

## NEGOTIATION, LEADERSHIP AND TECHNOLOGY

**Tung Bui**

University of Hawaii  
Shidler College of Business  
Honolulu, Hawai'i 96822  
tungb@hawaii.edu

**Melvin F. Shakun**

New York University  
Stern School of Business  
New York, NY 10012  
mshakun@stern.nyu.edu

**Souren Paul**

Nova Southeastern College of  
Engineering & Computing  
Fort Lauderdale, FL 33314  
spaul@nova.edu

From a systems perspective, leadership can be viewed as a complex process leading to a negotiation agreement constituting a common ground for involved participants. This process implies the need of using technologies to support connectedness leading to negotiated outcomes, in addition to centralized and decentralized data and models. As Joseph Nye states in his 2010 book on “The Power to Lead”, “leaders as those who help the group create and achieved shared goals,”(p. XI) leadership is an integral part of effective group decision and negotiation (GDN) processes. Recognition of this bridge between the GDN and leadership areas allows us to bring to functioning leadership the technology available to analyze, design, develop and deploy computer-supported group decision and negotiation processes. Also, the concept of connectedness, including emotional intelligence (EQ) has now become pervasive in social generations that are transforming the way organizations work and serve their customers and stakeholders.

The HICSS-51 minitrack will continue to support research related to the role of Negotiation Support Systems (NSS) in a Web-centric platform and with applications in electronic markets, e-auctions and automated negotiation agents, and in social computing platforms. More particularly, we would like to expand this minitrack to explore research issues related to the concept, design, implementation, use and evaluation of technologies that involve decision-making, negotiation, leadership and social engagement in business. Since 1991, this minitrack has gathered a respectable collection of papers in this young but promising area of research. Collectively, the selected papers in this minitrack continue to offer innovative and

thought-provoking research in computer-supported mediation, now embedded in a social context.

In this 28<sup>th</sup> edition of this minitrack, the search for new solutions for some old problems remains quite salient. Takayaki Ito revisits the flaming phenomenon often found in large-scale negotiation problems involving controversial issues. He introduces the concept of an automated facilitator and his experiments have suggested that flaming behaviors have been effectively controlled.

Paul, He and Dennis pick up group atmosphere or team climate found sometime ago in organizational studies and observe this construct in virtual global teams tasks to collaborate of developing data models. Their findings suggest that group atmosphere exhibits strong influence on both development of shared understanding and perceived team conflict. The latter finding was also found in an experimental study by Osborn and Paul. Looking at conflict and team atmosphere in outsourcing teams, they found that team atmosphere is negatively related to team conflict, but positively related to team performance.

Bahmani et al. take up again the team faultline situation or subgroup formation based on compatible diversity attributes found in teams. Using an online study illustrating how people’s surface (e.g. age, gender, race) and deep (e.g. personality, cultural norms) level diversity attributes impact their preference and selection of team members, the authors find that most of the surface and deep level attributes are consistently correlated with members’ age, suggesting the importance of this attribute.