**TEXT**

**Emotion and the Art of Negotiation**



Negotiations can be fraught with emotion, but it's only recently that researchers have examined how particular feelings influence what happens during deal making.

**Anxiety** leads to poor outcomes. You will be less nervous about negotiating, however, if you repeatedly practice and rehearse. You can also avoid anxiety by asking an outside expert to represent you at the bargaining table.

**Anger** is a double-edged sword. In some cases it intimidates the other parties and helps you strike a better deal, but in other situations, particularly those involving long-term relationships, it damages trust and goodwill and makes an impasse more likely. To avoid or defuse anger, take a break to cool off, or try expressing sadness and a desire to compromise.

**Disappointment** can be channeled to reach a more satisfactory outcome. Before disappointment becomes regret, ask plenty of questions to assure yourself that you've explored all options. And don't close the deal too early; you might find ways to sweeten it if you keep talking.

**Excitement** isn't always a good thing. Getting excited too early can lead you to act rashly, and gloating about the final terms can alienate your counterparts. But if feelings of excitement, like other emotions, are well managed, everyone can feel like a winner.