## Declaration

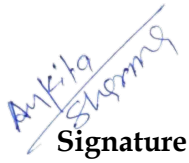
I hereby declare that the work presented in this thesis titled 'Valence, Archetypes, and Reciprocity in Wise Negotiation,' submitted to the Indian Institute of Technology Jodhpur in partial fulfillment of the requirements for the award of the Doctor of Philosophy, is a bonafide record of the research work carried out under the supervision of Prof. Ankita Sharma. The contents of this Project Report, in full or in parts, have not been submitted to, and will not be submitted by me to, any other Institute or University in India or abroad for the award of any degree or diploma.



**Signature**
*Prarthana Saikia*
P19HSS002

## Certificate

This is to certify that the thesis titled, 'Valence, Archetypes, and Reciprocity in Wise Negotiation,' submitted by Prarthana Saikia (P19HSS002) to the Indian Institute of Technology Jodhpur for the award of the degree of Doctor of Philosophy, is a bonafide record of the research work done by her under my supervision. To the best of my knowledge, the contents of this report, in full or in parts, have not been submitted to any other Institute or University for the award of any degree or diploma.



**Signature**
Prof. Ankita Sharma

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## Abstract

Negotiation is an essential aspect of daily life and a critical tool for achieving success across various domains, from interpersonal relationships to global diplomacy. Traditionally, negotiation research and practice have focused on strategies, techniques, and achieving outcomes that benefit the immediate goals of the parties involved. Often defined by measurable successes, this approach is rooted in transactional and analytical perspectives prioritizing short-term gains or compromises. However, such strategies frequently overlook the broader implications of negotiation outcomes, particularly their sustainability, ethical alignment, and long-term impact on relationships and society. In response to these limitations, there is an emerging call within the literature to integrate the principles of wisdom into negotiation processes. Wisdom, with its emphasis on ethics, balance, and foresight, introduces a transformative dimension to negotiation, aiming not only to resolve conflicts but also to address the common good and promote enduring solutions that serve all stakeholders. This broader, holistic approach is encapsulated in the concept of "wise negotiation."

Wise negotiation seeks to transcend the immediate transactional goals of traditional negotiation by integrating deeper considerations of morality, empathy, adaptability, and sustainability. It involves not only the negotiation outcome but also the attributes of the negotiator and the dynamics of the negotiation process. This approach recognizes that successful outcomes in the short term may fail to resolve underlying issues, leading to conflicts that resurface over time. Wise negotiation, on the other hand, focuses on achieving equitable, ethical, and durable agreements, benefiting not only the negotiating parties but also the broader societal context. Despite its theoretical appeal, a significant gap exists in understanding the practical application of wise negotiation and its distinguishing characteristics from traditional negotiation.

The present research aims to address this gap by systematically exploring the concept, its feasibility, and the variables that influence its success. The study's objectives include differentiating between successful and wise negotiation, investigating whether wisdom can be effectively integrated into negotiation practices, and identifying the key variables influencing wisdom and negotiation. Variables such as emotional intelligence, perspective-taking, morality, and adaptability play a pivotal role in shaping negotiation outcomes and are central to understanding the characteristics of wise negotiators. Moreover, this research seeks to develop and validate a framework for incorporating wisdom into negotiation processes, providing a practical guide for achieving sustainable and ethical agreements. The study employs implicit and explicit methods to achieve these objectives, ensuring a robust empirical foundation.

The research comprises four studies designed to examine the existence and applicability of wise negotiation while identifying the factors influencing it. Study 1 explores whether wise negotiation is feasible in practice through a pre-and post-test design with a wisdom training program conducted between assessments (n = 100). The results revealed that raising awareness of wisdom-related variables significantly increased participants' application of these principles in negotiation, demonstrating the practicality of wise negotiation. These findings underscore the idea that while wisdom may be an abstract construct, its principles can be taught, understood, and applied effectively in real-world scenarios. This is a critical argument in favor of incorporating wisdom into negotiation practices, as it challenges the notion that wisdom is solely an innate quality and highlights its potential as a skill that can be cultivated.

Study 2 builds on these findings by examining expert perspectives on wise negotiation. Interviews with renowned researchers specializing in negotiation, organizational behavior, and wisdom (n = 25) were analyzed using grounded theory methods. The analysis identified five clusters that define wise negotiation: emotional empathy, smooth processes, collaboration, ethical outcomes, and justice. These clusters contrast with those associated with successful negotiation, such as challenges, immediate outcomes, and implementation-focused collaboration. Experts

emphasized that wise negotiation involves a heightened awareness of emotions, ethical decision-making, and a commitment to the common good—elements often absent in traditional definitions of successful negotiation. This differentiation provides a compelling argument for rethinking how negotiation success is defined, moving beyond immediate wins to include long-term sustainability and ethical integrity.

Study 3 expands the scope by involving organizational participants actively engaged in workplace negotiations (n = 313). Using grounded theory analysis, this study identified that wise negotiators are characterized by flexibility, morality, long-term societal contributions, and the ability to integrate the needs of both parties. In contrast, successful negotiators often prioritize immediate gains and personal satisfaction, sometimes at the expense of broader societal interests. The analysis yielded eight clusters distinguishing wise negotiation from successful negotiation, with two clusters—emotional engagement and prioritizing the common good—unique to wise negotiation. These findings further support the argument that wise negotiation offers a more comprehensive framework for conflict resolution that addresses traditional negotiation practices' limitations.

Study 4 delves into the behavior of wise negotiators, focusing on how opponent characteristics and situational factors influence negotiation outcomes. Unlike traditional studies, which manipulate negotiator behavior to assess outcomes, this study examined wise negotiators nominated by their organizations (n = 51). Using a 4X3X2 factorial design, the study manipulated opponent archetypes, reciprocity styles, and situational emotionality to assess how wise negotiators adapt their strategies. The findings revealed that situational and opponent characteristics significantly influenced negotiation outcomes, but these effects diminished when wisdom components were statistically controlled. This result underscores the central role of wisdom in shaping negotiation strategies, as wise negotiators consistently rely on their wisdom attributes to navigate complex situations. Additionally, a secondary 2X2 design examined the role of gender, revealing differences in how male and female opponents were treated. However, the gender of the wise negotiators did not influence these differences. These findings highlight the nuanced interplay between situational, opponent, and personal characteristics in wise negotiation, further supporting its practical applicability.

Thus, across all four studies, the research effectively addresses the proposed questions, providing valuable insights into the concept of wise negotiation. By exploring its defining characteristics, including the pivotal role of emotion, the studies advance a nuanced understanding of how negotiation can evolve into a practice that balances relational, ethical, and outcome-focused considerations, fostering a more equitable and empathetic approach to conflict resolution. By integrating triangulation throughout the research design, this study effectively mitigated the biases and limitations inherent in relying on a single method or population. The convergence of insights from diverse participant groups and methodological approaches strengthened the validity of the proposed framework for wise negotiation. This rigorous approach highlights the framework's potential to inform practice and theory, offering a reliable model for fostering wisdom in negotiation across varied contexts.

The study addresses both theoretical and practical dimensions and thus provides a holistic approach to negotiation that moves beyond the narrow focus on short-term success. It lays a foundation for achieving equitable, sustainable, and impactful solutions, offering valuable insights for scholars, practitioners, and policymakers alike. This multifaceted framework thus represents a significant step forward in bridging the gap between wisdom and negotiation literature.

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## List of Abbreviations

| *Abbreviation* | *Full form* |
|---|---|
| CQ | Cultural intelligence |
| CPT | Cultural Perspective Taking |
| PT | Perspective Taking |
| SIT | Social identity theory |
| BATNA | Best Alternative To a Negotiated Agreement |
| ZOPA | Zone of Possible Agreement |
| EI | Emotional Intelligence |
| BWM | Berlin Wisdom Model |
| 3D-WS | 3D-Wisdom Scale |
| MORE | Mastery, Openness, Reflective thinking, and Emotional regulation |
| PMC | perspectival meta-cognition nature |
| SWIS | Situation Wise Reasoning Scale |
| SPW | Social Practice Wisdom |
| PFC | Prefrontal Cortex |
| ACC | Anterior Cingulate Cortex |
| PCC | Posterior Cingulate Cortex |
| OFC | Orbitofrontal Cortex |
| STS | Superior Temporal Sulcus |
| AI | Artificial Intelligence |
| AW | Artificial Wisdom |
| HBR | Harvard Business Review |
| COP | Conference of the Parties |
| CFCs | Chlorofluorocarbons |
| B2B | Business to Business |
| HFCs | Hydrofluorocarbons |
| MTP | Medical Termination of Pregnancy |
| US | United States |
| COVID-19 | Coronavirus Disease |
| SAWS | Self-Assessed Wisdom Scale |
| HR | Human resources |
| HRA | House Rent Allowance |
| MAXQDA | MAX Qualitative Data Analysis |
| DP | Discursive Psychology |
| GT | Grounded Theory |
| HERO(E) | Humor, Emotional regulation, Reminiscence/reflectiveness, Openness, Experience |
| EASI | Emotions as Social Information |
| NEOPI | Neuroticism, Extraversion, Openness to Experience, Agreeableness, and Conscientiousness |
| HEXACO | Honesty-humility (H), Emotionality (E), Extraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to experience (O) |
| SPSS22 | Statistical Package for the Social Sciences 22 |
| ANOVA | Analysis of Variance |
| ANCOVA | Analysis of Covariance |
| APT | Adaptive Performance Tests |
| WR | Wise Reasoning |

# Valence, Archetypes, and Reciprocity in Wise Negotiation

## Introduction

Negotiation has been part of human civilization for eternity. Although many negotiations seemed successful initially, they turned out not so in later times, such as the Paris Climate Agreement 2015 and the Oslo Accord 1993. On the other hand, few negotiations have been initiated and have remained successful for a longer period, such as the Montreal Protocol of 1987. What makes these few different from each other?

Many books, research, and workshops have been conducted to preach how to achieve success in negotiation. However, the long-term sustenance of a negotiation not only has the component of success but also needs to be wise. Both negotiation and wisdom researchers agree that there has to be wise negotiation. However, the current literature has no proper definition or components for wise negotiation. The present thesis intends to cover this gap in the literature.

## Overview of the thesis

The thesis includes ten chapters, starting with an explanation of the concepts and methodology, a presentation of the results, and a general discussion. In Chapter 1, I will cover the literature on negotiation, its history, and a few factors that could affect the negotiation outcome of the engagement. Negotiation is an essential form of social interaction for the continuous existence of human society. However, negotiation, like any other psychological component, is also affected by individual differences. Past studies have focused on the factors that could influence negotiation and strategies that could help influence these factors for benefit.

In Chapter 2, I will review the literature of wisdom, its major theory, and its history and development. In this chapter, I will look into the development of wisdom as a concept in phases, the application of wisdom in contemporary sub-fields of psychology, and the different ways researchers have viewed wisdom.

Chapter 3 will entail the rationale for the need for wise negotiation and what its components should be. Negotiation is an everyday phenomenon. Evolutionary psychology would suggest winning a negotiation (physical or mental) for survival and adaptation to the environment. Intuitively, the one who wins any conflict would be more popular among one's tribe. Consequently, many negotiation-related books, articles, seminars, and workshops are recommended for winning the negotiation rather than finding a solution to the problem at hand. That is why most negotiations that are termed successful reappear in the long run. Wisdom researchers, conversely, recommend using the concepts of wisdom to resolve any conflict. However, there seems to be a gap between the wisdom and negotiation researchers. This chapter attempts to bridge this gap and define how wisdom can be integrated into the negotiation process. Chapter 4 will include the primary methodology used for the study.

I proceed with the four studies in the subsequent chapters. Chapter 5 will include Study 1 to examine the possibility of combining wisdom in negotiation and explore the practical potential of wise negotiation. Chapter 6 provides Study 2 details, with the opinion of experts in negotiation and wisdom. Using grounded theory methods, I came up with an implicit definition of wise negotiation. To supplement this study, I will describe Study 3 in Chapter 7. I will use

grounded theory methodology to define the implicit definition of wise negotiation with the organizational population. Finally, in chapter 8, I will use the experimental method to explain how wise negotiators behave with different characteristics of opponents and situations with study 4.

I will complete this work with a concluding chapter 9, discussing the consolidated findings of all the studies taken together. Chapter 10 will cover a summary of the entire research.

## Scope of the work

This thesis emphasizes the importance of having another term or context for negotiation, which provides long-term sustainability of the solution to the problem. Several aspects of this thesis contribute to the concept of wisdom and negotiation and its importance in connecting both fields. Few researchers advocated for the need to blend wisdom and negotiation. This thesis will help find the usefulness of combining wisdom with negotiation and how that may change the negotiation process one might seek.

Here, it is also necessary to mention that this thesis does not claim that wise negotiation is the most important or better form of negotiation. Here, the postulation is some form of negotiation, i.e., wise negotiations have a better chance of sustenance than others. Thus, another term of wise negotiation needs to be used to understand the negotiation process better.