WEB APPENDIX TO ACCOMPANY

THE DARK SIDE OF RAPPORT:
AGENT MISBEHAVIOR FACE-TO-FACE AND ONLINE

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QUESTIONNAIRE ITEMS AND RELIABILITIES

Rapport
Correlation coefficient = .93
I felt aware of and interested in the agent.
I liked and felt warm toward the agent.
I felt like the agent and I were “on the same wavelength.”
I felt a comfortable rhythm with and felt coordinated with the agent.
I felt rapport with the agent.
I felt that the agent understood the feelings that I expressed.
I felt that the agent shared my feelings of rapport.

Satisfaction with Outcomes
Correlation coefficient = .62
I am satisfied with the outcome of the negotiation.
I am satisfied with my party’s outcomes in this negotiation.

Fairness of Our Outcome
Correlation coefficient = .61
The outcome of the negotiation was fair.
The outcome of the negotiation was reasonable to me.

Willingness to Negotiate in the Future
Correlation coefficient = .77
I would be willing to negotiate with this agent again in the future.
I would be willing to work with this agent again in the future.

Trust
Alpha = .85
Our promises to each other were reliable.
We were very honest in dealing with each other.
We trusted each other.
We would go out of our way to help each other out.
We considered each other’s interests when problems arose.
AFFECT COUNTS, EXPERIMENT 1

Below is a listing of the words (and their variations) and their associated frequencies in the data.

<table>
<thead>
<tr>
<th></th>
<th>High Rapport</th>
<th>Low Rapport</th>
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</thead>
<tbody>
<tr>
<td>Affection/ate, Love</td>
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<tr>
<td>Active</td>
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<tr>
<td>Afraid, Fear/s</td>
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<td>Aggression, Aggressive</td>
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<td>Anger, Angry</td>
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<tr>
<td>Anxiety, Anxious, Nervous, Worried, Tense, Tension</td>
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<td>3</td>
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<tr>
<td>Ashamed</td>
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<tr>
<td>Astonished, Surprise/d/s</td>
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<td>0</td>
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<tr>
<td>Confident</td>
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<td>3</td>
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<td>Content, At Ease</td>
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<td>Disappoint/ed, Discontent, Discouraged, Disgust/ed, Dissatisfied</td>
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<td>Distressed</td>
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<tr>
<td>Glad</td>
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<td>4</td>
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<tr>
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<td>12</td>
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<tr>
<td>Interest/ed/ing</td>
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<td>69</td>
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<td>Uninterested, disinterested, not interested</td>
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<td>1</td>
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<tr>
<td>Pleased</td>
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<td>0</td>
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<td>Sad/ness</td>
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<tr>
<td>Satisfied</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Skeptic/ism</td>
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</tr>
<tr>
<td>Tired, Drowsy, Fatigue/d, Quiet, Sleepy, Slow, Sluggish, Still</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>
EXAMPLES OF OBSERVED AGENT MISBEHAVIOR, EXPERIMENT 1

MISBEHAVIOR TOWARD THE PARTNER
This includes lies (statements that directly contradict the facts of the case), misleading statements (i.e., allow a misunderstanding to persist in the interactions, including incomplete responses to questions asked by the other agent) and overpromising (i.e., statements in which agents agree to something that they are not at liberty to commit to given the facts of the case, including agreeing to future actions that are highly unlikely given the case information. Includes any promise of future action that was unlikely to occur given the speakers case instructions.)

Seller’s agent: Can you tell me the name of the public hotel company, I need to know that to justify the high tower building
Buyer’s agent: I do not have that information.

Seller’s agent: Will these proposed renovations change the exterior of the property?
Buyer’s agent: Sure, Um, I think when we talk about what is going to happen with the property, we need to preserve the historical look and feel of Bullard.

Seller’s agent: Can you be more specific about your plan for the property?
Buyers’ agent: Our plan is to refurbish the properties. We have to refurbish them—they are crumbling.

Seller’s agent: What about the structure of the property?
Buyer’s agent: We are just going to restore it and make it better.

Seller’s agent: Have you guys looked into what the use of the property would be?
Buyer’s agent: Yeah, I mean there’s a certain layout, feel of the place, and we want to keep that.

Sample statements from the Buyer agents:
We plan to convert the property into a museum.
I think, when I look at what I could develop, you know…luxury housing or, or you know, condos and the like on that property.
Our offer, or our plans for the building would, I think, accomplish your goals. They would allow for revitalization of the neighborhood for sure.
My client would be willing to grant you approval on construction plans for a period of 12-24 months.
Once you all take the offer, you and I will develop a planned strategy on what you want the building to be.
If they [Bullard family members] absolutely require staying in the house, we can talk about designating some permanent housing on the lower floors.
We will leave it to the Bullard family to come up with a luxury feel for it.
If you don’t like the way our plans pan out, you can also retain ownership of the property.
Sample statements from the Seller agents:

We are working with the mayor’s office to provide you with a tax incentive.

Would it change your client’s perspective on the use of the property if I was able to offer them future income that was substantial, and for a significant period of time?

COMPROMISING CLIENT

Statements in which the agents divulge information about their client’s intentions against their explicit wishes; their concerns and priorities were strictly stated in the case information. Any time a speaker directly disobeyed one of the four specific instructions given to them by the client in the case briefing.

Samples from the Buyer agents:

I’m telling ya … we’re looking to revitalize the area by building an elegant hotel.

My client is the Conrad Milton Corporation

Let’s say, ah, 50%? 50%? Not bad. 50% residential I think, in the contract, if we can get it said 50% residential we can, we can sign the deal right here.

I mean we're looking to build…I'm, I'm telling ya…we're looking to revitalize the area by building an elegant hotel.

Samples from the Seller agents:

Ok, let’s get this over with. My client would be willing to accept a $25 million (plus 2mm for the mortgage), plus a reserved suite or rental or whatever it is you are doing for himself.

Understood. To confirm, we'll go with 19.6, all cash, with your client having approval over any construction plans executed during 24 months. I think we have a deal! Sound good?

For $35 million you can turn the houses into bordello’s if you like.
EXAMPLES OF SELF-REPORTED MISBEHAVIOR, EXPERIMENT 1

Examples of ethical misbehavior, self-reported (Experiment 1) in response to the question:

At any time during the negotiation, did you behave in a way that could be considered questionable from an ethical point of view?

If so, what specifically did you do?

• I lied.

• When asked if I would demolish the building - I said no. But we were - all but the front of the buildings.

• I implied the purpose and tried to make it "appear" that it was residential. I used the word "reside" instead of "lodge."

• Made evasive or misleading statements, but didn’t agree to anything I knew was explicitly untrue.

• Yes - agreed to sign a "guarantee" that wouldn’t develop property in a way they didn’t want (high rise).