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Study 3- What is wise negotiation?: A Conceptual understanding of wise negotiation among the organizational population

7.1. Introduction

Negotiation is a common and essential aspect of everyday life. As a skill, negotiation can be learned and developed through various methods, including books, workshops, and training sessions. However, much of the existing negotiation literature focuses primarily on achieving successful outcomes, often overlooking broader dimensions such as ethical considerations and wisdom. Recent calls from researchers to integrate wisdom into negotiation underscore the importance of exploring what constitutes wise negotiation. Drawing from research traditions that have examined multifaceted concepts like intelligence, creativity, and wisdom, the previous study employed an implicit theory approach to investigate wise negotiation from the perspective of experts. The current study extends this line of inquiry by exploring the perspectives of practitioners actively engaging in negotiation as part of their professional lives. A persistent challenge in understanding complex phenomena lies in bridging the gap between researchers and practitioners. This study addresses this divide by seeking to validate and expand the concept of wise negotiation in real-world contexts. By incorporating practitioners' perspectives, this research enhances the external validity of wise negotiation, contributing to a more comprehensive and applicable understanding of the concept.

7.2. Methodology

7.2.1. Aim

To find the difference between successful and wise negotiation from the practitioner's perspective

7.2.2. Research questions

Based on the literature, I could not find a concrete definition or satisfactory explanation of wise negotiation and how it could be different from or similar to any other form of negotiation. Thus, I asked two questions to be answered from this study.

1) What is wise negotiation?
2) How is wise negotiation different from successful negotiation?

7.2.3. Procedure

I approached organizations across three states in India, namely Rajasthan, Assam, and Karnataka. The data was collected across various sectors, including oil, forest, financial, manufacturing, marketing, media, and the private and public sectors. Before the data collection, I did an extensive literature review to avoid repetitive inventions and increase knowledge about the data in line with the Straussian method (Charmaz & Thornberg, 2021).

I adopted a qualitative data collection method that aligned with our research questions. Since in organizations, teams often meet and negotiate to come up with decisions regarding their problem/proposals/products, I recruited teams for interviews who indulge in such kind of negotiation in their everyday work-life. Informed consent was obtained before the interview started. Each member of the team was interviewed separately. They were given a handout explaining the research purpose and informed that they had the right to withdraw from the study at any time without any explanation. The interview schedule was semi-structured (Annexure D). Participants were told that there were no right or wrong answers and that they could freely speak whatever they understood from the questions asked. Probing from the interviewer was done from time to time. There was no limitation on what and how they answered the interview. The time of the interviews ranged from 10 minutes to 150 minutes. This variation in time depended on how long participants had taken to answer the questions.

7.2.4. Participants

Negotiations are formal and informal in organizations; thus, the participants I have included in this study cover various sectors. The participants were recruited from organizations where they were part of regular teamwork. To capture the cultural variation, I covered a wide range of participants from India, including three states from three distinguishing parts of India: northwest (Rajasthan), northeast (Assam), and south (Karnataka). Also, many of them were in transferable jobs. Thus, these participants were culturally well-exposed. I approach people in organizations who work in teams and are required to negotiate among their team members regarding their organizational work. The selection of the organization and teams was based on purposive sampling. There were 313 participants across 40 organizations and 63 teams across three states of India. Of 313 participants, only 101 were females, and the remaining 212 were males.

7.2.5. Analysis

Figure 7.1 describes the inclusion and exclusion criteria in a visual format. The data was analyzed once during the data collection and secondly once after the data collection was over. The data was transcribed verbatim as spoken by the interviewee. This study aims to build on a theory of wise negotiation based on the practitioners of negotiation. I used the approach of Grounded Theory (GT) for analysis. Initially, qualitative data were collected from organizational participants through semi-structured interviews. The analysis began with preliminary coding of the first 48 data pieces. Initially, data are transcribed and examined, focusing on the ways in which participants construct meanings of wise and successful negotiation in their everyday office lives. This involves detailed attention to their experiences and interactions within and outside the office with their colleagues and professional settings. Subsequently, GT methodology is applied to systematically generate a theoretical framework grounded in the data. Some themes started to emerge with the first 48 data. Subsequently, there were 99 data sets in the next round of data collection. Through iterative comparison of codes, categorizations were developed from the data (Glaser & Strauss, 1967). To make the data representative of the population and for better saturation, 166 data sets were collected in the third phase.

Once the data was collected, MAXQDA software was used to organize, code, and analyze the data. The same approach was adopted for GT. Based on the participants' responses, coding for successful and wise negotiation was initiated, and open coding was done for the data. The preliminary analysis during the data collection provided a foundation for axial coding, creating common phases for the axial coding of wise and successful

negotiation. These open codes were then integrated into the predetermined axial codes. Thus, I created some common phases for the axial coding of wise and successful negotiation. Then, I forced these open codes into these predetermined axial codes. I used the checklists Charmaz & Thornberg (2021) provided for quality in GT. GT's theory-building approach provides the broader conceptual structures within the dataset. This results in in-depth and rigorous findings that facilitate the development of a robust, empirically grounded theory that encapsulates the complexities of the research phenomenon. Another reviewer was appointed to review the codes, and disagreements over the codes were discussed and resolved.

7.2.6. Inclusion and exclusion criteria for the participants to be included in the analysis

I asked our participants to define the words wise, wisdom, successful, and negotiation to ensure that the participants' vocabulary was in line with our research question. I excluded the data of participants who did not know the meaning of these words. Since the technicality of the words wise or wisdom, successful, and negotiation is essential for the study, I had to drop 48 interviews as participants in these interviews could not state the meaning of these crucial words.

The rest of the 265 interviews were used to code the data. Though most participants were not confused when describing success and negotiation, many were dubious in defining wise or wisdom. Cambridge Dictionary defines wise as "having or showing the ability to make good judgments, based on a deep understanding and experience of life." Oxford Learner's Dictionary defines wise as "able to make sensible decisions and give good advice because of the experience and knowledge one has." Similarly, the Cambridge Dictionary defines wisdom as "the ability to use one's knowledge and experience to make good decisions and judgments," and Oxford Learner's Dictionary as "the ability to make sensible decisions and give good advice because of the experience and knowledge that one has." Thus, the words are associated with something good, knowledge, and executing something good with prior experience.

However, a small percentage of the population did not associate the words with something positive. Some of the meanings of wise stated by people included shrewd, clever, cunning, self-interested, non-cooperative, greedy, smart, and something negative. English is not the first language of Indian people. Thus, when translated or used in everyday language, many words lose meaning and are contextually adopted. This could be why thirty-two participants in the study explained the difference between wise and successful negotiation, the opposite of what was expected. Thus, these thirty-two were removed from the final analysis. Similarly, participants who could not clearly distinguish between wise and successful negotiation were excluded from the study. Of these, 18 participants perceived no difference between the two terms, successful and wise negotiation. They said both are the same and do not see any difference between the terms. Another forty-eight could identify that there is a difference but could not state the difference. So, 167 participants' documents were analyzed, which could state the difference between wise and successful negotiation.

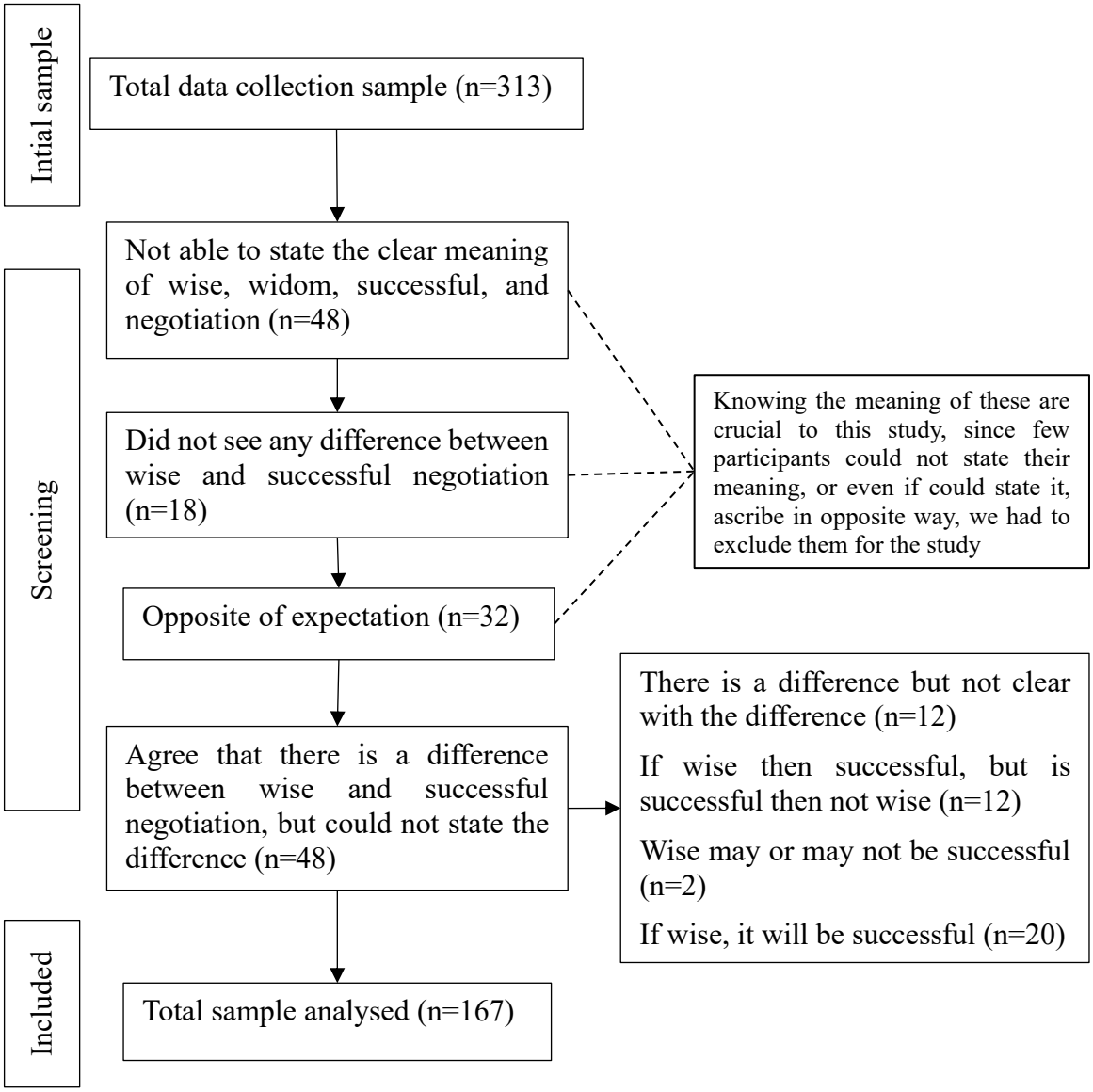

Figure 7. 1: Data screening process for the data to be included in the analysis

7.3. Results

Once the participants were interviewed, I coded the data according to what they said about successful and wise negotiation.

7.3.1. Clusters

After analyzing 167 documents, I found 239 segments for wise negotiation and 175 segments for successful negotiation. These segments were coded into 45 categories for successful negotiation and 60 categories for wise negotiation. Finally, there were eight common clusters: behavioral aspects, cognitive aspects, moral standards, my or others' needs are important, quantity or quality, both parties or other party is important, reaching the goal, resulting consequences, and other party is also looked into. There were two extra clusters for wise negotiation: social and emotional aspects. Figure 7.2 visually represents all wise and successful negotiation clusters and categories.

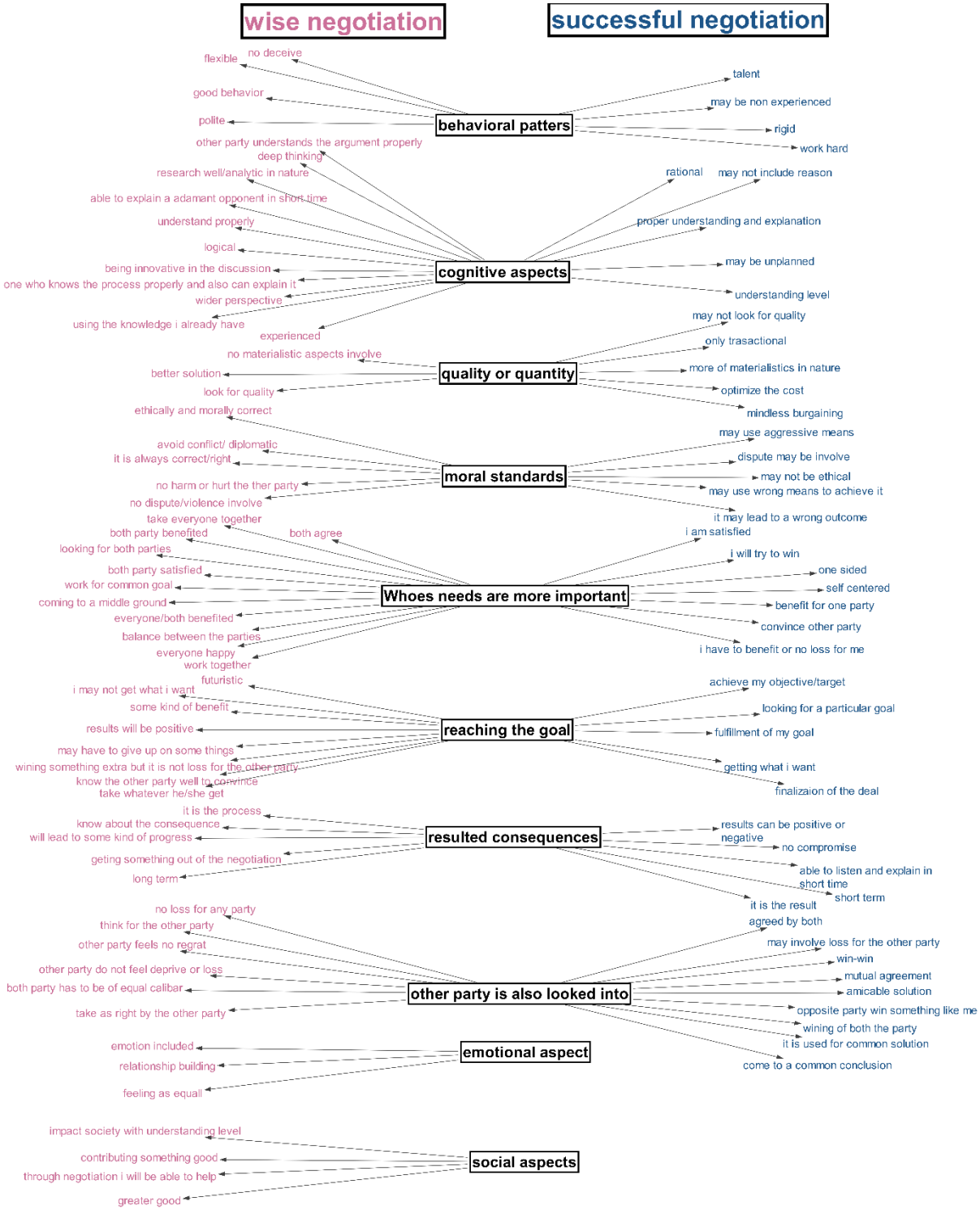

Figure 7. 2: Visual representation of clusters formed for wise and successful negotiation

Cluster 1: Behavioral aspects:

One key distinction in this cluster is the behavior of the parties involved. Wise negotiators refrain from deception, communicate politely, and remain flexible with their demands. Disagreements are resolved respectfully, reflecting their commitment to maintaining a constructive relationship throughout the negotiation. In contrast, successful negotiators, while talented and hardworking, often remain rigid in their positions and may lack the experience to handle complex situations with the same level of finesse. To distinguish one participant said:

> "In wise negotiation, either one party or both know where the negotiation is leading. So they will talk accordingly. Also, they will not be restored to any kind of violent activities. A wise person will not show a boolean mindset that my point of view is the only best one. They will also ensure the opponent does not feel they are at a loss. Successful negotiation could happen in a way by being rigid with your views. But wise (negotiator) are not rigid in their opinions. They are a little bit flexible also."

This perspective highlights a critical aspect of wise negotiation: the willingness to adapt and accommodate opposing views to achieve a balanced outcome, prioritizing the relationship and long-term success over immediate victory.

Cluster 2: Cognitive aspects:

People with successful negotiation have a good level of understanding. They can also explain and convince people and are quite often rational in their explanations. However, on the flip side, they may not plan their negotiation in advance and may be quite unreasonable with their demands. Wise negotiators, on the other hand, use their knowledge and understand others to widen their perspective. They research and analyze the topics properly before going into the negotiation. One of the participants explains:

> "Wise negotiation is when you must be well prepared before going into negotiation. You need to know a to z plan. You need to know the difficulties and how to resolve them."

Wise negotiators are usually involved in deep thinking, understanding the argument properly, processing it properly, and then explaining it. Even if the opposite party is adamant with their arguments, a wise negotiator would often be involved in logical reasoning in discussion rather than arguments. They are well experienced in what they do.

This distinction shows that while successful negotiators rely on immediate understanding and persuasion, wise negotiators take a more methodical, long-term approach to consider both parties' needs.

Cluster 3 Quantity vs. Quality:

In a successful negotiation, numbers matter. The lesser transactional amount for the buyer and the greater transactional amount for the seller is considered to be the best. When it comes to wise negotiation, the quality of the material or, for that matter, the involvement of non-materialistic things is of more importance. One of the participants said:

> "If I am explaining something to someone about what he wants, that is wise negotiation. Moral and ethics are included here. If there is only a transaction, then that is a successful negotiation. In wise negotiation, we try to give something positive to the other person. We may or may not benefit from it. However, the person should have certain life lessons so that he can apply them in the future."

It is the iteration of the best negotiation that tries to get the best for oneself in terms of quality. Meanwhile, the wise negotiator is looking for a common good in terms of quality.

Cluster 4: Moral standards:

In a successful negotiation, there are no means of restrictions to gain advantages. There may be the use of aggressive means of argumentation or involvement in disputes. The results may or may not be correct. It is just concerned with winning the argument. On the other hand, Wise negotiation involves no means of using any violent means. It is more diplomatic in nature and has no harm or hurt to the other party. As a participant explained,

> "Successful negotiation is selfish in nature. I want to get what I want. Wise is more of a general good. It is more of a halfway and diplomatic way. There is no loss for any of the parties."

Thus, while successful negotiators may be focused on self-gain, wise negotiators look for a long-term solution for the common good, which is communicated in diplomacy with discussion rather than aggressively and forcefully.

Cluster 5: Whose needs are more important, mine or theirs:

Along with their achievements, wise negotiators also look into the other party's needs. Both parties work together to achieve a common goal or middle ground. Ultimately, everyone is involved in benefits, including the third party. Everyone has to be happy, satisfied, and balanced between the two parties. For a successful negotiator, the end results should benefit them, or at least there should be no loss for it. They have to be satisfied at the end. To an outsider, it looks like it is self-centered or one-sided. As explained by a participant:

> "In successful negotiation, the person with whom I am negotiating that person may not agree with me, or we may not be in agreement with each other. But I have to have some kind of profit, and only then will I be able to tell myself I am successful. But for wise negotiation, it is good the person also has to have some kind of benefits. I have to look for the benefit of both parties and in the process, I may also have to leave something. Only then will I be able to say it is a wise negotiation. To be successful, I have to have it like in any condition. I will try to get what I want, but I have to think of the other person for wise negotiation."

Thus, self-profit is the primary goal of a successful negotiator, while the wise negotiator will also look into the other party's benefit before making any decision.

Cluster 6: Reaching the goal:

When it comes to wise negotiation, the negotiator would like to get to the goal but with the caution that the other party is at no loss. In the process of reaching the goal, they also have to let go of some things. However, they will keep the negotiation in such a way that it is futuristic in nature, which means they set their steps while keeping in mind what's coming in the future rather than the immediate fulfillment of the goal. The following excerpt by a participant would better able to explain it:

> "Wise negotiation has an analogy with chess. In chees whatever steps you take, you do it keeping in view the future prospects. There has to be continuous input from the parties so that output will last a long time."

In successful negotiation, the negotiator will be more directed towards getting the goal seat for themselves. They would often be satisfied with achieving the target they have set for

themselves. "Getting whatever I want" or "achieving my target" is often the participants' common definition of successful negotiation. In fact, "getting what I want is the most cited code with thirty-four codes.

Cluster 7: Resulting consequences:

A few mentioned that a successful negotiation is more concerned with the result of the negotiation, and a wise negotiation is more concerned with the process to get the result. Since a successful negotiation looks for immediate results, it tends to be short-term in nature, whereas wise negotiation is proven to be long-term.

> "Successful negotiation is just accepting the proposed viewpoint. Wise negotiation is helpful and is about the common good in the long term."

However, wise negotiators also look to get something valuable out of the negotiation. Something that may not have any transactional value but adds some value to life. They are often also aware of the consequences of their decisions and steps during the negotiation.

Cluster 8: The other party is also important:

It is not that a successful negotiator would look for only their success. Negotiators would also look for a solution that would be a win-win for everyone, agreed upon by both parties, and come to a common solution. However, it does not mean that the other party will earn more than them, or they will have to give up on anything.

> "Successful negotiation is a win-win situation for both parties in the ecosystem. Now, suppose it is good for everyone in the ecosystem. It may also include the parties that are not actually part of the negotiation, so it is wise to negotiate. When I say the party is here, it also includes nature and people in general."

However, for a wise negotiator, it is not only a winning matter. They also ensure that the other party is equally satisfied and feels right about the situation.

Cluster 9: Emotional aspects:

One of the special clusters that was not part of the successful negotiation is the involvement of emotional aspects. One of the participants commented:

> "Emotion + cost= wise negotiation"

In wise negotiation, it is not only the negotiation you are concerned about but also the relationship you build or have with the negotiator. As pointed out by a participant:

> "Successful negotiation is when the topic in which you are negotiating, within the desired limit, fulfills the negotiation. Wise is about maintaining the relationship for a long time. In negotiation, you have to keep the space for that person to negotiate with you again in the future. It should not happen that you made the negotiation successful, but the person would not like to negotiate with you again in the future."

Relationships are essential for the sustenance of the negotiation; for that, some kind of emotional investment is important. So, the other party's profit should also be kept in context. Wise negotiators keep this in context to maintain long-term sustainability.

Cluster 10: Social aspects:

Another cluster exclusive for the wise negotiation is to do good for society. Wise negotiators prioritize outcomes that benefit the parties involved and contribute positively to the larger community. Even when a wise negotiator may not fully achieve their objectives, the outcome can still be valuable if it offers something beneficial to society. As one participant explained:

> "Sometimes, you are not able to reach your objective, but you are very close to it, yet it is giving value to your society. So, in the Bhagavad Gita, it is also mentioned that sometimes telling lies is wise. So, a negotiation that adds some value to society is called wise negotiation."

This highlights that wise negotiators are not solely focused on their own interests but are willing to consider the broader impact of their decisions. Even when they may need to make morally complex decisions, such as telling a lie, the goal remains to benefit the greater good. Thus, wise negotiation is characterized by its concern for societal well-being, seeking not only to resolve disputes but also to generate positive outcomes for the community at large.

The data of both study 2 and study 3 indicates that the second hypothesis is that *a difference between successful and wise negotiation* is retained.

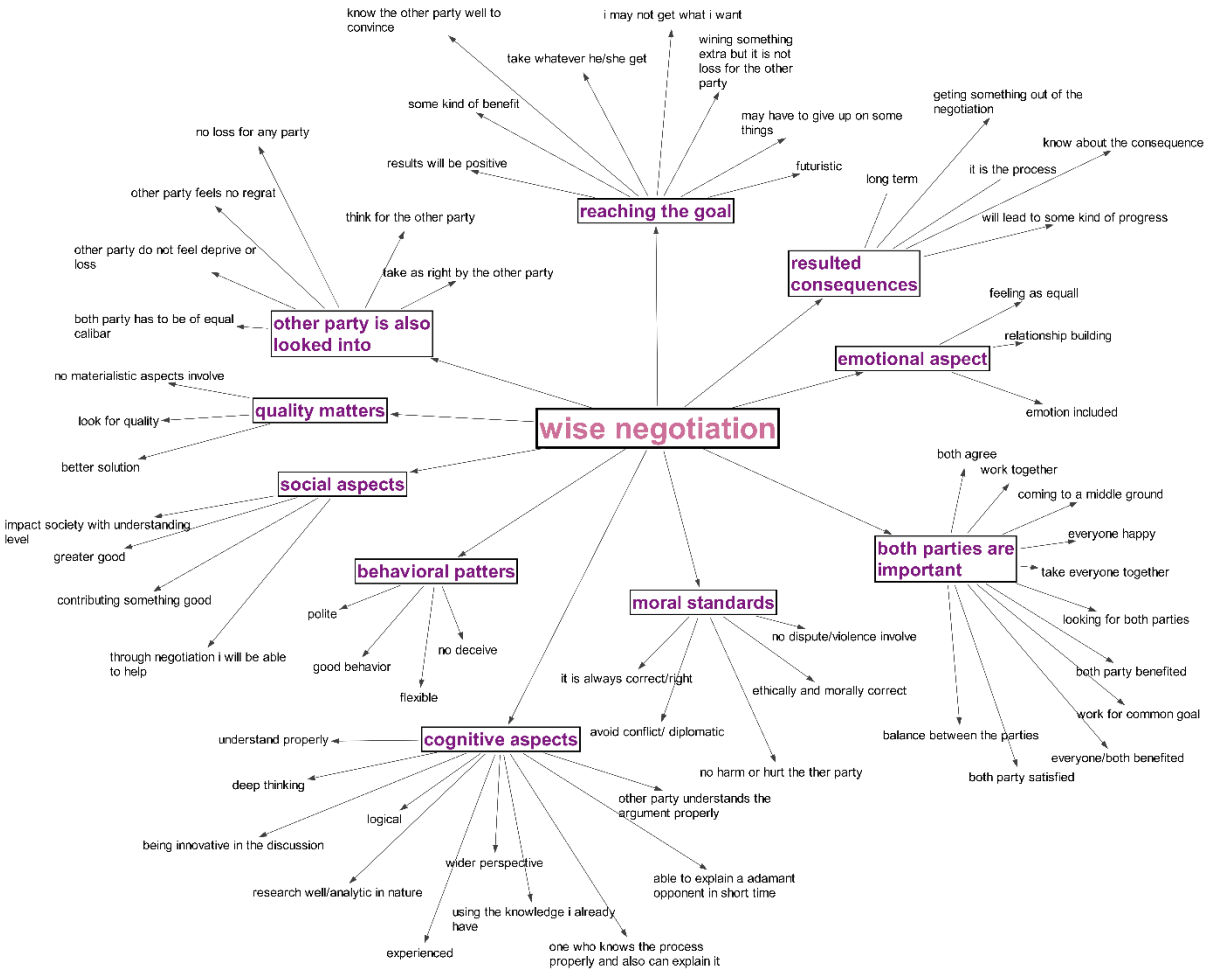

Figure 7. 3: Wise negotiation clusters

7.3.2. Understanding what is wise negotiation

Keeping the same clusters to explore and understand wise negotiation, I see from Figure 7.3 that it emphasizes certain aspects. Along with one's needs, a wise negotiator also looks into and is interested in looking into an amicable solution for the problem at hand. They look for the benefit of both the party. As one participant pointed out:

> "In wise negotiation, both parties accept each other opinions more, and that leads to a successful negotiation. Both parties are mature enough to know that wise negotiation is a process."

They would look for quality, not quantity. Also, in terms of behavioral aspects, during the negotiation, they would restore a softer version of the negotiation rather than using any aggressive means. There is also an emphasis on moral and ethical behavior while conducting the negotiation, which sometimes also means sacrificing or not benefiting. As a participant explained:

> "Wise negotiation is to do the correct thing. I convince others to do something that is correct, whether beneficial or not."

It concentrates on reaching a goal with a long-term solution to the problem, and it can be achieved only by keeping the emotional aspect and social concern in perspective.

Thus, ***a wise negotiation occurs when both sides prioritize their victory and attain a solution that brings societal benefits (even when it is not part of the negotiating objectives) and is accomplished with moral and emotional considerations.***

Wise negotiation is different from successful negotiation. ***In a successful negotiation, negotiating parties prioritize their personal victory, often bypassing moral and emotional considerations. There is also no consideration of societal needs if it is not part of the negotiation objective.***

7.3.3. Other prominent findings

Other than these, a few other questions were asked based on the literature review on wisdom and negotiation. These questions have been coded to explain wise negotiation in a few more domains. One such aspect is knowing the use of emotions in wise negotiation. 16.55% of participants believe that emotions do not affect negotiation, 80.28% believe that it does affect, and only 3.17% believe that it may or may not affect depending on the situation. As shown in Figure 7.4, those who believe emotions do affect explained that emotions need to be regulated; otherwise, it will have negative consequences on the outcome. A few of them also believe that emotions help conduct the negotiation, whereas others believe that the effects persist only in personal negotiation but not in professional settings. It also depends on the topic of negotiation. If one is emotionally invested or is emotionally attached to the opponents, it will definitely affect them. On further investigation of the use of emotions in wise negotiation, approximately 40% of participants said that emotions have no role in any negotiation. However, few others believe that it depends on the emotional experience. Negative emotions will lead to negative consequences, whereas positive emotions help. However, it should not overtake logical thinking. Few others have also accepted that emotion is integral to wise negotiation.

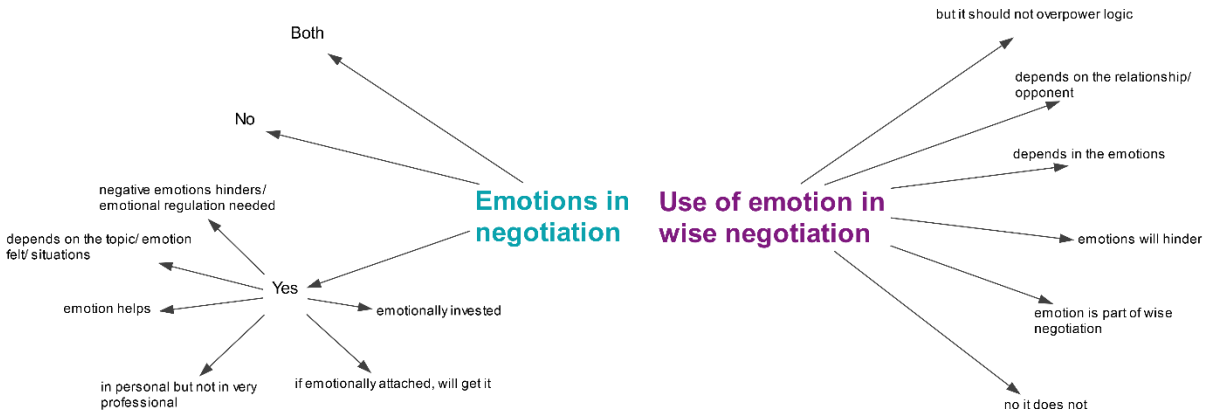

Figure 7. 4: Components of emotion in negotiation and wise negotiation

Regarding perspective-taking, as shown in Figure 7.5, only 6% of the participants believe that perspective-taking is unnecessary in wise negotiation. The rest think that it is crucial, and they practice perspective-taking during wise negotiation. It gives a better perspective of the other party. If the other's view is not taken, it looks like imposition rather than negotiation. Also, they iterated that listening is critical, though negotiators may not agree with everything.



Figure 7. 5: Components of perspective-taking

Gender plays a significant role in negotiation dynamics. When asked which gender is a better negotiator, responses varied considerably. 37.29% of respondents believed that women are better negotiators, while 15.18% favored men. A substantial portion, 36.63%, felt that the effectiveness of negotiation depends on the situation and the negotiator's experience rather than their gender. Additionally, 7.92% of participants stated that one gender could not be deemed inherently better than the other, and 2.97% (all men) declined to answer, citing limited experience negotiating with the opposite gender. These findings are illustrated in Figure 7.6.

Those who believed women to be better negotiators cited reasons such as cognitive superiority, effective management skills, emotional regulation abilities, and societal norms that encourage women to negotiate effectively. Conversely, participants who favored men attributed their perceived advantage to independence in decision-making, an aggressive nature, cognitive superiority over women, or more significant experience in negotiation settings. This diverse range of perspectives highlights the interplay of individual traits, societal influences, and contextual factors in shaping perceptions of gender in negotiation.

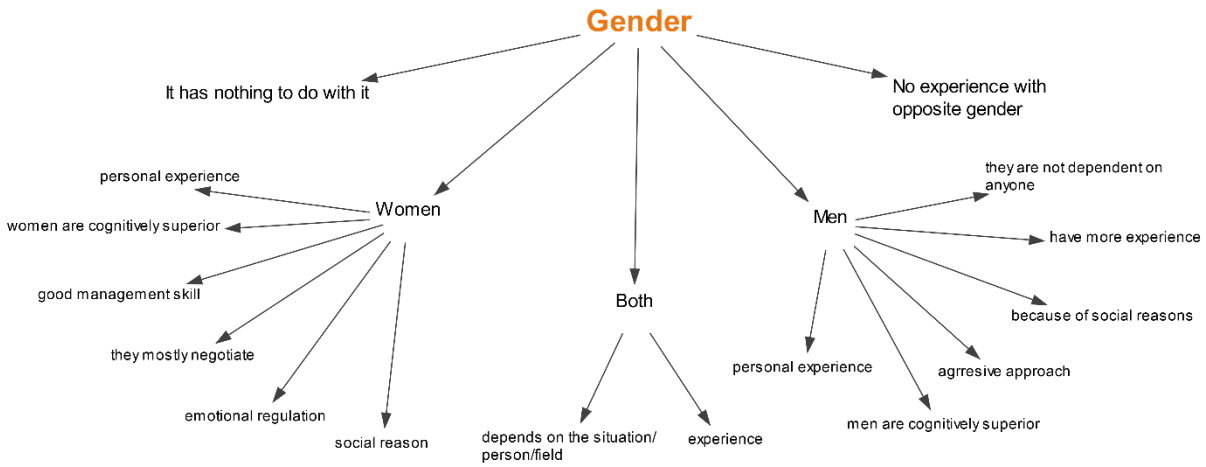

Figure 7. 6: Components of the role of gender in negotiation

7.4. Discussion

This study develops an understanding of wise negotiation and distinguishes it from successful negotiation based on insights from organizational participants. The findings describe wise negotiation as prioritizing the benefit of all parties, reflecting a collectivistic orientation. In contrast, successful negotiation is characterized by a focus on self-interest, aligning with individualistic principles. The conceptualization of wise negotiation in this study aligns with several components of wisdom discussed in the existing literature. For instance, Hyman's (1989) framework highlights multiple perspectives, consideration of others, and a collaborative approach—elements that emerged prominently in the coding process. Similarly, as defined by Coleman (2018), wisdom, which emphasizes seeking long-term solutions, resonates with the characteristics of wise negotiation identified here. Sharpe's (2020) application of practical wisdom, emphasizing learning from past experiences and openness to new perspectives, further aligns with the implicit theory of wise negotiation.

The implicit theory of wise negotiation also corresponds with broader wisdom models. Ardelt's (2004) three-dimensional model of wisdom—encompassing behavioral, cognitive, and emotional aspects—is reflected in the clusters created during the analysis. This confirms that emotions are integral to wise negotiation. In contrast, emotions were notably absent in the coding for successful negotiation, where participants were primarily focused on their own needs rather than the needs of both parties. This lack of emotional engagement may explain why successful negotiation often prioritizes self-interest over collective well-being.

Additionally, Sternberg's (1998) framework is mirrored in many of the codes generated for wise negotiation, particularly the emphasis on achieving a common good that balances the interests of all parties. Wise negotiation goes beyond individual or collective goals, ensuring that no external harm is done. This balanced approach reflects an alignment with interpersonal, intrapersonal, and extrapersonal contexts. Furthermore, the emphasis on learning from past experiences connects to Webster's HERO(E) model (2003), particularly the process of reminiscence and its application to current situations.

A key distinction between successful and wise negotiation lies in their central focus. Participants consistently described successful negotiation as self-focused, with negotiators striving to maximize their gains, even when others benefit. Wise negotiation, on the other hand, incorporates significant emotional and social concerns, which are absent in successful

negotiation. Differences also emerged regarding cognitive and moral variables, with wise negotiation emphasizing ethical considerations and a broader sense of fairness. While successful negotiation aims to achieve a "win" for one party, wise negotiation seeks equitable and sustainable outcomes that consider all parties' well-being.

Despite these differences, there are areas of overlap. Both types of negotiation require strong cognitive abilities for understanding and explaining positions, and both acknowledge the need for solutions to be amicable for all parties. Wise and successful negotiations share some concern for the other party's well-being, though to differing degrees and with distinct motivations. Importantly, this study does not suggest that one type of negotiation is inherently superior to the other; each serves its purpose depending on the context and goals of the negotiation.

An intriguing area for exploration is the comparison between wise and integrative negotiation. While a direct comparison between the explicit definition of integrative negotiation and the implicit understanding of wise negotiation may be challenging, examining their principles is valuable for an exploratory perspective. As defined by Fisher and Ury (2011) and Lax and Sebenius (2006), integrative negotiation seeks mutually beneficial solutions through collaboration. However, its primary goal remains to achieve a favorable outcome for all parties without necessarily addressing moral, social, or emotional dimensions—elements central to wise negotiation. Wise negotiation extends beyond collaboration and mutual benefit, incorporating a long-term focus on the common good, ethical considerations, and emotional engagement.

Based on the theoretical distinctions and the evidence provided by participants, this study proposes the introduction of the term 'wise negotiation.' This term encapsulates a unique approach to negotiation that prioritizes long-term, ethical, and collective well-being. Existing contemporary terminology does not fully capture the attributes and principles described by participants, underscoring the need for a distinct conceptual framework to advance the understanding and practice of wise negotiation.

7.5. Limitations and Strengths

The study proposed to find if there is a difference between successful and wise negotiation. Although I found the existence of a difference, in reality, the difference is not that apparent. There are overlaps, and wise negotiation can coexist with other kinds of negotiation. One of the strengths of this study could be that the participants were drawn from diverse sectors and wider geographical lenses to capture cultural diversity. Screening the participants before including their data ensures that the study maintains a high conceptual clarity and relevance level. With 313 participants initially and 167 after the exclusion criteria, the study has a large sample size that strengthens the validity and reliability of the findings.

However, the study is specific to organizational settings and may not be generalized to other negotiation contexts, such as personal or community negotiations. Also, many participants had to be dropped before the analysis due to exclusion and inclusion criteria restricting the generalizability.

7.6. Implications and Future Directions

The findings of this study offer practical implications for organizations, particularly in developing their negotiation training programs. By integrating the study's insights, organizations can design training modules that emphasize the cultivation of emotional intelligence, moral reasoning, and a long-term perspective in negotiators. These elements are fundamental to fostering wise negotiation practices, enabling negotiators to balance self-interest with collective benefit, build stronger relationships, and achieve sustainable outcomes. Such training can help organizations create a culture of wise negotiation, enhancing collaboration, ethical decision-making, and overall organizational effectiveness.

Future research could extend the study to other contexts to test the universality and adaptability of wise negotiation principles. For example, international diplomacy presents a complex arena where balancing diverse interests, fostering cooperation, and prioritizing the common good are critical. Similarly, community mediation could benefit from wise negotiation to resolve disputes that strengthen social cohesion and promote justice. On a more personal level, exploring wise negotiation in everyday interactions and personal decision-making could provide additional insights into how these principles operate across different scales and scenarios. Future studies could refine its conceptual framework and enhance its practical relevance by examining wise negotiation across diverse cultural, social, and professional contexts. Expanding the scope of this research will validate the findings and contribute to a more comprehensive understanding of how wise negotiation can be implemented effectively in various real-world settings.

7.7. Conclusion

This study underscores the need to distinguish between successful and wise negotiation concepts using two distinct terms. Negotiation is a multifaceted field with its own techniques, objectives, and terminology. Not all negotiations that are deemed successful can be classified as wise, and not all negotiations necessarily achieve traditional measures of success. While there is some overlap between the two, this study does not suggest that one is inherently superior to the other. Instead, each serves its purpose depending on the context and goals of the negotiation. The findings of this study, derived through implicit theory, provide a more nuanced understanding of these two terms, clarifying their differences while acknowledging their interconnectedness. Recognizing and using wise negotiation and successful negotiation as distinct concepts in their appropriate contexts can enhance both the theoretical clarity and practical application of negotiation as a field. As a part of the validation process of the term wise negotiation, this study validates the proposed components of wise negotiation (see. figure 7.7), including empathy, emotional regulation, ethicality, and the common good.

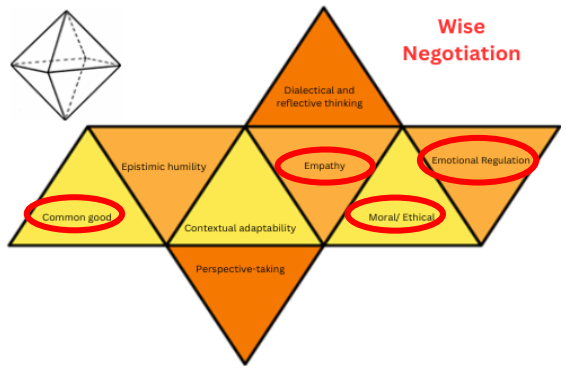

Figure 7. 7: Validated components of Wise Negotiation

The results from these three studies consistently support the idea that wise negotiation possesses unique characteristics that set it apart from successful negotiation, though the two are not mutually exclusive. Building on these insights, the following study investigates whether the factors influencing negotiation processes similarly impact wise

negotiation. Additionally, it will explore the potential consequences of neglecting wiseness in negotiation scenarios, shedding light on the practical implications of failing to incorporate wisdom into the negotiation process.