

# Emotions in Negotiation

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«Traditional negotiation models have exalted rationality to a privileged status. (...)

The (...) problem that stems from an over-emphasis on rationality is treating emotion as invisible within or destructive to the bargaining process. (...)

What alternatives exist for valuing emotions in negotiation and for positioning feelings as legitimate in their own right? A transformative view of negotiation might treat emotion as the critical moment in which the nature of a conflict shifts. Through its chaotic nature, emotion lays the groundwork for periods of ambivalence in which parties can pursue different courses of action. Emotions cast routine patterns into disarray and create space for new forms of action. Thus, emotions can signal shift-points, punctuation, or crisis moments that help negotiators transform issues, interests, positions, and relationship. (...)

Emotion via dialogue becomes a way to learn, appreciate, and honor differences between parties for their own sake.»

According to: Linda L. Putnam, *Challenging the Assumptions of Traditional Approaches to Negotiation*, *Negotiation Journal*, Vol. 10, Number 4 (October 1994)