9
General Discussion

This concluding chapter 9 provides a consolidated findings of the thesis. Each aim is systematically addressed in this chapter, and the corresponding significant findings are presented step by step. It revisits the primary aims of each empirical validation and discussion of wise negotiation and its related variables. These examinations were conducted through mixed method studies in Chapters 5 to 8. The main findings of the thesis will be reiterated and integrated into the existing body of literature. To restate, the main aims of the thesis were to examine:

a) To examine if combining wisdom in negotiation practices could offer a more comprehensive framework for achieving sustainable agreements between parties.
b) To develop and validate a framework for integrating wisdom into negotiation and factors impacting such wisdom integrated negotiation process.

This research advances the understanding of negotiation by introducing and validating the concept of wise negotiation, distinguishing it from the traditionally celebrated integrative and successful negotiation frameworks. Across four carefully designed studies, I explored the feasibility, characteristics, and practical implications of wise negotiation through both qualitative and quantitative approaches. The findings contribute to the literature on negotiation and wisdom by offering a new lens through which negotiation outcomes can be analyzed.

9.1. To examine if combining wisdom in negotiation practices

There have been repeated calls from researchers to integrate wisdom into negotiation. However, no comprehensive framework or clear definition of the components of wise negotiation has been provided. While Hyman (1989) proposed a wise negotiation model for legal practice, the model lacks empirical validation. The current research addresses this gap through four studies examining wisdom in negotiation.

Study 1 demonstrated that wisdom can be effectively infused into negotiation practices. A targeted intervention using wisdom awareness training led to measurable improvements in negotiation outcomes, such as an increased balance of interests and a shift toward more empathetic and equitable strategies. These findings align with prior research highlighting that negotiation is not solely cognitive but also involves emotional and relational dimensions. This study provided proof of concept for applying wisdom principles to real-world negotiation scenarios by operationalizing wisdom characteristics, such as epistemic humility and emotional regulation. This supports Sternberg's (2000) assertion of the importance of wisdom in addressing global challenges.

Studies 2 and 3 reinforced the distinction between traditional successful and wise negotiation. Experts and organizational participants consistently recognized wise negotiation as a distinct concept, different in both theory and practice. These findings validate

contemporary researchers' observations, such as those by Schwartz and Sharpe (2006), Sharpe (2020), and Coleman (2018), who emphasized the necessity of incorporating wisdom into negotiation.

9.2. To develop and validate a framework for integrating wisdom into negotiation

The framework for wise negotiation proposed in this research is grounded in the components of wisdom as identified by leading wisdom researchers and a comprehensive review of literature on long-term sustainable negotiations. A series of studies were conducted to validate this framework.

Studies 2 and 3 built on the theoretical foundations of wise negotiation by incorporating insights from experts and organizational practitioners. These studies revealed key differences between traditional successful negotiation and wise negotiation. While successful negotiation often prioritizes immediate, self-centered gains, wise negotiation emphasizes relational, ethical, and long-term outcomes. Unique clusters such as moral standards, emotional considerations, and societal impact were identified as hallmarks of wise negotiation. This shift from individualistic to collectivist approaches reflects broader societal needs, positioning wise negotiation as a vital tool for addressing complex, multi-stakeholder conflicts.

A notable distinction between the two negotiation paradigms is the treatment of emotions. In traditional negotiations, emotions are often viewed as hindrances, and their separation from interests is advised. Conversely, wise negotiation integrates emotions as tools to facilitate the process. Research by Morris and Keltner (2000) supports this view, demonstrating that emotional expression during negotiation can resolve relational challenges by fostering reciprocity, trust, hierarchy management, and relational fitness. Wise negotiation's emphasis on promoting the common good rather than individual benefit also differentiates it. This aligns with findings from Karlsson (2012) and Parker (2015), who noted that the common good is often overlooked in traditional negotiations, while wise negotiation encourages its inclusion.

Sternberg (1998) emphasized the importance of perspective-taking in negotiation, advocating that negotiators must understand and incorporate others' viewpoints to devise mutually acceptable solutions. This study reaffirmed that effective perspective-taking is critical to wise negotiation, as it enhances understanding and reduces the likelihood of imposing one's will rather than fostering genuine negotiation.

Study 4 delved into the intricate dynamics of negotiation by examining how wise negotiators adapt to diverse opponent archetypes, reciprocity styles, and emotional conditions. Results highlighted wise negotiators' adaptability and contextual sensitivity, which are consistent with traditional negotiation paradigms. However, when wisdom-related variables, such as epistemic humility, dialectical thinking, and ethicality, were statistically controlled, these results did not persist. This finding underscores the pivotal role of wisdom components in achieving wise negotiation outcomes. It revalidates key elements of wise behavior, including epistemic humility, dialectical thinking, perspective-taking, contextual adaptability, ethicality (Grossmann et al., 2020), emotional regulation, empathetic concern (Ardelt, 2004a), and orientation toward the common good (Sternberg, 1998).

Gender dynamics also played a notable role in the studies. As consistent with prior negotiation and wisdom literature, Study 3 confirmed that gender influences negotiation outcomes, with men traditionally perceived as more suitable negotiators. However, Study 4 revealed intriguing deviations in an experimental setting. While more men were selected as wise negotiators initially, women were ultimately favored in experimental conditions despite historical biases against women in negotiation contexts. This preference, however, was not directly linked to the participants' gender (wise negotiator's gender) but may reflect social desirability biases in experimental settings. This discrepancy highlights the complex interplay between societal perceptions and actual negotiation outcomes in controlled versus real-world environments.

9.3. Findings from each research question and its implications

Following the aim, several questions were asked, each systematically addressed to find its answer in the studies conducted. In this section, I will restate each question in line with the aim and expound on the findings and implications.

a) Can wisdom and negotiation be combined?

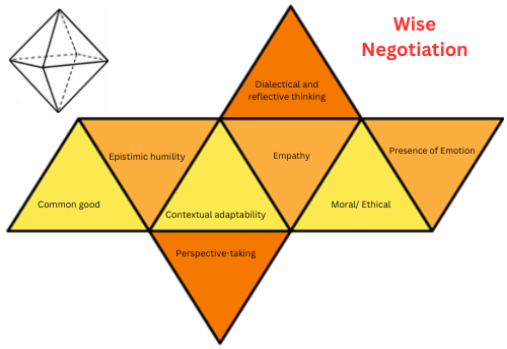

Figure 9. 1: Validated components of Wise Negotiation

This question was effectively addressed, and it was found that wise negotiation is theoretical, applied, and practical. It is a recognized approach endorsed by practitioners, users, and experts for its effectiveness and essential components. The proposed schema for wise negotiation, with its components represented as an octahedron (Figure 3.1), has been rigorously validated through various studies, establishing its relevance and applicability.

Moreover, even brief interventions to enhance wisdom awareness have significantly improved negotiation outcomes by fostering characteristics associated with wise negotiation. Thus, wisdom and negotiation can make a synthesized concept of wise negotiation, which has practical value in the real world.

b) What is wise negotiation? How is wise negotiation different from successful negotiation?

Study 2 and Study 3 addressed two key questions by analyzing insights from two distinct populations: experts and organizational employees. The findings clearly established that wise negotiation is fundamentally distinct from integrative or traditionally successful negotiation, with the concepts of the common good and ethicality emerging as its defining components. Unlike successful negotiation, which is often driven by the pursuit of immediate, measurable gains, wise negotiation takes a broader perspective, emphasizing relational, ethical, and societal considerations that prioritize long-term benefits over short-term wins. This fundamental shift in focus suggests a reimagining of negotiation not merely as a transactional process but as a relational and ethical practice capable of fostering enduring solutions that benefit all stakeholders.

While there are elements that overlap between successful and wise negotiation, their interpretation and application differ significantly. One such shared element is collaboration. In successful negotiation, collaboration is often seen as a means to an end—a strategic tool to

secure maximum personal or organizational gain while efficiently completing a task. However, in wise negotiation, collaboration is reframed as a process that builds and nurtures trust, mutual respect, and long-term relationships. This orientation reflects a deeper investment in the relational dimension of negotiation, recognizing that sustainable solutions require more than transactional efficiency—they demand trust and shared purpose.

Emotions present another critical point of divergence. Traditional negotiation frameworks often treat emotions as obstacles that cloud judgment and disrupt rational decision-making. Negotiators are typically advised to suppress emotional expression and focus solely on interests and facts to maintain control over the process. However, wise negotiation embraces emotions as valuable assets that, when appropriately managed, can enhance the negotiation process. By acknowledging and leveraging emotions, wise negotiators can foster empathy, navigate interpersonal complexities, and address underlying relational dynamics that are often neglected in conventional approaches. For example, expressing vulnerability or understanding during a complex negotiation can diffuse tension, establish trust, and pave the way for more equitable outcomes. This perspective aligns with research by Morris and Keltner (2000), which highlights the role of emotional expression in fostering reciprocity, trust, and cooperation.

The differences in priorities between successful and wise negotiation also extend to how outcomes are evaluated. Traditional successful negotiation often emphasizes achieving favorable results in measurable terms, such as the frequency of "wins" or the magnitude of personal or organizational benefits secured. While effective in certain contexts, this approach risks overlooking the broader implications of negotiated agreements. In contrast, wise negotiation prioritizes the quality and sustainability of outcomes, focusing on relational health, ethical alignment, and societal impact. For instance, a wise negotiation may sacrifice short-term gains to ensure that all parties feel heard and respected, fostering goodwill and paving the way for future collaboration. This focus on sustainable, equitable outcomes positions wise negotiation as a powerful tool for addressing complex, multi-stakeholder challenges where the stakes extend beyond individual interests.

The perspectives of the study populations provide further insight into these distinctions. Organizational employees emphasized the importance of social and emotional aspects in negotiation, highlighting how wise negotiation integrates empathy, active listening, and shared purpose to create a more inclusive and human-centered process. They noted that traditional negotiation approaches often neglect these dimensions, leading to outcomes that may be efficient but lack depth and relational integrity. In contrast, experts highlighted the principles of justice and ethicality as central to wise negotiation. They observed that these principles, often absent in successful negotiation frameworks, are essential for resolving conflicts that involve diverse stakeholders and competing priorities. For example, in negotiations involving environmental sustainability, justice and ethical considerations are critical to ensuring that the interests of marginalized communities are protected.

Despite these differences in emphasis, a shared understanding emerged between the two populations: the common good is the cornerstone of wise negotiation. Both groups recognized that wise negotiation moves beyond individualistic objectives, focusing instead on outcomes that benefit the broader community and contribute to long-term well-being. This consensus underscores the potential of wise negotiation to serve as a transformative framework for addressing modern challenges, from corporate disputes to global crises.

The insights from these studies provide a robust foundation for further exploration of how wise negotiation principles can be systematically integrated into negotiation training and practice. This integration could involve developing targeted interventions that train negotiators in key components of wisdom, such as epistemic humility, ethical reasoning, emotional regulation, and perspective-taking. Organizations could adopt these principles to foster a culture of collaboration and inclusivity, equipping their teams to navigate complex negotiations with greater adaptability and relational sensitivity.

By adopting the framework of wise negotiation, practitioners can move beyond traditional paradigms, achieving outcomes that are effective in the short term and ethical, sustainable, and aligned with the broader interests of society. This reorientation has the potential to redefine negotiation as a practice that prioritizes mutual benefit, cultivates trust, and addresses the pressing challenges of an increasingly interconnected world.

c) What is the role of opponent characteristics in wise negotiation?

Study 4 in the present thesis addresses a critical gap in negotiation literature by examining how opponent characteristics influence the dynamics and outcomes of wise negotiation. By investigating the interplay between opponent archetypes, reciprocity traits, and emotional contexts, this study highlights the complexity of adapting negotiation strategies to diverse counterpart profiles. The findings reveal that opponent traits significantly shape outcomes for wise negotiators, suggesting that flexibility and contextual sensitivity are essential components of wise negotiation.

Consistent with Casciaro and Lobo's (2005) archetype model, "lovable stars"—opponents characterized by high competence and likeability—secured the most favorable negotiation outcomes. Their combination of relational warmth and professional capability naturally facilitates trust, collaboration, and cooperative strategies, resulting in more equitable and mutually beneficial agreements. In contrast, "incompetent jerks"—opponents perceived as both unlikeable and unskilled—consistently fared the worst, as their lack of trustworthiness and value contribution discourages meaningful collaboration. This pattern highlights the importance of interpersonal attributes in negotiation, proving that the relational dynamics between negotiators can be as influential as task-related competencies.

Reciprocity characteristics add an additional layer of complexity to these dynamics. Consistent with Adam Grant's (2013) reciprocity model, "takers"—those who prioritize their self-interest above relational harmony—outperformed "givers" in short-term negotiation tasks, with "matchers" occupying an intermediate position. These findings reinforce the notion that takers have a strategic advantage in transactional, time-constrained negotiations where relational considerations are minimized. However, the study contributes a compelling counterargument by demonstrating that takers' dominance diminishes when archetype and reciprocity traits are examined in combination. Specifically, "matchers" emerged as the most effective negotiators when their reciprocity style was paired with archetypes such as "competent jerks," indicating that a balanced give-and-take approach can adapt to and capitalize on diverse opponent characteristics.

This adaptability of matchers extends to emotional contexts, further solidifying their advantage in wise negotiation scenarios. In emotionally charged situations, matchers secured significantly higher outcomes than takers or givers, suggesting that their ability to balance assertiveness with fairness enables them to navigate complex interpersonal dynamics effectively. By contrast, in non-emotional situations, where emotional sensitivity is less

critical, givers and matchers outperformed takers, demonstrating that relational and fairness-oriented strategies gain importance when emotional stakes are low. These findings challenge traditional negotiation paradigms that prioritize individual gain, instead advocating for relational and situational adaptability as key to achieving superior outcomes.

The study also provides a critical lens on the limitations of taker strategies. While takers excel in maximizing short-term gains, their approach often undermines long-term relational health and trust, particularly in scenarios involving ongoing collaboration or multi-stakeholder interests. This aligns with the principles of wise negotiation, which argue that short-term victories are insufficient in addressing complex, high-stakes conflicts. Instead, strategies that prioritize mutual benefit, ethicality, and sustainable relationships are necessary to achieve meaningful and enduring results.

An additional argument arises from the study's exploration of ethical considerations. The alignment of matchers' strategies with ethical principles reinforces the relevance of wisdom components—such as emotional regulation, perspective-taking, and justice—in negotiation. These traits enhance immediate outcomes and contribute to negotiation decisions' broader societal and relational impact. By demonstrating how matchers leverage archetype-specific and emotional contexts to foster trust and cooperation, the study positions wise negotiation as a viable framework for addressing challenges that require long-term commitment and fairness.

Implications for real-world practice are equally compelling. For instance, in organizational or international negotiations, where the stakes often involve not just immediate outcomes but also relational and reputational considerations, wise negotiation offers a framework for fostering collaboration across diverse stakeholder groups. The study argues that integrating wisdom principles into negotiation training—focusing on adaptability, ethical reasoning, and relational sensitivity—can help negotiators achieve outcomes that are both effective and equitable. Moreover, it challenges organizations to move beyond traditional metrics of negotiation success, such as short-term gains, and adopt more holistic measures that account for the quality of relationships and the sustainability of agreements.

In conclusion, Study 4 provides strong evidence for the interplay between opponent characteristics and negotiation strategies, offering arguments that challenge traditional negotiation paradigms. It demonstrates that while takers may achieve short-term success, matchers excel in contexts requiring adaptability, emotional intelligence, and ethical reasoning, aligning closely with the principles of wise negotiation. These findings advocate for a shift toward wisdom-based frameworks, which enhance individual outcomes and contribute to broader relational and societal well-being.

d) What is the role of gender in wise negotiation?

While the literature frequently suggests that women negotiators exhibit distinct behaviors compared to men and are not considered good negotiators, the present study found minimal differences in negotiation approaches between genders. Both male and female respondents conceptualized wise negotiation and successful negotiation in remarkably similar ways, suggesting that perceptions of negotiation frameworks are not inherently gendered. However, the study did reveal that the opponent's gender significantly influenced the outcomes of wise negotiation, though this effect was independent of the gender of the wise negotiators themselves. This finding highlights the nuanced role that gender dynamics

play in negotiation contexts, particularly in shaping interpersonal interactions and perceptions.

A notable trend emerged in the nomination of wise negotiators. Of the 50 team members identified as wise negotiators, only 20 (40%) were women, despite comparable performance levels between genders. This aligns with existing literature, which often highlights the persistence of gender biases in evaluations of negotiation competence. Women are frequently perceived as more effective negotiators when advocating on behalf of others or their organizations rather than for themselves, a dynamic reflected in nomination studies for wise individuals. The underrepresentation of women among those identified as wise negotiators underscores a broader societal bias that continues to undervalue women's negotiation skills, especially in contexts that emphasize wisdom traits such as emotional regulation, ethicality, and perspective-taking. These findings suggest that implicit biases may still influence perceptions of wisdom and negotiation efficacy despite growing recognition of women's contributions in these areas.

Interestingly, the study uncovered a significant pattern regarding opponent gender. Both male and female negotiators consistently awarded higher points to female opponents, demonstrating that the opponent's gender influences negotiation dynamics considerably. This trend suggests a potential advantage for women as opponents in wise negotiation contexts, potentially stemming from stereotypical perceptions of women as more empathetic, trustworthy, or collaborative. Such perceptions may prompt negotiators to engage more cooperatively or equitably with female opponents, thereby improving negotiation outcomes. This finding contrasts with traditional negotiation literature, which often portrays gender biases as disadvantaging women in negotiation scenarios.

The interplay between opponent gender and negotiation outcomes raises important arguments about the evolving role of gender in negotiation. While the gender of the negotiator itself may not significantly affect negotiation behaviors or results, the opponent's gender appears to act as a key variable. This underscores the relational nature of wise negotiation, where perceptions of the counterpart's attributes—whether influenced by gender or other factors—can shape the dynamics and results of the process. Such findings suggest that integrating awareness of these dynamics into negotiation training could help mitigate biases and enhance outcomes.

Moreover, the study challenges conventional narratives about gender and negotiation by revealing that gendered perceptions are context-dependent. For instance, while women may face biases when negotiating for themselves, their perceived strengths in relational and empathetic dimensions may offer advantages in wise negotiation contexts where collaboration, ethicality, and long-term outcomes are prioritized. These insights provide a compelling argument for re-evaluating traditional negotiation training and frameworks to emphasize inclusive strategies that acknowledge and leverage gender dynamics without perpetuating stereotypes.

Overall, while the gender of the negotiator may not substantially impact behaviors or outcomes, the study highlights the pivotal role of the opponent's gender in shaping negotiation dynamics. By identifying and addressing these nuanced influences, negotiation practices can move toward greater fairness and effectiveness, ensuring that outcomes are shaped by skill and strategy rather than deep-rooted gender biases.

e) What is the role of emotions in wise negotiation?

The present study addresses a critical gap in negotiation literature by investigating the role of emotion in negotiation. Traditionally, emotion has been treated as a variable to control, minimize, or avoid based on the assumption that it disrupts rational decision-making and clouds judgment. However, this study reveals a paradigm shift in how emotion is understood within the framework of wise negotiation. Both experts and employees identified emotion not as a hindrance but as a facilitator, integral to building relationships, fostering empathy, and enabling perspective-taking. These qualities are critical to wise negotiation, setting it apart from traditional negotiation paradigms that prioritize outcomes over relational quality. Employees, in particular, emphasized the emotional dimension as a significant point of contrast between successful and wise negotiation, highlighting its role in creating a more holistic and collaborative negotiation process.

The findings demonstrate that the emotionality of a situation significantly impacts negotiation outcomes for wise negotiators. In emotionally charged scenarios, wise negotiators displayed a tendency to allocate more points to their opponents, suggesting that heightened emotional contexts encourage a greater focus on relational equity and mutual benefit. This behavior reflects the core principles of wise negotiation, which emphasize empathy, fairness, and the prioritization of long-term relational outcomes over short-term gains.

Intriguing patterns emerge when examined in combination with other factors, such as archetypes and reciprocity styles. For instance, in emotional situations, matchers across all archetypes consistently received higher points than other reciprocity styles, reinforcing their ability to balance assertiveness with fairness even in complex emotional contexts. By contrast, "lovable fool givers"—those perceived as likable but less competent—earned the least points, suggesting that emotionality alone cannot compensate for a lack of perceived competence. This nuanced finding highlights the importance of both relational warmth and professional capability in wise negotiation dynamics.

Conversely, in non-emotional scenarios, the influence of reciprocity styles shifted. Takers, who typically thrive in transactional settings, received substantially fewer points in non-emotional contexts, where relational considerations carried greater weight. Givers and matchers performed comparably in these scenarios, suggesting that the absence of emotional intensity levels the playing field, allowing relational and fairness-oriented approaches to emerge as equally effective strategies. These contrasting outcomes underscore the complex interplay of emotion, archetype, and reciprocity styles, demonstrating that emotionality fundamentally shapes the dynamics and effectiveness of wise negotiation strategies.

This study makes a compelling argument for reevaluating the role of emotion in negotiation. Rather than viewing emotion as a variable to be controlled, it should be recognized as a powerful tool that, when used wisely, can transform negotiation from a purely transactional process into a relational and transformative one. Emotion facilitates deeper connection and understanding, enabling negotiators to engage more authentically and collaboratively with their counterparts. For instance, expressing empathy during a negotiation can help diffuse conflict, build trust, and pave the way for equitable agreements that prioritize the common good. These findings resonate with the broader literature on emotional intelligence, suggesting that emotional awareness and regulation are critical competencies for effective negotiation, particularly in scenarios requiring long-term relational commitments.

By integrating emotion into the framework of wise negotiation, this study challenges traditional negotiation paradigms and offers a more holistic approach to understanding negotiation dynamics. It underscores the importance of emotional regulation, empathy, and relational sensitivity as defining characteristics of wise negotiators. Moreover, it highlights the potential for negotiation training programs to incorporate these elements, equipping practitioners with the tools to navigate complex interpersonal dynamics and achieve more meaningful, sustainable outcomes.

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.

9.4. Triangulation of the data

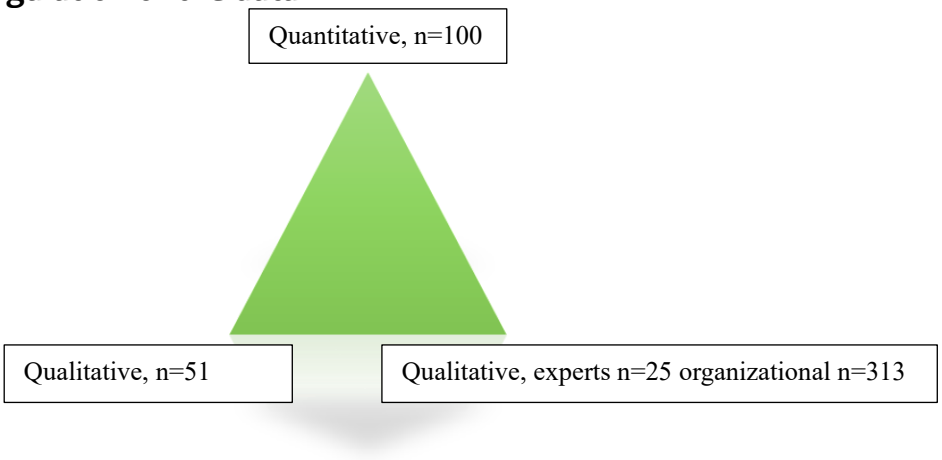

Figure 9. 2: Triangulation of the data

Triangulation was a central methodological approach in this research, ensuring the reliability and validity of the findings by examining the components of wise negotiation through multiple perspectives, populations, and methodological lenses, as shown in Figure 9.1. This multifaceted strategy strengthened the credibility of the proposed framework for wise negotiation and underscored its applicability across a broad range of contexts. By leveraging different lenses, the study avoided the narrowness of single-method research, ensuring that findings were robust, well-rounded, and generalizable.

The investigation explored the components of wise negotiation across three distinct participant groups: students (Study 1), organizational practitioners (Studies 3 and 4), and experts in wisdom and negotiation (Study 2). Each group offered unique and complementary insights. Students provided evidence of the malleability of wisdom in negotiation through targeted awareness training, showcasing how their behaviors and perspectives could be shifted to embody wise negotiation principles. This aligns with longstanding theoretical demands by scholars such as Sternberg (2000) and Grossmann and Brienza (2018), who emphasized the necessity of integrating wisdom into negotiation settings. Study 1 demonstrated that wisdom is not a static characteristic but one that can be cultivated and operationalized in negotiation practices.

Experts in wisdom and negotiation validated the theoretical constructs underpinning wise negotiation, distinguishing it from traditional negotiation paradigms. They highlighted its significance for achieving long-term, sustainable outcomes that go beyond short-term gains. Meanwhile, organizational practitioners contributed practical, real-world perspectives, emphasizing the tangible benefits of wise negotiation in complex, real-life scenarios. These participants substantiated the framework's unique qualities, differentiating wise negotiation from what is conventionally considered "successful negotiation." This cross-population triangulation ensured that the study's findings were not limited to a specific demographic or context, greatly enhancing their broader relevance and applicability.

The research employed an integrative methodological approach, combining qualitative and quantitative techniques to capture a holistic understanding of wise negotiation. Grounded theory, used in Studies 2 and 3, facilitated the in-depth exploration and categorization of participants' lived experiences and conceptualizations, providing rich, nuanced data. Complementing these qualitative insights, statistical methods such as chi-square tests, regression analysis, and multivariate statistical approaches were employed in Studies 1 and 4. These analyses provided robust empirical evidence that reinforced and extended the qualitative findings. This dual-method strategy ensured a balance between qualitative depth and quantitative rigor, leading to a more comprehensive and credible understanding of the phenomenon.

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.

9.5. Limitations and Strengths

While this study offers valuable insights, several limitations must be acknowledged to contextualize the findings and guide future research. Negotiation varies widely across contexts, and the data collected in this study was limited to students, organizational participants, and experts in wisdom and negotiation. Although these groups provided critical insights, their scope excludes other important contexts, such as diplomatic negotiations, personal disputes, or informal negotiations among friends. These settings present unique dynamics and challenges, and further research across these diverse fields is essential to make the concept of wise negotiation more comprehensive and robust.

Another limitation lies in the methodological assumptions made during the analysis. Despite adjustments for statistical assumptions such as normality and sphericity, these factors may still influence the generalizability of the results. Employing larger sample sizes in future studies could help address these concerns by reducing the potential for biases and increasing the reliability of the findings. Additionally, Study 4's focus on relatively controlled negotiation scenarios may not fully reflect the complexities and unpredictability of high-stakes, real-world negotiations. While useful for isolating variables and testing hypotheses, these controlled environments can oversimplify the nuanced dynamics that occur in negotiation settings.

The reliance on negotiation games in this research also poses a limitation. While these tools are effective for examining specific behaviors and outcomes, they may not fully capture

the depth and variability of real-world negotiations. Future studies could incorporate a broader range of tools and approaches to simulate authentic negotiation scenarios better, thereby enhancing the ecological validity and generalizability of the findings.

Despite these limitations, the study demonstrated methodological rigor by employing diverse qualitative and quantitative data analysis techniques. The use of both implicit and explicit data collection methods lent credibility to the results and strengthened the claims made. Although the participant pool was limited to students, organizational practitioners, and field experts, these individuals were either experienced negotiators or well-versed in relevant concepts. This suggests that the data collected was authentic and meaningful, contributing to results aligning with real-world negotiation practices.

In conclusion, while the study establishes a strong foundation for understanding wise negotiation, addressing its limitations through expanded participant pools, more complex and realistic negotiation scenarios, and enhanced methodological tools will be critical for future research. This will ensure the continued refinement and robustness of the wise negotiation framework, paving the way for its broader application across diverse contexts.

9.6. Implications and Future Directions

This investigation into wise negotiation carries significant theoretical and practical implications, bridging a critical gap between the literature on wisdom and negotiation. By integrating insights from both domains, the study provides a nuanced framework that advances understanding and practice in negotiation settings.

a. Theoretical Implications

This study introduces wise negotiation as a distinct framework, addressing limitations in traditional negotiation theories, such as integrative and distributive approaches. Unlike conventional models that often emphasize short-term outcomes or zero-sum dynamics, wise negotiation incorporates elements such as epistemic humility, emotional regulation, and long-term foresight, broadening the theoretical landscape to include sustainability, morality, and societal well-being.

By synthesizing concepts from wisdom literature—such as the Common Wisdom Model and the Three-dimensional Model—the study highlights the relevance of wisdom traits like dialectical thinking and perspective-taking in wise negotiation. These traits enhance negotiators' ability to engage with diverse viewpoints, adapt to changing contexts, and balance competing interests. For example, perspective-taking might allow a negotiator in a labor dispute to appreciate both management's financial constraints and employees' need for fair wages, enabling more balanced and durable agreements.

Furthermore, the study shifts focus from traditional, outcome-driven negotiation models to a process-oriented perspective, emphasizing the dynamic interplay of relational, ethical, and emotional factors. It challenges the conventional emphasis on immediate success, advocating instead for a holistic view that accounts for long-term relational equity and societal impact. For instance, wise negotiation encourages parties to prioritize trust-building and mutual understanding, which can lead to sustained partnerships even after resolving specific conflicts.

The research also identifies key components of wise negotiation—such as moral standards, emotional intelligence, and contextual adaptability—providing a structured foundation for future empirical testing and refinement. The study underscores the interdisciplinary nature of negotiation research by combining insights from fields such as organizational behavior, psychology, and negotiation. It encourages scholars to explore intersections between wisdom and related domains, such as leadership, decision-making, and team dynamics, offering fertile ground for theoretical advancements.

b. Practical Implications

The study's findings have wide-ranging practical applications, particularly in enhancing negotiation training, organizational practices, and policy-making. For example, training modules can be designed to cultivate wisdom traits among negotiators. Workshops could include exercises in perspective-taking, emotional regulation, and fostering epistemic humility. Such skills are critical for creating negotiators who can achieve sustainable, long-term solutions. A practical application might involve training corporate teams to approach mergers emphasizing cultural integration and mutual respect rather than solely on financial gain.

Organizations can adopt wise negotiation principles to resolve workplace conflicts, foster collaboration, and ensure ethical decision-making. For instance, HR departments could use these insights to mediate disputes, such as conflicts over workplace diversity initiatives, by promoting dialogue that balances differing perspectives while adhering to inclusive values. Similarly, wise negotiation can guide policy development, such as crafting workplace policies that account for both employee well-being and organizational goals.

Wise negotiation principles also provide a framework for addressing complex, multi-stakeholder negotiation, particularly in scenarios where sustainability and societal impact are critical. For example, governments could leverage these principles during international climate negotiations, where diverse stakeholders often hold conflicting interests. By emphasizing long-term foresight and collective well-being, wise negotiation can help craft agreements that balance economic development with environmental preservation. The emphasis on contextual adaptability makes wise negotiation especially relevant in cross-cultural negotiations. Practitioners can tailor their approaches to align with local norms and values, increasing the likelihood of effective outcomes. For instance, in a business deal between Western and Eastern companies, negotiators could use wise negotiation to bridge cultural differences, ensuring that strategies reflect mutual respect and understanding. Additionally, with the rise of remote work and virtual communication, wise negotiation provides valuable insights for maintaining emotional and relational dynamics in online settings. For example, virtual negotiations might lack the nonverbal cues of face-to-face interactions, but wise negotiators can compensate by prioritizing clarity, empathy, and relational warmth in their communication. Organizations and leadership programs can apply these findings to develop leaders who prioritize ethical considerations and societal benefits in their decision-making. Such leaders, grounded in wise negotiation principles, could foster a culture of integrity and mutual respect, ensuring that decisions contribute to both organizational success and broader societal well-being.

By addressing both theoretical and practical dimensions, this study 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. For instance, a wise negotiation

approach in resolving trade disputes could pave the way for agreements that not only resolve immediate issues but also strengthen economic ties and build trust for future collaboration. This multifaceted framework thus represents a significant step forward in bridging the gap between wisdom and negotiation literature.

9.7. Critical learning from this study

This section delves into the pivotal insights surrounding the concept of wise negotiation, distinguishing it from traditional negotiation practices. Wise negotiation represents a specialized approach that can be seamlessly integrated into the negotiation process. The findings emphasize the importance of wisdom-related traits in shaping negotiation strategies that are both effective and contextually adaptive. This research has significant implications for developing sustainable, socially conscious negotiation frameworks with reduced conflict potential by underscoring the cultivation of wisdom in negotiation training and practice. These insights are invaluable for training negotiators to achieve sustainable outcomes while minimizing disputes.

The study also illuminates the critical role of opponent characteristics in influencing wise negotiation outcomes, thereby addressing a notable gap in the existing literature. Specifically, the research explores opponent attributes such as archetype (personality), reciprocity, and gender, chosen based on recent literature and expert recommendations. The findings reveal that archetype and reciprocity are particularly influential variables, accounting for significant variations in negotiation success. This highlights the need for further investigation into these and other opponent-related factors. The study underscores that successful negotiation outcomes depend not solely on the negotiators but also on their counterparts, reaffirming the necessity of examining opponent characteristics in depth. Notably, while the negotiator's gender does not directly determine outcomes, the opponent's gender can significantly influence negotiation dynamics and results. A particularly striking takeaway is the emphasis on reshaping negotiation training better to address emotional management, both self-directed and interpersonal. Mastery over emotions can enhance negotiation results, facilitate negotiation, and foster long-term relational bonds. This research demonstrates the broader applicability of its findings, employing an innovative methodology to identify wise negotiators. This methodological innovation enhances the reliability of the results and sets a precedent for future studies.

The mixed-methods approach employed in this study has led to establishing and validating the novel concept of wise negotiation. The study validates the framework and its components by drawing upon global experts' insights, including esteemed wisdom and negotiation academics. These include self-assessed wisdom, emotional regulation, empathy, perspective-taking, and contextual adaptability—all of which are integral to equipping negotiators with the skills necessary to navigate diverse opponents and manage emotional dynamics effectively. This framework holds significant promise for informing training programs aimed at achieving sustainable and constructive negotiation outcomes.

In conclusion, this research offers critical contributions to the evolving understanding of wise negotiation as a distinct and impactful concept. Its findings provide a foundation for further exploration of the role of opponent characteristics, emotional intelligence, and wisdom in negotiation, paving the way for more sustainable, adaptive, and effective negotiation practices.

9.8. Conclusion

This research establishes wise negotiation as an innovative paradigm that extends beyond traditional negotiation frameworks by integrating dimensions of wisdom, including epistemic humility, perspective-taking, emotional regulation, and contextual adaptability. Through four interconnected studies, the research addresses critical gaps in the literature, exploring the incorporation of wisdom characteristics into negotiation, defining wise negotiation, and examining its practical applications in diverse contexts.

The findings affirm that wisdom can be effectively infused into negotiation practices. Study 1 demonstrated that targeted awareness training significantly enhanced participants' abilities to balance competing interests and regulate emotions, illustrating the malleability of wisdom-related characteristics within negotiation settings. Building on this foundation, Studies 2 and 3 provided more profound insights into the essence of wise negotiation, identifying core components such as emotional awareness, ethical considerations, and relational equity. These studies highlighted the unique aspects of wise negotiation, distinguishing it from traditional frameworks like integrative negotiation by prioritizing societal well-being and the collective good. Study 4 further explored the adaptability of wise negotiators, examining their interactions with opponents of varying archetypes, reciprocity styles, and emotional states. The results underscored the capacity of wise negotiators to maintain fairness, empathy, and a focus on long-term outcomes, even when faced with challenging dynamics. This reinforces the pivotal role of wisdom in shaping negotiation outcomes, enabling negotiators to navigate complexities with a balance of pragmatism and principle.

In conclusion, this research positions wise negotiation as a transformative approach transcending conventional negotiation paradigms. Emphasizing emotional insight, ethical responsibility, and societal impact provides a robust framework for achieving durable, inclusive, and meaningful resolutions. As negotiation processes grow increasingly complex in a globalized and interconnected world, wise negotiation offers a pathway to addressing conflicts in ways that are equitable, adaptive, and oriented toward the common good. This paradigm challenges scholars and practitioners alike to reimagine negotiation not merely as a means of dispute resolution but as a vehicle for fostering relationships, building trust, and contributing positively to society at large.

10
Suggestion for future work

Future research could build on the foundation established in this study to explore further and validate the concept of wise negotiation across diverse settings. Testing the generalizability of wise negotiation in varied cultural, professional, and negotiation scenarios is essential to understanding its broader applicability. Longitudinal studies that track the outcomes of wise negotiation agreements over extended periods, such as months or years, could provide compelling evidence for their superiority over conventional negotiation models, particularly in terms of relational longevity, ethical adherence, and societal impact. Although this study distinguishes wise negotiation from conventional successful negotiation frameworks, future research could delve into identifying traits and characteristics unique to each approach. This would clarify the extent of overlap and divergence between wise negotiation and other established models, enhancing conceptual precision.

Developing negotiation-specific wisdom assessment tools is another promising avenue for future work. Such tools could capture nuanced behaviors and traits relevant to wise negotiation contexts, enabling more robust empirical testing and practical application. Additionally, further exploration of the interplay between emotional factors and wise negotiation could deepen our understanding of how emotions influence decision-making, adaptability, and relational equity in high-stakes negotiations. Expanding the framework of wise negotiation to high-stakes scenarios, such as international diplomacy, corporate mergers, or crisis management, could yield valuable insights into its effectiveness under pressure. This line of inquiry could assess how wise negotiators perform in environments where stakes are exceptionally high, dynamics are complex, and ethical considerations are paramount.

Designing and testing training programs based on wise negotiation principles represents another critical area for future research. Such programs could evaluate the feasibility of integrating wisdom traits into practical negotiation training and their impact on real-world negotiation outcomes. Investigating the incorporation of wise negotiation frameworks into organizational practices could also shed light on how they influence workplace relationships, decision-making processes, and organizational culture, ultimately fostering more ethical, inclusive, and sustainable business practices.

By pursuing these research directions, future studies can refine the theoretical foundations of wise negotiation and expand its practical applications, ensuring its relevance and utility in increasingly complex and interconnected negotiation environments.