

The Effect of Emotional Intelligence on Negotiation Behaviour

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ABSTRACT,

Emotional intelligence (EI) and negotiation behaviour are both a growing body of research. Nevertheless, the effect of emotional intelligence on negotiation behaviour by purchasers received little attention in past literature. Hence, there is less known about the relationship between both topics combined. The positive influence of emotional intelligence on leadership effectiveness, job performance and workplace outcomes is proven. Also, negotiations are taking up an important role in conducting B2B transactions due to being an essential element of organisational buying firms. Therefore, the question arises if there is a connection between emotional intelligence and negotiation behaviour. The purpose of this study is to tackle the gap of both fields combined and to explore whether there is a relationship. Thus, qualitative data in the form of semi-structured interviews of 19 purchasers was collected where ten were chosen for the analysis based on their emotional intelligence score through the Gerts. It has been found that participants with a lower EI use 'compromise' and participants with a higher EI use 'soft competition' negotiation behaviour. Although it is only a slight difference between low and high EI individuals, emotional intelligence has been found to have an impact on the negotiation behaviour used by organisational buyers. Nevertheless, further research is required in order to be able to generalise findings for a practical implication due to limited previous studies.

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Keywords

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1. INTRODUCTION

Negotiation is a strategic process, carried out through planned manoeuvres to achieve an objective. This makes negotiations to an essential tool in the business context (Wilson & Putman, 1990). Transactions result from a negotiation process which decides whether a deal is closed (Geiger, 2017). Therefore, negotiators are required to make the right choices to accomplish a certain goal. A number of scholars already identified numeral influences on negotiation behaviours (Bulow & Kumar, 2011; Fulmer & Barry, 2004). Influences include the cultural background (Bulow & Kumar, 2011), relationships, experience, trust, and the issue itself (Fulmer & Barry, 2004). Additionally, the important role of emotions in negotiation was previously highlighted in the literature (Katz & Sosa, 2015; Kim, Cundiff, & Choi, 2015). However, little is known about the effect of emotional intelligence on negotiation behaviour in the field of purchasing and supply management due to a focus on leadership or workplace outcomes in previous research.

One aspect of negotiation could be influenced by is the level of emotional intelligence of negotiators, in this case within the B2B buyer-supplier interface, which is a growing body of research (Der Foo, Anger Elfenbein, Hoon Tan, & Chuan Aik, 2004). Emotional intelligence describes the awareness and management of one's own and also other's emotions (Cherniss, Extein, Goleman, & Weissberg, 2006). Being able to control one's emotions consciously is part of reaching an agreement in negotiation and has the potential to achieve better outcomes (Ogilvie & Carsky, 2002). Additionally, success in negotiations is proven to depend on emotional awareness and management of emotions (Reilly, 2005).

Because negotiation is heavily infused with emotions, and with that also emotional intelligence (Der Foo et al., 2004), the need arises to research the impact emotional intelligence has on the negotiation behaviour of purchasers. It has been found that organisations benefit from individuals showing a high level of emotional intelligence due to the value they create for the company (Der Foo et al., 2004). Nevertheless, the effect of emotional intelligence on the negotiation behaviour that is used by purchasers is not yet identified.

Due to the impact, a negotiation has on an organisation's business it is important to know which behaviour is helpful in order to conduct a good negotiation to get the best possible outcome (Zachariassen, 2008). When the effect of emotional intelligence on negotiation behaviour can be assigned it would allow us to save costs and to work more efficiently towards the set company goal by selecting the right person to bargain important business matters and manage network connections (Der Foo et al., 2004). Furthermore, a better understanding of the effect of emotional intelligence on negotiation behaviour could lead to valuable insights to understand which behaviour industrial buyers use based on their level of emotional intelligence which could also influence the selection of negotiators and with that the hiring process.

Because the aim of this research is to find out the effect of emotional intelligence on negotiation behaviour the paper addresses the following research question:

"How is the type of negotiation behaviour influenced by the level of the negotiators emotional intelligence?"

To answer the research question, first, a literature review, mentioning the most important concepts and theories concerning emotional intelligence and negotiation behaviour, will be conducted. Afterwards, the methodology used for this thesis will

be shortly introduced. A general overview of the main findings using emotional intelligence scores and frequently used negotiation behaviour of the interviewed purchasers will be provided. Comparative method analysis will be used to showcase relevant findings and connect these with the previously discussed literature. Based on this analysis the research question will be answered. The paper is closing with limitations for future research including recommendations.

2. LITERATURE REVIEW

2.1 Emotional Intelligence can influence workplace outcomes

This study examines the effect of emotional intelligence (EI) on the type of negotiation behaviour used. Different definitions of EI are existing due to variations in the development of the concept and the concept being still in an early stage of development (Cherniss et al., 2006; Fulmer & Barry, 2004; Law, Wong, & Song, 2004). The concept is originating from psychological research literature but was popularized by Goleman's (1995) book (Der Foo et al., 2004). Law et al. (2004) pointed out that there are previous discussions whether EI is an intelligence dimension (Mayer, Salovey, Caruso, & Sitarenios, 2001) or more of an elusive construct (Davies, Stankov, & Roberts, 1998). Within the scope of this paper emotional intelligence will be defined as "[...] the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional meanings, and to reflectively regulate emotions so as to promote both better emotion and thought." (Mayer & Salovey, 1997, p. 22)

Mayer et al. (1997) divided EI into four different branches. These are "[...] the ability to (a) perceive emotion, (b) use emotion to facilitate thought, (c) understand emotions, and (d) manage emotion" (Mayer, Salovey, & Caruso, 2004, p. 199). Branch a, c, and d cover emotional reasoning whereas branch b makes use of emotions to improve reasoning (Mayer et al., 2001). The four branches are viewed as a hierarchy with managing emotions on the top and emotional perception in the bottom (Mayer et al., 2001). Individuals scoring high in EI are anticipated to move more rapidly through the four branches and ace each capacity to its fullest (Mayer & Salovey, 1997).

As already mentioned by Mayer et al. (1997), EI is a learned behaviour which therefore makes EI a skill that can be acquired and improved. Developing this skill already starts in the early childhood (Mayer & Salovey, 1997) implying that emotional information is biosocial, which means biological and learned (Mayer et al., 2001). School-based EI research already contributed to educational practice that tried to teach social and emotional skills (Cherniss et al., 2006). Contributing to early EI education is seen as important because a significant relationship between EI and leadership effectiveness in an executive group was found (Cherniss et al., 2006).

Multiple studies already critically pointed out the effect of emotional intelligence on the leadership style of managers (Antonakis, 2003; Emmerling & Goleman, 2005), a higher outcome satisfaction of buyer and seller (Mueller & Curhan, 2006) or the positive connection between high EI and better job performance (Ackley, 2016; Cherniss et al., 2006; Kim et al., 2015; Newman, Joseph, & MacCann, 2010). It is stated that certain aspects of EI promote certain pro-social behaviour which results in leadership effectiveness or even in a leadership position (Cherniss et al., 2006; Emmerling & Goleman, 2005). Moreover, the importance of EI and the effect it has is emphasised Mayer et al. (2004) who outlined that EI can matter twice as much as the intelligence quotient (IQ) and that it can provide the basis for competencies in nearly every job. Meaning, that "Emotional

Intelligence (EI) has been found to influence workplace outcomes.” (Der Foo et al., 2004, p. 4). In spite of all the conviction in EI, strong criticism questioned the instruments of measurement and deprecate the disregards of personality traits (Daus & Neal, 2005).

Individuals with a high level of emotional intelligence are more aware of their own feelings and the feelings of others which makes them more capable of appropriate communication (Mayer & Salovey, 1993). With that people scoring high on the EI scale could be more competent in selecting the ideal course of action (Rozell, Pettijohn, & Parker, 2004), also in purchasing negotiations.

2.2 Business-to-Business negotiations as key for generating a competitive advantage

Within this research, the term negotiation will be defined as “[...] key aspect of organizational buying firms” (Clopton, 1984, p. 39) that is also described as “[...] an essential element in the generation of all forms of Sustainable Competitive Advantage flowing from the [Purchasing] function“ (Ramsay, 2007, p. 2). Meaning that a negotiated outcome will have an influence on the purchasing performance of buyers and sellers in competitive markets (Sigurðardóttir, Hotait, & Eichstädt, 2019). The aim during negotiations is to reach an acceptable solution both parties are willing to settle for. This creates interdependence between buyer and seller that makes the situation at once competitive and corporative (Wilson & Putnam, 1990). Suppliers and buyers conclude deals during negotiations in business-to-business (B2B) markets (Geiger & Hüffmeier, 2020) where all parties engaged in economic exchange with the purpose of (co)creating value can be considered B2B (Vargo & Lusch, 2011). B2B negotiations are to industrial markets one of the key activities and take place between two or more businesses that share a mutual interest in trading goods or services for other resources (Sigurðardóttir, Ujwary-Gil, & Candi, 2018). Both buyer and seller strive to achieve the best possible outcome for their business (Clopton, 1984). The negotiation between buyer and supplier usually starts within the business. First must be identified what is needed and with that what needs to be supplied by whom. This continues to the contract phase where the actual deal is made. In this phase, the negotiation is taking place (Rogers & Fells, 2017).

The goal of negotiation within the B2B setting is to satisfy every party involved and to build up a long-term relationship which is one of the main factors leading to success (Harwood, 2006; Rogers & Fells, 2017; Sigurðardóttir et al., 2019; Zachariassen, 2008). However, Sigurðardóttir et al. (2019) found out that competitive behaviour including aggressive negotiation tactics was used more frequently in the B2B context which is challenging the assumption of a dominating collaborative style used by industrial buyers (Janda & Seshadri, 2001; Perdue, Day, & Michaels, 1986). The change from a collaborating style to a more competitive style in B2B settings is explained through the crises happening in the past by Druckman and Olekalns (2011). The literature emphasises that crises are having a discouraging effect leading to more competitive behaviours within negotiations (Druckman & Olekalns, 2011).

Fleming and Hawes (2017) who developed a negotiation scorecard in the B2B environment identified multiple “situational factors that influence the likelihood of a given negotiation being more distributive or more integrative” (Fleming & Hawes, 2017, p. 520). Factors are number and valuation of issues, past and future relationship potential, experience, trust, intelligence, and communication skills to name a few. These factors also play an important role in negotiation behaviour that should be adapted. Additionally, the negotiator’s

level of emotional intelligence could have an impact on the level of trust during bargaining and with that a potential influence on the behaviour used during B2B negotiations (Sigurðardóttir et al., 2019).

2.3 Negotiation behaviour can be classified in competitive and cooperative behaviour

Bargaining behaviour with connected negotiation tactics has been heavily researched (Clopton, 1984; Fells, Rogers, Prowse, & Ott, 2015; Fleming & Hawes, 2017; Perdue, 1992; Rogers & Fells, 2017; Sigurðardóttir et al., 2019) and two broad categories have been identified.

On the one hand, is competitive bargaining behaviour. It is built on a win-lose or zero-sum game which results in a loss for one party involved (Clopton, 1984; Fleming & Hawes, 2017). It is concerned with enhancing individual gain (Olekalns, Smith, & Walsh, 1996) which leads to inflexible behaviour (Clopton, 1984) where information exchange becomes more tactical (Wilson & Putnam, 1990). Additionally, information exchange is medium to control the other party, hence, the whole negotiation focuses more on information seeking than information giving (Wilson & Putnam, 1990). Other literature, for instance, Perdue’s research from 1992, produced different bargaining tactics of industrial buyers. All these tactics are part of competitive bargaining behaviour. According to Perdue (1992), the ten aggressive negotiation tactics are creating a competitive atmosphere, using time pressure, the threat of going elsewhere, employing a fake competitor, use a flexibility excuse, put down selling the organization, make excessive demands, claim limited authority, threaten to negotiate with seller’s supervisor and using the good-guy/ bad-guy tactic.

On the other hand, there is coordinative behaviour which implies problem-solving techniques, a high degree of trust and cooperation that is concerned with fulfilling interests of parties involved. There the parties aim for a win-win situation (Clopton, 1984; Sigurðardóttir et al., 2019). Negotiations of a more coordinative nature seek to maximise the exchange of information and resources and try to gain an understanding of the opposing position (Wilson & Putnam, 1990). However, in past research, both behaviours have been seen as rather mutually exclusive (Olekalns et al., 1996), but newer research shows that competitive and coordinative negotiation behaviour can be seen as complementary (Saorín-Iborra & Cubillo, 2019).

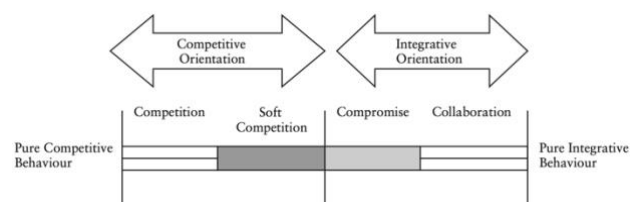


Figure 1: Types of negotiation behaviour (Saorín-Iborra, 2008, p. 135)

Saorín-Iborra and Cubillo (2019) refer to competitive and coordinative behaviours but support the assumption that there are more negotiation behaviour categories than just these two. Six so called “types of negotiation behavior” (Saorín-Iborra & Cubillo, 2019, p. 55) are suggested where five of them are frequently used by purchasers and suppliers. Types are ‘pure integrative behaviour’, ‘collaboration’, ‘compromise’, ‘soft competition’, ‘competition’, and ‘pure competition behaviour’ (Saorín-Iborra & Cubillo, 2019).

Table 1: New classification of negotiation behaviour (Saorín-Iborra & Cubillo, 2019, p. 55)

| Type of negotiation behaviour | Definition |
|-----------------------------------|---|
| <i>Pure integrative behaviour</i> | Very high use of integrative actions, with very low or no use of acceptable competitive actions and no inappropriate actions. |
| <i>Collaboration</i> | Prevalence of integrative actions, with few acceptable competitive actions and no inappropriate actions. |
| <i>Compromise</i> | Frequent use of integrative actions with moderate use of acceptable competitive actions and absence of inappropriate competitive actions. |
| <i>Soft Competition</i> | Use of integrative actions with frequent use of acceptable competitive actions and few inappropriate competitive actions. |
| <i>Competition</i> | Use of integrative actions with frequent use of acceptable competitive actions and high use of inappropriate competitive actions. |
| <i>Pure competitive behaviour</i> | None or very low integrative actions with high use of acceptable competitive actions and high use of inappropriate competitive actions. |

‘Pure integrative behaviour’, ‘collaboration’ and ‘compromise’ are of an integrative nature (see figure 1). Typical integrative actions of negotiation behaviour are ensuring understanding of the opponent’s needs, seeking mutual satisfaction, ensuring a positive and productive relationship, free information flow, the trust of the position and information of the other negotiator, decision making with all parties involved, asking questions, explanation, and self-disclosures. The negotiation behaviours of ‘soft competition’, ‘competition’ and ‘pure competition’ are characterised by competitive tactics and behaviours. Competitive tactics are seen as lies that are trying to misinform the opposition (Lewicki & Robinson, 1998). These tactics include misrepresentation of information, traditional competitive bargaining, bluffing, misrepresentation to the opponent’s network and inappropriate information collection (Lewicki & Robinson, 1998; Saorín-Iborra & Cubillo, 2019). Traditional competitive bargaining includes hiding your own bottom line, using time pressure as a tool, make an extreme opening offer or similar and are categorised as acceptable competitive behaviour, whereas the other tactics are seen as inappropriate competitive actions (Lewicki & Robinson, 1998; Saorín-Iborra & Cubillo, 2019). Nevertheless, in literature there is a divided view whether bluffing can be considered ethical and accepted. Older literature states that also bluffing can be considered an acceptable competitive tactic (Carr & Smeltzer, 1997), whereas newer research sees bluffing as amoral but palatable (Kaufmann,

Rottenburger, Carter, & Schlereth, 2018). It is stated that “Managers should learn to expect and discover bluffs” (Kaufmann et al., 2018, p. 65) because it is part of buyer-supplier negotiations.

Saorín-Iborra and Cubillo (2019) concluded that supplier negotiations are more competitive-oriented. Their results show that ‘soft competition’ was the most frequent type of negotiation behaviour which was followed by ‘compromise’. Nevertheless, even though a trend towards competitive oriented behaviour is shown, ‘pure competitive behaviour’ was barely used. However, a negotiation includes both types of behaviours, competitive and integrative, which demonstrates that both behaviours are complementary. Additionally, adjusting or fitting one’s negotiation style to the given situation should also be considered within a negotiation (Thompson, Medvec, Seiden, & Kopelman, 2001).

There are multiple factors influencing negotiation behaviour. These incorporate for instance gender, ethnicity, nationality, education, experience (Robinson, Lewicki, & Donahue, 2000), emotion (Kim et al., 2015), general cultural background (Bulow & Kumar, 2011), relationships, and trust (Fulmer & Barry, 2004). Through that, it cannot be excluded that emotional intelligence is one of them (Der Foo et al., 2004).

2.4 Previous studies confirm influence of emotions on negotiation behaviour

The literature in the areas of emotional intelligence and negotiation behaviour within the B2B context already gained a lot of attention itself but were not enough considered within the same context. The influence of EI on negotiation behaviour stays mostly unclarified (Kim et al., 2015).

Theories useful in this surrounding in order to combine findings would be the ‘Principle-Agent Theory’. The Principle-Agent Theory states that organisations are characterized by one party, which would be the principal, delegating work to another party, the agent. In the business context, owners hire the managers who run and manage the firm, perform tasks and actions in exchange for an agreed compensation. Moreover, literature is addressing risks and uncertainties concerning conflicting interests between parties involved, which is likely to take place during negotiations (Hausken, 2019). These factors should be considered because they influence the behaviour, in this case, negotiation behaviour of the agent and with that the purchaser. Other factors such as relationship potential, experience, trust and similar (Fleming & Hawes, 2017) should have an impact on deciding which negotiation behaviour should be used. It is suggested that if there is a high potential of a future relationship, a high level of trust and the same distribution of power integrative behaviour is advisable to use. If it is a one-time deal with present time pressure and one company is in the better position a competitive approach is proposed (Fleming & Hawes, 2017). Nevertheless, research has shown that in the B2B context more competitive behaviour is used (Sigurðardóttir et al., 2019; Zachariassen, 2008).

Recently EI and negotiation received more attention in academic research due to promising findings (Der Foo et al., 2004; Fulmer & Barry, 2004; Kim et al., 2015; Mueller & Curhan, 2006; Ogilvie & Carsky, 2002). Literature argues that EI should represent an asset in negotiation processes (Fulmer & Barry, 2004). Furthermore, Fulmer and Barry (2004) claim that individuals with a high level of EI are more likely to take advantage of opportunities to influence others’ emotions during a bargaining setting. Emotional intelligent individuals are aware that during negotiations an emotional dimension is existing which offers them the opportunity to “operate strategically” (Fulmer & Barry, 2004, p. 259). It is stated that emotional

awareness and management are themes negotiators need to think about in order to reach an agreement (Ogilvie & Carsky, 2002). “The emotionally intelligent negotiator is acutely aware of the role of emotions in the negotiation process and uses the information furnished by emotions to guide [one’s] moves and countermoves.” (Katz & Sosa, 2015, p. 60) adding that the use of emotion during negotiations has the opportunity to enhance one’s power (Katz & Sosa, 2015). Moreover, literature is suggesting that a negotiators’ emotional intelligence relates with the trust levels of both parties involved and that a higher level of trust can enhance long-term connections (Kim et al., 2015; Sigurðardóttir et al., 2019).

Additionally, all four branches of Mayer and Salovey (1997) were found to have high relevance in negotiations. Understanding how emotions alter, recognizing emotional responses and influence one’s own and others’ emotions are a tactical asset and can lead to better outcomes (Ogilvie & Carsky, 2002). Nevertheless, Katz and Sosa (2015) point out that during negotiations the four EI competencies by Mayer et al. “flow into one another” (Katz & Sosa, 2015, p. 65) and with that build a foundation of success. Also, the skill of emotion regulation is deemed to be useful during negotiations (Kim et al., 2015) and emotion management utilises one’s emotions to support the accomplishment of set goals (Reilly, 2005). Der Foo et al. (2004) indicate that businesses can gain value from high EI individuals. Thus, the necessity to find out the influence EI has on negotiation behaviour and what negotiation behaviour is used by individuals with a high level and also a low level of emotional intelligence.

3. METHODOLOGY

Until now, there is limited research on the effect of the level of emotional intelligence on negotiation behaviour conducted. Therefore, a qualitative approach will be used. Qualitative methods are especially helpful when little is known about the research topic (Gill, Steward, Treasure, & Chadwick, 2008). It allows to gain a deeper understanding of the unit of analysis because it is drawing meaning from personal experiences and opinions. Qualitative approaches are explanatory and of an inductive nature which can provide more awareness about underlying motivations, reasons, and opinions (Almalki, 2016). However, due to a smaller sample size, the findings cannot be generalised. In this research, purchasers from different companies operating in the manufacturing industry will be the unit of analysis.

Moreover, this research will be based using grounded theory. It is a qualitative form of research for constructing theory (Corbin, 2017) which can be defined as a “[...] theory [that] is developed in a bottom-up, inductive way, in which preconceptions about the topic of interest are put aside as much as possible, so that the resulting understanding or theory is closely tied to the data from which it is derived, or grounded.” (Rennie, 2006, p. 61).

3.1 Gert-s taken as measure for EI

Despite conflicting constructs used to measure the individual level of EI, literature mentions different models such as the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) by Mayer, Salovey, Caruso, and Sitarenios (2003), the Geneva Emotional Recognition Test (Gert) in different lengths and languages (Schlegel, Grandjean, & Scherer, 2014) or the Wong and Law Emotional Intelligence Scale (WLEIS) by Wong, Wong, and Law (2007).

The most popular and most widely used one, the MSCEIT, takes the four different skill groups or branches mentioned earlier into account. These branches are the skills covering EI (Mayer & Salovey, 1997; Mayer et al., 2004), however, the MSCEIT seems to be inappropriate for other cultures despite Americans or other

Western characterised countries (Der Foo et al., 2004; Wong et al., 2007). Moreover, other critics point out that measures are not objective and lack of conceptual precision (Pfeiffer, 2001). The WLEIS can be used for different cultures but is based on self-report questions to measure EI (Kong, 2017). However, scepticism is arising concerning the construct validity of self-report measures of EI through the subjective individual view (Cherniss, 2010; Der Foo et al., 2004). The Geneva Emotional Recognition Test (Gert) considers previous critics on existing EI measures and is, therefore, trying to overcome the limitations of other models. Emotions to be identified in the test are anger, pride, joy, amusement, pleasure, relief, interest, surprise, anxiety, fear, despair, sadness, disgust, and irritation (Schlegel, Fontaine, & Scherer, 2019; Schlegel et al., 2014). Another positive feature of the Gert is that it is available in different lengths, and languages and with that also a shorter version, the Gert-s. The Gert-s consists out of 42 items. These items are short videos that cover the previous mentioned 14 emotions which are shown to the participants. The individuals then need to choose which of the 14 emotions was expressed in the clip (Schlegel et al., 2019; Schlegel et al., 2014). Each individual can see the score of their emotional intelligence level in percentage from a range from zero to a hundred per cent (Appendix F). The test was distributed through a private link for each interviewee in their preferred language which ensures the clear assignment of the results to each individual.

3.2 Semi-structured interviews to base theory in collected data

In addition to using literature for this dissertation, data, in the form of interviews was collected from 19 purchasers. These are from different companies in the manufacturing industry producing industrial conglomerate, electrical equipment, paper packaging, and goods for the furniture or construction industry. Companies are based in the Netherlands, Germany, and Argentina (see Appendix D). Participants were all part of the purchasing department by either being a purchasing or sourcing manager, material group manager or former CEO also responsible for purchasing tasks (see Appendix E). Semi-structured interviews were used to explore the participants’ negotiation behaviour. A semi-structured interview guide based on the questionnaires of previous studies (Robinson et al., 2000; Saorín-Iborra & Cubillo, 2019) has been developed and translated into German and Dutch. Back and forth translation was therefore used. Two actions not mentioned by Saorín-Iborra and Cubillo (2019) were added due to their added value in negotiations connected to EI. One is ‘adjusting behaviour’ which was previously mentioned by Thompson et al. (2001) stating that negotiators need to “[...] fit their negotiation strategies with the given situation and understand and capitalize on the psychology of emotion that underlies these strategies” (Thompson et al., 2001, p. 159). Additionally, body language is taken into account as an action because it is part of perceiving and also managing emotions (Ackley, 2016) which includes non-verbal language like physical changes, gestures, expressions, and other signs that indicates about a person’s well-being, feelings, thoughts, etc. (Peleckis, Peleckienė, & Peleckis, 2015).

The layout of a semi-structured interview allows the interviewer to enlarge upon answers and to dig deeper in details when needed, which is helpful to gain a better understanding, not only of the unit of analysis, also of the topic of interest (Gill et al., 2008). The questions of the interview guide were designed to best possibly address the different six negotiation behaviours identified by Saorín-Iborra and Cubillo (2019). Due to current actions taken, interviews were held via online video platforms or phone calls instead of face-to-face meetings. Additionally, to

find out the participants negotiation behaviour, the level of emotional intelligence was identified using the Gert-s.

3.3 Using comparative method analysis to analyse data

Of the 19 participants interviewed 15 finished the Gert-s test and from these 15 individuals the five that scored the highest and the five that scored the lowest were taken into account within the scope of this study and analysed.

The results of the Gert-s test are used as a basis for further analysis. Participants can range between 0% to 100%, where 0% is very low, and 100% is very high. The test states, that in previous studies, two-thirds of the participants obtained a score between 55% and 77%. The average score being 66% where one-sixth scored below 55% and one-sixth scored above 77% (see Appendix F). For the purpose of this research, participants that reach a minimum score of 71% will be classified as individuals with a high level of EI and participants scoring lower than 58% will be falling in the section of low EI. This classification is used due to the participants scoring between 40% to 81%, which makes the score of 71% higher than the average and due to the majority of participants scoring between.

Interviews were transcribed in the original language and then translated into English. The main content was coded, compared and cross-analysed using the comparative method analysis by Ragin (2014) to understand the relationship between EI and negotiation behaviour. To protect confidentiality, the firm names are replaced by letters from A to H and interviewee names by interviewee one to ten. Company sizes are reaching from 100 employees up to 50000 employees and are located in Germany, the Netherlands and Argentina (see Appendix D). Participants were male and female and were all already working for several years, meaning, they have experience in negotiating. Transcripts (Appendix B) are also excluded due to confidentiality, but interview summaries can be found in Appendix C.

4. FINDINGS

The Gert-s scores of the 15 participants that finished the Gert-s test ranged from 40% to 81% with a mean of 61.73% (see Appendix G). Six participants ranged between 40% and 57%, four scored in the medium section from 58% to 70% and five reached 71% and over.

Table 2: Summary of actions including representative quotes of interviewees

| Tactics | Definition | Representative quotes of interviewees |
|--|---|--|
| General (preparation, goal setting) | | "I think that really depends on the situation." (Interviewee 6) "Depends a lot on the situation." (Interviewee 7) |
| Competitive | | |
| Misrepresentation of information | Intentionally misrepresent factual information (Lewicki and Robinson, 1998) | "Sometimes you withhold information or present it in a certain way that suits you." (Interviewee 9) "In some cases, yes. e.g. overstating official or expected numbers." (Interviewee 10) |
| Traditional competitive bargaining | Tactics as exaggerating an opening offer, stating wrong impressions etc. (Robinson et al., 2000) | "Whoever says the first number loses," (Interviewee 7) "Some information you don't have to reveal, and instead just claim something." (Interviewee 9) |
| Bluffing | False promises or false threats that are not carried through (Robinson et al., 2000) | "Lure the other person out of their reserve." (Interviewee 3) "At every trial I have at least one moment where I bluff." (Interviewee 6) "It's part of it." (Interviewee 7) "I used it, but I rather stay out of it." (Interviewee 8) |
| Cooperative | | |
| Understanding of opponent's needs | Aim for mutual understanding (Saorin-Iborra, 2008) | "Usually I would not consider it important to understand them." (Interviewee 4) "If you know what's important and valuable for the other company and person, you can adjust your offer accordingly." (Interviewee 9) |
| Mutual satisfaction | Seeking for mutual satisfaction for both parties (Saorin-Iborra & Cubillo, 2019) | "Very important, yes very important. Simply because you need this supplier to produce your goods and to keep a good price level [...]. it's very, very important for us that our suppliers are healthy and earn money from us." (Interviewee 6) "Basically, for me it's about making a profit and getting the best possible result for both parties." (Interviewee 8) |
| Relationship building/ maintenance | Ensure a positive and productive personal relationship (Saorin-Iborra & Cubillo, 2019) | "It always depends on the situation." (Interviewee 4) "For a relationship you need to compromise." (Interviewee 9) |
| Trust | Trust the position and information of other negotiators (Saorin-Iborra & Cubillo, 2019) | "I would say that trust is not so important to me in a trial. But it remains a game and therefore trust would not be my first priority. ." (Interviewee 4) "I believe that the most important thing in a negotiation and business relationship" (Interviewee 6) "Negotiating is much more pleasant if I have someone I can trust." (Interviewee 7) "It's enormously important for everyone, not only for negotiations, for every kind of cooperation and in the end a negotiation is also a cooperation." (Interviewee 8) |
| Free information flow | Free flow of information among negotiators (Saorin-Iborra & Cubillo, 2019) | "The more the merrier." (Interviewee 2) "Putting all important information on the table and communicate it as far as possible." (Interviewee 7) "In order to have a constructive process and a constructive result, it is very important to share all the necessary information." (Interviewee 8) |
| Explanation of own position | Explanations of everything that both sides desired or needed to know (Saorin-Iborra, 2008) | "The better the relationship the more information." (Interviewee 1) "It's important not to give out all the information in advance, but you know the saying: Who asks wins." (Interviewee 6) "In any case it is very important that he understands why I want what." (Interviewee 8) |
| Adjust behaviour | Fit negotiation strategies with the given situation to capitalise emotion (Thompson et al., 2001) | "This cannot be avoided." (Interviewee 4) "It's almost impossible not to react to the one on your counterpart." (Interviewee 7) |
| Body language | Physical changes, gestures, expressions (Peleckis et al., 2015) | "Yes, it is important because you can also read a lot from it." (Interviewee 3) "This is also a bit of tactical psychological warfare." (Interviewee 6) |
| Negotiation is seen ... | | "Like a game." (Interviewee 1) "Give and take." (Interviewee 3) "A negotiation is a game." (Interviewee 4) |

The following section will summarise the ten selected interviews in two subsections of low and high EI individuals. Relevant quotes and insights can be found in Table 2 with a definition of tactics used for the interview guide (Appendix A).

Interviewee 1 to 5 scored below 58% in the Gert EI test, whereas Interviewee 6 to 10 scored over 70% (see Table 3). Information about the length of each interview can be found in Appendix E.

4.1 All interviewees prepare and set goals before entering a negotiation

All participants want the best possible outcome for them and their company. To reach the best-negotiated outcome the goal setting for each interviewee was stressed as the key. Having a goal in mind is important to remember what to achieve. Where some develop “rough scenarios” (Interviewee 7) and adjust goals, others “write out [their] maximum and [their] minimum position” (Interviewee 4). The goal setting depends for each interviewee on the situation, meaning, if they are in the stronger or weaker position. The goal needs to be realistic and should not contain “fantasy prices” (Interviewee 6). Also, interviewee 6 emphasises “You have to set yourself a goal, go for it, but again, you have to make a plan B as a compromise, because I always think, sometimes it's better to get 50 per cent of something than nothing. I'd rather take that with a small benefit than to really go out and say: We didn't win anything.”

Additional, to common goal setting, is the preparation each interviewee is working on before the negotiation. Every single participant stressed the importance of good preparation. Some stated that “the most powerful tool for preparation is benchmarking” (Interviewee. 3) or that knowing the market, the market price and the competition is essential as interviewee 6 underlines. Others mentioned that preparation includes gaining more information about the market, raw material prices, staying connected internally and discuss specific matters, analyse technical data, price history, benchmarking, preparing forecasts and an agenda. Meaning, that there are overlaps but also differences within the preparation process.

Table 3: Gert-s results and competitive and cooperative actions used by the ten selected interviewees

| | Interviewee | | | | | | | | | |
|---|--------------------|-------------------------|-----------------------------------|----------------------------|--------------------|------------------|--------------------|--------------------|------------------|-------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Low/ high EI | low* | | | | | high** | | | | |
| Gert EI (%) | 40 | 43 | 45 | 50 | 57 | 71 | 71 | 76 | 81 | 81 |
| Competitive actions | 2 | 1 | 2 | 1 | 2 | 2 | 2 | 2 | 3 | 3 |
| Misrepresentation of information | | | | | | | | | (X) | X |
| Traditional competitive bargaining | X | | X | | X | X | X | X | X | X |
| Bluffing | X | X | X | (X) | X | X | X | (X) | X | X |
| Misrepresentation (network) | | | | | | | | | | |
| Inappropriate information collection | | | | | | | | | | |
| Cooperative actions | 5 | 7 | 7 | 6 | 7 | 7 | 6 | 7 | 7 | 6 |
| Understanding of opponent's needs | X | X | X | (X) | X | X | X | X | X | X |
| Mutual satisfaction | X | X | X | X | X | X | X | X | (X) | X |
| Relationship building/ maintenance | (X) | (X) | X | (X) | X | (X) | (X) | (X) | (X) | X |
| Trust | X | X | X | (X) | X | X | (X) | X | X | X |
| Free information flow | | X | X | X | (X) | (X) | X | X | X | |
| Explanation of own position | | X | X | | X | (X) | | X | X | X |
| Adjust behaviour | X | X | X | X | X | X | X | X | X | X |
| Use of body language | X | X | (X) | | (X) | X | | X | X | (X) |
| Total actions used | 8 | 9 | 10 | 7 | 10 | 10 | 8 | 10 | 11 | 10 |
| Negotiation behaviour classification (according to Saorin-Iborra & Cubillo, 2019) | Soft competition | Collaborative | Compromise | Pure integrative | Soft competition | Soft competition | Soft competition | Soft competition | Soft competition | Competition |
| Gender | male | male | male | male | male | male | male | female | male | male |
| Company size | 1000-10000 | 100-1000 | <5000 | >5000 | 1000-10000 | >40000 | 100-1000 | 100-1000 | 1000-10000 | >50000 |
| Industry | Household durables | Industrial conglomerate | Electrical Components & Equipment | Construction & Engineering | Household durables | Paper packaging | Furniture industry | Furniture industry | Auto Components | Tobacco |

Notes: * EI % <58, ** EI % >70, X indicates usage of the tactic, (X) indicates situational use of the tactic

The process also depends on how the company is structured and which systems are used (e.g. in-house ERP system). Nevertheless, each participant states preparation as an important step in entering a negotiation.

4.2 Interviewees with low EI

4.2.1 Cooperative actions by low EI individuals

Interviewee 1 to 5 assigned high importance to the cooperative actions ‘understanding of opponents needs’, ‘mutual satisfaction’, ‘relationship building/maintenance’ and also ‘trust’. Each interviewee was using these actions always or situational (see table 3). For interviewee 1, a focus is set depending on the position interviewee 1 is in. Is he in a stronger position he tries to maximise profit, but when he is in a weaker position, he tries to work strategically to build a basis of trust. Also, the extent how information is shared depends on the relationship of both parties, meaning if there is a good relationship more information is shared, “the better the relationship the more information” (Interviewee 1). In most cases, a good relationship and with that heavier information sharing is beneficial for company A because sometimes the supplier is able to provide information about newer trends that cannot be found somewhere else yet. It is also mentioned that a good relationship “helps to reach goals and brings future potential” (Interviewee 5). For interviewee 3, understanding the circumstances of his supplier is part of the relationship and can be achieved in good cooperation. He also shares some relevant information with his counterpart in order to understand his position. This is similar to interviewee 2 who assigns value to understand the opponent because it helps to find out reasons for the change. Furthermore, trust is valued for all interviewees, even though it is ranked more importantly in business relationships than in negotiations. Nevertheless, interviewee 1, 2 and 3 will trust their partners to tell the truth.

Additionally, interviewee 2, 3 and 5 used all cooperative actions mentioned in the questionnaire (see table 3) where interviewee 3 even tries to use each action in every negotiation. All three stress the value of relationships, because it “helps to reach goals and brings future potential” (Interviewee 5). Especially when a positive outcome is still in sight, interviewee 5 tries not to use

competitive behaviour due to his relationship focus. Also, interviewee 2 and 3 prefer the use of cooperative actions throughout negotiations and would describe their negotiation behaviour as “*cooperative and open*” (Interviewee 2).

4.2.2 Differences in focus setting during a negotiation

Interviewee 1 tries to stay hard but fair and consistent during the whole bargaining process but adapts his behaviour a bit to the context. If he should find himself in the weaker position, he acts more pitiful, if he is in a stronger position, he will be more competitive “*no matter what*” (Interviewee 1). He only makes exceptions if both parties accommodating each other, then he will be more cooperative.

This is different for interviewee 2 who tries to be as cooperative as possible to create a good relationship but still tries to keep prices as low as possible. Bluffing is not one of the favourite actions to use for interviewee 2. If there is bluffing from the interviewee 2’s side involved it is still based on the truth, meaning, nothing is made up, only exaggerated. In terms of body language, the interviewee is trying to keep open gestures because “*you can achieve more than taking closed attitudes*” (Interviewee 2), but this happens more subconsciously.

Interviewee 3 does not want to be too persistent in negotiations but is not afraid of using some more competitive behaviours, even though he stays polite and always tries to keep the balance. For interviewee 3, understanding the circumstances of his supplier is part of the relationship and can be achieved in good cooperation.

The focus for interviewee 4 is laid on building long-term relationships. This is also caused due to the company culture. Therefore, interviewee 4 does not see it as a disadvantage to know more about each other’s positions. However, for negotiating one-time deals he said that “*usually I would not consider it important to understand them [their position].*” (Interviewee 4).

The last interviewee falling in the section of scoring low in the Gert-s is interviewee 5. For him, it is important to use integrative tactics as understanding the counterpart and explaining company D’s situation especially if a problem should appear. Negotiation behaviour is adjusted depending on the situation, but interviewee 5 behaves honest and is solution oriented. Especially when a positive outcome is still in sight, interviewee 5 tries not to use competitive behaviour due to his relationship focus.

4.3 Interviewees with high EI

4.3.1 High EI interviewees also make heavy use of cooperative actions

Also, all interviewees scoring high in the Gert-s made heavy use of integrative actions and with that cooperative negotiation behaviour. However, it is striking that the high EI interviewees mention the use of most actions as more situational. As the first question (see Appendix A) is asking for a short description of the interviewee’s negotiation process, already many mentioned that it is situational as interviewee 6 and 7 pointed out directly (see table 2). Interviewee 6 also stresses that laying a focus cannot be generalised, because if someone aims for a relationship or winning depends on the situation and also position the company is in.

Information sharing is considered important as well. Interviewee 9 uses the metaphor of a “*double-edged sword*” that makes one vulnerable but also the discussion more rational at the same time. Interviewee 6 and 7 have a similar view on information sharing and state that it has boundaries and that not everything should be shared from the start. Interviewee 6 thinks that sharing all

important information is necessary whereas interviewee 10 states that he only gives out the information that makes him win.

Additionally, adjusting behaviour is a common action used by high EI interviewees, because “*it’s almost impossible not to react to the one on your counterpart.*” (Interviewee 7). Other interviewees also positively answered the question of adapting behaviour except interviewee 10 who mostly stays more competitive during the whole negotiation.

4.3.2 Accepted competitive tactics by high EI individuals

All interviewees of scoring high in EI make heavy use of bluffing except interviewee 8 who uses it situational. Mentioned was for example “*At every trial I have at least one moment where I bluff*” (Interviewee 6) or “*It’s part of it.*” (Interviewee 7) or even interviewee 8 who does not like to use bluffing said “*I have to find it acceptable*” even though it does not correspond with her nature.

The other accepted competitive action the interviewees made use of are traditional competitive bargaining tactics. Interviewee 6 uses mostly time pressure to intimidate his opponent. This tactic is mostly used with new suppliers where interviewee 6 gives his counterpart only fifteen minutes to convince him that the company is the right supplier. However, this tactic can only be used due to the powerful position company E is in. Also, interviewee 7 mentioned his more competitive nature. He also stated that in some situations he will aim for maintaining a relationship, but in most cases, he will end up in a 70 to 30 ratio of 70% winning the negotiation and 30% building and maintaining the relationship. Additionally, when interviewee 7 was negotiating with another person on his side he liked to use the ‘good cop/ bad cop’ tactic where one person is the hardliner and the other one playing a more understanding role. Interviewee 10 is exaggerating the opening offer, meaning, he will start really low which is a typical competitive bargaining tactic.

4.3.3 Only some high EI interviewees inappropriate competitive tactics

Interviewee 9 and 10 mentioned using next to accepted competitive actions also a not accepted competitive action which is the misrepresentation of information. Interviewee 9 said that he, in most cases, “*just claim[s] something*” and interviewee 10 admitted giving out false information like overstating official or expected numbers. Interviewee 9 mentioned that he would never tell intentionally wrong information, instead, he sometimes presents information in a way that puts company G in a better position, which is misrepresenting information to the opponent. However, he also mentions that some information needs to be told truly which makes clear that there is also a differentiation for interviewee 9 when a boundary will be reached. Additionally, where interviewee 9 mentioned boundaries like bribing, interviewee 10 said that for him there are no boundaries, meaning, he would basically do anything to win the negotiation and therefore the deal for the company he is working for. Interesting to see is also that interviewee 10 states that he is mentioning information when it is supporting his position. Even though other not accepted competitive tactics are not used, it is standing out that two of the interviewees with high emotional intelligence make, even for interviewee 9 situational, use of the tactic.

5. DISCUSSION

5.1 A representation of competitive and cooperative tactics used by interviewees

This section will focus on the analysis of the results combining the Gert-s EI test result with the negotiation behaviour used by the selected interviewees. Using comparative method analysis, the EI test score and the used negotiation tactics sorted by competitive and cooperative actions are shown in Table 3. Additionally, potential influences like gender (Robinson et al., 2000), company size and industry (Sigurðardóttir et al., 2018) were added in the table representing results.

Furthermore, an indication for each interviewee and their negotiation behaviour according to the classification of Saorín-Iborra and Cubillo (2019) is made (see table 3). Previous examined literature is used to analyse findings and see whether similarities and differences can be connected to previous studies.

5.2 Categorisation of interviewees in the six bargaining behaviours

Assigning each interviewee to one out of the six bargaining behaviours of Saorín-Iborra and Cubillo (2019) is not always obvious. Many participants also react with a certain type of behaviour to the opponent's attitude which makes the use some tactics more or less situational. Using tactics situational is marked in table 3 with '(X)' instead of the 'X' which is used when a special tactic is frequently used. Nevertheless, for the purpose of this study also the use of situational tactics are counted as a whole action used. Competitive actions were previously distinguished by acceptable and inappropriate competitive tactics. Acceptable was only 'traditional competitive bargaining' whereas other actions were seen as inappropriate (Lewicki & Robinson, 1998; Saorín-Iborra & Cubillo, 2019). However, as mentioned in literature, bluffing can be seen as part of buyer-supplier negotiations (Kaufmann et al., 2018). This view seems to align with the interviewees' view that all use bluffing and mostly find bluffing acceptable, because "[...] it's part of it [the negotiation process]" (Interviewee 7). Interviewee 6 also mentioned that he is using bluffing at least once in a negotiation (see table 2). This is the reason why for the sake of this paper bluffing is also seen as an appropriate competitive tactic.

Referring to table 1, where behaviours were defined, and table 3 providing an overview, interviewee 4 makes only in some situations use of bluffing. Otherwise he uses only integrative actions which is why he got classified as 'pure integrative'. Interviewee 2 is ranked as 'collaborative' through barely using acceptable competitive actions, using no unacceptable competitive tactics but therefore making heavy use of integrative tactics. The behaviour 'compromise' is used by interviewee 3, because he makes use of two appropriate competitive actions and heavy use of cooperative actions. 'Soft competition' is used as the most frequent behaviour. It is used by more than half of the interviewees, which are interviewee 1, 5, 6, 7, 8 and 9. The interviewees falling in this category make more use of competitive actions, acceptable and not acceptable, and less use of cooperative actions. For instance, interviewee 1 uses only acceptable competitive tactics but therefore uses less integrative actions, which makes his behaviour still more suitable for the category 'soft competition' instead of 'compromise'. Lastly, interviewee 10 makes use of competitive actions, also inappropriate ones, but uses less integrative tactics compared to the other interviewees that use the same amount of competitive tactics but therefore apply one more cooperative negotiation action. This is why interviewee 10 is classified as 'competitive' also through mentioning in the interview that he has "no boundaries" (Interviewee 10). Which shows that interviewee 10 would use each tactic to win a negotiation.

5.3 Integrative actions are highly valued by low and high EI individuals

Reviewing the interviews, it is striking that all individuals attach great importance to integrative actions. Each interviewee (see table 3) uses the integrative actions of 'understanding of opponent's needs', 'mutual satisfaction', 'relationship building/maintenance', 'trust' and 'adjust behaviour'. Even though some use these tactics situational, still each interviewee makes use of them. For instance, some interviewees evaluate situational on the importance of the relationship or the impact of the deal how heavy a special action is used, but overall, these integrative actions are highly valued.

The heavy use of integrative tactics can be explained through the B2B setting the negotiators are in. Building up a long-term relationship is essential in B2B negotiations (Harwood, 2006; Rogers & Fells, 2017; Sigurðardóttir et al., 2019; Zachariassen, 2008) and that increasing trust between both parties results in the enhancement of long-term connections (Kim et al., 2015; Sigurðardóttir et al., 2019). With that integrative behaviour during negotiations can be a significant advantage when seeking for a long-term business relationship (Perdue et al., 1986). A partnership was also seen as a justifiable dimension to make heavier use of integrative tactics (Zachariassen, 2008). Lastly, even though B2B literature went both sides, competitive and cooperative, Fleming and Hawes (2017) support the view that negotiators tend to an integrative behaviour.

Understanding the opponent's view is valuable for negotiations and was proven advantageous (Galinsky, Maddux, Gilin, & White, 2008). It is also mentioned that someone should begin by asking what each side is right about in order to gain understanding (Burge, 2009). Next to gaining more knowledge about the opponent in order to understand them better, also aiming for mutual satisfaction is used for each interviewee. Working towards mutual satisfaction of both parties could even increase the mutual benefit of shareholders and employees of both sides (Bacon & Blyton, 2007) which could be one reason why each interviewee is aiming for it. Especially interviewee 6 also stated that it is important that the supplier also makes a profit to keep up the good quality of the supplied goods. This underlines Han, Kwon, Bae, and Park (2012) assumption that higher usage of integrative tactics also leads to a higher level of joint outcomes and with that also mutual satisfaction.

Due to the high importance of healthy business relationships in B2B settings, it makes sense to care about relationships with other companies (Harwood, 2006; Rogers & Fells, 2017; Sigurðardóttir et al., 2019; Zachariassen, 2008). Trust is an additional factor favouring relationship building which explains the use of this action (Kim et al., 2015; Monczka, Petersen, Handfield, & Ragatz, 1998). Furthermore, for successful alliance management information sharing is needed which is also based on trust (Monczka et al., 1998). Previous literature also explored a more cooperative approach in the B2B context (Janda & Seshadri, 2001; B.C. Perdue et al., 1986) which supports the use of these integrative tactics even though newer research found a tendency towards competitive behaviour (Saorín-Iborra & Cubillo, 2019; Sigurðardóttir et al., 2019).

Also, adjusting one's behaviour is used by every single interviewee. With that, each interviewed individual elaborates how the opponent is behaving and adopts their own behaviour in the same direction. This shows empathy and is referring to recognizing emotional responses and influence one's own and others' emotions by adjusting one's own behaviour (Ogilvie & Carsky, 2002). This indicates that also the individuals with a lower EI score try to read the opponent and adapt the behavioural direction.

5.4 High EI individuals use more competitive negotiation behaviour

Table 4: Average of actions used

| Ø | Low EI | High EI |
|---------------------|--------|---------|
| Competitive actions | 1,6 | 2,4 |
| Integrative actions | 6,4 | 6,6 |
| Total actions used | 8,8 | 9,8 |

When looking at table 3 it is noticeable that there is not a big difference between low and high EI individuals in terms of utilised tactics. However, in a direct comparison in table 4, the interviewees with a high EI put more competitive actions to use with an average of 2.4 tactics per person. The average was calculated using combined tactics represented in table 3. Additionally, high EI interviewees also exploited more inappropriate competitive behaviours. Interviewee 9 and 10, who scored above 80% are using misrepresenting information as not accepted competitive action (see table 3).

Past literature explored that negotiators will “achieve a higher joint outcome when they use distributive negotiation tactics along with integrative tactics rather than using integrative tactics alone.” (Han et al., 2012, p. 143). Taking into account that also each interviewee aims for mutual satisfaction, it seems that the high EI individuals know of the additional value of combining competitive with cooperative tactics to achieve a joint outcome with suppliers.

Recent literature pointed out a general direction of heavier usage of competitive negotiation behaviour in the buyer-supplier context (Sigurðardóttir et al., 2019) and B2B negotiations (Geiger, 2017), which would explain the use of competitive actions. It is also stated that buyers used aggression more frequently, which is showing a distributive approach (Sigurðardóttir et al., 2019). This could also be a possible explanation why 40% of high EI individuals and 0% of low EI individuals used also inappropriate negotiation actions. Misrepresenting information is also a commonly used tactic in the manufacturing industry (Sigurðardóttir et al., 2018) which would support this finding. However, previous literature stated that inappropriate actions can have a negative effect on negotiations and customer satisfaction (Saorín-Iborra & Cubillo, 2019). Interviewee 9 and 10 could still make use of it due to their strong position. Especially interviewee 10 pointed out that he is basically always in a better position than his supplier which results in his use of inappropriate actions.

A possible assumption for the heavier use of competitive tactics of high EI individuals is that they have better emotional assessment and management of situations (Mayer & Salovey, 1997; Ogilvie & Carsky, 2002). Additionally, EI “refers to an ability to recognize the meanings of emotions and their relationships and to use them as a basis in reasoning and problem solving” (Mayer et al., 2001, p. 234). Through that, the high EI individual can recognize emotional signals better and see how far they can go with competitive tactics and recognise when a maximum for their opponent is reached. Meaning, when their opponent feels attacked through competitive behaviour, they could recognise how their opponent feels and react accordingly. Interviewees with lower EI seem not to be comfortable with using competitive tactics. It is assumed that this is due to the missing ability of emotional assessment of their opponent that they rather stick to integrative actions to ensure a harmonic negotiation.

5.5 Individuals with high EI generally use more tactics and use tactics more situational than low EI individuals

Table 4 confirms that the average of tactics used is one action higher for individuals with a high level of EI than individuals with a low level of EI. This represents that high EI individuals are able to use a bigger spectrum of negotiation tactics and can vary better their negotiation behaviour. Interviewees with a high EI used on average 9.8 tactics whereas low EI individuals used 8.8 tactics, so exactly one action less. Nevertheless, having 13 actions mentioned in this dissertation one action compared to the quantity of the action possibilities is not a big difference.

In general, all interviewees, low and high level of EI, are using a lot of tactics. Some more situational than others. It is stated that “buyers are likely to use different strategies for negotiating different aspects of the purchase contract” (Perdue & Summers, 1991, p. 188) which could be a possible explanation. Additionally, Geiger and Hüffmeier (2020) pointed out that how many tactics are used also depends on the number of issues within a negotiation. With that, it could depend on which negotiations the interviewees are usually in which would result in heavy use of tactics.

Nevertheless, even though heavy use of most tactics was observed it can be said that high EI interviewees use more tactics situational than low EI interviewees. Especially looking at relationship building and maintenance high EI interviewees were able to differentiate whether it should be aimed for a relationship or not.

Additionally, the tactics that are used by the interviewees are mentioned in previous literature (Robinson et al., 2000; Saorín-Iborra & Cubillo, 2019). This showcases that tactics mentioned in the questionnaire (see Appendix A) seem to be the most popular among scholars researching negotiation tactics and behaviours in the purchasing sector.

Emotional intelligence was positively related to a higher outcome satisfaction of buyer and seller (Mueller & Curhan, 2006), better job performance (Ackley, 2016; Cherniss et al., 2006; Kim et al., 2015; Newman et al., 2010) and leadership effectiveness (Cherniss et al., 2006; Emmerling & Goleman, 2005). This underlines the impact EI has and would justify that high EI participants can choose a broader range of negotiation actions which makes their negotiation more diversified.

5.6 On average different negotiation behaviours used between low and high EI

Table 5: Average negotiation behaviour by low/ high EI individuals

| Ø Low | Ø High |
|------------|------------------|
| 2,8 | 4,2 |
| Compromise | Soft Competition |

Assigning numbers to each one of the behaviours of Saorín-Iborra and Cubillo (2019), the classification is the following: (1) ‘pure integrative’, (2) ‘collaborative’, (3) ‘compromise’, (4), ‘soft competition’, (5) ‘competition’ and (6) ‘strong competition’. Assigning each interviewee, the value and calculating the average number in table 5 represents the average behaviour used by low and high EI interviewees.

The answer to the research question of what type of negotiation behaviour employees that rank high and employees that rank low on the emotional intelligence scale use is displayed in table 5.

The five interviewees with a low EI score use on average a compromising bargaining behaviour (3) with a 2.8 whereas the five interviewees with a high EI score in the Gert-s got a 4.2 as an average, which results in a negotiation behaviour close to (4) meaning soft competition. As represented in table 4 and mentioned in the previous paragraphs, the interviewees with higher EI scores used more competitive techniques including the use of additionally unethical competitive actions, which is the reason for this result.

Both findings, the use of compromise and soft competition behaviour contradicts with one side of previous research in the B2B sector where was found that collaborative behaviour is the most frequently used behaviour (Janda & Seshadri, 2001; B.C. Perdue et al., 1986). This view is also supported by other scholars that discovered that collaborative behaviour is mostly used by purchasing managers (Hageen, Kedia, & Oubre, 2003). Hageen et al. (2003) also found that by purchasing managers from western countries collaboration is mostly used but that the second most used behaviour is a competitive negotiation style. Saorín-Iborra and Cubillo (2019) had different findings for the negotiation behaviour used by suppliers which tend to use more competitive actions. It was found that for suppliers the most used negotiation behaviour is 'soft competition' and second most 'compromise' behaviour which aligns with the outcome of this research, even though industrial buyers and not suppliers were interviewed and analysed. Moreover, other recent research also found that aggressive tactics, meaning competitive behaviour, were used more heavily in B2B negotiations (Sigurðardóttir et al., 2019). Therefore, both detected behaviours by high and low EI individuals can be justified through one side of recent literature.

6. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

Due to the small sample size of 19 interviewees, where only 10 were taken into account and chosen to analyse, the sample size is undersized. Generalising findings would lead to falsified results. It would require a renewed research on a larger scale also using quantitative data analysis to be able to have significant conclusions.

Additionally, different factors that are proven to influence the type of negotiation behaviour used, for instance, ethnicity, nationality, education, experience (Robinson et al., 2000) and the general cultural background (Bulow & Kumar, 2011), were not considered within the scope of this study. Meaning, not solely the emotional intelligence is the factor for using a special type of bargaining behaviour. The different company sizes and industries the companies are operating in are also a component influencing the results. Future research should, therefore, attempt to include the mentioned factors and try to overcome these limitations.

Moreover, it is difficult to assign each individual in only one behavioural category, due to the situational environment. Because it was repeatedly mentioned that negotiation behaviour is more situational and depends on one's own position and personality and also the attitude and position of the opponent it cannot be said with a hundred per cent certainty which behaviour style is used.

Findings can stimulate future studies and may be used to generate a new hypothesis tested on a quantitative level to be able to generalise the results. Discoveries of this study have the potential to contribute to the following research in this area of interest and can help to shed light on this journey learning more about the effect of EI on negotiation behaviour in the B2B purchasing context.

7. CONCLUSION

To test the effect of emotional intelligence on negotiation behaviour a study, with 10 for the analysis chosen participants, was conducted. Using the Gert-s to measure the EI level and using a questionnaire based on Saorín-Iborra and Cubillo (2019) and Robinson et al. (2000) in semi-structured interviews to determine the negotiation behaviour used, a connection was found. The results of this study show that the level of emotional intelligence has, also if it is only a small, an influence on the negotiation behaviour used. Participants with a lower level of EI tend to use 'compromise' behaviour whereas participants with a high EI level used overall 'soft competition' behaviour due to the heavier use of competitive actions in negotiations. Competitive behaviour can be explained through previous studies that confirm a trend towards competitive behaviour in buyer-supplier negotiations and also the B2B context (Geiger, 2017). Additionally, it was found that 'soft competition' was the most frequent type of negotiation behaviour by suppliers, followed by 'compromise' behaviour (Saorín-Iborra & Cubillo, 2019), demonstrating that findings of this study underline past research results in terms of most frequent behaviours used during supplier negotiations.

All individuals, whether high or low EI scores used both behaviours, competitive and cooperative. This supports the view of newer research pointing out that competitive and coordinative negotiation behaviour can be seen as complementary (Saorín-Iborra & Cubillo, 2019). However, a growing body of scholarly literature found a common notion of a tendency towards more distributive behaviour in the B2B context (Saorín-Iborra & Cubillo, 2019; Sigurðardóttir et al., 2019) challenging the older observations of increased usage of cooperative bargaining behaviour (Janda & Seshadri, 2001; Perdue et al., 1986).

The key theoretical implication of this study of the influence of emotional intelligence on negotiation behaviour is that more investigation is required, to either back up or negate the outcome explored in this research. The practical implication, taking into account the results of the behavioural difference between low and high EI individuals, is that companies could profit from it. Han et al. (2012) pointed out that negotiators making use of both behaviours, competitive and coordinative, achieve better results. Knowing that interviewees with a high level of EI used more tactics and additionally more competitive actions, but the same amount of integrative actions, it could be possible that they obtain better outcomes. Companies could therefore make use of high EI individuals and set them up in important negotiations to save costs. Nevertheless, EI is a learned behaviour (Mayer & Salovey, 1997), meaning that companies should invest in training to enhance their purchasing employees' emotional assessment and management to overall achieve better results in negotiations.

Concluding that negotiation behaviour is influenced by multiple factors (Kim et al., 2015; Robinson et al., 2000), the level of emotional intelligence is only one of the factors having an impact on bargaining. Nevertheless, in the scope of this study findings illustrated that the level of emotional intelligence has an impact on the negotiation behaviour used from purchasers in the B2B environment.

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APPENDIX

Appendix A – Interview guide

| No. | Questions |
|-----------------|---|
| INTRO1 | How would you describe the negotiation process? |
| GOALS2 | Do you prepare for your negotiations? How? If yes, do you set a goal? a. Why do you set these goals? b. How do you try to reach them? How do you collect information before the negotiation? |
| VALUES3 | What is more important to you: relationship or winning? |
| INFO4 | How do you feel about sharing information? a. Do you feel that those you are negotiating with are willing to share information with you? b. If they won't, how does it affect you? c. Do you think information should be shared freely? Why? d. Do you sometimes share false information? How? e. What is trust in your opinion? |
| COM5 | Do you bluff when you are negotiating? How do you feel about bluffing? Do you think it is ethical or not? Have you been bluffed? a. How does it make you feel? b. Do you think it is acceptable? Do you place the first offer or the other party? a. If you place the first offer: what does it look like? (low, too high) |
| INTEGR6 | Do you think it's important to understand your opponent's position, goals etc.? a. Can you give some examples of how you try to come to this understanding? (through questions) Do you try to explain your own position, goals, etc. to your opponent? a. How do you do this? |
| ADOPT7 | How would you describe your negotiation behavior? Do you adapt your own negotiation behavior to your opposition's behavior? a. Does a competitive opponent trigger more competitive behavior? b. Does a cooperative opponent trigger more cooperative behavior? |
| BODY8 | Do you think body language is important? How? Do you use body language consciously to influence outcomes? a. Do you use it to make your opponent feel comfortable or pressured? b. Do you consciously adapt your body language depending on the context? |
| GENERAL9 | What tactics (+explanation first) do you use the most? Do you have boundaries? Are you usually satisfied with your agreements? |

Appendix B – Transcripts

The transcripts are excluded due to confidentiality.

Appendix C – Interview summaries

| Interviewees/ Questions | 1 | 2 |
|-------------------------|---|--|
| EI (%) | 40 | 43 |
| INTRO1 | Have to prepare and act differently according to market position. Some activities one always performs. | determine situation, what we need, what suppliers offer |
| GOALS2 | Yes, understanding the partner and gathering numbers, data and facts for arguments | info from ERP, payment history, other issues, such as quality |
| GOALS2.1 | between | Yes |
| GOALS2.2a | - | preferred goal, minimum goal, quite ambitious |
| GOALS2.2b | the relationship. | try to be in top three of suppliers customers to create power difference |
| GOALS2.3 | - | find person on linkedin, credit check |
| VALUE3 | If I'm in a strong position I want to achieve max result, in a weaker position where I want to work strategically with the partner I want to build a basis of trust | cooperation, but do keep prices low |
| INFO4 | It's important depends on relationship. | The more the better |
| INFO4a | trends that otherwise you couldn't find. | Some are more closed |
| INFO4b | - | No, stay open |
| INFO4c | - | See 4 |
| INFO4d | No, I would say only bluffing | No |
| INFO4e | For a strategic relationship trust is necessary. | See 4 |
| COM5 | Yes | Yes, but based on truth |
| COM5.1 | Negotiation is like a game, so if you can use it then yes, it's ok. | Not really, but sometimes helpful |
| COM5.2 | Yes | Not really |
| COM5.2a | - | - |
| COM5.2b | If I found out afterwards maybe it could have consequences for the relationship in the long-term | - |
| COM5.3 | The seller | First supplier |
| COM5.3a | - | stay within normal range |
| INTEGR6 | and what's important for them | Yes definitely |
| INTEGR6a | see 6 | Find out reasons behind changes, help suppliers |
| INTEGR6.1 | - | Partly, hard to explain in our business as our factory mainly produces urgent orders, but less efficiently |
| INTEGR6.1a | - | Invite and visit regularly |
| ADOPT7 | hard, fair and consistent | to the point, talking about everything. |
| ADOPT7.1 | I adapt according to the situation. In a weak position I act pitiful, in a strong position I act stronger | Yes, level with the opponent |
| ADOPT7.1a | In a strong position I will be more competitive, no matter what | Yes, but still open |
| ADOPT7.1b | If we are accommodating to each other, I will be more cooperative. | Already am |
| BODY8 | Yes, gestures and facial expressions can tell you a lot about feeling. | Yes |
| BODY8.1 | Yes, mostly to show strength and support my position. | Always stay open, you can achieve more than taking closed attitude |
| BODY8.1a | see 8.1 | Put at ease |
| BODY8.1b | I show strength regardless of the situation | No |
| GENERAL9 | I openly show my reactions to whatever say are saying and to how they are saying it. This confuses people | Cooperation, openness |
| GENERAL9.1 | To build personal pressure or blackmail someone | never claim too much time, keep a normal conversation |
| GENERAL9.2 | Usually yes, I get the most out of it. | Yes |

| Interviewees/ Questions | 3 | 4 |
|-------------------------|---|--|
| EI (%) | 45 | 50 |
| INTRO1 | usually announce prices (Preisausschreiben), invite suppliers, discuss | simple, focused |
| GOALS2 | yes, make analyses about market/prices, make forecasts, talk with team | make agenda, facts, numbers, talk with team, look for tendencies |
| GOALS2.1 | yes, get goals from company (% in price reduction), personally higher goals | yes |
| GOALS2.2a | to achieve results | need a goal |
| GOALS2.2b | with benchmarking, forecasting | work towards it |
| GOALS2.3 | get information from suppliers | talk with supplier |
| VALUE3 | depends, mostly pro relationship | depends, more relationship because more long-term suppliers, but sometimes strong position, then win |
| INFO4 | important | not everything upfront |
| INFO4a | yes | its a game, like a basar, so come up with more and more information, its a process |
| INFO4b | they ask everything they need to know | - |
| INFO4c | yes, need to play openly | openly, but after time |
| INFO4d | never | never |
| INFO4e | that everyone plays fair, is important | not too important, more important in relationship |
| COM5 | yes, to provoke reactions | yes, sometimes, only in 1/4 necessary |
| COM5.1 | ethically | ethically |
| COM5.2 | yes | yes |
| COM5.2a | - | - |
| COM5.2b | yes | yes |
| COM5.3 | always other party | other party, offers you a chance |
| COM5.3a | - | fair but ambitious |
| INTEGR6 | yes | not necessary |
| INTEGR6a | through supplier visits/ days once a year | experience |
| INTEGR6.1 | not as detailed but yes | no |
| INTEGR6.1a | list facts | - |
| ADOPT7 | efficient, fair | same as INTRO1 |
| ADOPT7.1 | yes | yes |
| ADOPT7.1a | yes, it is a give and take | yes |
| ADOPT7.1b | a tiny but, but always stay polite | to some extent, when its too extreme calm down, switch topic shortly |
| BODY8 | yes, can read a lot | yes |
| BODY8.1 | in some cases concisely | no, but you can see the real negotiation profi |
| BODY8.1a | used to underline weight of story | not really |
| BODY8.1b | more subconsciously | through gestic |
| GENERAL9 | silence | silence, making indications, adjourn meeting when no result after short time |
| GENERAL9.1 | lying | being personal, insults, lying |
| GENERAL9.2 | mostly yes | mostly yes |

| Interviewees/ Questions | 5 | 6 |
|-------------------------|--|---|
| EI (%) | 57 | 71 |
| INTRO1 | Starts with numbers, trying to find common ground on emotional level, bring in ideas | situational |
| GOALS2 | Yes, our business, the other company, market situation, the negotiators, develop a plan. Preparation is crucial | material importance, know market, competition |
| GOALS2.1 | Yes. Goals depend on the type of negotiation. | yes, justified goals, formulate max position |
| GOALS2.2a | Without goals you can just stay home | need to know benefit with goal |
| GOALS2.2b | Work out with opponent, bring in own ideas & solutions. How to reach both goals? | work towards it |
| GOALS2.3 | - | market knowledge, experience |
| VALUE3 | A good relationship. Helps to reach goals and brings future potential | both, depends |
| INFO4 | Be careful with information. Internal info is confidential | not everything should be shared in the beginning, it's a process |
| INFO4a | Yes, when I ask they give me the info. Facts. Often you can also read info from appearance. The better you know them the easier. | "who asks wins" |
| INFO4b | - | - |
| INFO4c | Information only to trusted partners. | it's a process |
| INFO4d | Never | never |
| INFO4e | necessary for a relationship | important in negotiation and business relationship |
| COM5 | Yes. Exaggerations mostly. | yes, argumentative bluffing |
| COM5.1 | It's ok to do as long as it's not fake info | ethically |
| COM5.2 | Yes | yes |
| COM5.2a | see 5.1 | part of it |
| COM5.2b | see 5.1 | yes |
| COM5.3 | The other party | other party makes 1. offer, except you know exactly what both want, then 1. |
| COM5.3a | - | fair, both parties should make money |
| INTEGR6 | Yes | yes |
| INTEGR6a | Through questions and reading between the lines | experience |
| INTEGR6.1 | Yes, mostly when there's a problem | not usually |
| INTEGR6.1a | - | - |
| ADOPT7 | Honest, open, solution-oriented | same as INTRO1 |
| ADOPT7.1 | Depends on situation. On type of relationship | yes |
| ADOPT7.1a | Only when a positive outcome is still in sight. Unlikely | yes, especially for win-win |
| ADOPT7.1b | I have only long-term cooperative relationships | yes, become stubborn |
| BODY8 | off. | yes, it is tactical psychology warfare |
| BODY8.1 | Not really. only to create a pleasant first impression | yes |
| BODY8.1a | - | yes |
| BODY8.1b | Trying not to close off when a conversation is not going well | yes |
| GENERAL9 | I try to sell an idea to the other, something good for them. Show them that they can always have a good conversation with me | time pressure, pressure opponent, fake begging |
| GENERAL9.1 | I don't hurt others for my own benefit. | lying, aggressiveness, unprepared |
| GENERAL9.2 | Yes! | mostly yes |

| Interviewees/ Questions | 7 | 8 |
|-------------------------|---|---|
| EI (%) | 71 | 76 |
| INTRO1 | situational, but rational and controlled | focused, determined |
| GOALS2 | make scenarios | objective preparation, scenarios |
| GOALS2.1 | yes, ambitious goals | yes |
| GOALS2.2a | need to know what you want | picture goal |
| GOALS2.2b | work towards it | work towards it |
| GOALS2.3 | information, experience | take everything into account |
| VALUE3 | 70% win, 30% relationship | best for the company, depends |
| INFO4 | yes, but information sharing has boundaries | necessary |
| INFO4a | everything concerning the negotiation | yes, everything important should be said upfront |
| INFO4b | - | - |
| INFO4c | yes, important information | that negotiation is more efficient |
| INFO4d | never | never |
| INFO4e | important, but mostly no trust with new opponents, trust= keep promises | important, information exchange should be protected |
| COM5 | yes, part of it | not really |
| COM5.1 | ethically | yes, but unnecessary |
| COM5.2 | yes | yes |
| COM5.2a | - | - |
| COM5.2b | yes | partly |
| COM5.3 | "first offer loses" | other party makes 1. offer |
| COM5.3a | still fair but ambitious | - |
| INTEGR6 | yes | yes |
| INTEGR6a | experience, background information | through working together |
| INTEGR6.1 | not usually | yes |
| INTEGR6.1a | - | through working together |
| ADOPT7 | same as INTRO1 | same as INTRO1 |
| ADOPT7.1 | yes | yes |
| ADOPT7.1a | yes | yes, but not too much |
| ADOPT7.1b | yes, become calmer | yes, become way more competitive |
| BODY8 | no | yes |
| BODY8.1 | usually side thing | yes |
| BODY8.1a | no, no expert in that | yes |
| BODY8.1b | subconsciously | yes |
| GENERAL9 | let others come first, if 2: good cop/bad cop, pauses, be reserved | no special tactics, just more direct |
| GENERAL9.1 | insults, lying, give false data, not prepared, stupidity, if people make it unnecessary long, lack of objectivity | insults, lying |
| GENERAL9.2 | mostly yes | mostly yes |

| Interviewees/ Questions | 9 | 10 |
|-------------------------|---|---|
| EI (%) | 81 | 81 |
| INTRO1 | offensive or defensive position, motivate the other to act in your interest, conflicting interests | Negotiate about price increases due to inflation. Trying to reach a middle point. |
| GOALS2 | yes! make presentation or key note, build structure behind arguments, set goal | When I started with negotiations yes, now not anymore. Trust my experience |
| GOALS2.1 | yes, together with controlling. Can be financial or about relationship | Yes. They come from my department |
| GOALS2.2a | To maximize profits or about relationship | To know the starting situation |
| GOALS2.2b | Start high and go down step by step, don't agree to something you don't want; for relationship building you must compromise | Saying that we can't pay more [laughter] |
| GOALS2.3 | internal information from technical department and also about competitors | From my department, from official government statistics about market situation & inflation |
| VALUE3 | Depends on customer. Must be clear beforehand. Building up a business through good relationships. | I prefer a relationship, but often it's not possible because of my necessities |
| INFO4 | double.edged sword. Makes you vulnerable, but also makes the discussion more rational. | I only give the information that helps me to win |
| INFO4a | yes | Yes, I think they do because they want to argue for their offer |
| INFO4b | - | - |
| INFO4c | yes, makes argumentation more rational | - |
| INFO4d | question of conscience. No, but sometimes withhold information or present in a certain way that suits you | In some cases, yes. e.g. overstating official or expected numbers |
| INFO4e | passing on confidential information. Faith. Dangerous, because can be used against you. But helpful to get unofficial information | It's important |
| COM5 | Yes of course! Some information you don't have to reveal, and instead just claim something. | Yes, I have no option. We need to survive. |
| COM5.1 | it's acceptable. Certain things must be told truly, but others are confidential so you can bluff | Yes, both parties do it. |
| COM5.2 | Of course. | Yes |
| COM5.2a | - | - |
| COM5.2b | yes. | see 5.1 |
| COM5.3 | Usually first buyer says a price range, seller first specific offer | The other starts and I try to lower it down |
| COM5.3a | start high. | - |
| INTEGR6 | Yes. If you know what's important and valuable for the other company and person, you can adjust your offer accordingly. | Yes, it helps you to know how far you can go, what's the limit |
| INTEGR6a | Ask at the beginning | Try to be informed before the negotiation starts |
| INTEGR6.1 | Hmm yes. | Yes! |
| INTEGR6.1a | "I need this, I get this and instead I offer you that" | I tell them this is my limit |
| ADOPT7 | Let the other talk to learn about them. Get more info that I give. Ask about other party's priorities. | Rough, competitive |
| ADOPT7.1 | Yes, but limited. | Yes. |
| ADOPT7.1a | Yes | (not sure, probably yes (see 7.1)) |
| ADOPT7.1b | Not really, I try to not give them an attack surface. Avoid escalation | yes |
| BODY8 | Definitely. Eye contact, non-verbals. Find a common level | Yes, though most my negotiations were by phone. |
| BODY8.1 | Not sure if consciously, but I do use it. Voice, choice of words and body language combined to get the opponent back on the floor for rational discussion. | - |
| BODY8.1a | To relax, make them receptive for arguments. Don't be submissive to competitors, but find middle way. | - |
| BODY8.1b | - | - |
| GENERAL9 | prepare target range, entry price, exit value. Think about everything that can be negotiated. Prepare one argument for each step you go down the price ladder. Back up each claim. Depends on personality type. | Start really low. |
| GENERAL9.1 | Bribing | No boundaries |
| GENERAL9.2 | 50/50 | mostly yes, also because my big company usually has the dominant and powerful position in a negotiation |

| Interviewees/ Questions | 11 | 12 |
|-------------------------|--|---|
| EI (%) | 57 | 62 |
| INTRO1 | All about discounts and prices, I know what it costs and what I'm willing to pay. | requests possibilities, give target price, end up in the middle. |
| GOALS2 | No, I just follow my gut. | duration |
| GOALS2.1 | Yes | Yes |
| GOALS2.2a | To know where I'm going | Conditions from customers, own calculations, delivery time |
| GOALS2.2b | I don't care if the other gets mad at me. Emotions are subordinate, except when I can use them to influence my opponent. I'm shameless in most negotiations. | |
| GOALS2.3 | - | Assess the whole year, new suppliers are tested according to our criteria, AS9100 certification |
| VALUE3 | Winning | cooperation, one time purchase competitive |
| INFO4 | - | quite open because of small market, but sometimes strategic information to self |
| INFO4a | No, salesmen tell me a lot of useless things. With long-term relationships they are more honest, but never completely open | Yes |
| INFO4b | - | - |
| INFO4c | Yes, it inspires more trust. With long-term partners I do less price negotiations and accept higher prices. | Yes, product information |
| INFO4d | Don't think so | mainly mentioning projects may take longer than we actually expect |
| INFO4e | With trust I accept higher prices from my suppliers. | Very important |
| COM5 | I used to, not so much anymore, but would be smart. Sometimes I still do. | Happens sometimes |
| COM5.1 | Yes | - |
| COM5.2 | I think so | Yes, but not for large amounts |
| COM5.2a | - | Start wondering how often he has done it |
| COM5.2b | - | understandable |
| COM5.3 | I usually place the first offer when it's important to me. | Supplier |
| COM5.3a | I start high and sometimes go even higher after (or low and even lower) | Within margins, when supplier starts at 130 I start at 100% of costs |
| INTEGR6 | Yes, of course. Ask "Where does he come from" | Very important |
| INTEGR6a | Requires a bit of preparation | Share info on planning, forecasts, technical documentation, priorities. |
| INTEGR6.1 | Yes, trying to strengthen my position by explaining it. | Yes |
| INTEGR6.1a | - | Visit suppliers, help when they have issues |
| ADOPT7 | Soft, nice. But if the opponent doesn't like my deal, I get competitive. | informal, fair, room for explanations |
| ADOPT7.1 | Yes, so the other one can guide me with his emotions. I try to be aware of that. | Yes |
| ADOPT7.1a | I accept confrontation. No one gets away with it. | Yes |
| ADOPT7.1b | Here I adapt my behavior very fast and earlier. | - |
| BODY8 | Yes, e.g. I receive them like the king on a throne | Not necessarily, but can have some influence |
| BODY8.1 | Yes | Yes |
| BODY8.1a | I use it to put pressure | Put at ease |
| BODY8.1b | - | |
| GENERAL9 | | Bluff, cannot recall others |
| GENERAL9.1 | Something that's unethical or against the law with my customers, when buying probably not | Straight lying |
| GENERAL9.2 | Yes | Yes |

| Interviewees/ Questions | 13 | 14 |
|-------------------------|--|---|
| EI (%) | 64 | 64 |
| INTRO1 | Specification, selection, contracting. In the end agreement should benefit entire organization | Long-term is reassessing frameworks, one-time purchases is going back and forth |
| GOALS2 | Specification, cost break-down, start with multiple suppliers, multiple rounds of negotiation, determine power difference. | background information, budget, comparing suppliers |
| GOALS2.1 | Yes | Yes |
| GOALS2.2a | Best-case, worst case price scenarios | Delivery time is important, quality |
| GOALS2.2b | Going back and forth, until agreement is reached | Most suppliers can deliver on time, quality by a check from engineer |
| GOALS2.3 | Price indices, multiple price requests | Quality engineer, check website |
| VALUE3 | More towards cooperation | Mix, especially on long-term |
| INFO4 | Product information 100%, rest is gaining as much as possible and keeping as much as possible to self | Related to product yes, share a lot, but keep some strategic information |
| INFO4a | Depends, smaller companies yes, larger no | Depends, some don't |
| INFO4b | yes, should be flexible | Yes, sharing less |
| INFO4c | See 4 | Yes, for long-term suppliers 100%, but when playing out several parties not. |
| INFO4d | No false information, but sometimes withholding | No false information, incomplete yes |
| INFO4e | Never trust completely, but more with long-term suppliers | Never assume they're not lying, trust some more than others |
| COM5 | Yes, but happens less than in the past | Yes sometimes |
| COM5.1 | Make sure it has some truth, then yes | Part of the game |
| COM5.2 | Yes | Not really |
| COM5.2a | Part of the game, but when misled for large sums it's bad | |
| COM5.2b | Yes | |
| COM5.3 | Depends, if we can estimate costs yes, if not no | Supplier |
| COM5.3a | Always below target | not extremely low, stay realistic |
| INTEGR6 | Yes, costly to get new supplier, so long-term relations are important | Long-term yes |
| INTEGR6a | Audit, go to the company, understand their problems | Ask questions |
| INTEGR6.1 | Yes | Yes |
| INTEGR6.1a | Start with introductions, give presentations | explain what's going wrong |
| ADOPT7 | Down to earth, informal | Open and honest, aiming for a goal, win-win creation |
| ADOPT7.1 | - | Yes |
| ADOPT7.1a | - | Yes |
| ADOPT7.1b | - | Yes |
| BODY8 | Yes | Yes |
| BODY8.1 | A little, very direct but approachable | Not enough |
| BODY8.1a | Make comfortable | Comfortable |
| BODY8.1b | Yes | Yes |
| GENERAL9 | Hint you have several possible suppliers | being honest and open, benchmarking |
| GENERAL9.1 | Never raise voice, no lying | lying |
| GENERAL9.2 | Yes, good prices, good relationships | Some more than others |

| Interviewees/ Questions | 15 | 16 |
|-------------------------|--|---|
| EI (%) | 64 | |
| INTRO1 | prepared but spontaneous | situational |
| GOALS2 | yes, get information | yes, statistics, sales/ turnover data, OTDP, important data |
| GOALS2.1 | yes | yes, set realistic goals |
| GOALS2.2a | to visualize goal | to define goal |
| GOALS2.2b | try to work to it | work along the process |
| GOALS2.3 | experience | through available data |
| VALUE3 | relationship when long history | depends: long history - relationship, one deal - win |
| INFO4 | everything important should be mentioned | awareness of what you say |
| INFO4a | offensive information exchange | not expected, but wished for |
| INFO4b | ask | - |
| INFO4c | yes, to know everything important | everything important concerning the negotiation |
| INFO4d | never | never |
| INFO4e | confidential information should not leave the room | important |
| COM5 | yes, part of it | yes |
| COM5.1 | ethically to some extent | ethically |
| COM5.2 | yes | yes |
| COM5.2a | normal | - |
| COM5.2b | yes | yes |
| COM5.3 | "first offer loses", let other party make 1. offer | when savings project, first offer, otherwise not |
| COM5.3a | extreme but still fair | make it % cheaper, direct but realistic |
| INTEGR6 | yes | yes |
| INTEGR6a | experience, knowledge of human nature | experience |
| INTEGR6.1 | not usually | no except its specifically asked for |
| INTEGR6.1a | will know from past history | - |
| ADOPT7 | same as INTRO 1 | same as INTRO 1 |
| ADOPT7.1 | yes, but stay cool | yes |
| ADOPT7.1a | yes | yes |
| ADOPT7.1b | yes | yes |
| BODY8 | yes | mostly |
| BODY8.1 | some situations yes, but partly overrated | not often |
| BODY8.1a | not usually | when its 2 against one yes |
| BODY8.1b | probably subconsciously | subconsciously |
| GENERAL9 | patience, persistence | silence, "who asks is leading" |
| GENERAL9.1 | corruption, lying, taking personal advantage | insults, being personal, taking personal advantage, bribe |
| GENERAL9.2 | mostly yes | mostly yes |

| Interviews/ Questions | 17 | 18 |
|-----------------------|---|--|
| EI (%) | | |
| INTRO1 | get offers from suppliers, see how far they are apart and maybe renegotiate | 80% planning, 20% execution. All to meet a business need. |
| GOALS2 | Definitely! market situation, prices, is it a known supplier? How to deal with them | Yes. Understanding requirements & priorities, market dynamics, power dynamics. Putting together a strategy and knowing your BATNA. All to know your options according to the situation. I also break down the negotiation into smaller components. Sometimes we role-play a negotiation beforehand. |
| GOALS2.1 | Yes. Goal should always be to be lower than before | Yes, need to have a credible goal. |
| GOALS2.2a | - | So you can work towards it. |
| GOALS2.2b | - | You need to invest time into building an appropriate strategy to get what you want. |
| GOALS2.3 | checking the market and previous negotiations | - |
| VALUE3 | One depends on the other | Depends on the importance and the power dynamics. In a leverage position I want to get the best results from either supplier, but in a strategic situation the relationship is more important |
| INFO4 | Longer relationships have more sharing of info | Without trust info doesn't get shared. You want to invest in trust to build up a relationship, that leads to info sharing, collaboration and therefore innovation. |
| INFO4a | They won't give any info that is harmful to them | The more trust the more info. |
| INFO4b | - | - |
| INFO4c | - | In a strategic relationship it's necessary, otherwise not. |
| INFO4d | HmmNo, but I might not say everything | I don't lie. Can even have legal implications. |
| INFO4e | With long-term relationship suppliers you trust what they say | When the other party doesn't disadvantage you even though they could. All you can do is trust. Mostly mutual thing. |
| COM5 | Probably yes | Better than lying, but not my favorite. Sometimes used to imply a threat. |
| COM5.1 | I usually expect the other party to be prepared, so I don't want find out that I say something wrong | It's ok, but don't lie and give false info |
| COM5.2 | I'm sure of it | - |
| COM5.2a | - | - |
| COM5.2b | I think it's not worth the effort. When we or the other finds out that destroy all trust and the whole relationship | see 5.1 |
| COM5.3 | The other party | It depends on the negotiation, but either way you want to get your anchor in first. In a situation with high power and many options you can make high demands, but in a weaker position the other one makes the first offer and we don't make these threats or high demands initially. There it takes supplier relationship management. Either way your offer should be unbelievable believable. Super low, but backed up by data and arguments. |
| COM5.3a | - | see 5.3 |
| INTEGR6 | Yes | Absolutely crucial. 5 steps: Understand what you want, understand the market, understand your opponent, develop strategy and execution. |
| INTEGR6a | Once the price is made, you see. E.g. with long-term suppliers who are in economic trouble, we may pay more | The best negotiators try to take the opponents perspective, understand what does it mean for them, how is their performance measured. I just ask the other what is their goal, maybe we can find an alignment. Show interest in their interest. Also be aware of their subconscious judgments. |
| INTEGR6.1 | Maybe we try to, but it's more difficult | Yes, you have to explain credibly what you want and why it's important. |
| INTEGR6.1a | Just explaining the use of the product for us and why we need a certain price | Good communication skills |
| ADOPT7 | Very objective and rational. No small-talk | I focus on preparation, data and also emotion. |
| ADOPT7.1 | I think so, not always willingly though. | Yes, this is unconscious, e.g. to mirror the other party. |
| ADOPT7.1a | I'm too objective for games | - |
| ADOPT7.1b | I behave cooperative too | - |
| BODY8 | yes | Yes |
| BODY8.1 | Yes | A good negotiator senses the emotional dynamic and tries to make the other feel safe. I use it unconsciously I think. Show natural emotions, also to show confidence and competence |
| BODY8.1a | To relax a situation or to show that I am not interested in a certain type of conversation. | more subconsciously but yes, more to make the other one feel relaxed with body language. |
| BODY8.1b | With known opponents I put them under pressure. | yes |
| BODY8.1b | - | - |
| GENERAL9 | As a woman I make my opponents explain me things, make him think he has the upper hand to see how far he'd go. Also I react very shocked to offers. | I overplay reactions to offers, I bring in a higher authority to show authority, threaten to take the negotiation to a higher authority, I sometimes take a time-out for both parties to rethink and discuss with the boss, putting on time-pressure by saying you want to close the topic today. |
| GENERAL9.1 | No collusion | - |
| GENERAL9.2 | Normally yes | In my professional life yes. If not, I know that I didn't do enough preparation. |

| Interviews/ Questions | 19 |
|-----------------------|--|
| EI (%) | |
| INTRO1 | Defending the interest of your company |
| GOALS2 | Background information, multiple proposals, read annual report, material price, forecasts, specification, linkedin |
| GOALS2.1 | Max spending, delivery times, payment condition, warranty period |
| GOALS2.2a | |
| GOALS2.2b | anchoring, start very low |
| GOALS2.3 | LinkedIn |
| VALUE3 | Generally competitive, strategic items long-term |
| INFO4 | As open as possible, but sometimes keep some info. |
| INFO4a | Yes |
| INFO4b | Depends, when not open enough there's no basis for relationship |
| INFO4c | Yes |
| INFO4d | No |
| INFO4e | Important, some more than others |
| COM5 | Sometimes, testing suppliers, not with long-term suppliers |
| COM5.1 | Not really, but sometimes it happens |
| COM5.2 | Not really |
| COM5.2a | Not comfortable |
| COM5.2b | Not when you can't live up to it |
| COM5.3 | Me |
| COM5.3a | Quite low, but has to be defensible |
| INTEGR6 | Yes |
| INTEGR6a | Show understanding, quarterly meetings |
| INTEGR6.1 | Yes |
| INTEGR6.1a | Taking someone in your situation helps |
| ADOPT7 | Never the dominant person, persistent, honest |
| ADOPT7.1 | Try not to get carried away |
| ADOPT7.1a | If I can, yes |
| ADOPT7.1b | |
| BODY8 | Has some influence, no dealmaker/braker |
| BODY8.1 | Yes |
| BODY8.1a | Make comfortable |
| BODY8.1b | |
| GENERAL9 | Feeding information, anchoring, having alternatives, making an offer and waiting |
| GENERAL9.1 | Make it personal, lying |
| GENERAL9.2 | In general, yes |

Appendix D – Company overview

| Company | Country | Industry | Size | Interviewee |
|---------|-------------|-----------------------------------|------------|-------------|
| A | Germany | Household durables | 1000-10000 | 1 & 5 |
| B | Netherlands | industrial conglomerate | 100-1000 | 2 |
| C | Germany | Construction & Engineering | >5000 | 3 |
| D | Germany | Electrical Components & Equipment | <5000 | 4 |
| E | Germany | Paper packaging | >40000 | 6 |
| F | Germany | Furniture industry | 100-1000 | 7, 8, 15 |
| G | Germany | Auto Components | 1000-10000 | 9 |
| H | Argentina | Tobacco | 50000+ | 10 |
| I | Germany | Health Care providers & services | 1-100 | 11 |
| J | Netherlands | Aerospace & Defense | 100-1000 | 12 |
| K | Netherlands | Industrial conglomerate | 10000+ | 13 |
| L | Netherlands | Electrical Equipment | unknown | 14 |
| M | Germany | Industrial conglomerate | 100-1000 | 16 |
| N | Germany | Containers & Packaging | 1-100 | 17 |
| O | Australia | Australian government | unknown | 18 |
| P | Netherlands | Electrical Equipment | 1000-10000 | 19 |

Appendix E – Overview of interviewees including length

| Interviewee | Company | Length (in minutes) | Job title |
|-------------|---------|---------------------|--------------------------------------|
| 1 | A | 24 | Purchasing Employee |
| 2 | B | 46 | Purchasing Manager |
| 3 | C | 23 | Material Group Manager |
| 4 | D | 35 | Purchasing Manager |
| 5 | A | 56 | Purchasing Employee |
| 6 | E | 27 | Regional Procurement Manager Germany |
| 7 | F | 38 | Former CEO, focus purchasing/ sales |
| 8 | F | 16 | Purchasing Manager |
| 9 | G | 47 | Purchasing Manager |
| 10 | H | 33 | Purchasing Employee |
| 11 | I | 37 | Purchasing Employee |
| 12 | J | 59 | Purchasing Manager |
| 13 | K | 44 | Purchasing Manager |
| 14 | L | 34 | Purchasing Manager |
| 15 | F | 33 | Former CEO, focus purchasing |
| 16 | M | 34 | Head of Purchasing/ Supply Chain |
| 17 | N | 24 | Purchasing Employee |
| 18 | O | 56 | Purchasing Manager |
| 19 | P | 40 | Purchasing Manager |

Appendix F – Qualtrics Gert-s result example



Recorded
Jun 3, 2020 3:01 PM

Duration
00:38:25



You have now finished the test.

You correctly recognized 81% of the video clips.

In previous studies, two thirds of the participants obtained a score between 55% and 77%, with the average score being 66%. One sixth scored below 55% and one sixth scored above 77%.

Appendix G – Calculations

All calculations were done using Excel 'AVERAGE' using the actions mentioned in table 3

Overview Gert-s scores + Average

| Number | Scores |
|---------|--------|
| 1 | 40 |
| 2 | 43 |
| 3 | 45 |
| 4 | 50 |
| 5 | 57 |
| 6 | 71 |
| 7 | 71 |
| 8 | 76 |
| 9 | 81 |
| 10 | 81 |
| 11 | 57 |
| 12 | 62 |
| 13 | 64 |
| 14 | 64 |
| 15 | 64 |
| Average | 61,73 |