or shall not permit him to get what he had planned – his emotions often begin express themselves ever more intense. Some level of conflict is inevitable. The more important situation is – the more intense emotions. Confrontational situation can turn into a destructive direction. When negotiators give up emotions, this is what happens: they do not focus on the objectives, benefits, needs, or the effective communication but they are seeking revenge, retribution, punishment to the other side. The transaction does not take place objectives are not met, and none of the parties do not satisfy their needs. Negotiators are losing the ability to concentrate on the essentials, are losing the ability to make rational, informed decisions. And eventually the results of negotiations are miserable.

These reasons can evoke emotions in negotiations (Stuart 2010):

- one of the parties is obviously blatantly lying, concealing or distorting the facts, provides incorrect complaints;
- one of the parties violates the commitments or agreements, incur obligations, or does not come to an agreement;
  - one party devalues the other side, insults it threatening her, treats it hostility, hampers to be themselves, accuse her longbow, talks behind her back, doubts its power and reliability;
- one of the parties is a greedy, selfish – puts excessive demands exceed their mandate does not in good faith or fail to reciprocate to manifestations of good will;
- one party is non-disciplined – are not adequately prepared to negotiate, is not consistent in its action;

– one of the parties does not meet the expectations of the other party – did not come to talks, behaves incorrectly with the other side.

Negotiators, like any other people have the relevant emotional needs. For example, they want to be treated fairly by their actions, or want to get for their actions the recognition, or want to get the membership of a particular social class feel. Emotions as intangible needs are part of the negotiation. The two sides always want to feel emotionally comfortable, want to be heard, to have opportunities to express their views, concerns and, in the end, want to create a good deal. However, in negotiations if these needs are not taken into account will probably not be achieved agreement. Clever use of emotions in negotiations can become a big advantage and superiority against an opponent who does not use efficiently the emotions and unable to control them, as it would have been useful. Studies show that experienced negotiators know how to manage their emotions and are able to assess their effects on the results. Negotiators, manipulating emotions, simulating them often underestimate the long-term effects of the relations between the parties. After development manipulator, often such relationships are lost. Often negotiator simulating the emotions, imitating is seen as a cheater who wants to extend the benefits of himself. Some negotiators even like to talk about how they used the emotion simulation during the negotiations and how this approach has borne fruit. The problem is that this approach is too risky and unpredictable in terms of results. In addition, it is cynical and untrustworthy negotiating tactics act as ruining relationships.

Studies show that the ultimate statements, enriched with emotions, increases the rate of unsuccessful negotiations end (Stuart 2010). Another side of the negotiation frequently understand these requirements, as a manifestation of dishonesty, and sometimes refuse profitable deals – only because to resist against ultimatum. Studies have also shown that deals are accepted only by about half of the negotiators, if they are presented in the background of negative emotions (Stuart 2010). Meanwhile, the mutual trust in the negotiations is a huge asset. If one side of negotiations see that the other side represents false emotions in order to affect it in such a way, it may be that in future it will never want do business with it, if it just will be practically possible. An important problem in the use of emotions in negotiations is that the more

frequently emotions are used; the less effective they are (Stuart 2010). If we shall raise your voice one time or another – this can be very effective. If we are shouting constantly we shall be surname loudmouth and will lose confidence. The same can be said about withdrawal from the negotiations. Tone change may give a spectacular effect when this action is used occasionally. If we are normally a calm people, we can sometimes raise your voice. And if we are willing to talk a strong powerful voice, sometimes we say the words gently and quietly. However, such behavior must be carefully considered and weighed.

Many of negotiators believe that a threat – is one of the most of reasonable and justifying negotiations techniques. But, in fact, intimidation tactics are least effective. Threats cause emotions of another side of negotiations for which it has less chance to see the whole clearly and objectively.

Due of emotions negotiators can give up their benefits and make decisions that are not useful for them. Thus, they may not provide adequate interest to another side threats. Studies have shown that negotiator who use threats, have successfully negotiated twice less than those who do not use threats in such situations (Stuart 2010). So why the negotiators use threats? Due to the fact that they miss the negotiating skills or experience. Many of negotiators simply do not have ideas on how to negotiate effectively to meet their needs. In the attempt to force us to do something – we feel that it is encroaching on our self-esteem and self-worth. Then, in response to threat or an ultimatum – resistance to opposing player – performing the opposite action than required.

So, how to manage emotions during the negotiations? First of all, you need to think about both sides of the negotiations – about ourselves and companion. Below we discuss how to deal with our emotions. If we are very agitated, emotional – we will not get benefit in the negotiations at the time. If we feel that our emotions are growing – we need to stop, take a break – we need to rest and relax. If we unable to do so – then we are not the most right person for negotiations, at least at this time. It is appropriate to take a break, maybe a little longer break that can calm down, or we need to try to obtain aid from other people. If we are trying to negotiate when we are depressed, angry, or experiencing any other strong emotions – we will soon forget their negotiation goals and needs – and will find ourselves in trouble.

Also, we can try to eliminate the problems saying to opponents, the interviewers: “I am frustrated, emotionally irritated – so I can tell you one other slightly sharper word. Please, heavily do not respond to this”.

This method works best when the other side of the negotiating behave with compassion. Thorough preparation – is a good tool not loses focus on your negotiating purposes. Put down rising emotions can contribute to analysis of material prepared for negotiations or focus attention to other things, thinking about pleasant things. Trying emotions not to turn during bargaining – you can reduce the expectations associated with the negotiation. If we will go into negotiations thinking that the other side is unfair, harsh, will attempt to cheat us – we probably will not be disappointed, and do not survive strong emotions at the meeting. When we reduce the expectations of the negotiating – negotiations are rarely frustrated, but often we can be pleasantly surprised. It is important to prepare correctly ourselves psychologically. Let's not forget one important phrase: “Revenge – is a dish that is served cold”. When all around us are angry, it is best not to be similar to them – it will not help. Let us not allow their feelings “spill-over” to us. We can say to ourselves, “They're trying to distract me from my goals”. Do not let others manipulate us. If we are angry on something – we are destroying our goals. Do not let the other side of the negotiations to compel us to hurt yourself. We are able to control our own emotions more or less. How to manage the emotions of the other side of the negotiation? The first step to effectively manage the emotions of others – is to feel and understand when our negotiating opponent is overwhelmed by emotions. It is not always obvious, it is not clear at first glance. According to the culture of their people, for example, such as the English and the Finns are less expressive than the Spaniards and Italians, but that does not mean that they are less experiencing emotion. Some people are calm on the outside, but internally are vibrant. The key thing to capturing the opponent's emotional frustration – to set the moment when he is already beginning to undermine his interests, needs and goals. In such a state people are limited and does not listen what was told for them. In such a situation it is necessary to activate the opponent's ability to hear, as if he does not listen – he cannot be convinced by any rational argument (Stuart 2010). This should be done due to the fact that stable, harmonious organized and managed (and therefore predictable)



negotiations are always effective.

R. Fisher's and D. Shapiro's book "Beyond Reason: Using Emotions as You Negotiate" (Fisher, Shapiro 2005) states that negotiators often do not know how to react and how to deal with rising emotions during negotiating – both with their own emotions as well as the opponents. The authors argue that emotions are complex and ever – changing, and in the end, passing – so attempts to capture their expressions and understand their significance takes a lot of time and effort. The authors propose to focus on five core concerns of both your and opponents during negotiating time, generating a negotiating atmosphere: the recognition of personal relationships (partnerships), autonomy, status and role. They argue that the core concern of these negotiations is not less important than the subject of negotiations or material interests of the negotiating parties (Fisher Shapiro, 2005: 15). Each of these five requirements has some impact on the overall emotional climate of the negotiations and the other negotiating party (Table 1). Depending on the circumstances of the negotiations, the context in the first place may raise one or the other negotiator's emotional need and it is therefore not surprising. According to the authors, the process of negotiations needs to watch through the prism of the five basic needs. During the negotiations we must constantly make sure that we take into account the opponent's emotional needs, in accordance with the situation. In order to understand how we are doing, helps external signs how our basic concerns are met, we experience joy, pride, we feel raise – we are in a state of inspiration to work productively with the negotiation opponent and believe in their willingness to engage in joint decision-making. If our concerns are ignored, then, as a rule, we feel the tension, frustration, anger, or even hatred. The result – beginning to lose confidence in an opponent, trying to do everything themselves alone and do not agree with the proposals, which are fully in line with our interests.

**The need for recognition**, their personality and a positive evaluation of the results has a significant impact on people and their behavior. If we feel the great respect for negotiating opponent – we feel free about it him, we have to say. Because until we did to him supposition – he will not know how we appreciate. When we know that we are valued we are in more diligent and tend go on to the cooperation. In order to improve the negotiating atmosphere, it is necessary to try to see the positive side of what makes

the opponent on the other side of negotiating. If we disagree with the opponent – we try to recognize the opponent's right in your approach. If difficult for us to do so for our beliefs – we can take the "impartial observer's" role. And most important: recognizing opponent's right to their own reasoning, we do not necessarily agree with those arguments.

**Personal relationships (partnership)**, relations with the opponent are also very important. If to the opponent in negotiations we look as at the enemy – this attitude only harms the overall performance. It is necessary to seek common ground. The importance of such an approach is often devaluated, despite its crucial importance for the success of negotiations. Developing togetherness relations with the negotiation opponent it is necessary to search for things that connect the two negotiating parties. Is necessary to learn about negotiating opponent as much as possible – maybe you learned together, maybe you come from the one country, maybe you have the same hobby, maybe "sick" on the same basketball team, maybe children simultaneously are learning, etc. Pay attention to the similarities of opponent at the beginning of the negotiations.

**The need for autonomy** is associated with the ability to control your own lives, make decisions independently, without any pressure. Another side of the negotiation must have its own personal space. Sometimes, it is trespassing into the opponent's territory, prompted by the decision option, etc. But need try to keep the balance between submitting proposals we can ask the opponent therefore present its alternative solutions. The brainstorming techniques can be applied of both negotiating parties. If our activities are related to other people, such as the head of the negotiating team, before making a decision, it is appropriate to consult, negotiate with them. Maybe not all team members have valuable suggestions, but they will feel important, will be able to express their views.

As is known, a higher status enhances self-esteem gives to the words "weight" and has a greater impact on the opinions of others. Therefore, the negotiating parties in all sorts of means try to prove that their status is higher. But such behavior lies in some of the dangers. The struggle for higher status may cause friction between the partners and reduce their willingness to cooperate. Personality is not constant – it can change depending on the communication situation. Therefore, it is necessary to be polite and respectful to all. It should be noted that any person can have a high position in his field.

**Role determines the direction of our business, and gives it meaning.** Being head of the negotiating team will have to conduct one activity and the other – being an ordinary member of the negotiating team, but with the appropriate role of a team. Play a role we need to understand what goals we need to achieve and what we need to techniques available for use. Any the role includes not only the necessary steps, but also gives some space – we can use it in support of role in my own personal qualities and do. What you pay for the best. Observing the opponent of negotiations need to find out and understand his role in the negotiations. It may be that some people oppose simply because he wants to play its role. We can help him to look at his position from a different angle and different understanding of his role. For example, let’s unfulfilled negotiating opponent ask for advice on discussed topic. Thus, we propose an opposing player to move from the role of a cranky child to an adult advisor role. Ability to move to a higher position, which requires self–restraint and wisdom, can change the opponent’s approach to a more favorable direction for us. Negotiations, sometimes we have to be a good listener – sometimes a mediator and sometimes sceptic.

the outcome of the negotiations. So, in order to create a positive atmosphere in the bargaining, we try to be polite, positively assessing ideas of other side, its hobbies, thoughts, behavior, status, roles, provide the other side of the negotiating autonomy, including the right to take independent decisions.

**Conclusions**

Feeling of own and the opponent’s emotions, understanding their cause, ability to control or display them , can play a crucial role in bargaining and negotiating communication, in decision–making (for example, research show that about 80% of the decisions are accepted on the basis of emotions). While some emotions, as anger, fear, hatred may interfere the negotiator carry out his work efficiently, but since they cannot escape, they cannot be ignored, because they never go away, they still manifest in different ways and forms.

Research and practice show that experienced negotiators are able effectively manage their emotions; emotions predict demonstration results and their potential impact on the final results.

The emotions shown in non-time and in the wrong place can lead to a negative outcome of the negotiations. To learn how effectively manage emotions in negotiations you need to have a substantial practical negotiating experience – to experience and manage emotions in the real context of the negotiation. Negotiating behavior including emotional behavior, simulation in workshops by exercises can influence more or less the negotiating capacity–building, but the real importance of practical experience in the business cannot be replaced because that any interpersonal communication in real bargaining process takes place in a unique environment, with a unique personality, using a unique strategy for negotiating objectives, selecting appropriate tactics, etc.

Acquired knowledge in real negotiating activities, skills, abilities as a negotiator competence elements form the basis of personal skills development: enables the identification of a new situation, to identify the new (compared to the earlier deal with situations) parameters and to choose the means and working methods that master the situation. Here occurs not only the knowledge, skills, abilities, but also the practical situation experience. Negotiating activities – is a way to gain experience during certain subtleties of showing justification, arguing with contra

**Table 1.** The Five Core Concerns

Core Concerns	When the Concern Is Ignored...	When the Concern Is Met ...
<b>Appreciation</b>	Your thoughts, feelings, or actions are devalued	Your thoughts, feelings, and actions are acknowledged as having merit
<b>Affiliation</b>	You are treated as an adversary and kept at a distance	You are treated as a colleague
<b>Autonomy</b>	Your freedom to make decisions is impinged upon	Others respect your freedom to decide important matters
<b>Status</b>	Your relative standing is treated as inferior to that of others	Your standing, where deserved, is given full recognition
<b>Role</b>	Your current role and its activities are not personally fulfilling	You so define your role and its activities that you find them fulfilling

Source: Fisher, Shapiro 2005:17

Fisher and Shapiro (2005) claims that these five basic emotional needs if they are satisfied, they motivate negotiators, strengthens relationships and improves

arguments, persuading, manipulating, in response to manipulation of the suggestion. So, in a real negotiating activity negotiator learns and develops their negotiating competencies.

Positive emotions which are emitted by the two negotiating sides increase the chances of reaching an agreement. Negotiators experiencing positive emotions in the bargaining process, use less aggressive tactics, are more creative, show respect for the opponent, his aims and prospects. In case of positive emotions even improves the cognitive, sightseeing, logical expression of the negotiator's skills. In the atmosphere of positive emotions negotiators are willing to help one another, to enhance communication, they are more empathetic. However, such negotiations, which often take place in the atmosphere of high enthusiasm and intensity – may be too risky. Such emotional instability should cause concern. Nevertheless you should try to create a calm and stable climate for negotiations. The atmosphere of warm feelings in negotiations is possible, but bargaining should be based on logical assertions conclusive and rational decisions. In our opinion, if we want to achieve our goals and solve complex problems, we must reduce the degree of emotionally and ensure emotional stability.

Negative emotions have a negative effect in negotiations. And the bargaining process that occurs in the negative emotional atmosphere leads to the fact that one party becomes antithetical to the other and wants to take revenge, even for minor opponent's negative emotional displays. Such an emotional bargaining atmosphere can interfere the debate; there it is difficult to negotiators to deal constructively. Therefore, in such situations it is appropriate to use tactics eliminating emotional tension. For example, one of these tactics may be – to declare in negotiations pause and go out for a walk with the negotiators. Leaving the area of negotiations allows you to change the environment. It provides opportunities and space for switching to common to all mankind relationships, take a break, relax and re-charge themselves. Walking next replace personal space field, while walking alongside people are looking at the same direction are in equal positions, and people do not fight eyes war as sitting against one another opponents who share something.

Clever use of emotions in negotiations can become a big advantage and superiority against an opponent who does not use efficiently the emotions and unable

to control them, as it would have been useful. Studies show that experienced negotiators know how to manage their emotions and are able to assess their effects on the results.

Thorough preparation – a good tool for avoid losing focus on your negotiating purposes. To calm rising emotions can help the negotiations for an analysis of the focus on other things, thinking about pleasant things. Trying emotions not to turn during bargaining – you can reduce the expectations associated with the negotiation. If we will go into negotiations thinking that the other side is unfair, harsh, will attempt to cheat us – we probably will not be disappointed, and do not survive strong emotions at the meeting. When we reduce the expectations of the negotiating – negotiations are rarely frustrated, but often we can be pleasantly surprised. It is important to prepare correctly ourselves psychologically.

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