

Online Appendix for

**Getting to the Heart of the Conflict:
Emotional Acknowledgment Reduces Team Negative Emotional Expression Intensity and Improves
Intrateam Conflict Resolution**

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Scales and Scale Items Used in Studies

Measure and Items	Study 1	Study 2	Supp Study A	Supp Study B	Supp Study C	Supp Study D	Supp Study E
Emotional acknowledgment from Yu et al. 2021 - When this person perceived my emotions, he/she brought them up. - When this person saw that I was experiencing an emotion, he/she talked about it. - This person pointed out the emotional cues that team members displayed. - This person named the emotions that he/she saw me showing	X	X	X	X	X	X	X
Additional emotional acknowledgment manipulation checks: <i>Positive emotional acknowledgment:</i> - This person acknowledged my positive emotions. - This person showed that they understood when I was feeling positively. <i>Negative emotional acknowledgment:</i> - This person acknowledged my negative emotions. - This person showed that they understood when I was feeling negatively. <i>No emotional acknowledgment:</i> - This person did not refer to my emotions. - This person did not explicitly indicate that he/she registered what I was feeling. - When I displayed emotions, this person did not identify them. - When this person saw that I was feeling emotional, he/she did NOT talk about it.	X	X					
Conflict resolution from Jehn et al. 2008 - Disagreements about the task were easily resolved. - When there were task-related conflicts in our team, we were able to resolve them. - We resolved our disagreements. (Item not included in Study 1)	X	X	X	X	X	X	X
Information elaboration adapted from Van Knippenberg et al. 2004, Kearney et al. 2009 - Team members considered all perspectives in an effort to generate optimal solutions. - Team members processed each other's ideas thoughtfully. - Team members thought about each other's comments deeply.	X	X		X	X	X	X
Negative emotional expression intensity - Team members would be likely to use a harsh tone of voice during the meeting. - There would be a lot of tension surrounding the meeting. - Team members would show a lot of anger during the meeting. - Team members would show a lot of frustration during the meeting. - Team members would roll their eyes to express frustration during the meeting.		X	X	X	X	X	X

6. Team members would express their negative emotions with high intensity. 7. Team members would show they were very upset. 8. Team members would show that they felt very defeated.							
Integrative behavior from De Dreu et al. 2001 1. We would examine the issues until we found a solution that really satisfied all of us. 2. We would stand for our own and each other's goals and interests. 3. We would examine ideas from all sides to find a mutually optimal solution. 4. We would work out a solution that served our own as well as each other's interests as well as possible.			X	X	X	X	X
Personal power from Anderson et al. 2012 Please rate the extent to which you agree or disagree with each of the following statements with respect to your interactions with <u>the senior consultant</u> during the task... 1. This person got team members to listen to what he/she had to say. 2. This person's wishes did not carry much weight. 3. This person got team members to do what he/she wanted. 4. Even if this person voiced them, his/her views had little sway. 5. I think this person had a great deal of power. 6. This person's ideas and opinions were often ignored. 7. Even when he/she tried, this person was not able to get their way. 8. If this person wanted to, he/she got to make the decisions.	X						
Influence on team 1. My role meant that I played the leading role on this team. 2. My role meant that I had influence on my team. 3. My role meant that I had control over others on this team.		X					

Study 1 & 2 Payoff Matrix

Issue	Options	Leader	Team Member A	Team Member B	Total
Issue 1: New Hires	1 hire	75	0	150	225
	2 hires	75	75	75	225
	3 hires	0	150	75	225
	4 hires	150	75	0	225
Issue 2: Group Size	4 people	200	0	100	300
	5 people	150	100	75	325
	6 people	100	200	50	350
	7 people	50	300	25	375
	8 people	0	400	0	400
Issue 3: Class Duration	20 min	100	200	0	300
	30 min	75	150	100	325
	1 hour	50	100	200	350
	1.5 hours	25	50	300	375
	2 hours	0	0	400	400
Issue 4: # of Workouts	10 x week	0	75	150	225
	15 x week	75	75	75	225
	20 x week	150	0	75	225
	25 x week	75	150	0	225
Issue 5: Expansion	1 program	0	100	200	300
	2 programs	100	75	150	325
	3 programs	200	50	100	350
	4 programs	300	25	50	375
	5 programs	400	0	0	400
Min payoff		0	0	0	1,350
Max payoff		1,000	1,000	1,000	1,650

TABLES AND FIGURES FROM MAIN PAPER

Table 1 Study 1 Descriptive Statistics and Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Condition ^b	.49	.50											
2. General EA ^c	3.15	1.09	.39*										
3. Positive EA ^c	4.21	1.18	.20*	.40*									
4. Negative EA ^c	3.88	1.19	.30*	.57*	.67*								
5. Absence of EA ^c	4.39	1.06	-.39*	-.73*	-.44*	-.59*							
6. EA coded count ^d	2.23	2.89	.48*	.52*	.22*	.36*	-.44*						
7. EA dictionary ^d	2.59	1.45	.33*	.30*	.17*	.08	-.24*	.48*					
8. Video-coded negative emotion expression intensity ^d	2.18	1.16	-.18*	-.15	-.25*	-.25*	.12	-.23*	-.18*				
9. Linguistic emotional tone ^d	50.24	13.64	-.23*	-.19*	-.19*	-.14	.08	-.18*	-.19*	.31*			
10. Objective team conflict resolution	1,506.05	86.89	.16*	.12	.11	.19*	-.04	.10	.10	-.34*	-.38*		
11. Perceived conflict resolution	4.88	1.24	.16*	.19*	.38*	.29*	-.25*	.10	.14	-.47*	-.14	.28*	
12. Perceived information elaboration	5.14	1.18	.14*	.25*	.38*	.35*	-.24*	.21*	.15	-.48*	-.21*	.35*	.62*

^a $n = 190$ teams

^bCondition dummy coded 1 = emotional acknowledgment condition, 0 = no acknowledgment condition

^cManipulation check reported by team members. EA = emotional acknowledgment

^d $N = 142$ teams

* $p < .05$.

Table 2 Study 1 Standardized Coefficients from Simple Mediation Model

Predictor	β	SE	z	95% CI
Panel A: Mediator Model (Negative Emotional Expression Intensity)				
Emotional Acknowledgment (a)	-.25*	.08	-3.10	[-.40, -.09]
Panel B: Outcome Model (Team Conflict Resolution)				
Negative Emotional Expression Intensity (b)	-.53*	.06	-9.63	[-.64, -.42]
Emotional Acknowledgment (c')	.11	.08	1.46	[-.04, .26]
Indirect Effect of Emotional Acknowledgment on Team Conflict Resolution via Negative Emotional Expression Intensity				
Indirect Effect	.13*	.04	3.06	[.05, .21]

Note. All variables are standardized ($M = 0$, $SD = 1$). Emotional Acknowledgment: 0 = No, 1 = Yes. Standard errors are bootstrapped (10,000 samples). * $p < .05$

Table 3 Study 2 Descriptive Statistics and Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. EA Condition ^b	.49	.50														
2. Team Structure Condition ^c	.51	.50	.02													
3. General EA ^d	3.15	1.34	.38*	-.06												
4. Positive EA	4.23	1.17	.20*	-.19*	.43*											
5. Negative EA	3.95	1.16	.26*	-.16*	.59*	.62*										
6. Absence of EA	4.56	1.40	-.36*	.16*	-.80*	-.49*	-.61*									
7. Structure manipulation check	3.76	1.59	-.01	.80*	-.08	-.25*	-.20*	.21*								
8. EA coded count	1.13	2.42	.41*	.10	.47*	.20*	.35*	-.43*	.07							
9. EA dictionary	2.32	1.13	.16*	.04	.24*	.16*	.21*	-.24*	.03	.42*						
10. Video-coded negative emotion expression intensity	3.22	1.49	-.12*	.07	-.23*	-.33*	-.24*	.23*	.19*	-.06	-.01					
11. Negative emotional expression intensity scale	1.79	.77	-.07	.12*	-.15*	-.23*	-.13*	.15*	.27*	-.03	.04	.57*				
12. Linguistic emotional tone	51.51	12.75	-.14*	.02	-.12*	-.10	-.10	.10	.09	-.04	-.03	.19*	.26*			
13. Objective team conflict resolution	1465.85	82.25	.07	-.08	.10	.05	.10	-.05	-.13*	.08	.15*	-.02	-.03	-.31*		
14. Perceived conflict resolution	5.35	.99	.07	-.12*	.28*	.40*	.27*	-.22*	-.29*	.11	.03	-.58*	-.69*	-.24*	.11	
15. Perceived information elaboration	5.43	1.01	.15*	-.11	.26*	.38*	.26*	-.22*	-.27*	.08	.04	-.49*	-.60*	-.21*	.12*	.73*

^a*N* = 306 teams^bEmotional acknowledgment condition dummy coded 1 = emotional acknowledgment condition, 0 = no acknowledgment condition^cTeam structure condition dummy coded 1 = hierarchical condition, 0 = flat condition^dManipulation check reported by team members. EA = emotional acknowledgment**p* < .05.

Table 4 Study 2 Standardized Coefficients from Moderated Mediation Model

Predictor	β	SE	z	95% CI
Panel A: Mediator Model (Negative Emotional Expression Intensity)				
Emotional Acknowledgment (a_1)	.00	.08	0.03	[-.15, .16]
Role of Acknowledger (a_2)	.24*	.08	3.12	[.09, .38]
Emotional Acknowledgment x Role of Acknowledger (a_3)	-.25*	.10	-2.65	[-.44, -.07]
Panel B: Outcome Model (Team Conflict Resolution)				
Negative Emotional Expression Intensity (b)	-.63*	.04	-16.57	[-.71, -.56]
Emotional Acknowledgment (c')	.04	.05	.96	[-.05, .13]
Conditional Indirect Effects of Emotional Acknowledgment on Team Conflict Resolution via Negative Emotional Expression Intensity				
Role of Acknowledger = Peer (0)	.00	.05	-.03	[-.10, .10]
Role of Acknowledger = Leader (1)	.16*	.04	3.60	[.07, .24]
Index of moderated mediation	.16*	.06	2.60	[.04, .28]

Note. All variables are standardized ($M = 0$, $SD = 1$). Emotional Acknowledgment: 0 = No, 1 = Yes. Role of Acknowledger: 0 = Peer, 1 = Leader. Standard errors are bootstrapped (10,000 samples). β = standardized coefficient; CI = confidence interval; c' = direct effect. * $p < .05$

Figure 1 Theoretical Model

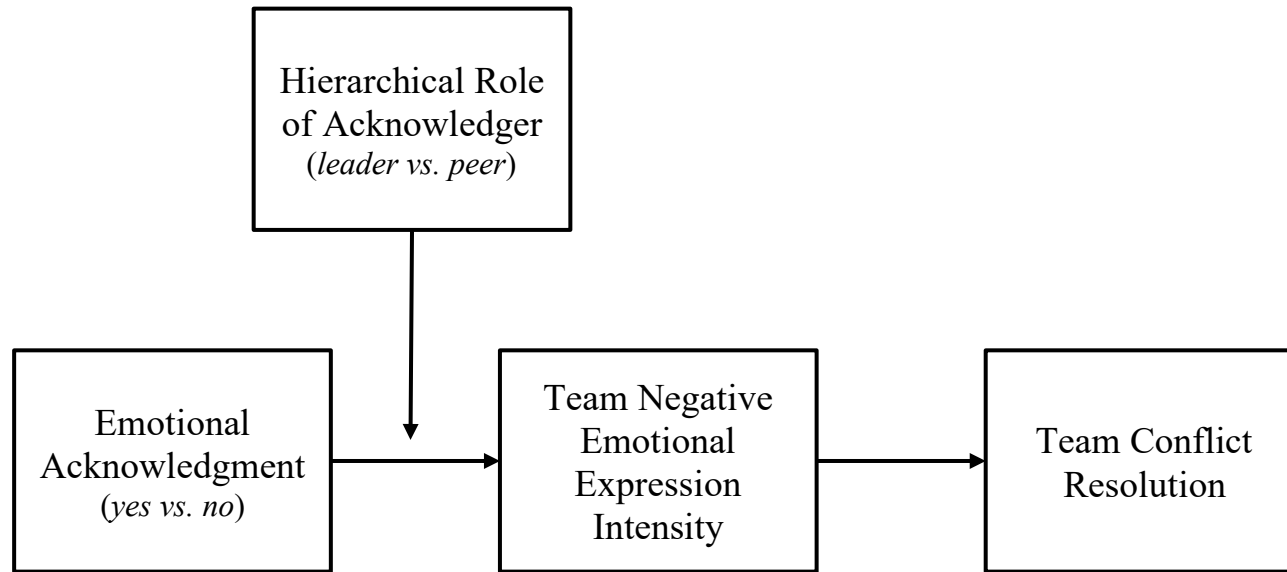
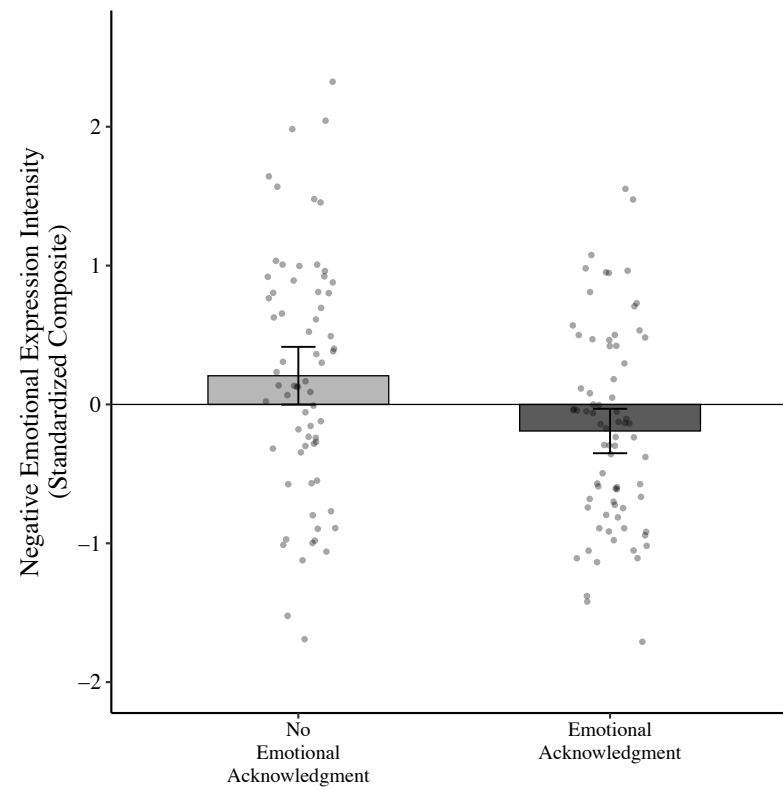
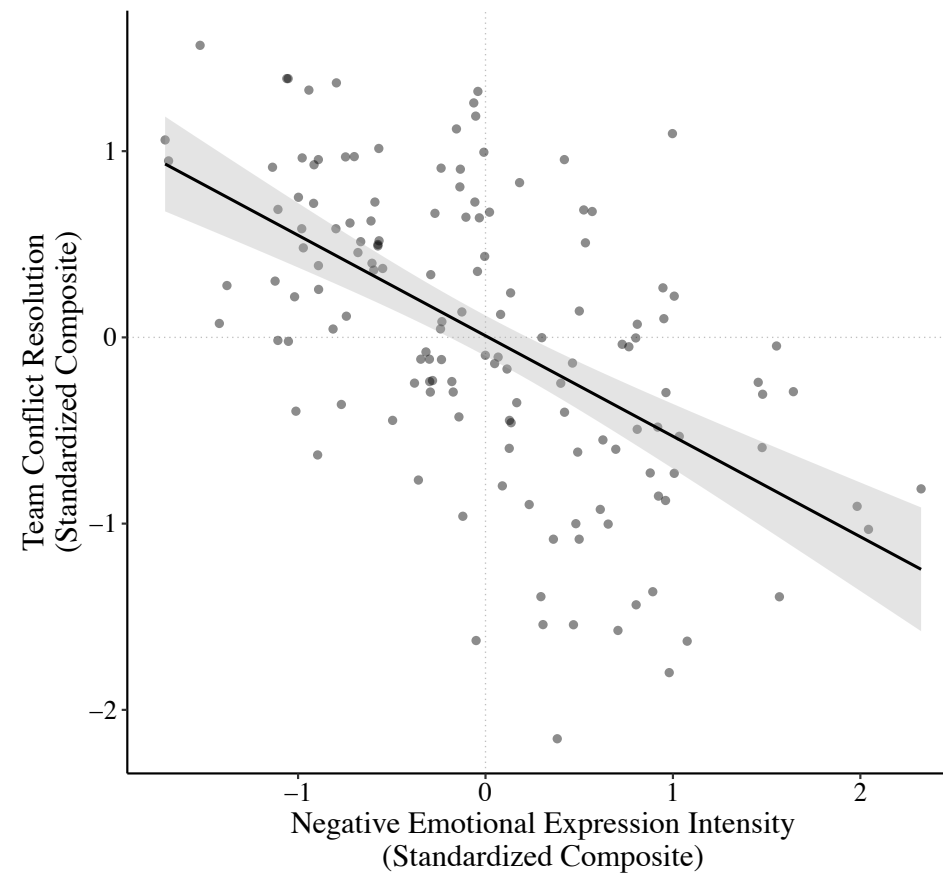


Figure 2 Study 1 Negative Emotional Expression Intensity by Condition



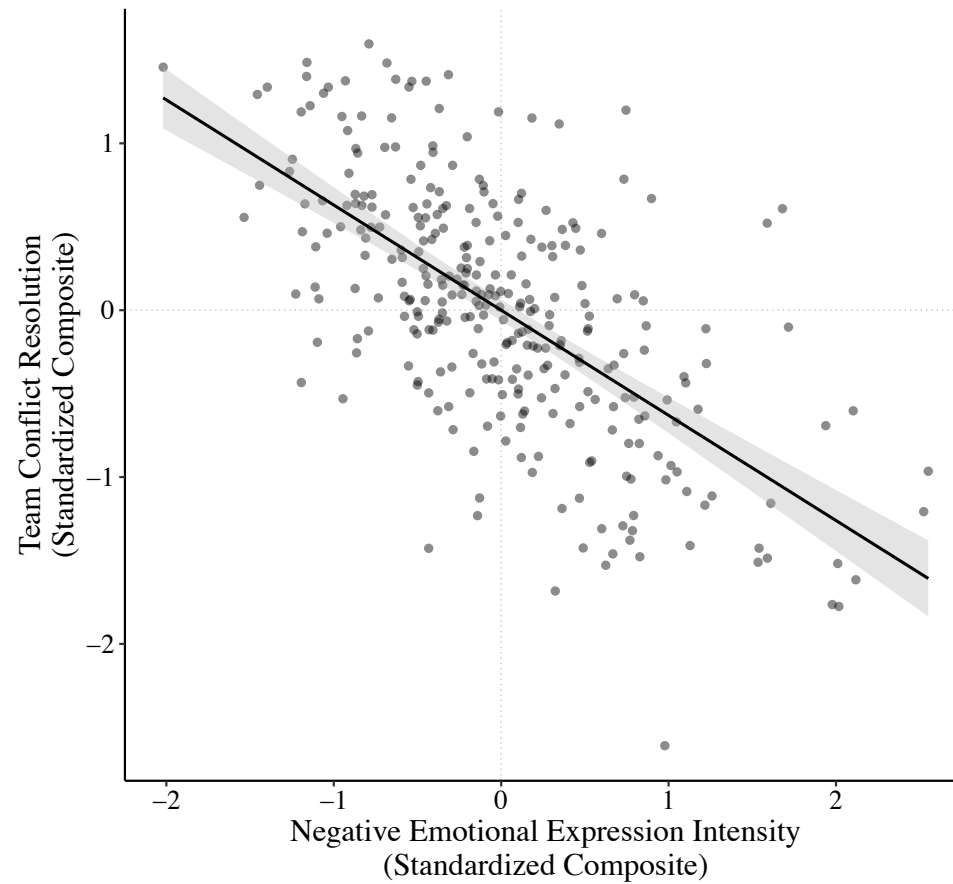
Note: Bars show mean negative emotional expression intensity by condition. Each dot is a team. Error bars are 95% confidence intervals. Values are standardized. $N = 142$ teams.

Figure 3 Study 1 Association Between Negative Emotional Expression Intensity and Team Conflict Resolution



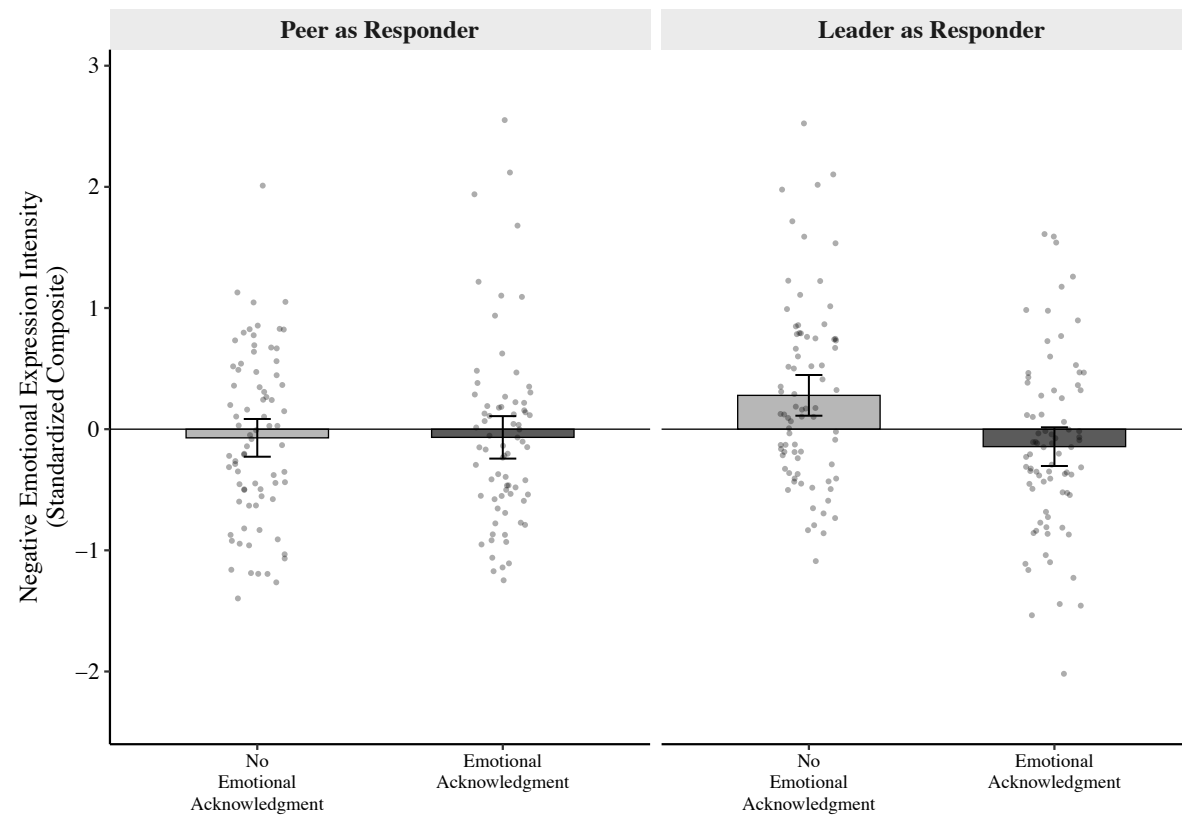
Note: The line shows the OLS regression of team conflict resolution on negative emotional expression intensity. Each dot is a team. The shaded band is the 95% confidence interval. Values are standardized. $N = 142$ teams.

Figure 4 Study 2 Association Between Negative Emotional Expression Intensity and Team Conflict Resolution



Note. The line shows the OLS regression of team conflict resolution on negative emotional expression intensity. Each dot is a team. The shaded band is the 95% confidence interval. Values are standardized. $N = 306$ teams.

Figure 5 Study 2 Negative Emotional Expression Intensity by Condition



Note: Bars show mean negative emotional expression intensity by condition. Each dot is a team. Error bars are 95% confidence intervals. Values are standardized. $N = 306$ teams.

STUDY 1 SUPPLEMENTARY ANALYSES

Handling and Assessment of Missing Video Data (Study 1)

MCAR Analyses. The video malfunction affected a random subset of the data, suggesting that the missingness can be classified as missing completely at random (MCAR). To confirm this assumption, we conducted a series of one-way ANOVAs comparing teams with missing video data to those with complete data across key variables. These analyses revealed no significant differences between the two groups on any of the key measures: condition, $F(1,188) = 2.52, p = .11, \eta_p^2 = .01$, emotional acknowledgment manipulation check, $F(1,188) = 2.76, p = .10, \eta_p^2 = .01$, objective team conflict resolution, $F(1,188) = 2.79, p = .10, \eta_p^2 = .01$, conflict resolution, $F(1,187) = .26, p = .61, \eta_p^2 = .001$, information elaboration, $F(1,187) = .16, p = .69, \eta_p^2 = .001$, negotiation class experience, $F(1,188) = .89, p = .35, \eta_p^2 = .01$, negotiation experience, $F(1,188) = .02, p = .90, \eta_p^2 = .00$, leader gender, $F(1,188) = .33, p = .57, \eta_p^2 = .002$, and leader age, $F(1,188) = 1.66, p = .20, \eta_p^2 = .01$.

We also note that although the video failure prevented us from conducting all analyses on the full sample, the resulting subsample ($N = 142$ teams; approximately 70 teams per condition) still exceeds the average team sample size in many recently published team lab experiments in *Organization Science*. For example, Parke and colleagues (2022) presented two team lab experiments, with 86 teams (~43 teams per condition) and 98 teams respectively (~24 teams per condition); Yu and Greer (2023) presented two team lab experiments, one with 83 teams (~21 teams per condition) and the other with 91 teams (~23 teams per condition); Chatman and colleagues (2019) presented a team lab experiment with 366 teams (~61 teams per condition).

Manipulation Check. We also explored the differences between conditions with the smaller set of 142 teams that we used in the analyses to test Hypotheses 2 and 3 and found that team members indeed perceived their team leaders as acknowledging their emotions more frequently in the emotional acknowledgment ($M = 3.48, SD = 1.12$) than in the no acknowledgment condition ($M = 2.62, SD = .79; F(1,140) = 27.08, p < .001, \eta_p^2 = .16$), reported that their team leaders acknowledged their positive emotions more ($M = 4.35, SD = .99$) than in the no acknowledgment condition ($M = 3.95, SD = 1.28$), $F(1,140) = 4.34, p = .04, \eta_p^2 = .03$, and reported that their team leaders acknowledged their negative emotions more ($M = 4.19, SD = 1.19$) than in the no acknowledgment condition ($M = 3.44, SD = 1.14$), $F(1,140) = 14.64, p < .001, \eta_p^2 = .09$, rated their team leaders as not acknowledging their emotions less ($M = 4.07, SD = .98$) than in the no acknowledgment condition ($M = 4.89, SD = .93; F(1,140) = 26.02, p < .001, \eta_p^2 = .16$).

Hypothesis Testing. We explored the differences between conditions with the smaller set of 142 teams that we used in the analyses to test Hypothesis 3 and found that the team leader emotional acknowledgment condition achieved higher team conflict resolution, $F(1,140) = 8.60, p = .004, \eta_p^2 = .06$. Specifically we found higher objective team conflict resolution in the acknowledgment condition ($M = 1,530.00, SD = 90.23$) than in teams in which team leaders did not acknowledge their team members' emotions, ($M = 1,492.16, SD = 78.84; F(1,140) = 7.00, p = .01, \eta_p^2 = .05$). Using this smaller sample, we saw a marginal difference in conflict resolution ($M_{EA} = 5.24, SD_{EA} = .79$ vs. $M_{No EA} = 4.98, SD_{No EA} = .96; F(1,140) = 3.22, p = .07, \eta_p^2 = .02$) but we did see a difference in information elaboration ($M_{EA} = 5.38, SD_{EA} = .90$ vs. $M_{No EA} = 4.99, SD_{No EA} = .99; F(1,140) = 5.96, p = .02, \eta_p^2 = .04$). These results indicate that our original findings are robust to the handling of missing data.

Even though we demonstrated that our video data were missing completely at random, we conducted a supplementary analysis using multiple imputation to ensure the robustness of our findings. We used the *mice* package in R (van Buuren et al. 2011) to generate 20 imputed datasets using predictive mean matching, a method that replaces missing values with observed values from similar cases in the data, thereby preserving the original data distribution and relationships between variables while reducing bias due to missingness. This approach allowed us to retain groups with missing video data in the analyses requiring video-coded variables, thereby increasing statistical power and minimizing potential bias. We then re-ran our models using the imputed datasets and pooled the results. Results closely mirrored those obtained from listwise deletion. In further support of Hypothesis 1, the effect of condition

on overall negative emotional expression intensity was still significant $b = -.37$, $SE = .18$, $t = -2.09$, $p = .04$, $\eta_p^2 = .06$, as was the video-coded negative emotional expression intensity: $b = -.47$, $SE = .22$, $t = -2.12$, $p = .04$, $\eta_p^2 = .04$; and linguistic negative emotional expression intensity: $b = -6.80$, $SE = 2.56$, $t = -2.66$, $p = .01$, $\eta_p^2 = .07$. We also still found a significant indirect effect through team negative emotional intensity on team conflict resolution, *indirect effect* = .20, $SE = .06$, 95% CI [.08, .32]. We also still found significant indirect effects using the video-coded measure of negative emotional expression intensity on objective team conflict resolution (*indirect effect* = .88, $SE = .39$, 95% CI [.13, 1.68]), conflict resolution (*indirect effect* = .15, $SE = .07$, 95% CI [.02, .28]), and information elaboration (*indirect effect* = .18, $SE = .07$, 95% CI [.04, .34]) and using the linguistic measure of negative emotional expression intensity on objective team conflict resolution (*indirect effect* = 1.28, $SE = .49$, 95% CI [.39, 2.31]) and information elaboration (*indirect effect* = .08, $SE = .04$, 95% CI [.01, .17]), but not on conflict resolution (*indirect effect* = .07, $SE = .04$, 95% CI [-.002, .16]), further supporting Hypothesis 3. These results indicate that our original findings are robust to the handling of missing data.

Additional Emotional Acknowledgment Manipulation Checks (Study 1)

We also asked participants to answer items about the extent to which their leader acknowledged their positive and negative emotions. Positive emotion items included, “This person acknowledged my positive emotions” and “This person showed that they understood when I was feeling positively” ($r = .88$, $p < .001$; rated by team members: $ICC[1] = .17$, $ICC[2] = .29$, $r_{wg(j)} = .72$, $F(189,189) = 1.40$, $p = .01$, $\eta_p^2 = .58$, LeBreton and Senter 2008) and negative emotion items included, “This person acknowledged my negative emotions” and “This person showed that they understood when I was feeling negatively” ($r = .89$, $p < .001$; rated by team members: $ICC[1] = .17$, $ICC[2] = .30$, $r_{wg(j)} = .73$, $F(189,189) = 1.42$, $p = .01$, $\eta_p^2 = .59$, LeBreton and Senter 2008). Team members in the emotional acknowledgment condition reported that their leaders acknowledged their positive emotions more ($M = 4.45$, $SD = 1.02$) than in the no acknowledgment condition ($M = 3.98$, $SD = 1.29$), $F(1,188) = 7.94$, $p = .01$, $\eta_p^2 = .04$. Team members in the emotional acknowledgment condition also reported that their leaders acknowledged their negative emotions more ($M = 4.24$, $SD = 1.14$) than in the no acknowledgment condition ($M = 3.52$, $SD = 1.14$), $F(1,188) = 19.00$, $p < .001$, $\eta_p^2 = .09$.

Participants also rated the extent to which their leader did not acknowledge their emotions using the items, “This person did not refer to my emotions”, “This person did not explicitly indicate that he/she registered what I was feeling”, “When I displayed emotions, this person did not identify them”, “When this person saw that I was feeling emotional, he/she did NOT talk about it” ($\alpha = .87$; rated by team members: $ICC[1] = .17$, $ICC[2] = .29$, $r_{wg(j)} = .69$, $F(189,189) = 1.40$, $p = .01$, $\eta_p^2 = .58$, LeBreton and Senter 2008). We also found that team members rated their leaders as not acknowledging their emotions less in the emotional acknowledgment ($M = 3.98$, $SD = 1.03$) than in the no acknowledgment condition ($M = 4.80$, $SD = .94$; $F(1,188) = 33.04$, $p < .001$, $\eta_p^2 = .15$).

We also tested two alternative operationalizations of emotional acknowledgment by 1) coding all instances of team leaders acknowledging team member emotions and 2) conducting linguistic analyses on the leader transcripts using a self-created emotional acknowledgment dictionary based on our manipulation (i.e., “you”, “feel”, “seem”, “look”) in Linguistic Inquiry and Word Count software (LIWC; Pennebaker et al. 2015), which counted the percentage of each leader transcript that included these words. We also found in our coding that team leaders in the emotional acknowledgment condition acknowledged emotions more often ($M = 3.55$, $SD = 3.21$) than team leaders in the no acknowledgment condition ($M = .76$, $SD = 1.44$; $F(1,140) = 42.67$, $p < .001$, $\eta_p^2 = .23$). We also found that our emotional acknowledgment dictionary score was higher in the emotional acknowledgment condition ($M = 3.04$, $SD = 1.56$) than in the no acknowledgment condition ($M = 2.08$, $SD = 1.13$; $F(1,140) = 17.06$, $p < .001$, $\eta_p^2 = .11$).

Rank Manipulation Check (Study 1)

As an oversight on our part, we did not collect a manipulation check for the rank of each participant. As a proxy for this, we examined a measure we did collect related to rank, which was the extent to which leaders and team members recognized that the leader had a good deal of power and control over the team and the final decisions. We used an eight-item personal power scale in the online appendix ($\alpha = .85$, sample item: “If this person [I] wanted to, they [I] got to make the decisions”, 1 = *strongly disagree* to 7 = *strongly agree*; Anderson et al. 2012). When analyzing team member ratings, we used multilevel modeling with a random intercept for the team to account for the nested structure of the data (i.e., team members nested within teams), implemented using the lme4 package in R (Bates et al. 2015). We found that team members’ ratings of their leader’s personal power were significantly higher than the midpoint of the scale “4 = neither agree nor disagree” ($M = 4.96$, $SD = 1.00$; $b = .96$, $SE = .05$, $t = 17.83$, $p < .001$; $d = .96$). This was also the case for the leader’s ratings of their own personal power ($M = 4.92$, $SD = 1.02$; $t(194) = 12.63$, $p < .001$; $d = .90$).

To assess the magnitude of these effects, we compare these means to the means in the foundational paper that used this exact scale by Anderson and colleagues (2012). In their Study 2, they found that participants (college students) report an average of 4.43 ($SD = 1.06$) for the power of their supervisor at work. In another paper (Dubois et al. 2015), researchers conducted a field study and measured baseline levels of sense of power using this same scale. They found that on average across both higher and lower power positions, participants reported a mean of 4.22 ($SD = 1.15$). These benchmarks are both significantly lower than the ratings of the leader’s power in this study (all $ps < .001$), suggesting that leaders in the task were seen as having more power than the average person and comparable to the level of power one would expect from a high-power individual. Furthermore, when power has been manipulated in studies and this scale has been used as a manipulation check, the means align closely with what we found in our study. For instance, in a paper by Fast and colleagues (2012), in their third experiment, they assigned participants into one of three groups: high power, neutral, and low power. To manipulate power, they were asked to either write about an incident where they had or lacked power, and in the neutral condition they wrote about what they did the previous day. The power manipulation check revealed that the mean sense of power for high power individuals was 5.05 ($SD = 1.02$), for neutral it was 4.53 ($SD = 1.16$), and for low power it was 4.28 ($SD = 1.25$). These benchmarks confirm that our manipulation check aligns with prior work. These results suggest that both team members and leaders perceived that leaders held greater personal power over the team than what prior research has found individuals typically feel toward their supervisors. This provides evidence that team members viewed the leader as having relatively more power and decision-making authority within the team.

Robustness Checks for Responder Behavior Across Conditions (Study 1)

It is plausible that telling leaders not to do something could have constrained typical leader behavior, which is one limitation of this method. We analyzed the responder transcripts using LIWC (Pennebaker et al. 2015) to identify linguistic markers that may indicate self-monitoring or constrained behavior. We did not find a significant difference in leader word count by condition, $F(1,141) = 1.13, p = .29, \eta_p^2 = .01$ nor did we find differences in filler words, $F(1, 141) = .93, p = .34, \eta_p^2 = .01$, or nonfluency, $F(1,141) = .30, p = .59, \eta_p^2 = .00$, which are often used as indirect markers of discomfort or constrained speech (e.g., Pennebaker et al., 2015). Therefore, we believe it is unlikely that our no emotional acknowledgment manipulation inadvertently constrained other leader behaviors. Furthermore, prior work has found that using more neutral forms of not acknowledging emotions (i.e., acknowledging thoughts rather than emotions) has produced similar effects to using a no emotional acknowledgment control (Yu et al., 2021).

In addition, in an effort to rule out the possibility that the manipulation affected how leaders expressed their own emotions, we conducted an analysis of the transcripts of the leaders using the same emotional tone dictionary used to assess the negative emotional expression intensity of the team members. We found that leader emotional expressions did not differ significantly between the two conditions, $F(1,139) = .10, p = .75, \eta_p^2 = .00$.

Supplemental Acoustic Analyses of Negative Emotional Expression Intensity (Study 1)

To explore whether our video-coded measure of intensity of negative emotional expression in Study 1 picked up on any traditional acoustic cues of intense emotion, we conducted an exploratory analysis of the acoustic cues of our videos. We used openSMILE (Eyben et al. 2013) with the Geneva Minimalistic Acoustic Parameter Set version 2.0 (GeMAPS: Emotion and Gender Specific Mapping of Acoustic Space; see Eyben et al. 2015, for a detailed description). We found that our video-coded measure of team negative emotional expression intensity was positively associated with three important indicators that have been previously found to correlate with higher intensity expressions of negative emotion (e.g., Banse and Scherer 1996, Juslin and Laukka 2003, Laukka et al. 2016): the average loudness of speech ($b = .05$, $SE = .02$, $p = .01$, $R^2 = .05$), overall intensity of the sound signal ($b = .77$, $SE = .29$, $p = .01$, $R^2 = .05$), and marginally with the fundamental frequency ($b = .53$, $SE = .29$, $p = .07$, $R^2 = .02$), which is the “frequency of the vibration of the vocal folds and is perceived as pitch” (Banse and Scherer 1996, p. 615).

Analyses Controlling for Negotiation Experience (Study 1)

We tested whether our results changed with the inclusion of two control variables, prior negotiation experience and prior participation in a negotiation class and we include results with and without these controls. Prior negotiation experience was calculated by averaging a team's responses to the following yes vs. no: "Have you participated in a similar task like this before? That is, have you ever participated in a task in which you had to negotiate issues using a payoff schedule?" Negotiation class experience was calculated by averaging a team's responses to the following yes/no item: "Have you participated in a negotiation class before?" Hypothesis 1 results were consistent when we controlled for a team's average prior experience with negotiation tasks and prior negotiation class experience, $F(1,138) = 8.99, p = .003, \eta_p^2 = .06$. Hypothesis 2 results were also consistent when we controlled for these variables, $b = -.54, SE = .07, p < .001, R^2 = .31$. As were the main effect on team conflict resolution, $F(1,186) = 8.49, p = .004, \eta_p^2 = .04$, and Hypothesis 3 (*indirect effect* = .13, $SE = .04$, 95% CI [.05, .21]).

Analyses Controlling for Positive Emotional Expression (Study 1)

In an effort to rule out the alternative explanation that emotional acknowledgment was also affecting the intensity of the positive emotions being expressed by the team members, we examined whether the video-coded positive emotional intensity differed by condition. Similar to the instructions for video-coded negative emotions, we asked coders to rate “Please rate the video overall from 1 (low positive affect) to 7 (high positive affect). This is the extent to which team members showed positive emotions throughout the negotiation. The more team members smile, laugh, exhibit open body postures, use an enthusiastic tone of voice, the higher the positive affect score should be. Team members can also show positive affect by appearing to be enjoying the task (laughing, using phrases like “great!”), are friendly with one another, call team members by name, compromise with ease, and show respect/kindness.” Coders were trained to code positive emotional expression intensity using the same training method as negative emotional expression intensity. The coders’ ratings achieved adequate agreement and reliability ($ICC[1] = .36$, $ICC[2] = .53$, $r_{wg} = .82$, $F(140,141) = 2.11$, $p < .001$, $\eta_p^2 = .68$, LeBreton and Senter 2008). Therefore, we averaged the ratings by the coders to generate a score of team intensity of positive emotional expression. We also tested Hypothesis 3 while including team positive emotion as a control variable. We did not find that the team positive emotional expression intensity differed by condition, $F(1,140) = .18$, $p = .67$, $\eta_p^2 = .00$. The indirect effect from emotional acknowledgment condition to team conflict resolution through negative emotional expression intensity was still significant (*indirect effect* = .12, $SE = .04$, 95% CI [.04, .20]).

Analyses Controlling for Leader Emotional Intelligence (Study 1)

We examined whether emotional acknowledgment would be associated with reduced negative emotional expression intensity over and above leader emotional intelligence as prior work has shown that leader emotional intelligence skills can help reduce negative emotions during conflict in teams (e.g., Ayoko & Konrad, 2012; Ayoko & Callan, 2010). Leaders rated their emotional intelligence abilities using an emotional intelligence scale (Wong & Law, 2002) with three subscales: self-appraisal, other-appraisal, and intrapersonal emotion regulation. The self-appraisal subscale included the following items: “I had a good sense of why I had certain feelings most of the time; I had a good understanding of my own emotions; I really understood what I felt; I always knew whether or not I was happy” ($\alpha = .87$). The other-appraisal scale included the following items: “I always could tell others’ emotions from their behavior; I was a good observer of others’ emotions; I was sensitive to the feelings and emotions of others; I had a good understanding of the emotions of people around me” ($\alpha = .83$). And the intrapersonal emotion regulation scale included the following items: “I was able to control my temper so that I could handle difficulties rationally; I was quite capable of controlling my own emotions; I could always calm down quickly when I was very angry; I had good control of my own emotions” ($\alpha = .84$). We conducted analyses controlling for all three subscales at the same time. Hypothesis 1 results were consistent when we controlled for the leader’s emotional intelligence, $b = -.37$, $SE = .14$, $p = .01$, $R^2 = .08$. Hypothesis 3 results were also consistent when we controlled for these variables, with both the main effect, $b = .27$, $SE = .12$, $p = .02$, $R^2 = .06$, on team conflict resolution and the indirect effect (*indirect effect* = .12, $SE = .04$, 95% CI [.04, .20]) remaining significant.

Analyses of Impasse Groups (Study 1)

Furthermore, Hypothesis 2 results were consistent when we included the six teams that came to an impasse. For this robustness check, we assigned impasse groups with the outcome of agreement that yielded the least number of points (1,350 points) as recommended by prior research (e.g., Lewis and Fry 1977, Kimmel et al. 1980). This is because assigning groups a score of 0 may produce heterogeneity of variance (Pruitt and Lewis 1975). Including these teams in the analyses, we still find that teams in which leaders acknowledged the emotions of their team members reached higher objective team conflict resolution ($M = 1,516.67$, $SD = 92.46$) than teams in which leaders did not acknowledge their team members' emotions ($M = 1,486.50$, $SD = 84.79$; $F(1,194) = 5.67$, $p = .02$, $\eta_p^2 = .03$).

We also conducted exploratory analyses to better understand the dynamics within teams that reached an impasse. These teams did not produce a final score, and we did not code their videos for negative emotional expression intensity. Therefore, we were unable to compare them on these variables. However, we examined whether these teams differed from those that reached an agreement on two key process variables: information elaboration and conflict resolution. Due to the substantial imbalance in group sizes (impasse teams = 6; agreement teams = 190), we conducted Welch's ANOVAs, which are robust to unequal variances. Results showed that impasse teams reported lower information elaboration ($M = 4.17$, $SD = .70$) than those in teams that came to an agreement ($M = 5.21$, $SD = .95$), $F(1,5.61) = 12.75$, $p = .01$. Similarly, impasse teams reported marginally lower levels of conflict resolution ($M = 4.25$, $SD = 1.09$) compared to agreement teams ($M = 5.13$, $SD = .90$), $F(1,5.22) = 3.86$, $p = .10$. While these findings do not both reach conventional levels of significance, they suggest that impasse teams may have experienced lower levels of information elaboration and conflict resolution that typically facilitate integrative agreement.

Summary of Findings Using Specific Operationalizations (Study 1)

Hypothesis 1. We first examined negative emotional expression intensity as a function of emotional acknowledgment using our *video-coded* measure. Teams in the emotional acknowledgment condition expressed less intense negative emotions ($M = 1.98$, $SD = 1.05$) compared to those in the no emotional acknowledgment condition ($M = 2.40$, $SD = 1.24$; $F(1,140) = 4.64$, $p = .03$, $\eta_p^2 = .03$).

Next, we examined the same effect using our linguistic measure of negative emotional expression. Consistent with the *linguistic* results, teams in the emotional acknowledgment condition expressed less intense negative emotions ($M = 47.32$, $SD = 11.65$) compared to those in the no emotional acknowledgment condition ($M = 53.56$, $SD = 15.00$; $F(1,139) = 7.69$, $p = .01$, $\eta_p^2 = .05$).

Hypothesis 2. We examined how negative emotional expression intensity predicts key team outcomes. First, using the *video-coded* measure, higher negative emotional expression was associated with lower objective team conflict resolution ($b = -25.47$, $SE = 5.94$, $p < .001$, $R^2 = .12$), poorer conflict resolution ($b = -.36$, $SE = .06$, $p < .001$, $R^2 = .23$), and reduced information elaboration ($b = -.46$, $SE = .06$, $p < .001$, $R^2 = .31$).

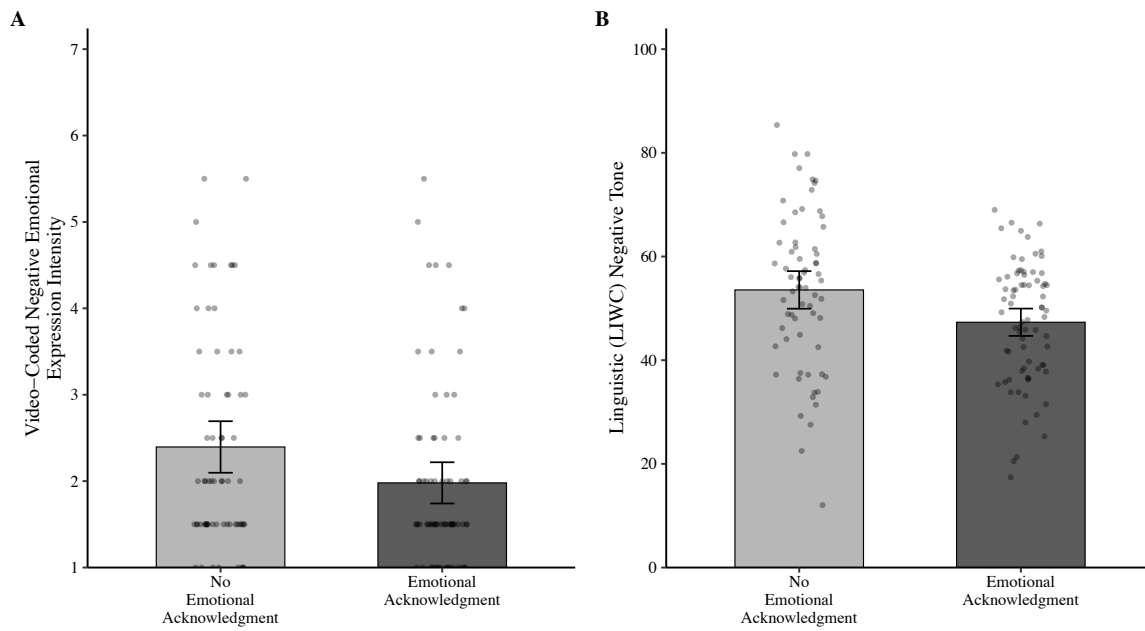
Next, using the *linguistic* measure, higher negative emotional expression was similarly associated with lower objective team conflict resolution ($b = -2.38$, $SE = .50$, $p < .001$, $R^2 = .14$), poorer subjective conflict resolution ($b = -.01$, $SE = .01$, $p = .05$, $R^2 = .03$), and reduced information elaboration ($b = -.02$, $SE = .01$, $p = .01$, $R^2 = .05$).

Main Effect on Conflict Resolution. Teams in the emotional acknowledgment condition showed higher objective team conflict resolution ($M = 1520.21$, $SD = 90.12$) than those in the no emotional acknowledgment condition ($M = 1492.19$, $SD = 81.70$; $F(1,188) = 5.05$, $p = .03$, $\eta_p^2 = .03$). Emotional acknowledgment also predicted better subjective conflict resolution ($M_{EA} = 5.27$, $SD_{EA} = .82$ vs. $M_{No EA} = 5.00$, $SD_{No EA} = .95$; $F(1,187) = 4.25$, $p = .04$, $\eta_p^2 = .02$) and higher information elaboration ($M_{EA} = 5.40$, $SD_{EA} = .90$ vs. $M_{No EA} = 5.03$, $SD_{No EA} = .97$; $F(1,187) = 7.44$, $p = .01$, $\eta_p^2 = .04$).

Hypothesis 3. We found significant indirect effects from emotional acknowledgment, through the *video-coded* measure of negative emotional intensity on objective team conflict resolution (*indirect effect* = .97, $SE = .47$, 95% CI [.07, 1.94]), subjective conflict resolution (*indirect effect* = .15, $SE = .07$, 95% CI [.01, .30]), and information elaboration (*indirect effect* = .19, $SE = .09$, 95% CI [.01, .37]).

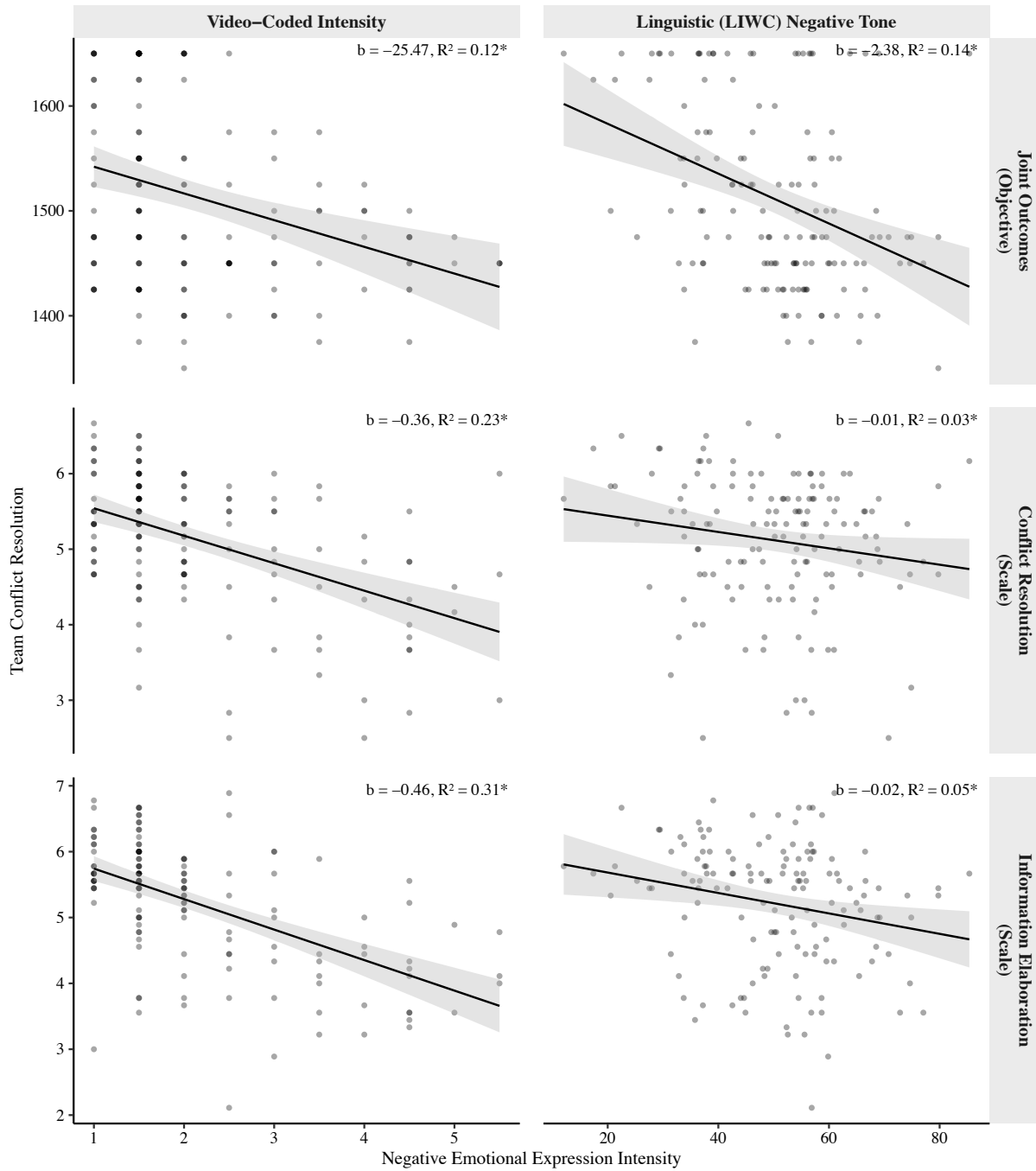
We also found significant indirect effects from emotional acknowledgment, through the *linguistic* measure of negative emotional intensity on objective team conflict resolution (*indirect effect* = 1.34, $SE = .55$, 95% CI [.35, 2.53]) and information elaboration (*indirect effect* = .08, $SE = .05$, 95% CI [.01, .18]) but not on subjective conflict resolution (*indirect effect* = .06, $SE = .05$, 95% CI [-.01, .16]).

Visualizing the Difference in Negative Emotional Expression Intensity by Condition Using Separate Operationalizations (Study 1)



Note: Bars show mean negative emotional expression intensity by condition. Each dot is a team. Error bars are 95% confidence intervals. Values are standardized. $N = 142$ teams.

Visualizing the Association Between Negative Emotional Expression Intensity and Team Conflict Resolution Using Separate Operationalizations (Study 1)



STUDY 2 SUPPLEMENTARY ANALYSES

Additional Emotional Acknowledgment Manipulation Checks (Study 2)

We also asked participants to answer items about the extent to which their leader or the designated consultant acknowledged their positive emotions ($r = .85, p < .001$; ICC[1] = .11, ICC[2] = .20, $r_{wg(j)} = .70, F(305,306) = 1.25, p = .03, \eta_p^2 = .55$, LeBreton and Senter 2008) and negative emotions ($r = .87, p < .001$; ICC[1] = .12, ICC[2] = .22, $r_{wg(j)} = .72, F(305,306) = 1.29, p = .01, \eta_p^2 = .56$, LeBreton and Senter 2008) using the same scales as Study 1. Furthermore, non-manipulated team members in the emotional acknowledgment condition reported that their leader or designated consultant acknowledged their positive emotions more ($M = 4.47, SD = 1.16$) than in the no acknowledgment condition ($M = 4.00, SD = 1.13$), $F(1,304) = 12.53, p < .001, \eta_p^2 = .04$. Team members in the emotional acknowledgment condition also reported that their leader or designated consultant acknowledged their negative emotions more ($M = 4.25, SD = 1.17$) than in the no acknowledgment condition ($M = 3.65, SD = 1.08$), $F(1,304) = 21.55, p < .001, \eta_p^2 = .07$.

Participants also rated the extent to which their team leader did not acknowledge their emotions using the same scale as Study 1 ($\alpha = .95$; ICC[1] = .30, ICC[2] = .46, $r_{wg(j)} = .68, F(305,306) = 1.87, p < .001, \eta_p^2 = .65$, LeBreton and Senter 2008). We also found that team members rated their leader or designated consultant as not acknowledging their emotions less in the emotional acknowledgment ($M = 4.04, SD = 1.49$) than in the no acknowledgment condition ($M = 5.06, SD = 1.11$; $F(1,304) = 46.09, p < .001, \eta_p^2 = .13$).

We again tested two alternative operationalizations of emotional acknowledgment by 1) coding all instances of team leaders acknowledging team member emotions and 2) conducting linguistic analysis on the transcripts of those who read the manipulation (i.e., those asked to acknowledge or not acknowledge) using a self-created emotional acknowledgment dictionary based on our manipulation (i.e., “you”, “feel”, “seem”, “look”) in Linguistic Inquiry and Word Count software (LIWC; Pennebaker et al. 2015), which counted the percentage of each transcript that included these words. We also found in our coding that teams in the emotional acknowledgment condition had more instances of emotional acknowledgment ($M = 2.13, SD = 3.07$) than in the no acknowledgment condition ($M = .15, SD = .63$; $F(1,304) = 61.51, p < .001, \eta_p^2 = .17$). We also found that our emotional acknowledgment dictionary score was higher in the emotional acknowledgment condition ($M = 2.50, SD = 1.23$) than in the no acknowledgment condition ($M = 2.13, SD = 1.00$; $F(1,304) = 8.64, p = .004, \eta_p^2 = .03$).

Robustness Checks for Responder Behavior Across Conditions (Study 2)

In addition, in an effort to rule out the possibility that the manipulation affected how responders expressed their own emotions, we conducted an analysis of the transcripts of the responders (in all conditions) using the same emotional tone dictionary used to assess the negative emotional expression intensity of the team members. We found that responder emotional expressions did not differ significantly between the two conditions, $F(1,303) = .60, p = .44, \eta_p^2 = .00$. Similar to Study 1, we also examined indicators of self-monitoring behavior to check if the no emotional acknowledgment condition inadvertently constrained behavior. We did not find significant differences in the word count of those who were manipulated to acknowledge or not acknowledge $F(1,304) = 2.22, p = .14, \eta_p^2 = .00$. We also did not see differences in filler words, $F(1,304) = 1.23, p = .27, \eta_p^2 = .00$ or nonfluency, $F(1,304) = .09, p = .78, \eta_p^2 = .00$, two other markers of discomfort or constrained speech (e.g., Pennebaker et al., 2015).

Analyses Controlling for Negotiation Experience (Study 2)

As we did in Study 1, we again tested whether our results changed with the inclusion of two control variables, prior negotiation experience and prior participation in a negotiation class using the same items as Study 1. Support for our hypotheses remained unchanged (for full results, see R Markdown for Study 2 on our OSF for full results).

Analyses of Impasse Groups (Study 2)

We also examined the differences between teams that came to an agreement and those who did not on four scales: negative emotional expression intensity, conflict resolution, information elaboration, and integrative behavior. While not statistically significant, we used Welch's ANOVA and found that the impasse teams reported directionally higher negative emotional expression intensity ($M = 2.51$, $SD = 1.81$) compared to teams that came to an agreement ($M = 1.79$, $SD = .77$; $F(1,1.00) = .32$, $p = .67$). Impasse teams also reported lower but not significantly lower conflict resolution ($M = 3.78$, $SD = 1.57$) than teams that came to an agreement ($M = 5.35$, $SD = .99$; $F(1,1.01) = 1.99$, $p = .39$). This pattern was consistent for information elaboration ($M = 4.72$, $SD = 1.02$ vs. $M = 5.43$, $SD = 1.01$; $F(1,1.00) = .95$, $p = .51$). While these differences were not statistically significant, likely due to the unequal sample size, the means suggest that the teams that did not come to an agreement experienced higher negative emotional expression intensity and lower subjective team conflict resolution.

Summary of Findings Using Specific Operationalizations (Study 2)

Hypothesis 1. We examined the effect of emotional acknowledgment on negative emotional expression intensity across three operationalizations. First, using the *video-coded* measure, teams in the emotional acknowledgment condition expressed less intense negative emotions ($M = 3.05$, $SD = 1.52$) compared to those in the no emotional acknowledgment condition ($M = 3.39$, $SD = 1.45$; $F(1,304) = 4.10$, $p = .04$, $\eta_p^2 = .01$).

Next, using the *linguistic* measure, teams in the emotional acknowledgment condition expressed less intense negative emotions ($M = 49.76$, $SD = 12.94$) compared to those in the no emotional acknowledgment condition ($M = 53.20$, $SD = 12.33$; $F(1,304) = 5.69$, $p = .02$, $\eta_p^2 = .02$).

Finally, using the *scale* measure, teams in the emotional acknowledgment condition reported directionally, but not significantly, less intense negative emotions ($M = 1.74$, $SD = .75$) compared to those in the no emotional acknowledgment condition ($M = 1.84$, $SD = .78$; $F(1,304) = 1.43$, $p = .23$, $\eta_p^2 = .00$).

Hypothesis 2. We examined how negative emotional expression intensity predicts our conflict resolution variables across three operationalizations: video-coded, linguistic, and scale-based measures. Using the *video-coded* measure, negative emotional expression was not associated with objective team conflict resolution ($b = -1.24$, $SE = 3.16$, $p = .69$, $R^2 = .001$), but it predicted poorer conflict resolution ($b = -.39$, $SE = .03$, $p < .001$, $R^2 = .34$) and reduced information elaboration ($b = -.33$, $SE = .03$, $p < .001$, $R^2 = .24$).

Using the *linguistic* measure, higher negative emotional expression predicted lower objective team conflict resolution ($b = -2.01$, $SE = .35$, $p < .001$, $R^2 = .10$), poorer conflict resolution ($b = -.02$, $SE = .004$, $p < .001$, $R^2 = .06$), and reduced information elaboration ($b = -.02$, $SE = .004$, $p < .001$, $R^2 = .05$).

Using the *scale* measure, negative emotional expression was again not associated with objective team conflict resolution ($b = -2.90$, $SE = 6.16$, $p = .64$, $R^2 = .001$), but was associated with poorer conflict resolution ($b = -.89$, $SE = .05$, $p < .001$, $R^2 = .47$), and lower information elaboration ($b = -.80$, $SE = .06$, $p < .001$, $R^2 = .36$).

Main Effect on Team Conflict Resolution. Teams in the emotional acknowledgment condition showed directionally higher objective team conflict resolution ($M = 1471.69$, $SD = 87.40$) than those in the no emotional acknowledgment condition ($M = 1460.16$, $SD = 76.75$), though this difference was not statistically significant ($F(1,304) = 1.51$, $p = .22$, $\eta_p^2 = .00$). Although directionally consistent, emotional acknowledgment did not significantly predict conflict resolution ($M_{EA} = 5.42$, $SD_{EA} = .99$ vs. $M_{No EA} = 5.28$, $SD_{No EA} = 1.00$; $F(1,304) = 1.66$, $p = .20$, $\eta_p^2 = .01$). Finally, emotional acknowledgment did significantly predict higher information elaboration ($M_{EA} = 5.58$, $SD_{EA} = .97$ vs. $M_{No EA} = 5.28$, $SD_{No EA} = 1.04$; $F(1,304) = 7.21$, $p = .01$, $\eta_p^2 = .02$).

Hypothesis 3. We found significant indirect effects from emotional acknowledgment, through the *video-coded* measure of negative emotional intensity on subjective conflict resolution (*indirect effect* = .13, $SE = .07$, 95% CI [.01, .27]) and information elaboration (*indirect effect* = .11, $SE = .06$, 95% CI [.01, .24]), but not on objective team conflict resolution (*indirect effect* = .03, $SE = .13$, 95% CI [-.24, .33]).

We found significant indirect effects from emotional acknowledgment, through the *linguistic* measure of negative emotional intensity on objective team conflict resolution (*indirect effect* = .68, $SE = .31$, 95% CI [.12, 1.35]) and subjective conflict resolution (*indirect effect* = .06, $SE = .03$, 95% CI [.01, .13]), and information elaboration (*indirect effect* = .05, $SE = .03$, 95% CI [.01, .11]).

Finally, we found directionally consistent, but not significant, indirect effects from emotional acknowledgment, through the *scale* measure of negative emotional intensity on objective team conflict resolution (*indirect effect* = .03, $SE = .09$, 95% CI [-.15, .23]), subjective conflict resolution (*indirect effect* = .09, $SE = .08$, 95% CI [-.06, .25]), and information elaboration (*indirect effect* = .08, $SE = .07$, 95% CI [-.05, .22]).

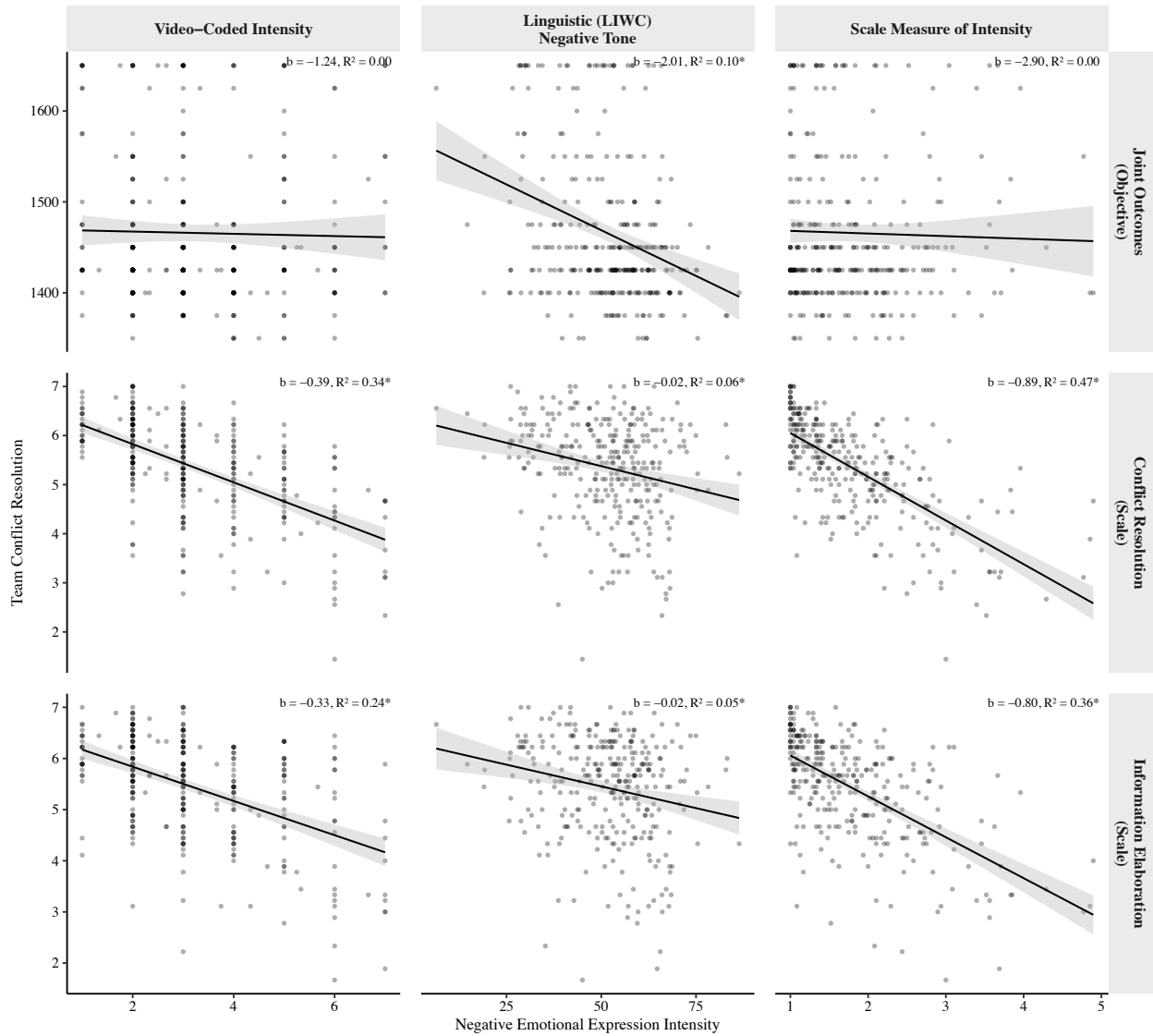
Hypothesis 4. We did not find a significant index of moderated mediation between emotional acknowledgment and the role of the acknowledger, when operating through the *video-coded* measure of negative emotional intensity on objective team conflict resolution (*index* = .03, $SE = .17$, 95% CI [-.29,

.43]), subjective conflict resolution ($index = .13$, $SE = .13$, 95% CI $[-.13, .39]$), and information elaboration ($index = .11$, $SE = .11$, 95% CI $[-.11, .34]$).

We found a significant index of moderated mediation between emotional acknowledgment and the role of the acknowledger, when operating through the *linguistic* measure of negative emotional intensity. Specifically, emotional acknowledgment influenced objective team conflict resolution ($index = 1.78$, $SE = .65$, 95% CI $[.62, 3.17]$), subjective conflict resolution ($index = .17$, $SE = .07$, 95% CI $[.05, .31]$), and information elaboration ($index = .14$, $SE = .06$, 95% CI $[.04, .28]$) via reductions in linguistic negative emotional expression intensity, with these indirect effects being stronger when emotional acknowledgment was provided by a leader rather than a peer.

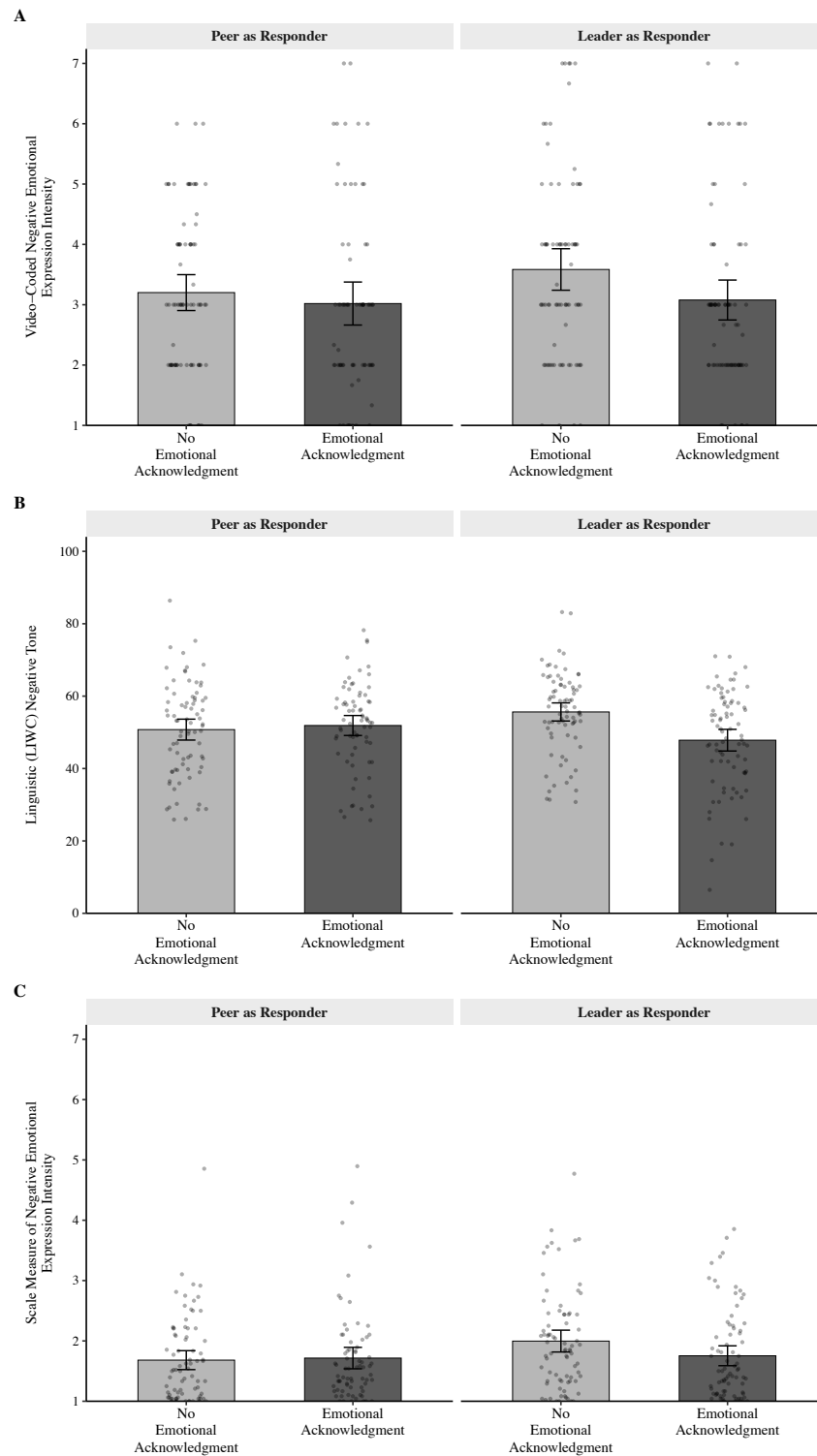
We did not find a significant index of moderated mediation between emotional acknowledgment and the role of the acknowledger, when operating through the *scale* measure of negative emotional intensity on objective team conflict resolution ($index = .07$, $SE = .22$, 95% CI $[-.40, .51]$), subjective conflict resolution ($index = .25$, $SE = .15$, 95% CI $[-.06, .55]$), and information elaboration ($index = .22$, $SE = .14$, 95% CI $[-.05, .49]$).

Visualizing the Association Between Negative Emotional Expression Intensity and Team Conflict Resolution Using Separate Operationalizations (Study 2)



Note. The lines show the OLS regressions of team conflict resolution on negative emotional expression intensity for each operationalization. Each dot is a team. The shaded bands are the 95% confidence interval. Values are standardized. $N = 306$ teams.

Visualizing the Difference in Negative Emotional Expression Intensity by Condition Using Separate Operationalizations (Study 2)



Note: Bars show mean negative emotional expression intensity by condition. Each dot is a team. Error bars are 95% confidence intervals. Values are standardized. $N = 306$ teams.

Analyses with Smaller Sample from Pre-Registration (Study 2)

We completed the study with 306 usable teams (approximately 76-77 teams per condition). Our pre-registration specified a final sample of up to 60 teams per condition if possible based on our participant pool. During data collection, we were able to recruit more participants than originally anticipated and chose to let the study run as long as possible to enhance the robustness of our results. Importantly, all analyses were conducted only after data collection was complete. Because our pre-registered plan specified a maximum of 60 teams per condition, we report supplemental analyses using this subsample below.

Hypothesis 1, which predicted that in teams where members emotionally acknowledge the team members, team members would exhibit less intense expressions of negative emotions, was significant for the first 60 teams per condition subsample, $F(1,238) = 4.82, p = .03, \eta_p^2 = .02$.

Hypothesis 2, which proposed that negative emotional intensity would be negatively related to team conflict resolution, was supported for the first 60 teams per condition subsample, $b = -.65, SE = .05, p < .001, R^2 = .43$.

We again used path analysis using the *lavaan* package (Rosseel 2012) in R, with 10,000 bootstrap samples to test Hypothesis 3, which proposed that negative emotional expression intensity mediated the relationship between emotional acknowledgment condition and objective team conflict resolution. We found a significant indirect effect when using the first 60 teams per condition subsample (*indirect effect* = .09, $SE = .04$, 95% CI [.01, .17]). We also found a significant main effect for the first 60 teams per condition subsample, $F(1,238) = 5.21, p = .02, \eta_p^2 = .02$.

Finally, we found support for Hypothesis 4 using the first 60 teams per condition subsample as we found a significant index of moderated mediation (*index* = .14, $SE = .07$, 95% CI [.002, .27]). The conditional indirect effects revealed that the indirect effect on team conflict resolution was stronger when the acknowledger was a leader (*indirect effect* = .15, $SE = .05$, 95% CI [.05, .25]) than when the acknowledger was a peer (*indirect effect* = .01, $SE = .06$, 95% CI [-.10, .13]).

Summary

Across these supplemental analyses, results were consistent with our theoretical predictions at the pre-registered sample threshold. Analyses using 60 teams per condition, the maximum pre-registered target, yielded statistically significant effects that closely mirrored those observed in the full sample. Taken together, these findings indicate that the pattern of results was not driven by the larger final sample size that we ended the study with. The effects emerge in the predicted direction at the maximum pre-registered sample, supporting the robustness and stability of our findings.

Supplemental Study A: Replicating Findings from Studies 1 & 2

In Supplemental Study A, we sought to increase the confidence in our findings using a pre-registered scenario study. We conducted a pre-registered online study with working adults where we manipulated whether the leader acknowledged or did not acknowledge the emotions of their team members during an intrateam conflict in a similar setting to Studies 1 & 2. We used a scenario paradigm in which we manipulated whether their imagined leader acknowledged or did not acknowledge the emotions of the team members during an intrateam conflict. Similar methods have been used in previous research on emotions to understand how participants think they would feel in the described situation (e.g., Kundro et al. 2023). While this method is not able to fully capture the experience of being acknowledged or not acknowledged, we ran this study to try to capture how people think the situation would play out to understand if they believe it would play out in a similar or different way than Study 1 or 2. To address some of the limitations that come with using online samples, we followed best practices for conducting online studies (Aguinis and Bradley 2014, Aguinis et al. 2021) such as using at least two attention checks, limiting the sample to employees to align with our scenario, collecting worker IDs, and using a realistic scenario. The pre-registration (https://aspredicted.org/55S_62P), data, and syntax can be found at our OSF link for this project.

Sample

We ran a power analysis in G*Power (Faul et al. 2007) to determine the sample size needed to detect the smallest effect size from our Study 1, which was $\eta_p^2 = .018$. We set the test as a one-way ANOVA with two conditions, a power of 80% (which is typical), and an alpha of .05. Our power analysis recommended that we needed a total of 432 participants to detect this effect size (216 per condition). As per our pre-registration, we decided that we would exclude any participants from our analyses that missed an attention check, did not fill out the full study, or missed one of our categorical manipulation checks. Typically, we have found that around 20% of participants on Prolific fall into one of these categories, which is similar to what reviews on online samples have found (Aguinis et al. 2021), therefore, we aimed to collect an additional 43 participants per condition to best ensure that we ended the study with 216 participants per condition. Therefore, we pre-registered that we would collect a total of 520 participants. The system (Prolific) over-recruited by one participant, possibly due to a time-out issue. Therefore, we collected data from 521 working adults. As per our pre-registration we excluded 5 participants who did not correctly answer one or both attention checks and 18 people who did not correctly answer the categorical manipulation check. Our final sample consisted of 498 participants ($M_{age} = 40.48$, $SD_{age} = 11.60$; 44.2% female; 73.1% White, 11.8% Asian, 8.4% Hispanic, 9.0% Black American, 1.8% Mixed Race; 81.9% work full-time, 18.1% work part-time).

Procedure

Participants were randomly assigned to one of the two conditions where they were either told that their leader acknowledged or did not acknowledge emotions during the negotiation. Participants were asked to imagine a similar scenario to the setting in Study 1 & 2. They were then told that their leader either tends to acknowledge or did not acknowledge their emotions during the meeting.

Scenario. Participants read the following scenario:

Imagine you are part of a three-person consultancy team which works for a small consulting firm. Your team has just been assigned a new exciting client. Your team consists of a team leader, Jamie, and two employees and you are one of the employees. Jamie, the leader, has more influence over your team's tasks and decisions than you or the other employee on your team. You are currently at a meeting working with your other team members to develop a strategy for the challenges on how you want to approach the project. Each person on your team is coming into the conversation with differing priorities and you are all trying to negotiate to find the best solution for your team without giving up too much of what you each want. During the meeting, when Jamie senses that you or the other employee may be feeling an emotion, they tend to...

Emotional Acknowledgment Manipulation: Participants read one of two behaviors their leaders tended to engage in:

Emotional acknowledgment condition: ... *they tend to acknowledge your emotions through behaviors, such as mentioning that they notice that you may be feeling something or asking you how you may be feeling.*

No emotional acknowledgment condition: "...*they tend to avoid acknowledging your emotions, such as by avoiding mentioning that they notice you may be feeling something or not asking how you are feeling.*"

Measures

Items were rated on a 7-point scale (1 = "strongly disagree" to 7 = "strongly agree").

Predicted Intensity of Negative Emotional Expressions. We used the same negative emotional expression intensity scale as we did in Study 2. Items included, "Team members would be likely to use a harsh tone of voice during the meeting", "There would be a lot of tension surrounding the meeting", "Team members would show a lot of anger during the meeting", "Team members would show a lot of frustration during the meeting", "Team members would roll their eyes to express frustration during the meeting", "Team members would express their negative emotions with high intensity", "Team members would show they were very upset", "Team members would show that they felt very defeated" ($\alpha = .95$).

Predicted Team Conflict Resolution. We again consider two distinct perspectives on team conflict resolution: an expected measure of negotiation performance and a subjective measure of the team's more general perceived conflict resolution ability. To assess expected team conflict resolution, we used the problem-solving conflict management subscale developed for negotiations, which is considered an integrative behavior (De Dreu et al. 2001). Participants rated four items, "We would examine the issues until we found a solution that really satisfied all of us", "We would stand for our own and each other's goals and interests", "We would examine ideas from all sides to find a mutually optimal solution", "We would work out a solution that served our own as well as each other's interests as well as possible" ($\alpha = .96$). We assessed more general subjective conflict resolution using the same scale as we did in Study 1 & 2 ($\alpha = .95$; Jehn et al. 2008). To capture the overall effect, we report analyses in the main text using a composite measure of team conflict resolution created by standardizing each operationalization and averaging them. Results for analyses using each individual operationalization are presented in a table after the discussion.

Analyses

We first conducted confirmatory factor analysis on the three self-reported scales using the *lavaan* package in R (Rosseel 2012) to demonstrate the discriminant validity of our constructs. We found that the three-factor model fit had acceptable fit ($\chi^2(87) = 476.26, p < .001$, RMSEA = .10, SRMR = .05, TLI = .95, CFI = .96) and fit the data better than the two-factor model that combined the predicted negative emotional intensity expression and the predicted integrative behavior items [$\chi^2(\text{diff}) = 2362.80, p < .001$], the two-factor model that combined the predicted negative emotional intensity expression and the predicted conflict resolution items [$\chi^2(\text{diff}) = 1503.30, p < .001$], and the two-factor model that combined the predicted integrative behavior and the conflict resolution items [$\chi^2(\text{diff}) = 645.95, p < .001$].

Results

Descriptive statistics including means, standard deviations, and correlations between variables are reported after the results. For analyses we coded the leader emotional acknowledgment condition as '1' and the no acknowledgment condition as '0'

Manipulation Check. Participants were asked to fill out the same scale (adapted from Yu et al., 2021) used as the manipulation check from Study 1 & 2 ($\alpha = .98$). We also found using a one-way ANOVA that participants reported their team leaders as acknowledging their emotions more in the emotional acknowledgment ($M = 5.86, SD = .97$) than no acknowledgment condition ($M = 1.60, SD = 1.10$; $F(1,496) = 2,101.52, p < .001, \eta_p^2 = .81$).

Hypothesis Testing. Supporting Hypothesis 1, we found a significant difference in predicted intensity of negative emotional expressions with those in the leader emotional acknowledgment condition predicting less intense negative emotional expressions ($M = 2.71, SD = 1.17$) than those in the no acknowledgment condition ($M = 4.18, SD = 1.24$; $F(1,496) = 186.26, p < .001, \eta_p^2 = .27$). In support of Hypothesis 2, we found a significant association between negative emotional expression intensity and

team conflict resolution, $b = -.57$, $SE = .04$, $p < .001$, $R^2 = .35$. We also found that participants in the leader emotional acknowledgment condition predicted higher team conflict resolution ($M = .63$, $SD = .56$) than in the no emotional acknowledgment condition ($M = -.63$, $SD = .56$; $F(1,496) = 373.6$, $p < .001$, $\eta_p^2 = .43$). Finally, we found support for Hypothesis 3 using path analysis using the lavaan package (Rosseel 2012) in R, with 10,000 bootstrap samples. We found an indirect effect from condition through intensity of negative emotional expressions on predicted team conflict resolution (*indirect effect* = .18, $SE = .03$, 95% CI [.13, .23]).

Supplementary Analyses Using Specific Operationalizations. We found that higher negative emotional expression was associated with poorer conflict resolution ($b = -.70$, $SE = .04$, $p < .001$, $R^2 = .40$) and lower integrative behavior ($b = -.54$, $SE = .04$, $p < .001$, $R^2 = .25$). Emotional acknowledgment also predicted better subjective conflict resolution ($M_{EA} = 5.57$, $SD_{EA} = .96$ vs. $M_{No EA} = 3.55$, $SD_{No EA} = 1.38$; $F(1,496) = 357.78$, $p < .001$, $\eta_p^2 = .42$) and higher integrative behavior ($M_{EA} = 5.70$, $SD_{EA} = .90$ vs. $M_{No EA} = 3.87$, $SD_{No EA} = 1.44$; $F(1,496) = 289.20$, $p < .001$, $\eta_p^2 = .37$). We also found significant indirect effects from emotional acknowledgment, through the negative emotional intensity on subjective conflict resolution (*indirect effect* = .66, $SE = .08$, 95% CI [.50, .83]), and integrative behavior (*indirect effect* = .41, $SE = .09$, 95% CI [.25, .58]).

Discussion

While limited by being a scenario study, the results do mirror our in-person Studies 1 and 2 in the main text of our paper, providing an important replication of our findings.

Descriptive Statistics and Correlations (Supplemental Study A)

Variables	<i>Mean</i>	<i>SD</i>	1	2	3
1. EA manipulation check	3.72	2.37			
2. Predicted team negative emotion expression intensity	3.45	1.41	-.50*		
3. Predicted conflict resolution	4.55	1.56	.68*	-.63*	
4. Predicted integrative behavior	4.78	1.56	.65*	-.50*	.83*

Note. $N = 498$, $*p < .05$.

Supplemental Study B: Study 2 Pilot

We conducted an online study as a pilot test for Study 2 to explore whether the role of the person providing (or not providing) emotional acknowledgment influenced the strength of the effects. Specifically, we were interested in comparing whether the effects differed when the acknowledger was a leader versus a peer. While teams must be hierarchically structured for a leader to acknowledge or withhold acknowledgment, peers can do so within either flat or hierarchical team structures. Therefore, this study served three purposes: 1) to test our original three hypotheses, 2) explore whether the role of the leader as the acknowledger versus a peer matters, and 3) to examine whether it mattered more if a peer acknowledged emotions in a flat versus hierarchical team, information that would inform the design of our lab-based team study (Study 2 in the main text of our paper).

Sample

We collected data from 464 participants on Prolific. We excluded 62 people who did not correctly answer the categorical manipulation check. Our final sample consisted of 402 participants ($M_{\text{age}} = 35.62$, $SD_{\text{age}} = 11.99$; 42.8% female; 56.5% White/Caucasian, 2.9% East Asian, .5% South Asian, 4.7% Hispanic/Latino, 36.8% Black/African American, 4.0% Middle Eastern, 1.5% Native American, .5% Native Hawaiian or Pacific Islander, 1.0% Mixed Race; 74.9% work full-time, 25.10% work part-time).

Procedure

For this study, we used language as close as possible to that used in Study 2, as this study was meant to help pilot those manipulations. Participants were told they were part of a three-person consulting team at a firm and were preparing for a meeting with their team where they would have to negotiate to make several decisions about how to approach a project. To create a mixed-motive context, we told them that the firm valued both individual contributions and team performance, and that they would be rewarded based on both.

Participants then read about their team's structure, their own role, and how one of their teammates responded to their emotions and the emotions of another teammate during an intrateam conflict. They were randomly assigned to a condition within a 2 (emotional acknowledgment: yes or no) x 3 (role of acknowledger: leader, peer in hierarchical team, peer in flat team). In all conditions, participants were assigned the role of the person whose emotions were either acknowledged or not acknowledged.

Team Role Manipulation. Participants read about their team structure and role within it.

Leader in Hierarchical Team Condition. Those in the hierarchical teams read: *"Your consulting team consists of one senior consultant and two junior consultants. The senior consultant is the formal leader of the consulting team. This means that today, and during the rest of the project, the formal leader has more responsibility, power, and control over the process and the outcomes than the two junior consultants. The formal leader is responsible for the end outcome of the project and has the authority to make final decisions. This means that today, and during the rest of the project, junior consultants have less responsibility, power, and control than the formal leader. You are one of the two junior consultants. As a junior consultant, you have less responsibility, power, and control over the processes and outcomes than the formal leader. The formal leader is responsible for the end outcome of the project and has the authority to make final decisions.*

Then, as seen in the text of our emotional acknowledgment manipulation below, these participants received emotional acknowledgment from their leader (the senior consultant) within this team.

Peer in Hierarchical Team Condition. In this condition, participants had the same instructions as above, but differently, in the text of our emotional acknowledgment manipulation below, these participants received emotional acknowledgment from their peer (the other junior consultant) within this team.

Peer in Flat Team Condition. Those in the flat teams read: *"Your consulting team consists of three consultants. Today, and during the rest of the project, consultants each have relatively similar levels of responsibility, power, and control over the process and the outcomes. You are all responsible for the end outcome of the project and share the authority to make final decisions."*

“You are one of the three consultants. You have relatively similar levels of responsibility, power, and control over the process and the outcomes as the other consultants. You are all responsible for the end outcome of the project and share the authority to make final decisions.”

They then saw in our emotional acknowledgment manipulation below that they received emotional acknowledgment from a peer (other junior consultant) within this team.

Emotional Acknowledgment Manipulation. To manipulate emotional acknowledgment, participants received one of these two conditions (acknowledge or not):

During the meeting, [the senior consultant/one of the consultants/] tended to [not] acknowledge the emotions of you and the [other junior consultant/other consultant] when you interacted with them. They [did not] show you and the [other junior consultant/other consultant] that they noticed your emotions and the emotions of [other junior consultant/other consultant]. They did this by [not] pointing out the emotional language, facial expressions, postural and hand gestures, or vocal cues that you and the other junior consultant displayed. For example, they [avoided] acknowledged your emotions and the emotions of the other junior consultant by: [Avoiding] Saying comments such as, “You seem hesitant about that.” [Avoiding] Saying comments such as, “You look like you have feelings about that comment.” [Avoiding] Saying comments such as, “You seem enthusiastic about this.”

Measures

Items were rated on a 7-point scale (1 = “strongly disagree” to 7 = “strongly agree”). In this study, we measured predicted negative emotional expression intensity using the same scale as Study 2 ($\alpha = .95$). We also measured predicted team conflict resolution using the same scales as Study 1 & 2, which included scales to assess conflict resolution ($\alpha = .93$), information elaboration ($\alpha = .95$), and integrative behavior ($\alpha = .93$). To capture the overall effect, we report analyses in the main text using a composite measure of team conflict resolution created by standardizing each operationalization and averaging them. Results for analyses using each individual operationalization are presented in a table following the discussion.

Results

Descriptive statistics including means, standard deviations, and correlations between variables can be found below the discussion. For analyses we coded the emotional acknowledgment condition as ‘1’ and the no acknowledgment condition as ‘0’ and hierarchical teams as ‘1’ and flat teams as ‘0’.

We first conducted confirmatory factor analysis on the four self-reported scales using the *lavaan* package in R (Rosseel 2012) to demonstrate the discriminant validity of our constructs. We found that the four-factor model fit had good fit ($\chi^2(129) = 338.85, p < .001, RMSEA = .06, SRMR = .04, TLI = .97, CFI = .97$) and fit the data better than the three-factor model that combined the predicted negative emotional intensity expression and the predicted conflict resolution items [$\chi^2(\text{diff}) = 1194.10, p < .001$], the three-factor model that combined the predicted negative emotional intensity expression and the predicted information elaboration items [$\chi^2(\text{diff}) = 1503.90, p < .001$], and the three-factor model that combined the predicted negative emotional intensity expression and the integrative behavior items [$\chi^2(\text{diff}) = 1738.10, p < .001$].

Manipulation Check. We asked participants to complete scales for team structure ($\alpha = .97$; four items assessing team hierarchy, sample item: “There was someone on our team who had more power than the other people on my team”) and whether a person acknowledged or did not acknowledge their emotions ($\alpha = .98$; using same scale as Studies 1 & 2; Yu et al. 2021). Due to large difference in sample size between the hierarchy and flat conditions, we used Welch’s ANOVA and we found that participants in the hierarchical conditions reported higher levels of hierarchy in their teams ($M = 6.22, SD = .90$) than in the flat conditions ($M = 2.12, SD = 1.46; F(1, 179.4) = 875.79, p < .001, d = 3.69$). Using a one-way ANOVA, we found that participants in the emotional acknowledgment condition rated that the designated person was described as acknowledging their emotions ($M = 5.97, SD = .89$) more than in the no acknowledgment condition ($M = 1.80, SD = 1.15; F(1, 400) = 1,686.00, p < .001, \eta_p^2 = .81$).

Hypothesis Testing. Supporting Hypothesis 1, we found a significant difference in predicted intensity of negative emotional expressions with those in the emotional acknowledgment condition

predicting less intense negative emotional expressions ($M = 3.32$, $SD = 1.39$) than those in the no acknowledgment condition ($M = 4.18$, $SD = 1.34$; $F(1,400) = 39.97$, $p < .001$, $\eta_p^2 = .09$).

In support of Hypothesis 2, we found a negative association between negative emotional intensity and team conflict resolution, $b = -.39$, $SE = .04$, $p < .001$, $R^2 = .18$.

Finally, we found support for Hypothesis 3 using *lavaan* (Rosseel 2012) and 10,000 bootstrap iterations, which showed an indirect effect from condition through intensity of negative emotional expressions on predicted team conflict resolution (*indirect effect* = .09, $SE = .02$, 95% CI [.05, .13]). We also found a main effect of emotional acknowledgment on predicted team conflict resolution, $F(1,400) = 112.60$, $p < .001$, $\eta_p^2 = .22$, with higher conflict resolution for those in the emotional acknowledgment condition ($M = .42$, $SD = .73$) than the no acknowledgment condition ($M = -.47$, $SD = 1.05$).

We then tested Hypothesis 4, whether there was a moderated mediation effect whereby the role of the acknowledger (leader vs. non-leader; combining both peer in hierarchy and peer in flat conditions) moderated the indirect effects of emotional acknowledgment (vs. no acknowledgment) on team conflict resolution. We found a significant index of moderated mediation on team conflict resolution (*index* = .06, $SE = .03$, 95% CI [.01, .11]) with a stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .13, $SE = .03$, 95% CI [.07, .18]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .06, $SE = .02$, 95% CI [.03, .10]).

We also conducted follow-up analyses using two subsets of the data: 1) the two leader conditions versus the two peer conditions within the flat team structure, and 2) the two leader conditions versus the two peer conditions within the hierarchical team structure. The pattern of results remained consistent across both subsets. In both cases, emotional acknowledgment from leaders (versus no acknowledgment) had a stronger effect on outcomes than acknowledgment from peers, regardless of the team structure in which peer acknowledgment occurred. Using the peer flat conditions, we found a marginally significant moderated mediation on team conflict resolution (*index* = .06, $SE = .03$, 95% CI [-.004, .12]) with a stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .12, $SE = .03$, 95% CI [.06, .19]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .06, $SE = .03$, 95% CI [.01, .12]). When using the peer hierarchical conditions, we found significant moderated mediation on team conflict resolution (*index* = .09, $SE = .04$, 95% CI [.01, .16]) with a stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .15, $SE = .04$, 95% CI [.08, .22]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .06, $SE = .03$, 95% CI [.01, .11]).

Furthermore, when only examining the peer conditions there was a significant main effect of emotional acknowledgment on negative emotion intensity, $F(1,256) = 12.76$, $p < .001$, $\eta_p^2 = .05$. However, there was no significant main effect of team structure, $F(1,256) = 1.00$, $p = .32$, $\eta_p^2 = .00$, and no interaction between emotional acknowledgment and team structure, $F(1,256) = .21$, $p = .65$, $\eta_p^2 = .00$. Similar to the effects on negative emotional expression intensity, when only examining the peer conditions, we still found significant main effects of emotional acknowledgment on all three team conflict resolution outcomes ($ps < .001$) while there was not a significant main effect of team structure (ps ranged from .25 to .67), nor was there an interaction effect (ps ranged from .40 to .96).

Supplementary Analyses Using Specific Operationalizations. As with Studies 1 and 2, we conducted analyses using the specific operationalizations of team conflict resolution (we only had one operationalization of negative emotional expression intensity). Supporting Hypothesis 2, we found that higher negative emotional expression was associated with poorer conflict resolution ($b = -.41$, $SE = .04$, $p < .001$, $R^2 = .18$), lower information elaboration ($b = -.41$, $SE = .05$, $p < .001$, $R^2 = .16$), and lower integrative behavior ($b = -.33$, $SE = .04$, $p < .001$, $R^2 = .12$).

Supporting Hypothesis 3, we also found significant indirect effects from emotional acknowledgment, through the negative emotional intensity on subjective conflict resolution (*indirect effect* = .27, $SE = .07$, 95% CI [.15, .41]), information elaboration (*indirect effect* = .26, $SE = .06$, 95% CI [.15, .39]), and integrative behavior (*indirect effect* = .21, $SE = .06$, 95% CI [.11, .32]). Emotional acknowledgment also predicted better subjective conflict resolution ($M_{EA} = 5.39$, $SD_{EA} = 1.03$ vs. $M_{No EA} = 4.15$, $SD_{No EA} = 1.48$; $F(1,400) = 97.61$, $p < .001$, $\eta_p^2 = .20$), information elaboration ($M_{EA} = 5.58$, $SD_{EA} =$

.96 vs. $M_{No\ EA} = 4.22$, $SD_{No\ EA} = 1.64$; $F(1,400) = 105.10$, $p < .001$, $\eta_p^2 = .21$), and higher integrative behavior ($M_{EA} = 5.60$, $SD_{EA} = .92$ vs. $M_{No\ EA} = 4.49$, $SD_{No\ EA} = 1.53$; $F(1,400) = 78.60$, $p < .001$, $\eta_p^2 = .16$).

Supporting Hypothesis 4, we found a significant index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution ($index = .23$, $SE = .10$, 95% CI [.06, .44]), information elaboration ($index = .23$, $SE = .09$, 95% CI [.06, .42]), and integrative behavior ($index = .18$, $SE = .08$, 95% CI [.05, .35]) via reductions in negative emotional expression intensity, with these indirect effects being stronger when emotional acknowledgment was provided by a leader rather than a peer.

Using the peer flat conditions, we found a significant index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution ($index = .22$, $SE = .12$, 95% CI [.01, .48]), information elaboration ($index = .19$, $SE = .10$, 95% CI [.01, .41]), and integrative behavior ($index = .13$, $SE = .08$, 95% CI [.003, .30]) via reductions in negative emotional expression intensity, with these indirect effects being stronger when emotional acknowledgment was provided by a leader rather than a peer.

Using the peer hierarchical conditions, we found a significant index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution ($index = .27$, $SE = .12$, 95% CI [.06, .52]), information elaboration ($index = .27$, $SE = .12$, 95% CI [.06, .52]), and integrative behavior ($index = .22$, $SE = .10$, 95% CI [.05, .44]) via reductions in negative emotional expression intensity, with these indirect effects being stronger when emotional acknowledgment was provided by a leader rather than a peer.

Discussion

In this study, we replicated support for Hypotheses 1-3, showing that emotional acknowledgment was associated with lower negative emotional expression intensity and thereby higher team conflict resolution. Furthermore, we found that these effects were stronger when the acknowledgment (or lack thereof) came from a leader versus a peer. Importantly, the effects did not vary based on team structure (whether the acknowledgment came from a peer in a flat group or a hierarchical group). Therefore, for the sake of simplicity, and because in hierarchical structures a peer would technically be acknowledging both the leader's and their peer's emotions introducing not just the emotional acknowledgment of peers, but also upwards towards a leader, we chose to include only peer acknowledgment (versus no acknowledgment) in a flat team structure for our team laboratory experiment (Study 2) as the cleanest comparison.

Descriptive Statistics and Correlations (Supplemental Study B)

Variables	Mean	SD	1	2	3	4	5
1. EA manipulation check	4.01	2.32					
2. Team structure manipulation check	4.88	2.22	-.05				
3. Predicted team negative emotion expression intensity	3.72	1.43	-.26*	-.08			
4. Predicted conflict resolution	4.81	1.41	.48*	.00	-.42*		
5. Predicted information elaboration	4.94	1.49	.52*	-.01	-.40*	.78*	
6. Predicted integrative behavior	5.08	1.36	.48*	-.05	-.35*	.75*	.84*

Note. $N = 402$, * $p < .05$.

Supplemental Study C: Pre-Registered Replication of Supplemental Study B

We conducted a pre-registered version of Supplemental Study B (<https://aspredicted.org/3xhv-zhg6.pdf>) to replicate our results.

Sample

We collected data from 721 participants on Prolific. We excluded 21 people who missed the attention check and 65 people who did not correctly answer the categorical manipulation check. Our final sample consisted of 635 participants ($M_{\text{age}} = 35.37$, $SD_{\text{age}} = 11.89$; 55.7% female; 62.4% White/Caucasian, .6% East Asian, .2% South Asian, 2.0% Hispanic/Latino, 34.7% Black/African American, .2% Middle Eastern, 1.7% Native American, .5% Mixed Race; 57.5% work full-time, 42.4% work part-time).

Procedure

For this study, we used the exact same procedure, language, and manipulations as we did in Supplemental Study B.

Measures

Items were rated on a 7-point scale ($1 = \text{“strongly disagree”}$ to $7 = \text{“strongly agree”}$). In this study, we measured predicted negative emotional expressions using the same scale as Study 2 ($\alpha = .95$). We also measured predicted team conflict resolution using the same scales as Study 1 & 2, which included conflict resolution ($\alpha = .93$), information elaboration ($\alpha = .94$), and integrative behavior ($\alpha = .91$). To capture the overall effect, we report analyses in the main text using a composite measure of team conflict resolution created by standardizing each operationalization and averaging them. Results for analyses using each individual operationalization are presented in a table following the discussion.

Results

Descriptive statistics including means, standard deviations, and correlations between variables can be found after results. For analyses we coded the emotional acknowledgment condition as ‘1’ and the no acknowledgment condition as ‘0’ and hierarchical teams as ‘1’ and flat teams as ‘0’.

We first conducted confirmatory factor analysis on the four self-reported scales using the *lavaan* package in R (Rosseel 2012) to demonstrate the discriminant validity of our constructs. We found that the four-factor model fit had good fit ($\chi^2(129) = 528.17$, $p < .001$, RMSEA = .07, SRMR = .04, TLI = .96, CFI = .97) and fit the data better than the three-factor model that combined the predicted negative emotional intensity expression and the predicted conflict resolution items [$\chi^2(\text{diff}) = 1764.70$, $p < .001$], the three-factor model that combined the predicted negative emotional intensity expression and the predicted information elaboration items [$\chi^2(\text{diff}) = 2171.80$, $p < .001$], and the three-factor model that combined the predicted negative emotional intensity expression and the integrative behavior items [$\chi^2(\text{diff}) = 2397.30$, $p < .001$].

Manipulation Check. We asked participants to complete scales for team structure ($\alpha = .98$; four items assessing team hierarchy, sample item: “There was someone on our team who had more power than the other people on my team”) and whether a person acknowledged or did not acknowledge their emotions ($\alpha = .98$; using same scale as Studies 1 & 2; Yu et al. 2021). Due to large difference in sample size between the hierarchy and flat conditions, we used Welch’s ANOVA and we found that participants in the hierarchical conditions reported higher levels of hierarchy in their teams ($M = 6.37$, $SD = .81$) than in the flat conditions ($M = 1.99$, $SD = 1.37$; $F(1,285.03) = 1,851$, $p < .001$, $d = 4.27$). Using a one-way ANOVA, we found that participants in the emotional acknowledgment condition rated that the designated person was described as acknowledging their emotions ($M = 5.97$, $SD = .93$) more than in the no acknowledgment condition ($M = 1.94$, $SD = 1.32$; $F(1,633) = 1,986.00$, $p < .001$, $\eta_p^2 = .76$).

Hypothesis Testing. Supporting Hypothesis 1, we found a significant difference in predicted intensity of negative emotional expressions with those in the emotional acknowledgment condition predicting less intense negative emotional expressions ($M = 3.35$, $SD = 1.46$) than those in the no acknowledgment condition ($M = 4.29$, $SD = 1.36$; $F(1,633) = 70.77$, $p < .001$, $\eta_p^2 = .10$).

In support of Hypothesis 2, we found a negative association between negative emotional intensity and team conflict resolution, $b = -.37$, $SE = .03$, $p < .001$, $R^2 = .16$.

Finally, we found support for Hypothesis 3 using *lavaan* (Rosseel 2012) and 10,000 bootstrap iterations, which showed an indirect effect from condition through intensity of negative emotional expressions on predicted team conflict resolution (*indirect effect* = .09, $SE = .02$, 95% CI [.06, .13]). We also found a main effect of emotional acknowledgment on predicted team conflict resolution, $F(1,633) = 145.70$, $p < .001$, $\eta_p^2 = .19$, with conflict resolution higher in the emotional acknowledgment condition ($M = .38$, $SD = .74$) than in the no emotional acknowledgment condition ($M = -.41$, $SD = 1.08$).

We then tested Hypothesis 4, whether there was a moderated mediation effect whereby the role of the acknowledger (leader vs. non-leader) moderated the indirect effects of emotional acknowledgment (vs. no acknowledgment) on team conflict resolution. We found a marginally significant index of moderated mediation on team conflict resolution (*index* = .03, $SE = .02$, 95% CI [-.004, .07]) with a directionally stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .11, $SE = .02$, 95% CI [.07, .15]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .08, $SE = .02$, 95% CI [.05, .11]).

We also conducted follow-up analyses using two subsets of the data: 1) the two leader conditions and the two peer conditions within the flat team structure, and 2) the two leader conditions and the two peer conditions within the hierarchical team structure. Using the peer flat conditions, we found a marginally significant moderated mediation on team conflict resolution (*index* = .05, $SE = .03$, 95% CI [-.002, .09]) with a directionally stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .12, $SE = .03$, 95% CI [.07, .16]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .07, $SE = .02$, 95% CI [.03, .11]). When using the peer hierarchical conditions, while we did not find significant moderated mediation on team conflict resolution (*index* = .03, $SE = .03$, 95% CI [-.02, .08]), we did see a directionally stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .12, $SE = .03$, 95% CI [.07, .16]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .09, $SE = .02$, 95% CI [.04, .14]).

Furthermore, when only examining the peer conditions there was a significant main effect of emotional acknowledgment on negative emotion intensity, $F(1,411) = 32.99$, $p < .001$, $\eta_p^2 = .07$. However, there was no significant main effect of team structure, $F(1,411) = 1.42$, $p = .23$, $\eta_p^2 = .00$, and no interaction between emotional acknowledgment and team structure, $F(1,411) = .59$, $p = .44$, $\eta_p^2 = .00$. Similar to the effects on negative emotional expression intensity, when only examining the peer conditions, we still found significant main effects of emotional acknowledgment on all three team conflict resolution outcomes ($ps < .001$) while there was not a significant main effect of team structure (ps ranged from .30 to .91), nor was there an interaction effect (ps ranged from .37 to .69).

Supplementary Analyses Using Specific Operationalizations. As with Studies 1 and 2, we conducted analyses using the specific operationalizations of team conflict resolution (we only had one operationalization of negative emotional expression intensity). Supporting Hypothesis 2, we found that higher negative emotional expression was associated with poorer conflict resolution ($b = -.35$, $SE = .04$, $p < .001$, $R^2 = .13$), lower information elaboration ($b = -.36$, $SE = .03$, $p < .001$, $R^2 = .15$), and lower integrative behavior ($b = -.32$, $SE = .03$, $p < .001$, $R^2 = .13$).

Supporting Hypothesis 3, we also found significant indirect effects from emotional acknowledgment, through the negative emotional intensity on subjective conflict resolution (*indirect effect* = .24, $SE = .05$, 95% CI [.15, .34]), information elaboration (*indirect effect* = .25, $SE = .05$, 95% CI [.17, .35]), and integrative behavior (*indirect effect* = .22, $SE = .05$, 95% CI [.14, .31]). Emotional acknowledgment also predicted better subjective conflict resolution ($M_{EA} = 5.48$, $SD_{EA} = 1.09$ vs. $M_{No EA} = 4.34$, $SD_{No EA} = 1.58$; $F(1,633) = 112.90$, $p < .001$, $\eta_p^2 = .15$), information elaboration ($M_{EA} = 5.76$, $SD_{EA} = .93$ vs. $M_{No EA} = 4.66$, $SD_{No EA} = 1.55$; $F(1,633) = 119.80$, $p < .001$, $\eta_p^2 = .16$), and higher integrative behavior ($M_{EA} = 5.73$, $SD_{EA} = .89$ vs. $M_{No EA} = 4.71$, $SD_{No EA} = 1.49$; $F(1,633) = 110.30$, $p < .001$, $\eta_p^2 = .15$).

Supporting Hypothesis 4, we found a marginal index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution (*index* = .11, $SE =$

.07, 95% CI [-.01, .24]), information elaboration ($index = .11$, $SE = .07$, 95% CI [-.01, .25]), and integrative behavior ($index = .10$, $SE = .06$, 95% CI [-.01, .22]) via reductions in negative emotional expression intensity, with these indirect effects being directionally stronger when emotional acknowledgment was provided by a leader rather than a peer.

Using the peer flat conditions, we found a marginal index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution ($index = .13$, $SE = .08$, 95% CI [-.001, .29]), information elaboration ($index = .15$, $SE = .08$, 95% CI [-.002, .31]), and integrative behavior ($index = .12$, $SE = .07$, 95% CI [-.001, .27]) via reductions in negative emotional expression intensity, with these indirect effects being directionally stronger when emotional acknowledgment was provided by a leader rather than a peer.

Using the peer hierarchical conditions, we found a marginal index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution ($index = .08$, $SE = .08$, 95% CI [-.06, .26]), information elaboration ($index = .08$, $SE = .08$, 95% CI [-.06, .24]), and integrative behavior ($index = .07$, $SE = .07$, 95% CI [-.05, .21]) via reductions in negative emotional expression intensity, with these indirect effects being directionally stronger when emotional acknowledgment was provided by a leader rather than a peer.

Discussion

In this study, we again replicated support for Hypotheses 1-3, showing that leader emotional acknowledgment was associated with lower team negative emotional expression intensity and thereby higher team conflict resolution. Furthermore, even though we did not find that leader emotional acknowledgment was consistently significantly stronger than peer emotional acknowledgment when collapsing the peer conditions across team structure, our non-hypothesized expectations about the effects from a leader being likely somewhere stronger were directionally supported, and we did find marginally significant effects when comparing the two leader conditions with the two peer conditions within the flat team structure. We decided to conduct this study with a separate sample to further explore the effects.

Descriptive Statistics and Correlations (Supplemental Study C)

Variables	<i>Mean</i>	<i>SD</i>	1	2	3	4	5
1. EA manipulation check	4.02	2.32					
2. Team structure manipulation check	4.91	2.31	-.01				
3. Predicted team negative emotion expression intensity	3.81	1.49	-.31*	-.02			
4. Predicted conflict resolution	4.93	1.46	.50*	-.06	-.35*		
5. Predicted information elaboration	5.23	1.38	.48*	-.00	-.39*	.71*	
6. Predicted integrative behavior	5.20	1.31	.47*	-.03	-.36*	.68*	.79*

Note. $N = 635$, * $p < .05$.

Supplemental Study D: Second Pre-Registered Replication of Supplemental Study B

We conducted a replication study of Supplemental Study C using the same pre-registration as Supplemental Study C (<https://aspredicted.org/3xhv-zhg6.pdf>).

Sample

We collected data from 720 participants on Prolific. We excluded 38 people who missed the attention check and 33 people who did not correctly answer the categorical manipulation check. Our final sample consisted of 649 participants ($M_{\text{age}} = 41.15$, $SD_{\text{age}} = 11.79$; 44.0% female; 75.7% White/Caucasian, 5.5% East Asian, 1.2% South Asian, 5.4% Hispanic/Latino, 12.1% Black/African American, 1.4% Middle Eastern, 2.1% Native American, 2.1% Mixed Race; 97.7% work full-time, 2.4% work part-time).

Procedure

For this study, we used the exact same procedure, language, and manipulations as we did in Supplemental Study B and C.

Measures

Items were rated on a 7-point scale ($1 = \text{“strongly disagree”}$ to $7 = \text{“strongly agree”}$). In this study, we measured predicted negative emotional expressions using the same scale as Study 2 ($\alpha = .96$). We also measured predicted team conflict resolution using the same scales as Study 1 & 2, which included scales to assess conflict resolution ($\alpha = .94$), information elaboration ($\alpha = .95$), and integrative behavior ($\alpha = .95$). To capture the overall effect, we report analyses in the main text using a composite measure of team conflict resolution created by standardizing each operationalization and averaging them. Results for analyses using each individual operationalization are presented in a table following the discussion.

Results

Descriptive statistics including means, standard deviations, and correlations between variables can be found after the discussion. For analyses we coded the emotional acknowledgment condition as ‘1’ and the no acknowledgment condition as ‘0’ and hierarchical teams as ‘1’ and flat teams as ‘0’.

We first conducted confirmatory factor analysis on the four self-reported scales using the *lavaan* package in R (Rosseel 2012) to demonstrate the discriminant validity of our constructs. We found that the four-factor model fit had good fit ($\chi^2(129) = 549.49$, $p < .001$, RMSEA = .07, SRMR = .04, TLI = .96, CFI = .97) and fit the data better than the three-factor model that combined the predicted negative emotional intensity expression and the predicted conflict resolution items [$\chi^2(\text{diff}) = 1984.90$, $p < .001$], the three-factor model that combined the predicted negative emotional intensity expression and the predicted information elaboration items [$\chi^2(\text{diff}) = 2508.90$, $p < .001$], and the three-factor model that combined the predicted negative emotional intensity expression and the integrative behavior items [$\chi^2(\text{diff}) = 3128.90$, $p < .001$].

Manipulation Check. We asked participants to complete scales for team structure ($\alpha = .99$; four items assessing team hierarchy, sample item: “There was someone on our team who had more power than the other people on my team”) and whether a person acknowledged or did not acknowledge their emotions ($\alpha = .99$; using same scale as Studies 1 & 2; Yu et al. 2021). Due to large difference in sample size between the hierarchy and flat conditions, we used Welch’s ANOVA and we found that participants in the hierarchical conditions reported higher levels of hierarchy in their teams ($M = 6.46$, $SD = .72$) than in the flat conditions ($M = 1.86$, $SD = 1.27$; $F(1,283.09) = 2420.90$, $p < .001$, $d = 4.45$). Using a one-way ANOVA, we found that participants in the emotional acknowledgment condition rated that the designated person was described as acknowledging their emotions ($M = 6.06$, $SD = .84$) more than in the no acknowledgment condition ($M = 1.73$, $SD = 1.11$; $F(1,647) = 3147.37$, $p < .001$, $\eta_p^2 = .83$).

Hypothesis Testing. Supporting Hypothesis 1, we found a significant difference in predicted intensity of negative emotional expressions with those in the emotional acknowledgment condition predicting less intense negative emotional expressions ($M = 2.85$, $SD = 1.33$) than those in the no acknowledgment condition ($M = 4.01$, $SD = 1.33$; $F(1,647) = 123.10$, $p < .001$, $\eta_p^2 = .16$).

In support of Hypothesis 2, we found a negative association between negative emotional intensity and team conflict resolution, $b = -.49$, $SE = .03$, $p < .001$, $R^2 = .28$.

Finally, we found support for Hypothesis 3 using *lavaan* (Rosseel 2012) and 10,000 bootstrap iterations, which showed an indirect effect from condition through intensity of negative emotional expressions on predicted team conflict resolution (*indirect effect* = .14, $SE = .02$, 95% CI [.11, .17]). We also found a main effect of emotional acknowledgment on predicted team conflict resolution, $F(1,647) = 338.50$, $p < .001$, $\eta_p^2 = .34$, with higher conflict resolution in the emotional acknowledgment condition ($M = .50$, $SD = .72$) than the no emotional acknowledgment condition ($M = -.52$, $SD = .99$).

We then tested Hypothesis 4, whether there was a moderated mediation effect whereby the role of the acknowledger (leader vs. non-leader) moderated the indirect effects of emotional acknowledgment (vs. no acknowledgment) on team conflict resolution. We found a significant index of moderated mediation on team conflict resolution (*index* = .05, $SE = .02$, 95% CI [.01, .09]) with a stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .17, $SE = .02$, 95% CI [.12, .21]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .12, $SE = .02$, 95% CI [.08, .15]).

We also conducted follow-up analyses using two subsets of the data: 1) the two leader conditions and the two peer conditions within the flat team structure, and 2) the two leader conditions and the two peer conditions within the hierarchical team structure. Using the peer flat conditions, we found a marginally significant moderated mediation on team conflict resolution (*index* = .05, $SE = .03$, 95% CI [-.004, .11]) with a directionally stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .18, $SE = .03$, 95% CI [.12, .23]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .13, $SE = .02$, 95% CI [.08, .17]). When using the peer hierarchical conditions, we found significant moderated mediation on team conflict resolution (*index* = .06, $SE = .03$, 95% CI [.003, .12]) with a stronger conditional indirect effect when the leader acknowledges (versus does not) (*indirect effect* = .18, $SE = .03$, 95% CI [.12, .23]) than when it is a peer who acknowledges (versus does not) (*indirect effect* = .12, $SE = .03$, 95% CI [.07, .17]).

Furthermore, when only examining the peer conditions there was a significant main effect of emotional acknowledgment on negative emotion intensity, $F(1,419) = 59.27$, $p < .001$, $\eta_p^2 = .12$. However, there was no significant main effect of team structure, $F(1,419) = .25$, $p = .62$, $\eta_p^2 = .00$, and no interaction between emotional acknowledgment and team structure, $F(1,419) = .09$, $p = .76$, $\eta_p^2 = .00$. Similar to the effects on negative emotional expression intensity, when only examining the peer conditions, we still found significant main effects of emotional acknowledgment on all three team conflict resolution outcomes ($ps < .001$) while there was marginal to not a significant main effect of team structure (ps ranged from .05 to .83), nor was there an interaction effect (ps ranged from .72 to .93).

Supplementary Analyses Using Specific Operationalizations. As with Studies 1 and 2, we conducted analyses using the specific operationalizations of team conflict resolution (we only had one operationalization of negative emotional expression intensity). Supporting Hypothesis 2, we found that higher negative emotional expression was associated with poorer conflict resolution ($b = -.56$, $SE = .03$, $p < .001$, $R^2 = .31$), lower information elaboration ($b = -.52$, $SE = .04$, $p < .001$, $R^2 = .23$), and lower integrative behavior ($b = -.44$, $SE = .04$, $p < .001$, $R^2 = .29$).

Supporting Hypothesis 3, we also found significant indirect effects from emotional acknowledgment, through the negative emotional intensity on subjective conflict resolution (*indirect effect* = .49, $SE = .06$, 95% CI [.38, .61]), information elaboration (*indirect effect* = .37, $SE = .06$, 95% CI [.27, .49]), and integrative behavior (*indirect effect* = .31, $SE = .05$, 95% CI [.21, .41]). Emotional acknowledgment also predicted better subjective conflict resolution ($M_{EA} = 5.45$, $SD_{EA} = 1.05$ vs. $M_{No EA} = 3.96$, $SD_{No EA} = 1.44$; $F(1,647) = 229.30$, $p < .001$, $\eta_p^2 = .26$), information elaboration ($M_{EA} = 5.67$, $SD_{EA} = .93$ vs. $M_{No EA} = 3.85$, $SD_{No EA} = 1.58$; $F(1,647) = 323.60$, $p < .001$, $\eta_p^2 = .33$), and higher integrative behavior ($M_{EA} = 5.70$, $SD_{EA} = .87$ vs. $M_{No EA} = 4.09$, $SD_{No EA} = 1.50$; $F(1,647) = 283.30$, $p < .001$, $\eta_p^2 = .30$).

Supporting Hypothesis 4, we found a significant index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution (*index* =

.22, $SE = .10$, 95% CI [.04, .41]), information elaboration ($index = .17$, $SE = .08$, 95% CI [.03, .32]), and integrative behavior ($index = .14$, $SE = .07$, 95% CI [.02, .27]) via reductions in negative emotional expression intensity, with these indirect effects being stronger when emotional acknowledgment was provided by a leader rather than a peer.

Using the peer flat conditions, we found a marginal index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution ($index = .21$, $SE = .11$, 95% CI [-.01, .44]), information elaboration ($index = .17$, $SE = .09$, 95% CI [-.01, .35]), and integrative behavior ($index = .13$, $SE = .08$, 95% CI [-.01, .30]) via reductions in negative emotional expression intensity, with these indirect effects being directionally stronger when emotional acknowledgment was provided by a leader rather than a peer.

Using the peer hierarchical conditions, we found a significant index of moderated mediation between emotional acknowledgment and the role of the acknowledger on subjective conflict resolution ($index = .26$, $SE = .12$, 95% CI [.02, .51]), information elaboration ($index = .20$, $SE = .10$, 95% CI [.02, .40]), and integrative behavior ($index = .15$, $SE = .08$, 95% CI [.01, .31]) via reductions in negative emotional expression intensity, with these indirect effects being stronger when emotional acknowledgment was provided by a leader rather than a peer.

Discussion

In this study, we again replicated support for Hypotheses 1-3, showing that emotional acknowledgment was associated with lower negative emotional expression intensity and higher team conflict resolution, including indirect effects on team conflict resolution through negative emotional expression intensity. Furthermore, we again found that these effects were stronger when the acknowledgment (or lack thereof) came from a leader versus a peer. Importantly, the effects again did not vary based on team structure in cases where a peer acknowledged or did not acknowledge emotions. This pre-registered version of Supplemental Study B provides further support for our hypotheses and study design choice for Study 2.

Descriptive Statistics and Correlations (Supplemental Study D)

Variables	<i>Mean</i>	<i>SD</i>	1	2	3	4	5
1. EA manipulation check	3.97	2.37					
2. Team structure manipulation check	4.94	2.36	-.10*				
3. Predicted team negative emotion expression intensity	3.42	1.45	-.40*	.01			
4. Predicted conflict resolution	4.72	1.46	.59*	-.04	-.56*		
5. Predicted information elaboration	4.78	1.58	.64*	-.06	-.48*	.79*	
6. Predicted integrative behavior	4.91	1.46	.62*	-.10*	-.44*	.77*	.86*

Note. $N = 649$, * $p < .05$.

Supplemental Study E: Exploration of Source/Target of Emotion as Boundary Condition

In Supplemental Study E we aimed to examine if the effects of downward emotional acknowledgment depended on the source or target of emotion. The pre-registration (<https://aspredicted.org/wqn8-c5s4.pdf>), data, and syntax can be found at our OSF link for this project.

Sample

We pre-registered that we would collect a total of 660 participants. The system (Prolific) over-recruited by one participant, possibly due to a time-out issue. Therefore, we collected data from 663 working adults. As per our pre-registration we excluded 14 participants who did not correctly answer one or both attention checks and 29 people who did not correctly answer the categorical manipulation check. Our final sample consisted of 620 participants ($M_{\text{age}} = 41.35$, $SD_{\text{age}} = 11.48$; 43.9% female; 75.8% White, 5.5% Asian, 6.6% Hispanic, 14.8% Black American, 1.6% Mixed Race; 95.5% work full-time, .5% work part-time).

Procedure

Participants were randomly assigned to one condition within a 2 (receive emotional acknowledgment or not) x 4 (type of emotion being acknowledged: emotions in general) using the same language as Supplemental Study A, negative emotions directed at the issues (i.e., “a negative emotion directed at the issues under discussion in the negotiation”), negative emotions directed at the people involved (i.e., “a negative emotion directed at the people involved in the negotiation (Jamie and/or the other employee)”), or negative emotions that were incidental to the situation (i.e., “a negative emotion that is unrelated to the people or issues of the negotiation”). Participants were asked to imagine a similar scenario to the setting in Study 1 & 2. We used the same procedure and materials as Supplemental Study A.

Measures

Items were rated on a 7-point scale ($1 = \text{“strongly disagree”}$ to $7 = \text{“strongly agree”}$). In this study, we measured predicted negative emotional expressions using the same scale as Study 2 ($\alpha = .95$). We also measured predicted team conflict resolution using the same scales as Study 1 & 2, which included scales to assess conflict resolution ($\alpha = .95$), information elaboration ($\alpha = .95$), and integrative behavior ($\alpha = .96$). To capture the overall effect, we report analyses in the main text using a composite measure of team conflict resolution created by standardizing each operationalization and averaging them. Results for analyses using each individual operationalization are presented in a table following the discussion.

Analyses

We first conducted confirmatory factor analysis on the four self-reported scales used in Study 2 using the *lavaan* package in R (Rosseel 2012) to demonstrate the discriminant validity of our constructs. We found that the four-factor model fit had acceptable fit ($\chi^2(129) = 655.12$, $p < .001$, RMSEA = .08, SRMR = .04, TLI = .95, CFI = .96) and fit the data better than the three-factor model that combined the predicted negative emotional intensity expression and the predicted conflict resolution items [$\chi^2(\text{diff}) = 2026.00$, $p < .001$], the three-factor model that combined the predicted negative emotional intensity expression and the predicted information elaboration items [$\chi^2(\text{diff}) = 2175.60$, $p < .001$], and the three-factor model that combined the predicted team conflict resolution and the integrative behavior items [$\chi^2(\text{diff}) = 2880.60$, $p < .001$].

Results

Descriptive statistics including means, standard deviations, and correlations between variables can be found after results. For analyses we coded the leader emotional acknowledgment condition as ‘1’ and the no acknowledgment condition as ‘0’

Manipulation Check. Participants were asked to fill out a categorical (asked to choose the statement that reflected if their team leader acknowledged or did not acknowledge their emotions during the meeting) and a continuous manipulation check, which was the same scale (adapted from Yu et al., 2021) used as the manipulation check from Study 1 & 2 ($\alpha = .98$). We also found using a one-way ANOVA that participants reported their team leaders as acknowledging their emotions more in the

emotional acknowledgment ($M = 5.64$, $SD = 1.01$) than those in the no acknowledgment condition ($M = 1.76$, $SD = 1.14$; $F(1,618) = 2021.91$, $p < .001$, $\eta_p^2 = .77$).

Hypothesis Testing. Supporting Hypothesis 1, we found a significant difference in predicted intensity of negative emotional expressions with those in the leader emotional acknowledgment condition predicting less intense negative emotional expressions ($M = 3.19$, $SD = 1.35$) than those in the no acknowledgment condition ($M = 4.32$, $SD = 1.26$; $F(1,618) = 118.20$, $p < .001$, $\eta_p^2 = .16$). In support of Hypothesis 2, we found a negative association between negative emotional intensity and team conflict resolution, $b = -.54$, $SE = .03$, $p < .001$, $R^2 = .33$. We also found a main effect of emotional acknowledgment on predicted team conflict resolution, $F(1,618) = 303.90$, $p < .001$, $\eta_p^2 = .33$, with higher conflict resolution in the emotional acknowledgment condition ($M = .59$, $SD = .63$) than the no emotional acknowledgment condition ($M = -.60$, $SD = .94$). Finally, we found support for Hypothesis 3 using *lavaan* (Rosseel 2012) and 10,000 bootstrap iterations, which showed an indirect effect from condition through intensity of negative emotional expressions on predicted team conflict resolution (*indirect effect* = .16, $SE = .02$, 95% CI [.12, .20]).

Supplementary Analyses Using Specific Operationalizations. We found that higher negative emotional expression was associated with poorer conflict resolution ($b = -.59$, $SE = .04$, $p < .001$, $R^2 = .31$), lower information elaboration ($b = -.55$, $SE = .03$, $p < .001$, $R^2 = .29$), and lower integrative behavior ($b = -.54$, $SE = .04$, $p < .001$, $R^2 = .28$). Emotional acknowledgment also predicted better subjective conflict resolution ($M_{EA} = 5.45$, $SD_{EA} = .95$ vs. $M_{No EA} = 3.66$, $SD_{No EA} = 1.42$; $F(1,618) = 342.50$, $p < .001$, $\eta_p^2 = .36$), higher information elaboration ($M_{EA} = 5.43$, $SD_{EA} = .95$ vs. $M_{No EA} = 3.94$, $SD_{No EA} = 1.50$; $F(1,618) = 219.04$, $p < .001$, $\eta_p^2 = .26$), and higher integrative behavior ($M_{EA} = 5.59$, $SD_{EA} = .92$ vs. $M_{No EA} = 4.08$, $SD_{No EA} = 1.51$; $F(1,618) = 227.70$, $p < .001$, $\eta_p^2 = .27$). We also found significant indirect effects from emotional acknowledgment, through the negative emotional intensity on subjective conflict resolution (*indirect effect* = .46, $SE = .06$, 95% CI [.34, .58]), information elaboration (*indirect effect* = .46, $SE = .06$, 95% CI [.34, .59]), and integrative behavior (*indirect effect* = .44, $SE = .06$, 95% CI [.33, .57]).

Analyses by Emotion Target/Source

As pre-registered, using a two-way ANOVA we found a main effect of emotional acknowledgment on negative emotional expression intensity, $F(1,612) = 118.77$, $p < .001$, $\eta_p^2 = .16$, we did not find a main effect of emotion source, $F(3,612) = 2.17$, $p = .09$, $\eta_p^2 = .01$, and we also did not find an interaction effect between emotional acknowledgment and emotion target/source, $F(3,612) = .82$, $p = .48$, $\eta_p^2 = .004$. We found the same pattern on team conflict resolution (main effect of emotional acknowledgment: $F(1,612) = 303.85$, $p < .001$, $\eta_p^2 = .33$; main effect of emotion target/source: $F(3,612) = .92$, $p = .43$, $\eta_p^2 = .01$; interaction: $F(3,612) = 1.01$, $p = .39$, $\eta_p^2 = .01$), conflict resolution (main effect of emotional acknowledgment: $F(1,612) = 342.18$, $p < .001$, $\eta_p^2 = .36$; main effect of emotion target/source: $F(3,612) = .82$, $p = .48$, $\eta_p^2 = .004$; interaction: $F(3,612) = .99$, $p = .40$, $\eta_p^2 = .01$), information elaboration (main effect of emotional acknowledgment: $F(1,612) = 218.76$, $p < .001$, $\eta_p^2 = .26$; main effect of emotion target/source: $F(3, 612) = .98$, $p = .40$, $\eta_p^2 = .01$; interaction: $F(3,612) = .75$, $p = .52$, $\eta_p^2 = .004$), and integrative behaviors (main effect of emotional acknowledgment: $F(1,612) = 227.86$, $p < .001$, $\eta_p^2 = .27$; main effect of emotion target/source: $F(3,612) = .82$, $p = .48$, $\eta_p^2 = .004$; interaction: $F(3,612) = 1.33$, $p = .26$, $\eta_p^2 = .01$). We then conducted post-hoc pairwise comparisons. For each target/source type there were significant differences between the emotional and no emotional acknowledgment conditions (all $p < .001$).

Descriptive Statistics and Correlations (Supplemental Study E)

Variables	Mean	SD	1	2	3	4
1. EA manipulation check	3.70	2.22				
2. Predicted team negative emotion expression intensity	3.75	1.42	-.37*			
3. Predicted conflict resolution	4.56	1.51	.63*	-.56*		
4. Predicted information elaboration	4.68	1.46	.55*	-.53*	.82*	
5. Predicted integrative behavior	4.84	1.46	.57*	-.53*	.82*	.87*

Note. $N = 620$, * $p < .05$.

Internal Meta-Analysis on Studies 1, 2, A-E

Using the same method as our internal meta-analysis in the main text, we conducted an additional meta-analysis including the results from Studies A-E, to provide a holistic cumulative view of our findings. Supporting Hypothesis 1, a random-effects internal meta-analysis across $k = 10$ tests showed that emotional acknowledgment was negatively related to negative emotional expression intensity, Hedges' $g = -.58$, 95% CI $[-.83, -.33]$, $p < .001$ (Hartung-Knapp Adjusted), $\tau^2 = .11$, $I^2 = 90.90\%$, $Q(9) = 96.58$, $p < .001$. Supporting Hypothesis 2, a random-effects internal meta-analysis across $k = 29$ tests found that negative emotional expression intensity was negatively associated with team conflict resolution, Hedges' $g = -.41$, 95% CI $[-.48, -.35]$, $p < .001$ (Hartung-Knapp Adjusted), $\tau^2 = .03$, $I^2 = 92.72\%$, $Q(28) = 310.90$, $p < .001$. A random-effects internal meta-analysis across $k = 20$ tests showed that emotional acknowledgment was significantly positively related to team conflict resolution, Hedges' $g = .90$, 95% CI $[.68, 1.13]$, $p < .001$ (Hartung-Knapp Adjusted), $\tau^2 = .22$, $I^2 = 95.68\%$, $Q(19) = 361.66$, $p < .001$. Finally, supporting Hypothesis 3, a random-effects internal meta-analysis across $k = 29$ tests found a significant indirect effect linking emotional acknowledgment to team conflict resolution, with a pooled estimate of $g = .08$, 95% CI $[.06, .10]$, $p < .001$ (Hartung-Knapp Adjusted), $\tau^2 = .002$, $I^2 = 90.12\%$, $Q(28) = 384.79$, $p < .001$. Although heterogeneity was consistently high across tests, this is unsurprising given the diverse set of studies included, which differed in operationalizations, research designs, and contexts. Thus, while the overall patterns are robust across multiple approaches, the variability suggests some caution in interpreting the precise size of the effects.

We also conducted an internal meta-analysis using the same method across all operationalizations in our four studies (Study 2, Supplemental Studies B-D) that examined whether emotional acknowledgment from a leader was more impactful than from a peer to estimate the overall index of moderated mediation. A random-effects meta-analysis ($k = 18$) revealed a significant pooled index, $g = .04$, 95% CI $[.03, .05]$, $p < .001$ (Hartung-Knapp Adjusted), $\tau^2 = .00$, $I^2 = 54.21\%$, $Q(17) = 39.95$, $p = .001$. These results suggest an overall moderated mediation effect, indicating that the strength of the indirect effect of emotional acknowledgment on team conflict resolution, through lower negative emotional expression intensity, depends on whether the acknowledgment comes from a leader or a peer. We also conducted an internal meta-analysis on the index of moderated mediation using all of the operationalizations of team conflict resolution in Supplemental Studies B, C, & D on the peer acknowledging in flat team conditions ($k = 9$), and found a significant pooled index, $g = .04$, 95% CI $[.03, .05]$, $p < .001$ (Hartung-Knapp Adjusted), $\tau^2 = .00$, $I^2 = .00\%$, $Q(8) = .96$, $p = 1.00$, and on the peer acknowledging in hierarchical team conditions, and found a significant effect, $g = .04$, 95% CI $[.02, .06]$, $p < .001$ (Hartung-Knapp Adjusted), $\tau^2 = .00$, $I^2 = .00\%$, $Q(8) = 6.19$, $p = .63$.

Online Appendix References (Not Already in Manuscript)

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