

University of Twente
School of Management and Governance
Faculty of Behavioural, Management and Social Sciences

1st Supervisor: Dr. Aldis Sigurðardóttir

2nd Supervisor: Henrike Fitschen

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Topic:

Personality as a Potential Determinant of Strategic Adaptability in Negotiations

Submitted by:

Julian Weidemann s1828622

Enschede, The Netherlands

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Abstract

Purpose: This study aims to investigate whether strategic adaptability in negotiations can be determined by personality. Strategically adaptable negotiators are expected to have personality traits of both integrative and distributive negotiators in common. Furthermore, this study investigates whether strategically adaptable negotiators achieve, on average, a better negotiation outcome than negotiators who did not show adaptability. Strategically adaptable negotiators are expected to achieve better negotiation outcomes.

Methodology:

Findings:

Limitations:

Contributions:

Keywords: Strategic Adaptability, Personality, Negotiation Behaviour, Negotiation Experience, Negotiation Outcome, Integrative, Distributive

Table of Contents

| | |
|--|----|
| List of Figures and Tables | 5 |
| Abbreviations | 6 |
| 1. Introduction | 7 |
| 1.1 Strategic adaptability has only received limited attention in negotiation research | 7 |
| 1.2 Research objective: Understanding strategic adaptability in negotiations and how personality affects it | 8 |
| 1.3 Research results will be of academic and practical relevance | 9 |
| 1.4 Two research questions have been developed | 9 |
| 1.5 Overview of the structure | 10 |
| 2. Literature Overview | 11 |
| 2.1 Dyadic negotiations conducted in an online environment | 11 |
| <i>2.1.1 Dyadic negotiations can appear in various situations in life</i> | 11 |
| <i>2.1.2 Online negotiations are found to be less personal</i> | 11 |
| 2.2 Negotiation behaviour | 12 |
| <i>2.2.1 Literature focus on integrative and distributive behaviour</i> | 12 |
| <i>2.2.2 Integrative negotiation behaviour aims to create value</i> | 12 |
| <i>2.2.3 Distributive negotiation behaviour aims to claim value</i> | 13 |
| <i>2.2.4 Most negotiations include mixed negotiation behaviour</i> | 13 |
| <i>2.2.5 Strategic adaptability describes the correct use of integrative and distributive behaviour</i> | 14 |
| <i>2.2.6 Nonverbal negotiation behaviour is important to assess</i> | 16 |
| 2.3 Personality models and the effect on negotiation behaviour | 16 |
| <i>2.3.1 The Big Five Model as the most common way to describe a personality</i> | 16 |
| <i>2.3.2 The HEXACO- Model adds another dimension</i> | 16 |
| <i>2.3.3 TKI Scale reflects a negotiator's general orientation</i> | 17 |
| <i>2.3.4 Existent research examined the effect of personality on integrative and distributive behaviour but lacked to include strategic adaptability</i> | 18 |
| <i>2.3.5 Other factors have been proven to affect the negotiation behaviour and outcome</i> | 20 |
| 3. Methodology | 22 |
| 4. Results | 22 |
| 5. Discussion | 22 |
| 6. Conclusion | 22 |
| 7. Limitations | 22 |
| References | 23 |
| Appendix..... | 28 |

| | |
|--|----|
| Appendix A – HEXACO Scale Descriptions | 28 |
| Appendix B – TKI Negotiation Style Grid..... | 30 |

List of Figures and Tables

Figure 1: Negotiation behaviours. 14

Table 1: Negotiation Experience of negotiators. 25

Abbreviations

| | |
|------|------------------------------------|
| INT | Integrative |
| DIS | Distributive |
| ADAP | Strategic Adaptability |
| M | Male |
| F | Female |
| HH | Honesty Humility |
| E | Emotionality |
| EX | Extraversion |
| C | Conscientiousness |
| A | Agreeableness |
| OE | Openness to Experience |
| TKI | Thomas Killman Conflict Instrument |
| SD | Standard Deviation |

1. Introduction

1.1 Strategic adaptability has only received limited attention in negotiation research

Over the past decades, negotiations have grown to an increasingly important academic and practical concept. Negotiations are a skill that can be learned and developed. If used correctly, they can help gain more value from all agreements, whether in a business relationship or a regular day-to-day discussion.¹ For mastering this skill, it is essential to understand negotiations, including different behaviours and tactics and factors that can affect negotiation behaviour and outcome. In past research, negotiations themselves and factors that might affect them already received much attention. Negotiations are mostly analysed in integrative and distributive negotiation behaviour.² The classification between integrative and distributive is the most widely used in negotiation research.³ Integrative behaviour aims for the value creation of both parties⁴. In contrast, distributive behaviour only focuses on increasing the own value while neglecting the relationship aspect and value creation for the other party.⁵

However, what is lacking in most literature streams, is the correct application of integrative and distributive behaviour according to the negotiation context.⁶ Brett (2000) already found that negotiations mostly show elements of both integrative and distributive behaviour.⁷ Thompson (2009) supports that a sole distinction between either integrative or distributive behaviour is not applicable in practice. According to him, "Managers need to develop negotiation skills that can be successfully employed with people of different nationalities, backgrounds, and styles of communication."⁸ Thus, research supports the necessity of being adaptable in negotiations.⁹ Being flexible with the use of tactics according to the negotiation issues and the negotiation behaviour of the counterpart can be defined as strategic adaptability.¹⁰ Although research already indicated the importance of strategic adaptability in negotiations, only a few studies directly address this topic. Hence, it is unknown how strategic adaptability is used in negotiations and how it affects negotiation performance.

¹ See e.g. See Chapman et al. (2017), p.954

² See e.g. Barry & Friedman (1998), Beersma, & De Dreu (2002), Saorín-Iborra & Cubillo (2018), Sigurdardottir et al. (2018)

³ See Hawes & Fleming (2014), p.280

⁴ See Saorín-Iborra & Cubillo (2018), p.14-15

⁵ See Weingart et al. (1990), p. 11

⁶ See Hawes & Fleming (2014), p.280

⁷ See Brett (2000), p. 98

⁸ See Thompson (2009), p. 4

⁹ See e.g. Smolinski & Xiong (2020), Weingart et al. (1990)

¹⁰ See Smolinski & Xiong (2020), p. 376

Furthermore, due to a lack of existing literature, it is unclear what determines strategic adaptability.

1.2 Research objective: Understanding strategic adaptability in negotiations and how personality affects it

This study aims to fill the knowledge gap and shed light on the use of strategic adaptability in negotiations, including how it can be determined and how it affects negotiation performance. In this research, personality will be in focus as a potential determinant for adaptability in negotiations. The reasoning behind this is that personality already has proven to be an essential determinant for the use of integrative and distributive behaviour¹¹, which suggests a relationship between an individual's personality structure and strategic adaptability. The personality structure of the negotiators will be assessed by the HEXACO-Test and linked to negotiation behaviour, precisely strategic adaptability. The HEXACO-model consists of six broad personality dimensions: Honesty-Humility, Agreeableness, Emotionality, Extraversion, Conscientiousness and Openness to Experience. These personality dimensions are divided into 24 subcategories. Scores between 1 and 6 per dimension are possible.¹² Although the HEXACO- dimensions have not received much attention yet when determining strategic adaptability, integrative and distributive negotiators are found to possess common HEXACO- personality traits. Integrative negotiators score high on Emotionality and Openness to Experience, whereas distributive negotiators score low on Extraversion and Agreeableness.¹³ Despite contradictory findings, these four dimensions are the most mentioned and are thus in the focus of this study.

Furthermore, the importance of strategic adaptability in negotiations will be assessed by comparing the outcome of the negotiators classified as strategically adaptable to the outcome of the non- adaptable negotiators. A negotiator is classified as strategically adaptable if they can switch between integrative and distributive tactics according to the counterpart's behaviour. Additionally, strategic adaptability includes applying integrative and distributive behaviour according to the negotiation issue discussed. Negotiation outcome scores between 1 and 5 are given, whereas 1 describes the worst possible outcome and 5 the best outcome. How strategic adaptability and the negotiation outcome have been assessed will be discussed more in detail in section 3.

¹¹ See e.g. Barry & Friedman (1998), Dimotakis et al. (2012), Falcao et al. (2018), Stel et al. (2020)

¹² See Lee et al. (2004), p. 329

¹³ See Stel et al. (2020), p. 828

1.3 Research results will be of academic and practical relevance

The academic relevance of this research is grounded in the knowledge gap of existing literature regarding strategic adaptability in negotiations, including how personality affects the use of adaptability. Previous literature on negotiation behaviour mainly distinguishes between integrative and distributive behaviour, sometimes including a mix of both.¹⁴ However, most literature fails to include strategic adaptability. Strategic adaptability is the focus of this research, making it an essential contribution to existing negotiation research. Firstly, it sheds light on whether and how different personality structures affect strategic adaptability. Additionally, the importance of strategic adaptability in negotiations will be addressed by comparing the negotiation outcome of strategically adaptable negotiators with negotiators who have been identified as not adaptable. The results of this research will contribute towards a deeper understanding of negotiations. Besides, the results will potentially extend the work of previous researchers analysing the effect of personality on integrative and distributive negotiation behaviour¹⁵ by linking it to strategic adaptability. Furthermore, this research will set a direction for future research aiming to analyse strategic adaptability in negotiations.

Next to academic contributions, the findings of this study will be helpful in practice. Managers can make more informed decisions when dealing with negotiations and look at them as more than integrative or distributive. They will understand the importance of being strategically adaptable in negotiations. Furthermore, managers can understand what role an individual's personality can play for strategic adaptability. Having a deeper understanding of the effect of different personalities on negotiation behaviour can assist companies to select employees more adequately for different types of corporate negotiations and, in addition, provide more customised training.

1.4 Two research questions have been developed

Although personality has not received much attention yet when determining strategic adaptability, integrative and distributive negotiators have already been found to possess common personality traits. Integrative negotiators are mostly described as scoring high on Emotionality and Openness to Experience, whereas distributive negotiators score low on Extraversion and Agreeableness.¹⁶ As strategically adaptable negotiators are described as

¹⁴ See e.g. Barry & Friedman (1998), Beersma, & De Dreu (2002), Brett (2000), Saorín-Iborra & Cubillo (2018)

¹⁵ See e.g. Stel et al. (2020), p. 828; Sharma et al. (2013), p. 322

¹⁶ See Stel et al. (2020), p. 828

being skilled in integrative and distributive skills¹⁷, the first research question has been developed, which includes a mixed personality structure of integrative and distributive negotiators:

RQ1: Do strategically adaptable negotiators have a mixed personality structure of integrative and distributive negotiators?

A mixed personality structure of integrative and distributive negotiators can be described by high scores on either Emotionality and Openness to Experience and low scores on either Extraversion or Agreeableness. Scores per HEXACO- dimension above 3.5 are considered high, whereas scores below 2.5 are considered low. However, the difference from the mean scores per dimension is also important to include.

After looking at the personality of the negotiators, the relationship between strategic adaptability and negotiation performance will be examined. Negotiation performance is displayed as a negotiation outcome score derived by assessing the negotiators' integrative and distributive achievements. Research question two has been developed to test whether strategically adaptable negotiators achieve a better negotiation outcome than non- adaptable negotiators.

RQ2: Do strategically adaptable negotiators achieve on average a higher negotiation outcome score compared to non- adaptable negotiators?

1.5 Overview of the structure

The thesis starts with a literature review, which aims to define the main concepts of this study. Furthermore, it provides an overview of what has already been studied on strategic adaptability and personality as a determinant of negotiation behaviour. After reviewing existing literature, a description of how this research has been conducted will be given in the methodology part. This part includes how the results have been analysed and assessed. Following, all results of this research will be provided. Then, in the analysis part, the findings will be discussed and compared to existent literature. This section will answer the two research questions. After that, the main results of this study will be concluded. Lastly, the limitations of this study will be discussed, and advice will be given for future research on strategic adaptability.

¹⁷ See Smolinski & Xiong (2020), p.376

2. Literature Overview

2.1 Dyadic negotiations conducted in an online environment

2.1.1 *Dyadic negotiations can appear in various situations in life*

Negotiations occur when some objective must be accomplished, for which interaction with other people is needed.¹⁸ Thus, negotiations do not only happen in business-related contexts, for instance, between a buyer and a supplier but can also occur in any situation in life, ranging from an important business deal to a discussion in an everyday routine. The overall goal of negotiations is to negotiate terms with another party, which are more favourable than alternative partners or options.¹⁹ In a business context, a distinction is usually made between business-to-business (B2B) negotiations and business-to-customer (B2C) negotiations. However, it does not have to be narrowed down to this, as numerous situations in life can be regarded as a negotiation.²⁰ For instance, the negotiation environment of this research is not business-related. Still, it involves two parties who engage in collaborative and competitive processes. The two parties involved in negotiations can be either dyadic, meaning that they only involve two parties and one person per party²¹, or they can involve groups of people and more parties²². This research focuses only on dyadic negotiations.

2.1.2 *Online negotiations are found to be less personal*

This study is conducted in the environment of online negotiations. Online negotiations have been described as different compared to traditional face-to-face negotiations, mainly because they are perceived as less personal. This perception has the consequence of lower levels of trust before and after a negotiation.²³ Additionally, according to Naquin et al. (2003), negotiators have been proven to be generally less satisfied with their performance. They are less interested in post-negotiation interaction with the other party in online negotiations. The researchers indicate that these problems arise, as building a personal and positive relationship with the other party is more challenging in an online environment.²⁴ Increased difficulty to find a beneficial outcome for both parties and to engage in integrative behaviour might be the result.²⁵ The negative impact of online negotiations on integrative behaviour is important to consider for this study. However, it is to note that most research,

¹⁸ See Thompson (1990), p. 515

¹⁹ See Brett (2000), p.98

²⁰ See Vargo & Lusch (2011), p.181

²¹ See e.g. Barry & Oliver (1996), Pinkley et al. (1994)

²² See e.g. Beersma, & De Dreu (2002), Neale & Bazerman (1991), Thompson et al. (1988)

²³ See Naquin et al. (2003), p. 116-117

²⁴ See Naquin et al. (2003), p. 116-117

²⁵ See Van der Toorn et al. (2015), p. 37-38

which is analysing online negotiations, focuses on negotiations conducted without seeing the other party, hence only communicating via phone or sometimes only via text messages.²⁶ In this research, the negotiators had to conduct the negotiations via video conferences to narrow down the negative effects of online negotiations, which can be summarised as lower levels of trust, less satisfaction and more difficult relationship building.

2.2 Negotiation behaviour

2.2.1 Literature focus on integrative and distributive behaviour

Negotiation behaviour has been classified into integrative and distributive tactics for a few decades now.²⁷ Furthermore, mixed negotiation behaviours have sometimes been included, hence a combination of value-creating and value claiming.²⁸ However, when to switch between these behaviours did not receive much attention. The correct use of integrative and distributive behaviour can be defined as strategic adaptability.²⁹

This section will give insights into integrative and distributive negotiation behaviours, including the importance of mixed negotiation behaviour. Afterwards, the importance of strategic adaptability will be discussed, followed by an overview of nonverbal negotiation behaviour.

2.2.2 Integrative negotiation behaviour aims to create value

Integrative behaviour can be defined as value creation for both parties and involves tactics like "Ensure a positive and productive personal relationship" or "Trust the position and information of other negotiators"³⁰. Thus, integrative behaviour pays attention to achieving the best results for both parties while maintaining a good relationship and generally trusting the other party. The primary characteristic observed in integrative behaviour is problem-solving.³¹ Advantages of integrative behaviour include an increased satisfaction of both parties after the negotiation, strengthening the relationship, and less risk of future conflicts.³² Further literature supports these advantages of integrative behaviour in negotiations.³³

²⁶ See e.g. Belkin et al. (2013); Kurtzberg et al. (2009)

²⁷ See e.g. Brett (2000); Clopton (1984); Saorín-Iborra & Cubillo (2018); Walton & McKersie (1993)

²⁸ See e.g. Brett (2000), p. 98; Saorín-Iborra et al., 2008, p.3

²⁹ See e.g. Smolinski & Xiong (2020), p.376; Hawes & Fleming (2014), p. 280

³⁰ See Saorín-Iborra & Cubillo (2019), pp.14-15

³¹ See Barry & Friedman (1998), p. 357

³² See Beersma & De Dreu (2002), p.228

³³ See Pruitt & Lewis (1975), p.621; Sigurdardottir et al. (2018), p.430

2.2.3 *Distributive negotiation behaviour aims to claim value*

Distributive negotiation behaviour is "(...) governed in large part by gamesmanship, nerve, and aggressiveness (...)" ³⁴. Distributive tactics are focused on claiming value and involve, for instance: "Make an opening demand that is far greater than what one really hopes to settle for", or "Convey a false impression that you are in absolutely no hurry to come to a negotiation agreement, thereby trying to put more time pressure on your opponent to concede quickly"³⁵. Lewicki and Robinson (1998) developed five main competitive behaviours, which according to Saorín-Iborra & Cubillo (2019), are a commonly used typology for classifying distributive behaviour. The tactics include misrepresentation, traditional competitive bargaining, bluffing, manipulating the other party's network and inappropriate information gathering. However, out of all these tactics, only traditional competitive bargaining is an acceptable distributive tactic. All other tactics represented before are argued to be inappropriate, ethically speaking, as they are less tolerated and accepted by the other party and are believed to increase the negative effect on negotiations.³⁶

Hence, distributive tactics can include bluffing, threatening, rejecting and demanding with the overall goal to create the highest value or achieving the best negotiation outcome for oneself ³⁷. In contrast, integrative behaviour focuses on achieving a good result, creating value for both parties and building relationships. Integrative negotiations are characterised by a high degree of information sharing and a free exchange of information. On the other hand, distributive negotiations are characterised by withholding information and influencing the counterpart into making concessions.³⁸

2.2.4 *Most negotiations include mixed negotiation behaviour*

Although most scholars classify negotiations as either integrative or distributive, they mostly show integrative and distributive elements.³⁹ Next to this, applying a mixed approach in negotiation behaviour has already been linked to better negotiation outcomes by various studies.⁴⁰

Figure 1 illustrates six types of negotiation behaviours, which underlines that a focus on either integrative or distributive behaviour is not always applicable in practice. The

³⁴ See Barry & Friedman (1998), pp.356-357

³⁵ See Saorín-Iborra & Cubillo (2019), pp.14-15

³⁶ See Saorín-Iborra & Cubillo (2019), pp.2-3

³⁷ See Weingart et al. (1990), p. 11

³⁸ See Pruitt & Lewis (1975), p.622

³⁹ See Brett (2000), p. 98

⁴⁰ See e.g. Brett et al. (1998), p.80

demonstrated negotiation behaviours are pure competitive orientation, competition, soft competition, compromise, collaboration and pure integrative behaviour. Only when using pure competitive behaviour and pure integrative behaviour, the behaviour of a negotiator can be described as either distributive or integrative. All other negotiation behaviours displayed in Figure 1 display mixed behaviours.⁴¹

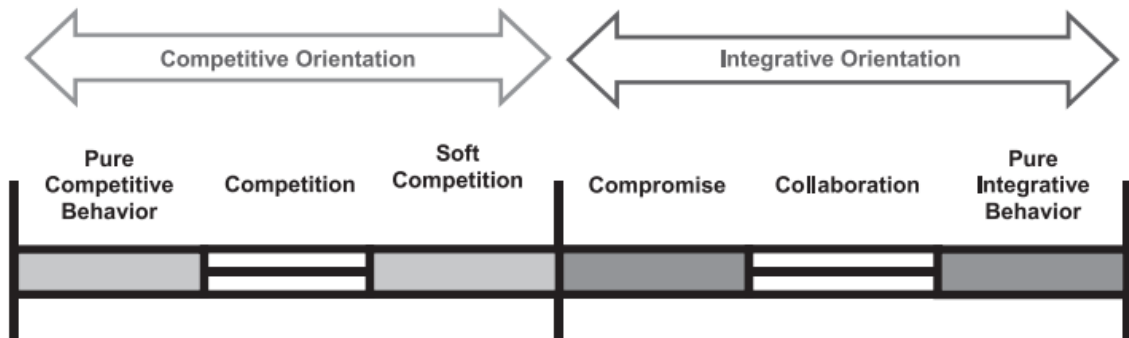


Figure 1: Negotiation behaviours.

Source: Saorín-Iborra et al., 2008, p.3

2.2.5 Strategic adaptability describes the correct use of integrative and distributive behaviour

Despite differences between integrative and distributive behaviours, as mentioned in the previous paragraph, negotiations are rarely pure integrative or pure distributive and often involve elements of both. However, it is essential to know when and how to switch between integrative and distributive tactics. This ability is called strategic adaptability.⁴² Strategic adaptability, also referred to as tactical flexibility, can be defined as "(...) competency that enables a negotiator to apply, flexibly switch between, or combine his or her other competencies in value claiming and value creation".⁴³ Thus, a strategically adaptable negotiator can master both integrative and distributive tactics. Adjusting of the behaviours is done in alignment with the specific negotiation environment and issues discussed.⁴⁴ To be an adaptable negotiator, cues from the negotiation context and the counterpart must be understood to determine where the given negotiation situation falls and if a distributive, integrative or combination of both skillsets should be applied.

⁴¹ See Saorín-Iborra et al., 2008, p.3

⁴² See Wang et al. (2013), p. 135

⁴³ See Smolinski & Xiong (2020), p.376

⁴⁴ See Smolinski & Xiong (2020), p.376

Furthermore, the negotiator needs to be skilled in applying suitable negotiation strategies.⁴⁵ Hence, different negotiation situations require different behaviours. If, for instance, a continued relationship with the counterpart is not desired and the price is in focus, distributive negotiation behaviour should be applied. On the other hand, if a continued relationship with the counterpart is important and provides benefits in the future, integrative behaviour is more applicable.⁴⁶ Chapman et al. (2007) describe adaptable negotiation skills as the most complex to acquire. It requires well-developed distributive and integrative skills and the ability to recognise negotiation contexts.⁴⁷

Although literature on strategic adaptability is rare, researchers have already linked it to better negotiation performance. For instance, Weingart et al. (1990) describe it as necessary due to most negotiations consisting of claiming value and creating value, meaning integrative and distributive behaviour.⁴⁸ Furthermore, Thompson (2009) recognised the necessity of adapting the negotiation behaviour, as the behaviour otherwise "(...) works only within a narrow subset of the business world (...)"⁴⁹. Those who are not flexible in their behaviours during negotiations are thus considered at a disadvantage. Strategic adaptability is deemed more beneficial when negotiating with other cultures or people from different industries, making it a valuable skill, especially for professionals engaging in global negotiations.⁵⁰

Literature already proves that integrative and distributive negotiation behaviour influences the outcome of negotiations and hence can be an essential determinant of how a negotiation will end.⁵¹ Furthermore, within E-Commerce negotiations, adaptive negotiation behaviour has already been linked to better negotiation outcomes.⁵² Thus, strategic adaptability can potentially play an important role in determining the negotiation outcome.

Due to past research indicating a positive relationship between strategic adaptability and negotiation performance, the following hypothesis for RQ2 has been developed:

H2: Strategically adaptable negotiators achieve on average a higher negotiation outcome score compared to negotiators classified as non-adaptable.

⁴⁵ See Chapman et al. (2017), pp. 953-954

⁴⁶ See Hawes & Fleming (2014), pp. 280- 281

⁴⁷ See Chapman et al. (2017), p. 954

⁴⁸ See Weingart et al. (1990), p.28

⁴⁹ See Thompson (2009), p. 4

⁵⁰ See Thompson (2009), p. 4

⁵¹ See e.g. Clopton (1984); Weingart (1990)

⁵² See Wang et al. (2013), p.135

2.2.6 Nonverbal negotiation behaviour is important to assess

Nonverbal behaviour has been included in this research, as it might differ from verbal behaviour. Thus, it can include hints of how a negotiator feels or how a negotiator perceives the counterpart. That is why Semnani-Azad & Adair (2013) recommend including it in negotiation research.⁵³ A distinction can be made between body language and paralanguage. Paralanguage describes how a message is conveyed, focusing on the voice tone, pitch level, and speech rate. When grouping it into negotiation behaviour, a friendly, warm voice with a variation of the voice tone would belong to integrative behaviour. In contrast, a cold, aggressive or dominant voice with less pitch variability is more distributive.⁵⁴ The body language of a negotiator can be assessed by looking at the facial expressions and gestures used. Integrative body language includes, amongst other things smiling, nodding and maintaining eye contact. Distributive body language involves more cold and aggressive facial expressions.⁵⁵

2.3 Personality models and the effect on negotiation behaviour

2.3.1 The Big Five Model as the most common way to describe a personality

Literature agrees that people can be characterised in terms of their personal qualities, making up a personality. However, an ongoing discussion exists as to how many dimensions to include for reflecting an individual's personality best possibly. Since the 1990s, one of the most common ways to describe someone's personality was in five dimensions. These dimensions made up the Big Five Personality model and include Extraversion, Emotional Stability, Agreeableness, Conscientiousness and Openness to Experience. Since then, it has been used in various research and studies to describe a person and analyse how these dimensions affect and explain other phenomena.⁵⁶

2.3.2 The HEXACO- Model adds another dimension

However, next to this model, other models exist that make up a personality. One model that is argued to have the potential of giving a more detailed insight into someone's personality is the HEXACO model, which will be used in the context of this research. It consists of six dimensions, which are as follows: Honesty-Humility, Agreeableness, Emotionality, Extraversion, Conscientiousness and Openness to Experience. A total of 24

⁵³ See Semnani-Azad & Adair (2013), p.84

⁵⁴ See Semnani-Azad & Adair (2013), p.81

⁵⁵ See Semnani-Azad & Adair (2013), p.68-67

⁵⁶ See e.g. Barrick & Mount (1991), Judge et al. (1999)

personality traits makes up these dimensions.⁵⁷ The Honesty-Humility and Agreeableness dimension are similar, as both include altruistic aspects. Honesty-Humility includes being genuine and fair when dealing with others. Agreeableness means to forgive and tolerate others. The Emotionality dimension can be described by showing empathy, being emotionally attached to close persons, and avoiding harm. Extraversion focuses on social engagement, meaning, socialising, or showing leadership in social situations. Conscientiousness is more task-related and includes activities like organising and planning. The last dimension, Openness to Experience, corresponds to discoveries and ideas, such as thinking and imagining.⁵⁸ It is essential to mention that high scores in one dimension do not necessarily reflect a better outcome. High and Low scores reflect different personalities. For instance, individuals who score low on Emotionality are not deterred by the prospect of physical harm and feel little worry in stressful situations. On the other hand, individuals with high scores in Emotionality are more afraid of physical dangers and show anxiety in stressful situations.⁵⁹ All six personality dimensions, including a more detailed description of the meaning of either high or low scores per dimension, are illustrated in Appendix A. The HEXACO model shares many commonalities with other personality models, mainly with the Big Five model. However, the main difference is the addition of another dimension. An Advantage of the HEXACO model is that it can predict certain personality phenomena, which the Big Five model fails to explain and are beyond the Big Five dimensions.⁶⁰ Lee et al. (2005) confirm that some personality traits cannot be explained by the Big Five model, whereas the HEXACO model could explain a certain amount of variance of these traits by adding the Honesty-Humility dimension.⁶¹ An example of this is a study by Johnson et al. (2011), which found Honesty-Humility a unique determinant of job performance.⁶²

2.3.3 TKI Scale reflects a negotiator's general orientation

Next to the HEXACO- model, the TKI scale, introduced by Kilmann & Thomas (1977), has been included in this study, reflecting a negotiator's general orientation and providing clues regarding their personality. The scale is divided into five categories, which are as follows: Competing, Compromising, Collaborating, Accommodating, and Avoiding. Originally the TKI styles were not primarily focused on negotiations but designed to test

⁵⁷ See Lee et al. (2004), p. 329

⁵⁸ See Ashton & Lee (2007), p. 156-157

⁵⁹ See Lee & Ashton (2009), <https://hexaco.org/scaledescriptions>

⁶⁰ See Ashton & Lee (2007), p. 151

⁶¹ See Lee et al. (2005), p. 1443

⁶² See Johnson et al. (2011), p. 860

conflict-handling behaviour.⁶³ However, the five conflict modes can be translated into negotiation styles, representing the strengths and weaknesses of a negotiator.⁶⁴ Negotiators who score high on Competing are highly assertive and show low cooperativeness. Negotiations are considered as an opportunity to win, while relationships are neglected. Negotiators with high scores on Compromising can be described as medium cooperative. Although compromising negotiators pay greater attention to the relationship, they might make concessions too fast and rush the negotiation, leaving potential solutions unexplored. High scores on Collaborating describe a collaborative focus in negotiations. Negotiations are treated as problem-solving, opposed to having a win or lose mentality. Negotiators with high scores on Accommodating have good relationship building skills. However, due to a lack of competitive orientation, accommodative negotiators tend not to get what they want. Avoiding is characterised by low cooperativeness and withdrawal. Although avoiding negotiators can be described as diplomatic, negotiation opportunities might be missed.⁶⁵ In recent years, the TKI conflict modes have received much attention as a valuable tool for self-reflection and awareness in negotiation training.⁶⁶

TKI scores range from 1 to 12 per conflict mode. Thus, although 6 should represent an average score, it is not necessarily true for all five conflict modes.⁶⁷ Appendix B shows TKI scores of all five styles based on a sample of over 1600 global executives. It gives an overview of what can be defined as a low, medium, or high score per conflict mode. For instance, a medium score in Compromising style is not 6 but lies between 7 and 8.

2.3.4 Existent research examined the effect of personality on integrative and distributive behaviour but lacked to include strategic adaptability

Because negotiations are mainly social processes, the personality of the negotiators can be an important determinant for the used negotiation behaviour.⁶⁸ However, literature does not fully agree yet if and to what extent personality can determine behaviour in negotiations. While some research suggests that personality has no or only minor impact on negotiation behaviour and outcome,⁶⁹ others suggest it might be an essential determinant for the

⁶³ See Kilmann & Thomas (1977), p. 309

⁶⁴ See e.g. Schneider & Brown (2013), p.557; Shell (2001), p.156

⁶⁵ See Shell (2001), pp. 167-169

⁶⁶ See e.g. Fujita (2016); Brown (2012); Shell (2001)

⁶⁷ See Shell (2001), p.163

⁶⁸ See Spector (1977), p. 607

⁶⁹ See Thompson (1990), p.515

behaviour⁷⁰, which recently found more support.⁷¹ For example, in a meta-analysis, Sharma et al. (2013) discovered that a difference in personality structures would lead to different behaviours and outcomes of a negotiation.⁷² This makes sense given that personality has already been proven to be the primary determinant of other phenomena, for instance, job performance and success.⁷³

Based on theoretical findings that personality can determine negotiation behaviour, personality could be potentially linked to strategic adaptability as well, which leads to the first hypothesis of RQ1:

H1.1: Strategically adaptable negotiators have at least one of the six HEXACO personality dimensions in common.

Strategically adaptable negotiators have a common personality trait if they score below 2.5 or above 3.5 in one dimension.

Stel et al. (2020) already linked personality dimensions specifically to integrative and distributive behaviour in negotiations. Emotionality and Openness to experience are common characteristics of integrative negotiators, whereas distributive negotiators score low on Agreeableness and Extraversion. However, the effect of personality on the negotiation behaviour differs according to the culture.⁷⁴ Dimotakis et al. (2012) confirm that high Agreeableness is best suited in integrative negotiations, whereas low Agreeableness is best in distributive situations.⁷⁵ Barry & Friedman (1998) agree that low Agreeableness is related to distributive behaviour, while Extraversion is described as a liability for engaging in distributive behaviour.⁷⁶ Falcao et al. (2018) extend these findings by proving that Conscientiousness can be related to integrative and distributive behaviour.⁷⁷ However, Barry & Friedman highlight that, despite an observed relationship, "(...) few findings have proven replicable, and contradictory findings are not uncommon."⁷⁸ Chapman et al. (2017) argue that negotiation behaviour, including integrative, distributive and adaptive behaviour, can be learned and developed rather than determined by personality. However, they agree that individuals can be more or less suitable for the skill development of each negotiation

⁷⁰ See e.g. Barry & Friedman (1998), Spector (1977)

⁷¹ See e.g. Wilson et al. (2016), Sharma et al. (2013), Stel et al. (2020)

⁷² See Sharma et al. (2013), p. 322

⁷³ See e.g. Barrick & Mount (1991), Judge et al. (1999)

⁷⁴ See Stel et al. (2020), p. 828

⁷⁵ See Dimotakis et al. (2012), p. 183

⁷⁶ See Barry & Friedman (1998), p. 357

⁷⁷ See Falcao et al. (2018), p. 209

⁷⁸ See Barry & Friedman (1998), p. 345

behaviour, depending on their personality characteristics. For example, distributive tactics are more suitable for less agreeable and less emphatic persons, whereas integrative skills are more suitable for empathic and agreeable people. Hence, although literature agrees with the typical characteristics of integrative and distributive negotiators, scholars are still debating the extent to which personality can determine behaviour and tactics used in a negotiation.

Based on the findings that strategically adaptable negotiators are skilled in integrative and distributive behaviour, the next hypothesis of this study suggests that adaptable negotiators possess a mixed personality structure of integrative and distributive negotiators. The personality dimensions included for integrative negotiators are high Emotionality and Openness to Experience, whereas distributive negotiators are represented by low Extraversion and Agreeableness. Hence, the second hypothesis of RQ1 is as follows:

H1.2: Strategically adaptable negotiators score high on either Emotionality and Openness to Experience and low on either Extraversion or Agreeableness.

Again, high scores are identified above 3.5, whereas low scores are below 2.5.

Previous research has not only linked personality to negotiation behaviour but also negotiation performance. Despite contradictory findings, recent studies have found correlations between personality characteristics and negotiation performance.⁷⁹ However, this study will not go in-depth on the effect of personality on the outcome but will focus on the relationship between personality and negotiation behaviour. Nevertheless, a potential influence of personality on the negotiation outcome will be considered when analysing the findings of this study.

2.3.5 Other factors have been proven to affect the negotiation behaviour and outcome

Although this research focuses on personality as a determinant of negotiation behaviour, many other factors have been proven to affect negotiation behaviour and the outcome of negotiations. Thus, it is important to shortly mention the most commonly discussed factors, as they can prove helpful when interpreting the results beyond personality characteristics.

One of the most common factors discussed in the literature is previous negotiation experience.⁸⁰ Negotiation experience has already been linked to better performance and better negotiation outcomes.⁸¹ However, other scholars argue that benefits gained from experience are only applicable in similar negotiation settings. Otherwise, negotiators would

⁷⁹ See e.g. Stel et al. (2020); Sharma et al. (2018); Wilson et al. (2016); Dimotakis et al. (2012)

⁸⁰ See e.g. Natlandsmyr & Rognes (1995), Thompson (1990), Neale & Northcraft (1986)

⁸¹ See Thompson (1990), p. 529; Neale & Northcraft (1986), p.316

not recognise past patterns.⁸² Furthermore, the experience level of negotiators is found to determine the behaviour used in negotiations. Fleming & Hawes (2017) created a situational comparison of various negotiation factors. According to them, low experience levels are related to distributive behaviour. In contrast, experienced negotiators tend to use more integrative behaviours.⁸³ Chapman et al. (2007) support the findings of Fleming & Hawes (2017) by describing distributive skills as the least complex to acquire, whereas integrative and adaptive skills are more complex and thus require more training and experience.⁸⁴ Hence, previous research indicates that more negotiation experience is related to an increased ability to reach integrative solutions.⁸⁵

However, it is essential to distinguish between negotiation experience and relevant negotiation training. Most literature links negotiation training to negotiation behaviour and performance, whereas negotiation experience cannot fully determine behaviour and performance in negotiations.⁸⁶ Negotiation training has the benefit of providing regular feedback and reflections about the negotiation performance. In contrast, experience outside a training environment can only be beneficial if made in a similar negotiation environment.⁸⁷

Preparation as a determinant of negotiation outcomes already received much attention in literature.⁸⁸ Unlike most other influencing factors on negotiations, researchers mostly agree that pre-negotiation preparation positively influences the outcome of negotiations.⁸⁹ Due to the importance of preparation, it has been divided into four categories, which are all described as crucial in the pre-negotiation phase. The first phase is information gathering, which is followed by the formulation phase. Here the issues on the table will be reviewed, and goals will be formulated. Based on this, a strategy will be developed. Only the last phase is called preparation and involves the rehearsal of points to include in the negotiation.⁹⁰

The third and last determinant of negotiation behaviour discussed in this review is culture, which has been argued to significantly impact the negotiation behaviour used and the interpretation of the counterpart's behaviour. Cultures have different standards and norms for appropriate and acceptable behaviour⁹¹, making it one of the main determinants of

⁸² See Thompson, Gentner & Loewenstein (2000), p.70

⁸³ See Fleming & Hawes (2017), p.520

⁸⁴ See Chapman et al. (2017), p.954

⁸⁵ See Neale & Northcraft (1986), p.314

⁸⁶ See e.g. Chapman et al. (2017), p.954; Shell (2001), p.157

⁸⁷ See Thompson, Gentner & Loewenstein (2000), p.70

⁸⁸ See e.g. Rich (2011); Peterson & Lucas (2001); Fells (1996)

⁸⁹ See e.g. Rich (2011), p.3; Peterson & Lucas (2001), p. 39

⁹⁰ See Peterson & Lucas (2001), p. 39

⁹¹ See e.g. Friedman & Antal (2005)

negotiation behaviour and hence a commonly studied concept in negotiation research.⁹² Brett (2000) describes the problem when dealing with different cultures as follows: "(...) the mental models of negotiators from one culture may not map on to the mental models of negotiators from another culture, making the specification of a single mental model problematic"⁹³.

Due to the high impact of culture on negotiations, this research tried to reduce the involvement of different cultures, to decrease the complexity when analysing the effect of personality on negotiation behaviour.

Various other determinants of negotiation behaviour and outcomes exist, such as the perception or first impression of the other party,⁹⁴ financial incentives,⁹⁵ gender differences,⁹⁶ or the general setup of a negotiation.⁹⁷ However, the previously discussed factors are some of the most discussed in negotiation research. Going in-depth on all potential determinants would be out of the scope of this research.

3. Methodology

Left out due to confidentiality.

4. Results

Left out due to confidentiality.

5. Discussion

Left out due to confidentiality.

6. Conclusion

Left out due to confidentiality.

7. Limitations

Left out due to confidentiality.

⁹² See e.g. Adair et al., 2001; Brett 2000, Brett & Okumura., 1998

⁹³ See Brett (2000,) p.97

⁹⁴ See Schurr & Ozanne (1985), p.950

⁹⁵ See Murnighan et al. (1999), p.333

⁹⁶ See e.g. Mazei et al. (2015)

⁹⁷ See Beersma, & De Dreu (2002), p. 228

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Appendix

Appendix A – HEXACO Scale Descriptions

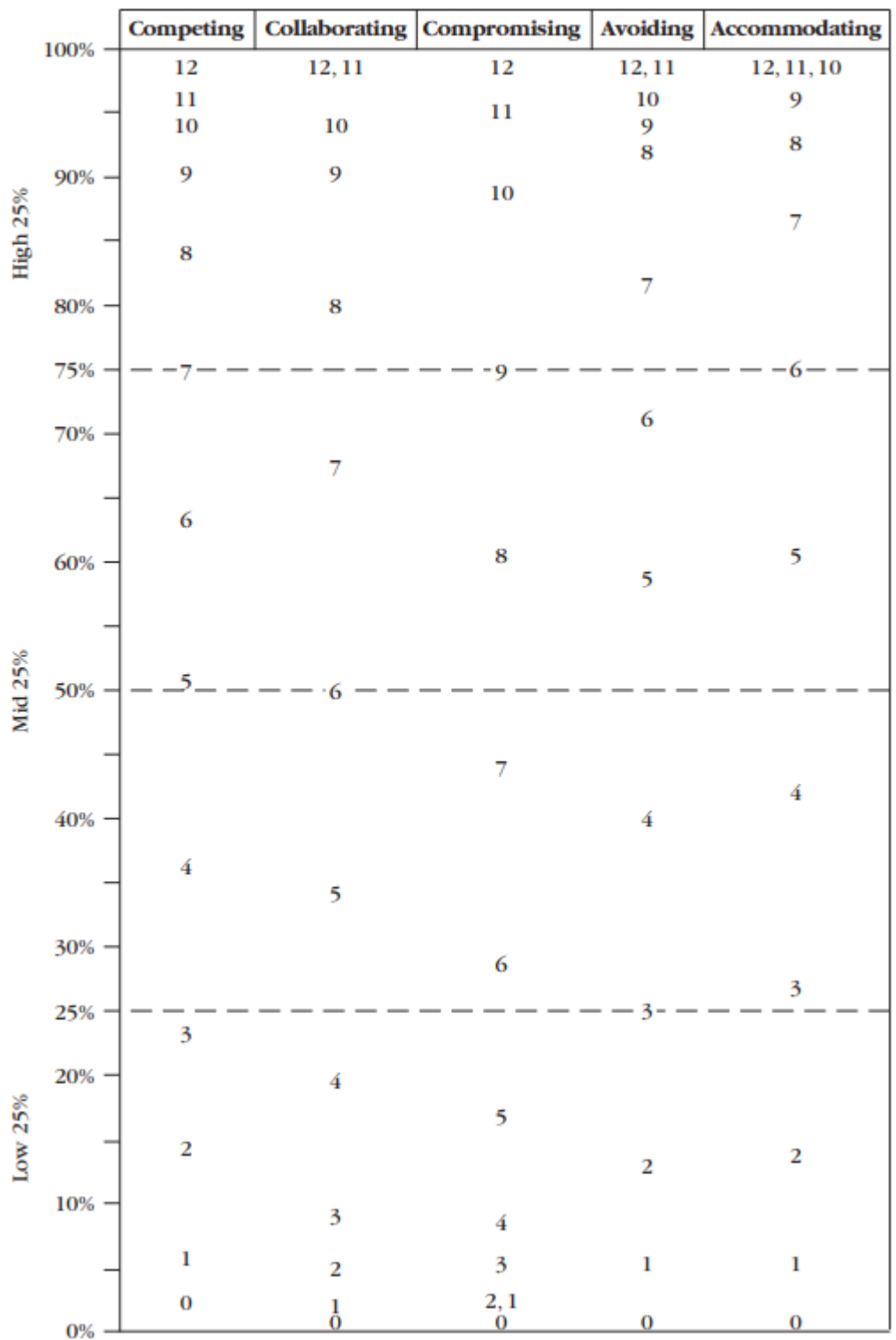
| | Persons with High Score | Persons with Low Score |
|--------------------------|---|--|
| HONESTY- HUMILITY | Avoid manipulating others for personal gain, little temptation to break rules, uninterested in lavish wealth and luxuries, feel no special entitlement to elevated social status. | Flatter others to get what they want, inclined to break rules for personal profit, motivated by material gain, feel a strong sense of self-importance. |
| EMOTIONALITY | Fear of physical dangers, anxiety in response to life's stresses, feel a need for emotional support from others and feel empathy and sentimental attachments with others. | Not deterred by the prospect of physical harm, feel little worry even in stressful situations, have little need to share their concerns, and feel emotionally detached from others. |
| EXTRAVERSION | Feel positive about themselves, feel confident when leading or addressing groups of people, enjoy social gatherings and interactions, and experience positive feelings of enthusiasm. | Consider themselves unpopular, feel awkward when they are the centre of social attention, are indifferent to social activities, and feel less lively and optimistic than others do. |
| AGREEABLENESS | Forgive the wrongs that they suffered, are lenient in judging others, are willing to compromise and cooperate with others, and can easily control their temper. | Hold grudges against those who have harmed them, are rather critical of others' shortcomings, are stubborn in defending their point of view, and feel anger in response to mistreatment. |
| CONSCIENTIOUSNESS | Organise their time and their physical surroundings, work disciplined towards their goals, strive for accuracy and perfection in their tasks, and deliberate carefully when making decisions. | Rather unconcerned with orderly surroundings or schedules, avoid difficult tasks or challenging goals, are satisfied with work that contains errors, and make decisions on impulse. |

| | | |
|-------------------------------|--|--|
| OPENNESS TO EXPERIENCE | Become absorbed in the beauty of art and nature, are inquisitive about various domains of knowledge, use their imagination freely in everyday life, and interested in unusual ideas or people. | Rather unimpressed by most works of art, feel little intellectual curiosity, avoid creative pursuits, and feel little attraction toward ideas that may seem radical or unconventional. |
|-------------------------------|--|--|

Source: Lee & Ashton (2009), <https://hexaco.org/scaledescriptions>

Appendix B – TKI Negotiation Style Grid

Figure One
Wharton-TKI Bargaining Styles Grid



Sample: 1682 participants in Wharton School executive programs led by Professor G. Richard Shell.

Source: Shell (2001), p.163