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Study 4- Negotiating with Diverse Personalities - Insights from Wise Negotiators

8.1. Introduction

Negotiation is a dynamic and multifaceted process shaped by the interaction of individual characteristics, opponent traits, and situational contexts. Studies 1, 2, and 3 have established the existence of wise negotiation and confirmed several of its key components. Building on these findings, the current study aims to investigate how the opposing party's personal, social, and situational attributes influence the negotiation outcomes of wise negotiators. Additionally, components previously confirmed in earlier studies will be controlled to assess their specific impact on the outcomes achieved by wise negotiators.

While a wide range of factors can influence negotiation outcomes, this study focuses on the most debated and extensively studied variables: personality, reciprocity, gender, and emotions. These factors are central to negotiation dynamics, offering critical insights into how individual differences and situational cues interact to shape the negotiation process and its results. By exploring these influences, the study seeks to deepen our understanding of the complexities involved in wise negotiation and its practical implications.

8.1.1. Factors affecting negotiation and wisdom

Situational factors

a. Emotion

Emotion is a critical human factor that profoundly influences negotiation outcomes. While managing emotions is often cited as a strategy to maintain focus and foster collaboration (Fisher & Ury, 2001; Weiss, 2016), emotional dynamics are not merely obstacles to be controlled—they can also serve as powerful tools in shaping negotiation processes. Emotional management, which includes self-regulation and the ability to influence others' emotions, is pivotal in navigating complex negotiation scenarios. Understanding the counterpart's desires and the motivations driving those desires is central to effective negotiation (Weiss, 2016).

Research highlights the dual role of emotions in negotiation: they influence behavior and act as signals of underlying intentions. The Emotions as Social Information (EASI) model proposed by Van Kleef and colleagues (2010) provides compelling evidence that emotions expressed during negotiation can shape perceptions, guide decision-making, and alter the trajectory of interactions (Côté, Hideg, & Van Kleef, 2013; Van Kleef & Lange, 2008). For instance, expressions of anger may signal high demands, potentially eliciting concessions, while displays of happiness can foster cooperative behavior and build rapport.

Moreover, empathy—the ability to understand and resonate with another's emotional state—has emerged as a cornerstone of successful negotiation. Empathy helps negotiators foster trust, strengthen relationships, and identify integrative solutions that address the needs of all parties. However, empathy must be balanced with vigilance to avoid susceptibility to manipulation through emotional displays. Research by Kopelman et al. (2006) underscores

that emotional intelligence, which encompasses skills like empathy and emotion regulation, is essential for achieving favorable and sustainable negotiation outcomes.

The role of emotion in negotiation extends beyond behavioral studies; it is also a topic of ongoing debate in wisdom research. Critical moments in negotiation, often loaded with emotional intensity, serve as pivotal turning points that determine the direction of the negotiation process. Effective negotiators must manage their emotions while adopting a third-party perspective to guide the interaction toward successful outcomes. Similarly, emotion has been studied in the context of wisdom. Monika Ardelt's (2004) three-dimensional wisdom model emphasizes the cognitive, behavioral, and affective dimensions, while the MORE Life Experience model by Bluck and Gluck (2013) incorporates emotional regulation and empathy as central components. However, the Common Wisdom Model by Grossmann et al. (2020) notably excludes emotion as a defining characteristic of wisdom.

The findings from Studies 1, 2, and 3 further reinforce the critical role of emotion in wise negotiation. These studies highlight emotions as a key factor differentiating wise negotiation from other negotiation frameworks. In the current study, I hypothesize that negotiation outcomes differ significantly when negotiators face emotionally charged situations compared to neutral, emotion-free scenarios. This exploration seeks to deepen our understanding of how emotions interact with wisdom components to influence negotiation outcomes, advancing both the literature on negotiation and the application of wisdom in practice. Therefore, in the present study, it is hypothesized that ***there will be differences in the negotiation outcomes of wise negotiators when dealing with different emotional situations than when dealing with no emotional situations.***

b. The opponent's behavior affects the negotiation

Negotiation does not occur in a vacuum. In many social situations, the way the opponents behave affects negotiation. This behavior also may lead to some emotional reactions. Two such variables of opponents included in the present work are their personalities and reciprocity style.

i. Reciprocity style

The norm of reciprocity, as articulated by Gouldner (1960), reflects a fundamental social principle whereby individuals feel a moral obligation to provide benefits to those from whom they have received benefits. This norm is a cornerstone of social exchange and is pivotal in fostering cooperation during negotiation. Reciprocity not only facilitates equitable exchanges but can also elicit emotional responses that influence negotiation dynamics. For instance, acts of generosity or fairness can engender trust and goodwill, whereas violations of reciprocity may lead to feelings of resentment or withdrawal, potentially derailing negotiations (Molm, 2010).



Figure 8.1: Reciprocity style of Giver, taker, and matcher

In negotiation, reciprocity is more than a transactional mechanism; it shapes relational dynamics and expectations. Adam Grant (2013), in his book 'Give and Take: A Revolutionary Approach to Success,' categorizes individuals into three reciprocity-based archetypes: givers, takers, and matchers. As presented in Figure 8.1, givers prioritize contributing more than they receive, often focusing on the well-being of others. In contrast, takers seek to maximize their gains, often at the expense of others. Matchers, as intermediaries, aim to maintain a balance, reciprocating benefits proportionally. While givers may appear to be at a disadvantage in the short term, Grant's research reveals that they often achieve superior outcomes in the long run, particularly in negotiations involving trust and collaboration, as their approach fosters stronger relationships and greater value creation. Based on the literature on negotiation, I hypothesize that ***there will be differences in the negotiation outcomes by the wise negotiators with different reciprocity styles of the opponents.***

ii. Personality

Extensive research has examined the impact of personality traits on negotiation styles and outcomes (Brandsttter & Knigstein, 2001). For instance, traits like agreeableness and extraversion have been linked to collaborative negotiation approaches, while traits such as neuroticism and low openness are often associated with competitive or avoidance strategies. However, the role of the opponent's personality in shaping negotiation dynamics remains relatively underexplored. Talman et al. (2005) found that the degree of helpfulness demonstrated by negotiating agents varies depending on the opponent's personality, indicating the interactive nature of personality in negotiations. Similarly, Pucha (2020) highlights that automated negotiation systems perform more effectively when the opponent's personality is known, enabling better prediction of offers and more adaptive negotiation strategies. While the ability to anticipate behavior based on known personality traits is advantageous, it raises the question: how do negotiators adapt when the opponent's personality is unknown or is revealed only during the negotiation process?

Though there have been many personality theories used in negotiation literature, including the big five, NEOPI, and HEXACO, to name a few, in this study, I consider exploring the archetypes given by Casciaro and Lobo (2005).

Archetypes provide a valuable and feasible framework for understanding personality dynamics in the organization's context. Casciaro and Lobo (2005) proposed four archetypes based on two dimensions: ability and likability. This theory was selected to study the

opponents' personalities as independent variables, as it categorizes personalities into four categories. In contrast, other personality theories have stated that its components are a continuum. Moreover, the factors of competency and likeability are more consistent with the organizational culture from which I have drawn our sample.

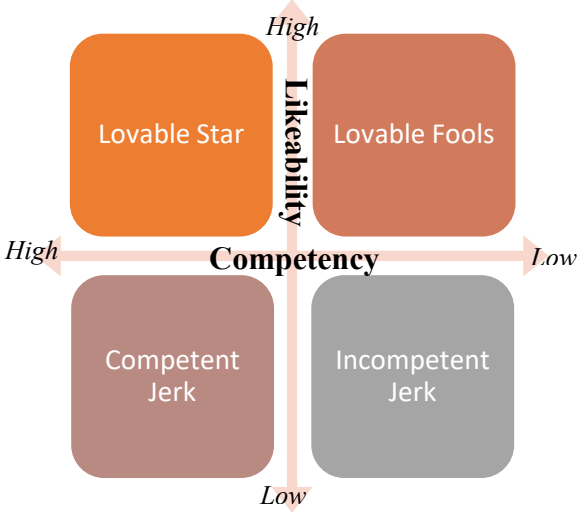


Figure 8. 2: Four compartments of likeability and competency

As shown in Figure 8.2, individuals categorized as competent jerks (high ability, low likability) may evoke grudging respect but struggle to build rapport. Conversely, lovable stars (high ability, high likability) are the most preferred partners in organizational contexts due to their blend of skill and interpersonal warmth. Lovable fools (low ability, high likability) can foster goodwill but may be perceived as less competent, while incompetent jerks (low ability, low likability) are often the least favored. Based on the literature, the hypothesis proposed is that ***there will be differences in the negotiation outcomes by the wise negotiators with different archetypes (personalities) of the opponents.***

Research suggests that these archetypes can influence not only the trajectory of negotiations but also the emotional climate and relational outcomes. For instance, Ames and Flynn (2007) demonstrated that negotiators who balance warmth and competence (akin to lovable stars) are more likely to achieve integrative outcomes by fostering trust and collaboration. Conversely, dealing with competent jerks may lead to efficient but less satisfying agreements due to the lack of relational harmony. This underscores the importance of adaptability in negotiation, especially when personality traits or archetypes emerge dynamically during the negotiation process. Future research could further explore how negotiators adapt their strategies when opponents' personalities are ambiguous or gradually revealed.

This study advances negotiation research by integrating insights from wisdom literature to examine how opponent characteristics (e.g., reciprocity styles and personality archetypes) and situational factors (e.g., emotions) shape negotiation outcomes. Thus, it is hypothesized that ***there will be significant differences in the interaction effect of the archetypes, reciprocity, and emotional situations.***

Wisdom is not a binary trait; every individual possesses it to varying degrees (Ardelt, 2003). Thus, for wise negotiation, it is not always possible to distinguish a wise negotiator from a successful negotiator. Hence, to understand the effect of components of wisdom on the negotiation outcomes of wise negotiators, the previously confirmed components of wise negotiation were controlled. Thus, the sixth hypothesis is proposed as ***there will be no***

significant difference in the archetypes' main effect and interaction effect, reciprocity, and emotional situations when wisdom-related variables are statistically controlled.

Social factor

c. Gender

Gender is another factor that is influenced by societal learning and affects negotiation. Gender theories have suggested that women are more nurturant, caring, and cooperative, while men are independent, detached, and hierarchical (Cassell, 1997). Since most men's characteristics are associated with successful negotiators' characteristics, negotiation was considered men's business in the past. Women were often seen stereotypically as less efficient in negotiation, and societal expectations affect negotiation outcomes (Kray, Thomson, & Galinsky, 2001; Mazei, Bear, & Hüffmeier, 2022). Linda Babcock and Sara Laschever's work on "*Women Don't Ask*" (2003) revealed that women's likability can suffer when negotiating, potentially impacting their negotiation outcomes. Nevertheless, women excel in negotiating when they must do it for others rather than themselves (Bowles, 2014). This shows that women look for the maintenance of relationships in negotiation.

Similarly, in wisdom literature, men were perceived as wiser than women (Ardelt, 2008; Weststrate, Ferrari, & Ardelt, 2016; Denney, Dew, & Kroupa, 1995). However, later wisdom researchers acknowledge that most of the studies were conducted in patriarchial societies, and not all-wise behavior in women is visible as it might occur in the private domain, compared to men's behavior, which is readily observable (Orwall, 1993; Cheraghi, Kadivar, Ardelt, Asgari, & Farzad, 2015; Denney, Dew, & Kroupa, 1995; Weststrate, Ferrari, & Ardelt, 2016). Study 3 also found a difference in the participant's perception of men and women negotiators.

Though negotiation and wisdom research shows a difference between men and women, this difference is largely due to social factors. I expect wise negotiators would not succumb to such social factors. Thus, our eighth hypothesis includes ***no difference in the negotiation outcome between the men and women as opponents.*** Since gender tends to be affected by societal stereotypes, I expect wise negotiators themselves not to be affected by this stereotypical belief system. Thus, it is hypothesized that there ***is no difference in the negotiation outcomes between men and women wise negotiators when dealing with opponents of different genders (men and women).***

This research aims to explain how diverse factors interact with wisdom to influence negotiation success. These findings contribute to both theoretical advancements and practical applications in negotiation strategy and interpersonal decision-making.

8.2. Methodology

8.2.1. Aim

a. To find the effect of opponent characteristics on the negotiation outcome of wise negotiators

b. To find the role of wisdom in the negotiation outcome of wise negotiators

8.2.2. Research questions

a. What is the role of gender in wise negotiation?

i. Is there any difference in the negotiation outcomes of men- and women as opponents?

ii. Do wise negotiators behave differently with opponents of a different gender?

b. How do wise negotiators behave with opponents in different emotional situations?
c. How do wise negotiators behave with opponents with varying styles of reciprocity?
d. How do wise negotiators behave with opponents with varying archetypes?
e. What is the effect of the removal of wisdom-related variables in wise negotiation?

8.2.3. Experimental design

The study employed a repeated measures design with three independent variables: archetypes (4 levels), reciprocity (3 levels), and the emotional state of the opponent (2 levels). This resulted in a 4×3×2 design with 24 conditions, which each participant experienced. Wisdom-related traits of participants were measured and included as a control variable in the analysis.

Two additional variables- the gender of the participants (men and women) and the gender of the opponents (men and women)- were introduced to examine the effects of gender. However, crossing these variables with the primary independent variables would have resulted in 96 conditions, which was deemed impractical. As a result, gender-related effects were analyzed separately through subgroup analyses and post hoc comparisons. This resulted in a 2x2 mixed design.

8.2.4. Independent variables

The independent variables are presented in two parts following the study's design.

i. There were three independent variables (opponent characteristics and situational condition) as follows:
a. Archetypes- competent jerk, lovable fools, incompetent jerk, lovable star
b. Reciprocity- giver, taker, matcher
c. Emotional condition- emotional or non-emotional

ii. The two independent variables in relation to gender include
a. Gender of the opponents- women and men
b. Gender of the participants- women and men

8.2.5. Controlled variable

a. Wisdom traits, wise reasoning, perspective taking, empathetic concern, intellectual humility, adaptive performance, dialectical self, and emotional management (statistical control). Figure 8.3 and 8.4 shows the three independent variables and their levels.

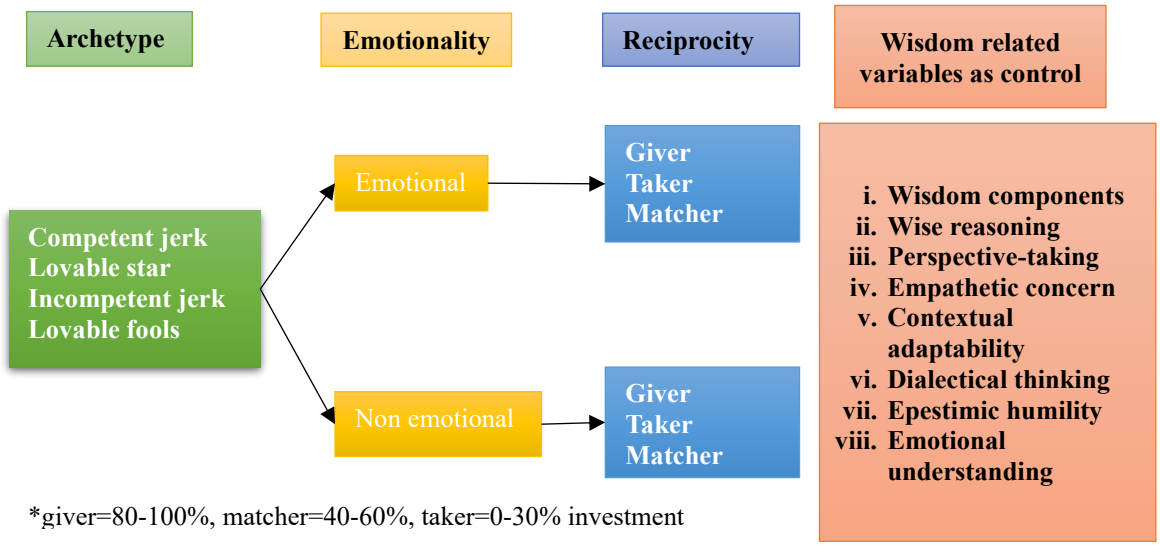


Figure 8. 3: All three independent variables and their levels.

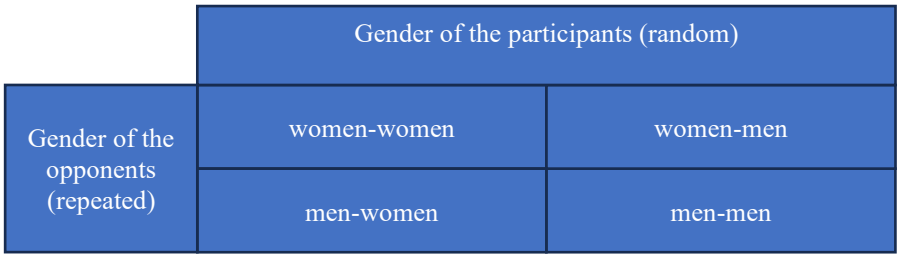


Figure 8. 4 Gender of the opponents and gender of the participants as independent variables

8.2.6. Dependent variable

Negotiation outcome is measured in terms of points given to the opponents in the negotiation task.

8.2.7. Hypothesis

a. There will be differences in the negotiation outcomes of wise negotiators when dealing with different emotional situations than when dealing with no emotional situations.
b. There will be differences in the negotiation outcomes by the wise negotiators with different reciprocity styles of the opponents.
c. There will be differences in the negotiation outcomes by the wise negotiators with different archetypes (personalities) of the opponents.
d. Significant differences will exist in the interaction effect of the archetypes, reciprocity, and emotional situations.
e. When wisdom-related variables are statistically controlled, there will be no significant difference in the archetypes' main effect and interaction effect, reciprocity, and emotional situations.
f. There will be no difference in the negotiation outcome between the men and women as opponents.
g. There will be no difference in the negotiation outcomes between men and women wise negotiators when dealing with opponents of different genders (men and women).

8.2.8. Sample

A priory G power analysis was also checked to find the required number of participants for an effective result, with the effect size of 0.25, power of .95, alpha 0.05, and nonsphericity considered 0.5, which was found to be a minimum of 18 participants. Therefore, the sample size planned was 50. The final data was collected from 51 participants. However, two participants had to be dropped due to missing data, and one participant was dropped as it was found to be an outliner. Hence, the final data analysis was done with 48 participants for this study.



Figure 8. 5: Gpower analysis

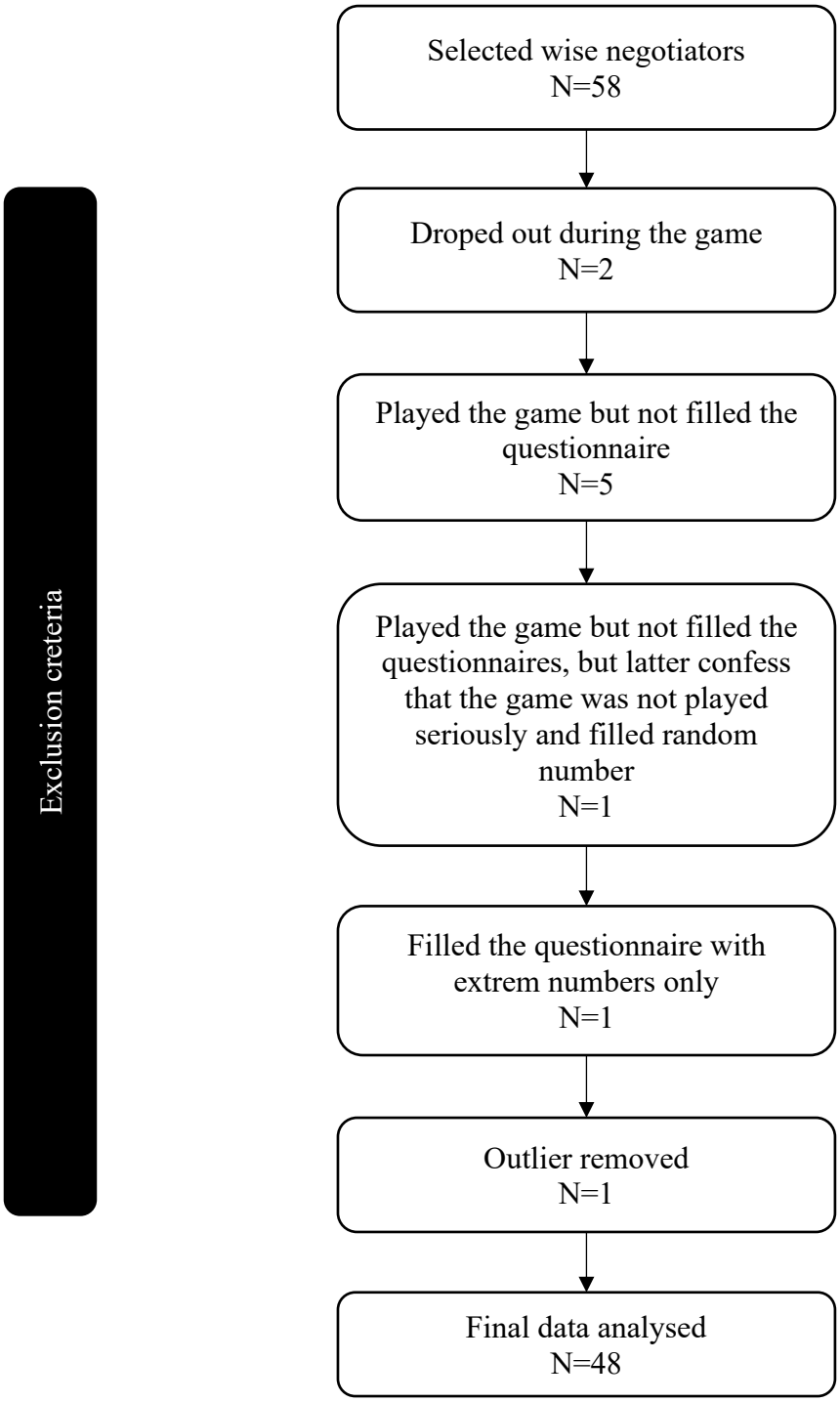


Figure 8. 6: Inclusion and Exclusion of participants

A sequential technique was used with randomized and purposive sampling. Organizational teams were approached to participate in the study. Figure 8.6 represents the steps in the inclusion and exclusion of participants. Each team member was asked to select a team member they believed was a wise negotiator. The precursor is that the team members interact with each other in daily meetings and know each other, at least as professionals. Thus, they can give a realistic baseline to nominate someone as a wise negotiator. Fifty-one participants from these teams emerged, of which 20 were women and 31 were men. Two female participants were excluded from the sample due to incomplete data, and one more was excluded due to outlier performance. Thus, the final data analysis was done with 48 participants. The average age of the participants was 36.28 years. Participants were as young

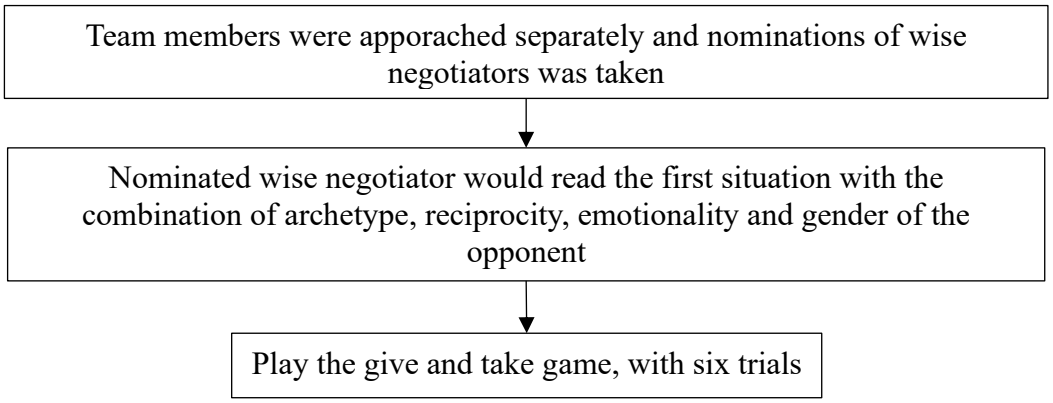
as 23 years to as old as 58 years. There was also variation in how long they were associated with the particular workplace. Some participants worked for as short as 4 months to as long as 38 years in their workplace.

8.2.9. Method of data collection

The study used a mixed-method approach for data collection. The implicit method was used to collect the nomination of the wise negotiator. As the implicit method captures the belief about human nature, the team member could give a realistic nomination from their team. An explicit method captured the wise negotiator's characteristics and performance on negotiation tasks.

8.2.10. Procedure

I approached organizations where the employees needed to work in teams. Thereafter, team members were approached individually, and rapport was built up. Then, they were asked to provide the name of an individual they consider a wise negotiator within their team. Then, the wise negotiators were approached and asked to play the game as a negotiation task. Lastly, they had to fill out questionnaires with wisdom-related and personality factors. All the steps of data collection are presented in Figure 8.7.



*likewise, the nominated wise negotiators would go through 24 situations and play the game based on the characteristics of the opponents

Figure 8. 7: Steps of data collection

8.2.11. Negotiation task

A variant of the trust game or investment game by Berg et al. (1995) is used in the present work. In the investment game, the player one (the opponent) is a fictitious player already designed for the game (confederate). However, participants (wise negotiators here) are told that player one is a real person and plays in real-time. Participants in the task were instructed to play as player two. There were six trials. Both player one (opponent) and player two (wise negotiator) had 100 points each for all six trials. In the First step, the opponent would give away certain points from its 100 points to the wise negotiator. In reply, the wise negotiator would give away certain points to the opponent. The same process would be repeated for six trials with each situation (24 situations here, as per the factorial design). For each trial, the minimum investment was zero, and the maximum investment they could make depended on the amount they had in their account for that trial. Table 8.1 represents the six trials presented in the negotiation game.

Table 8. 1: Six trials presented in the negotiation game

Trials	*Player1 initial sum*	*Player 1gives to player2*	*Player 2 initial sum*	*Player2 return to player1*	*Player2 retained sum*	*Player1 retained sum*
1	*100*		*100*		*100*	*100*
2	*100*		*100*		*100*	*100*
3	*100*		*100*		*100*	*100*
4	*100*		*100*		*100*	*100*
5	*100*		*100*		*100*	*100*
6	*100*		*100*		*100*	*100*
					600	*600*

The wise negotiators were presented with 24 situations (as per the factorial design of combination for reciprocity, archetype, and emotionality of the situation) in random order. To examine the potential effects of opponent gender on participants' responses and to control for any systematic biases, the gender of the hypothetical opponent was manipulated across participants.

Specifically, each scenario was pre-assigned an opponent gender (men or women) for one group of participants. For a second group, the gender of the opponent in each scenario was flipped (e.g., scenarios featuring a men opponent for the first group were presented with a women opponent for the second group, and vice versa). This counterbalancing ensured that each scenario was evaluated with men and women opponents across the participant sample, mitigating potential confounds arising from the opponent's gender.

Each situation was designed to induce a combination of the gender of the opponents, reciprocity, archetypes, and emotionality. For example, one of the situations includes, "Manav (gender) works in your department. He has not received his salary for two months due to some internal issue in the HR department (emotionality). Usually, he is a kind and compassionate person. Everybody in the office likes to spend time with him. However, in recent times, there has been a complaint from higher authorities that he is not efficient in his work, and many of his prior works are pending (archetypes). He is ready to invest 40 to 60% of his sum in you in the game. (reciprocity)". Two psychologists were appointed to review and test these situations, who identified the type of archetype, reciprocity, gender, and emotionality in these situations. This ensured the validity of the situations presented. Wise negotiators were presented with a situation, instructed to read the description of the opponent carefully, and complete six trials of the investment game. Thereafter, the next situation with different opponent characteristics is presented. The same procedure is followed for 24 situations with six trials, each with all 51 participants, as shown in tabular format in Figure 8.8.

Participants	cj_emo_ women_gi	cj_emo_ women_ta	cj_emo_ women_ma	cj_nemo_ wo_gi	cj_nemo_ wo_ta	...	.	.	ls_emo_ women_gi	ls_emo_ women_ta	...	.	.	lf_nemo_ me_ma
1														
2														
3														
4														
.														
.														
.														
51														

Figure 8. 8: Order of combinations of presentation of independent variables to 51 participants

All the situations presented to the participants are as follows (table 8.2)

Table 8. 2: Situations presented to nominated wise negotiators

Conditions	*Situations*
Competent jerk-giver	*Riya/Rahul, your colleague, started investing in mutual funds six months back. However, after three months, she/he had to incur a major loss in it. She/He knows how to carry out her/his work very well. No one in your office has any complaints related to her/his work. However, she/he has an unpleasant attitude, which makes her/him not so to be around her/him in the office. (In the game, she/he is ready to invest 70 to 100% of its sum in you)*
Competent jerk-taker	*Suresh/Seema works in your department. Recently, you learned from another colleague that he/she has to repay a major amount to one of his/her friends, which he/she took almost a year ago but could not repay yet. Suresh/Seema is a competent employee, and everyone appreciates his/her way of working. However, no one liked his/her way of asking for loans from his/her colleagues and friends, and most of the time, people avoided him/her. (In the game, he/she is ready to invest 30 to 0% of its sum in you)*
Competent jerk-matcher	*Priya/Priyanshu is in your office. She/He has recently started her/his own startup in partnership with her/his husband/wife. Initially, it was going well. But you learned recently that she/he had to incur a heavy financial loss with a new investment in the market. She/He is very skillful in his work and competent in the office. However, people in the office avoid her/him as she/he speaks too much about her/his achievements and shows superiority over others. (In the game, she/he is ready to invest 40 to 60% of its sum in you)*
Lovable star-giver	*Ramesh/Rashmi, a co-worker. Due to his/her financial condition at home, he/she had to take up multiple loans and is still in debt to repay them. He/She is fun to be around, and everyone in the office likes him/her. He/She is also great at his/her work. He/She knows how to handle his/her work well. (In the game, he/she is ready to invest 70 to 100% of its sum in you)*
Lovable star-taker	*Reema/Sunil is an office colleague. She/He often complains that she/he is not able to save enough because of the low salary. However, she/he is very competent in her/his work and very popular in her/his office due to his witty nature. (In the game, she/he is ready to invest 30 to 0% of its sum in you)*
Lovable star-matcher	*Nitin/Nikita, a workmate, has recently taken a heavy car loan and is struggling to repay it. However, he/she is a very efficient employee in the office and kind to everyone. He/She is one of the stars in the office. (In the game, he/she is ready to invest 40 to 60% of its sum in you)*
Incompetent jerk-giver	*Surbhi/Saurabh, an employee in your office, has not been able to pay the insurance premium for the last two times due to financial hardship. However, her/his boss was complaining that she/he has not been working efficiently recently. Moreover, you also want to avoid her/him as she/he often disturbs you and other employees during working hours. (In the game, she/he is ready to invest 70 to 100%of its sum in you)*

Incompetent jerk-taker	*Uma/Utkarsh, your co-worker, has a housing loan to repay and is a defaulter in the bank. Moreover, she/he has been unable to work efficiently in recent times due to her/his financial conditions. At the same time, she/he is not liked by people in the office because of her/his nature to gossip about others. (In the game, she/he is ready to invest 30 to 0% of its sum in you)*
Incompetent jerk-matcher	*Jayant/Jaya, one of your colleagues, is the only breadwinner in the family with six members. He/She is neither liked by his/her boss nor by his/her colleagues, including you. He/She often does not complete the task given to him/her and often unnecessarily finds faults in others' work. (In the game, he/she is ready to invest 40 to 60% of its sum in you)*
Lovable fools-giver	*Kritika/Ajay is a sweet new joinee in your office. You know that she/he needs money to repay an educational loan. She/He is not efficient in her/his work. However, she/he has a good sense of humour, and people in the office often like to be around her/him. (In the game, she/he is ready to invest 70 to 100% of its sum in you)*
Lovable fools-taker	*Kavya/Abhinav, your workmate. She/He recently started investing in the stock market and faced a huge loss. His/her boss is also unhappy with him/her as he does not submit his work on time. However, you and others in your office like to spend time with him/her as you feel she/he is a generous person in your circle. (In the game, she/he is ready to invest 30 to 0% of its sum in you)*
Lovable fools-matcher	*Manav/Maya works in your department. He/She has not received his/her salary for two months due to some internal issue in the HR department. Usually, he/she is a kind and compassionate person. Everybody in the office likes to spend time with him/her. However, in recent times, there has been a complaint from higher authorities that he/she is not efficient in his/her work, and many of his/her prior works are pending. (In the game, he/she is ready to invest 40 to 60%of its sum in you)*
Competent jerk-giver	*Navya/Niraj, your colleague in your office. She/He knows pretty well how to carry out his work. No one in your office has any complaints related to her/his work. However, she/he has a discouraging and gloomy outlook towards life, which makes her/him not so to be around her/him in the office. (In the game, she/he is ready to invest 70 to 100% of its sum in you)*
Competent jerk-taker	*Aditya/Niharika works in your department. He/She is a competent employee, and everyone appreciates his/her way of working. However, no one liked him/her because of his/her not-so-generous behaviour, and most of the time, people avoided him/her. (In the game, he/she is ready to invest 30 to 0% of its sum in you)*
Competent jerk-matcher	*Richa/Rakesh is your office colleague. She/He is very proficient in his work and competent in the office. However, people in the office avoid her/him as she/he flaunts his achievements too much and shows a superior attitude. (But she/he is ready to invest 40 to 60% of its sum in you)*
Lovable star-giver	*Rohit/Ruhi , a co-worker. He/She is fun to be around, and everyone in the office likes him/her. He/She is also great at his/her work. He/She knows how to handle his/her work well. (In the game, he/she is ready to invest 70 to 100% of its sum in you)*
Lovable star-taker	*Priyanka/Piyush is an office colleague. She/He is a talented person and very competent in her/his work. He is very popular in her/his office due to her/his funny nature. (In the game, she/he is ready to invest 30 to 0% of its sum in you)*
Lovable star-matcher	*Sanjiv/Sanjana, a workmate, is a very efficient employee in the office and kind-hearted to everyone. He/She is one of the renowned people in the office. (In the game, he/she is ready to invest 40 to 60% of its sum in you)*
Incompetent jerk-giver	*Sonia/Chandan is an employee in your office. Her/His boss was complaining that she/he has not been working properly recently. Moreover, you too want to avoid her/him as she/he often bitch about others to you during working hours. (In the game, she/he is ready to invest 70 to 100% of its sum in you)*
Incompetent jerk-taker	*Yash/Liza, your co-worker. He/She is not an efficient employee, as is often complained about by higher authorities. Also, he/she is not liked by other people because of his/her nature to backbite others in the office. (In the game, he/she is ready to invest 30 to 0%of its sum in you)*
Incompetent jerk-matcher	*Kushi/Raj is one of your colleagues. She/He is neither liked by her/his boss nor by her/his colleagues, including you. She/He often does not complete the task given to him and is*

	often complaining. She/He finds frequent faults in others. (But she/he is ready to invest 40 to 60% of its sum in you)
Lovable fools-giver	*Kamal/Shreya, your workmate. Higher authorities in the office are not happy with him/her as he/she is non-productive. However, you and others in your office like to spend time with him/her as you feel she/he is one of the most humorous people in the office. (In the game, she/he is ready to invest 70 to 100% of its sum in you)*
Lovable fools-taker	*Deepika/Deepak is your workmate. Her/His boss is not satisfied with her/his work performance. However, you and others in your office like to spend time with her/him as you feel she/he is one of a kind and loving person. (In the game, she/he is ready to invest 30 to 0%of its sum in you)*
Lovable fools-matcher	*Subham/Sonam works in your department. He/She is a kind and liberal person. You and others in the office like to spend time with him/her. However, recently, your boss has made a complaint against him/her that he/she does not complete his/her work on time and is also inefficient. (In the game, he/she is ready to invest 40 to 60% of its sum in you)*

8.2.12. Questionnaires

The following questionnaires were administered to measure wisdom-related characteristics of nominated wise negotiators.

a. Wisdom Scale: SAWS- The Self-Assessed Wisdom Scale (SAWS), developed by Jeffrey Dean Webster (2003), includes 40 items. A sample item includes "It is easy for me to adjust my emotions to the situation at hand." Items were measured on a rating scale of 1 (strongly disagree) to 6 (strongly agree). Cronbach's alpha for the scale in the current sample size (n=48) was evaluated for internal consistency and yielded a value of α=0.909, which is considered excellent.

b. Wise Reasoning: Situated Wise Reasoning Scale- The wise reasoning scale by Brienza, J. P. et al. (2017). It has 21 objective items and seven subjective items. An example of an item includes "Looked for different solutions as the situation evolved." The measurement includes a 5-point rating scale ranging from 1 – not at all to 5 – very much. Cronbach's Alpha for this scale was found to be α=0.831(n=48), which is considered good.

c. Perspective-taking and Empathetic Concern Scale- Davis, M. H. (1983) developed the Perspective-taking and Empathetic Concern scale. It has 14 items, seven consisting of each dimension of perspective taking and empathetic concern. A sample item is "I often have tender, concerned feelings for people less fortunate than me." The level of agreement was measured from 0 (Does not describe me well) to 4 (describe me well). Cronbach's alpha for the scale in the current sample size was tested (n=48) for internal consistency and was found to be α=0.626, which is acceptable.

d. Dialectical Self Scale- The Dialectical self-scale was developed by Julie Spencer-Rodgers et al. (2015). It has 32 items. An example of an item in this scale is "My outward behaviors reflect my true thoughts and feelings." The measurement range was from 1 (strongly disagree) to 7 (strongly agree). This test was used to measure dialectical thinking. Cronbach's Alpha with n=48 was found to be α=0.666, which is acceptable.

e. Comprehensive intellectual humility scale- The Comprehensive intellectual humility scale was developed by Krumrei-Mancuso, E. J., & Rouse, S. V. (2016), including 22 items. A sample item includes "I am open to revising my important beliefs in the face of new information." Scores were measured on a rating scale ranging from 1(strongly disagree) to 5(strongly agree). This test was used to measure epistemic humility. Cronbach's Alpha with n=48 was found to be α=0.750, which is considered good.

f. Adaptive performance scale- The adaptive performance scale was developed by Audrey Charbonnier-Voirin and Patrice Roussel (2012). It has 19 items. An example of an item includes, "I keep my cool in situations where I am required to make many decisions." Response was taken on a 7-point Likert scale with 1 for "Strongly Disagree" to 7 for "Strongly Agree". This test was used to measure contextual adaptability. Cronbach's Alpha for this scale was found to be α=0.917, which is excellent.

g. Emotional management- I used the managing emotions subscale of the Mayer-Salovey-Caruso Emotional Intelligence Test. This scale was divided into emotional management and emotional relations. It has 25 items. A sample item includes "Maya woke up feeling pretty well. She had slept well, felt well rested, and had no particular cares or concerns. How well would each action help her preserve her mood?". Further questions based on these situations were answered from ineffective to effective options. This test was used to measure understanding and regulating emotions of self. Cronbach's Alpha was found to be α=0.611 (n=48), which is acceptable.

8.2.13. Analysis

SPSS 22 was utilized for all statistical analyses. Descriptive statistics were computed for all variables, including means and standard deviations. The data was evaluated for compliance with the assumptions required for parametric tests. Outliers were identified, and the assumption of normality was violated. To address this, the data of two participants with extreme scores was removed to correct for outliers. A repeated t-test was conducted to compare differences in negotiation outcomes based on the gender of opponents (men versus women). Effect sizes were calculated using Cohen's d, with thresholds set at less than 0.20 for small, between 0.20 and 0.80 for medium, and above 0.80 for large effects. Given the presence of three independent variables with multiple levels, a three-way repeated-measures ANOVA was employed to examine their effects on the negotiation styles of wise negotiators. This analysis included the main effects of each independent variable, interaction effects where applicable, and post hoc tests for detailed comparisons. Two-way mixed ANOVA was computed to examine the difference in gender of the wise negotiation and the gender of the opponents. Partial eta squared (ηp^2) was used to assess effect sizes, with benchmarks of ηp^2 = 0.01 for small, ηp^2 = 0.06 for medium, and ηp^2 = 0.14 for large effects.

To ensure that the observed results were attributable to the wisdom of the negotiators, a repeated-measures ANCOVA was conducted, statistically controlling for various wisdom-related factors. A two-way mixed ANOVA was also performed to examine potential interaction effects between participant and opponent gender, as each had two levels. Despite the violation of the normality assumption, it is noted that repeated-tests, three-way repeated ANOVA, two-way mixed ANOVA, and two-way repeated ANCOVA are robust to deviations from normality and require only approximate normality for reliable results (Schmider, Ziegler, Danay, Beyer, & Bühner, 2010). This combination of statistical techniques ensured a comprehensive data analysis, accounting for both individual and interaction effects among the variables.

8.3. Results

The results are presented in two sections below. The trend was generated by the participants in different situations, and the difference was found in the way participants approached different situations.

a. Trends:

Given the various variables used to construct the scenarios, I analyzed participant behavior trends and examined whether these patterns aligned with existing literature. Mean values were plotted to identify these trends. Notably, almost all participants retained more for themselves than they allocated to their opponents. As shown in Figure 8.9(b), participants interacting with archetypes exhibited behavior consistent with established norms in the literature. Specifically, they allocated the most to "lovable stars" and the least to "incompetent jerks," with "competent jerks" and "lovable fools" occupying mixed second and third positions.

In Figure 8.9(c), results for reciprocity show that participants gave the most to "takers," followed by "matchers," and the least to "givers." Regarding the emotionality variable, participants allocated more points to emotionally charged situations than neutral ones. Similarly, participants gave more to women as opponents compared to men. These findings align closely with existing literature, reinforcing established behavior patterns in negotiation scenarios.

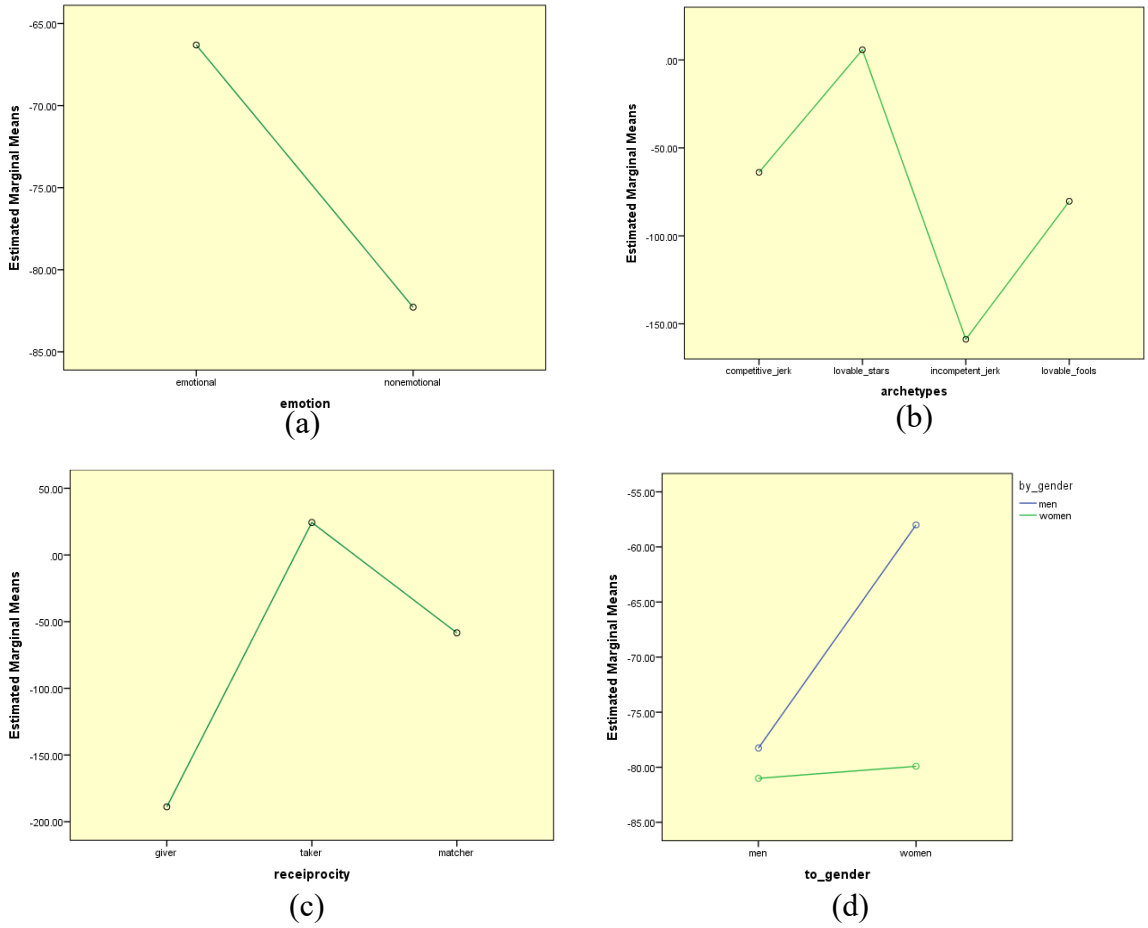
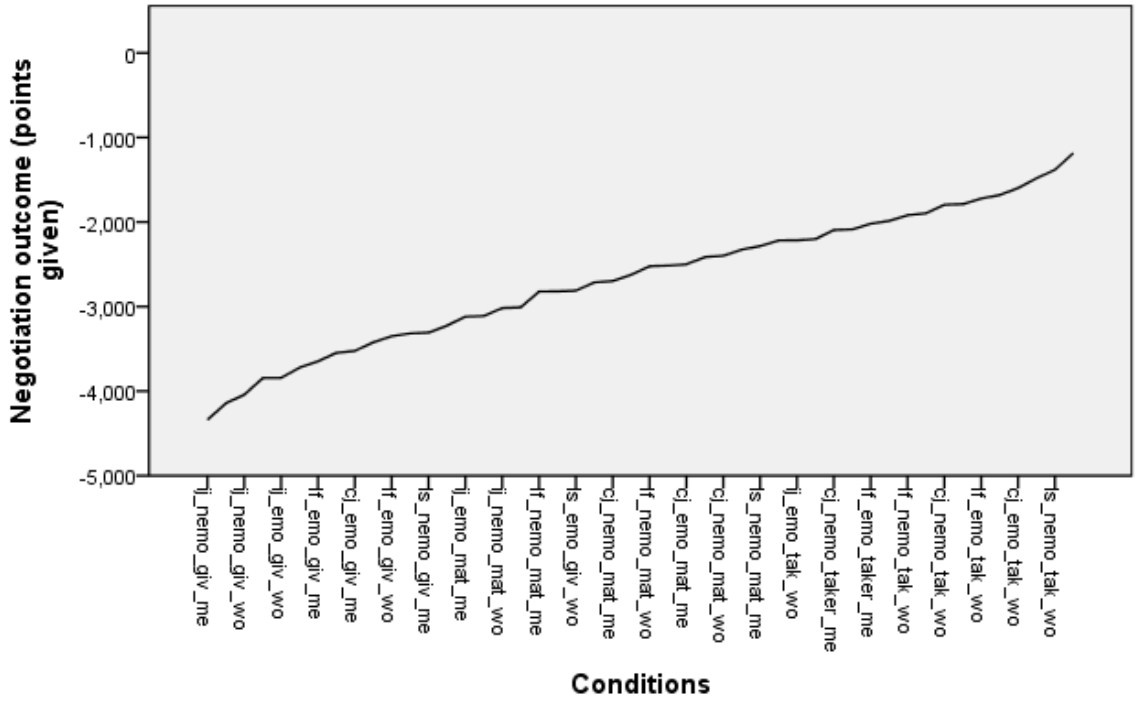


Figure 8. 9: Mean scores of points received by all variables

However, the results were quite different when I looked at the situations with all the variables taken together. As shown in Figure 8.10, the least was taken from the incompetent jerk giver non-emotional situation, men. The most was given to a woman, a lovable star-taker

in a non-emotional situation. However, whether these differences are significant or not, we will look into them in the next section.



Labels of x-axis-

Archetypes	**Emotional situation**	**Reciprocity**	**Gender**
cj-Competitive jerks	emo-Emotional	giv-Giver	me-Men
ls-Lovable star	nemo-Non emotional	tak-Taker	wo-Women
ij-Incompetent jerk		mat-Matcher	
lf-Lovable fools			

Figure 8. 10: Mean negotiation outcome (points given) to the opponents with the combination of archetypes, emotionality, reciprocity, and gender of the opponent

b. Difference in situations:

This study aimed to investigate how nominated wise negotiators interact with opponents possessing various personality traits, behavioral tendencies, and situational characteristics. A two-way repeated-measures ANOVA was computed to explore the complexity of real-life negotiation scenarios involving combinations of different conditions. While the data met most assumptions for two-way repeated ANOVA, violations of normality and sphericity were observed. However, the test is robust to non-normality, and sphericity was addressed using the Greenhouse-Geisser correction (Blanca, Arnau, García-Castro, Alarcón, & Bono, 2023a; Blanca, Arnau, García-Castro, Alarcón, & Bono, 2023b). The results of the two-way repeated ANOVA (Table 8.3) revealed significant main effects for all three independent variables: archetypes ($F(3,47) = 20.44$, $p < 0.01$, $\eta^2 = 0.303$), reciprocity ($F(3,47) = 38.97$, $p < 0.01$, $\eta^2 = 0.453$), and emotional situations ($F(3,47) = 29.03$, $p < 0.01$, $\eta^2 = 0.382$). These findings indicate that wise negotiators adjust their behavior depending on their opponents' archetypes, reciprocity styles, and the emotionality of the situations.

Interaction effects revealed further complexity. Wise negotiators treated opponents differently based on combinations of archetypes, reciprocity, and emotionality. While most interactions were significant, the interaction between archetypes and emotionality was not. These results highlight the nuanced strategies employed by wise negotiators, demonstrating their ability to adapt their behavior across multiple dimensions of personality, behavior, and

situational context. This underscores the importance of considering a multidimensional approach to understanding wise negotiation in diverse and dynamic settings.

Table 8. 3: Two-way repeated ANOVA table of archetype * emotional-situation * reciprocity

Source	*Sum of squares*	*Df*	*Mean squares*	*F*	*Effect size*
Archetypes	*2851388.47*	*2.52*	*1133961.401*	*20.44**	*0.303*
Reciprocity	*4500206.86*	*1.62*	*2775058.568*	*38.97**	*0.453*
Emotional situations	*578350.13*	*1*	*578350.125*	*29.03**	*0.382*
*Archetypes*Reciprocity*	*640572.56*	*4.64*	*138181.045*	*4.57**	*0.089*
*Archetypes*Emotion*	*105924.90*	*1.65*	*64318.627*	*1.54*	*-*
*Reciprocity*Emotion*	*6487449.25*	*1.20*	*5415212.345*	*44.98**	*0.489*
*Archetypes*Reciprocity* Emotion*	*446052.50*	*3.96*	*112741.155*	*3.23***	*0.064*
Between Group	*8547734.22*	*1*	*8547734.222*	*15.60**	*0.249*
Error	*25755090.53*	*47*	*547980.650*		
Total	*49912769.40*	*64.57*			

p<0.05**, p<0.01*

The post hoc Bonferroni test results showed (table 8.4) that the competent jerks were significantly different from the lovable star (MD=73.57, p<0.01) and lovable fools (MD=112.12, p<0.01). Lovable stars significantly differ from incompetent jerks (MD=112.12, p<0.01). The incompetent jerk significantly differs from the lovable fools (MD=117.66, p<0.01). There is no significant difference between the competency levels and likability levels. Thus, the hypothesis that *there is a difference in the negotiation outcome for the four archetypes as opponents* is partially retained.

Table 8. 4: Post hoc analysis of levels of independent variable archetypes

Archetypes	*Mean Scores*		*Mean difference*	*Std. Error*
Competent jerks	*-41.10*	*Lovable stars*	*73.57**	*17.50*
		Incompetent jerk	*-5.55*	*15.77*
		Lovable fools	*112.12**	*19.81*
Lovable stars	*-114.67*	*Competitive jerk*	*-73.57**	*17.50*
		Incompetent jerk	*-79.11**	*19.74*
		Lovable fools	*38.55*	*14.71*
Incompetent jerks	*-35.56*	*Competitive jerk*	*5.55*	*15.77*
		Lovable stars	*79.11**	*19.74*
		Lovable fools	*117.66**	*18.60*
Lovable fools	*-153.22*	*Competitive jerk*	*-112.12**	*19.81*
		Lovable stars	*-38.55*	*14.71*
		Incompetent jerk	*-117.66**	*18.60*

p<0.05**, p<0.01*

The post hoc Bonferroni test results of reciprocity showed no significant difference in the scores between givers and takers as opponents (Table 8.5). However, with the matchers as the opponent, scores given by the participants are statistically different from givers (MD=136.49, p<0.01) and takers in the opponent (MD=128.30, p<0.01). Therefore, givers received more scores than any other reciprocity style. Thus, the hypothesis that *there is a difference in the negotiation outcomes with different reciprocity styles of the opponents* is partially retained.

Table 8. 5: Post hoc analysis of levels of independent variable reciprocity

Reciprocity	*Mean Scores*		*Mean Difference*	*Std. Error*
Giver	*-134.37*	*Taker*	*-8.19*	*13.19*
		Matcher	*-136.49**	*16.70*
Taker	*-126.18*	*Giver*	*8.19*	*13.19*
		Matcher	*-128.30**	*19.54*
Matcher	*2.13*	*Giver*	*136.49**	*16.70*
		Taker	*128.30**	*19.54*

p<0.05**, p<0.01***

The post hoc test of emotional situations reveals (table 8.6) a difference in how the nominated wise negotiators treat emotional and non-emotional situations (MD=44.81, p<0.01). Thus, the hypothesis that *there is a difference in the negotiation outcomes when dealing with different emotional situations than when dealing with no emotional situations* is retained.

Table 8. 6: Post hoc analysis of levels of independent variable emptional situations

Emotional situations	*Mean Scores*		*Mean Difference*	*Std. Error*	
Emotional	*-108.55*	*Non-emotional*	*-44.81**	*8.36*	
Non-emotional	*-63.73*	*Emotional*	*44.81**	*8.36*	

p<0.05**, p<0.01***

From Table 8.3, it can be seen that there were also interaction effects found between archetypes and reciprocity ($F_{(3,47)}$=4.57, p<0.01, η2=0.089), reciprocity and emotions ($F_{(3,47)}$=44.98, p<0.01, η2=0.489), and archetypes, reciprocity and emotions taken together ($F_{(3,47)}$=3.23, p<0.05, η2=0.249). However, no interaction was found between archetypes and emotional situations. Thus, the hypothesis that *there is a significant difference in the interaction effect of the archetypes, reciprocity, and emotional situations* is partially retained. The results indicate that significant interaction effects were observed between archetypes and reciprocity, reciprocity and emotional situations, and the combined impact of archetypes, reciprocity, and emotional situations, highlighting the nuanced interplay among these factors in influencing the negotiation outcome by the wise negotiators.

From Figure 8.11 of an interaction effect, it can be seen that matchers are the ones that gain the most in the interaction of archetype and reciprocity (a) and in the interaction of archetype, reciprocity, and emotional situation (d). The same can also be seen in the interaction of reciprocity and emotionality of the situations (c), in which, in nonemotional situations, matchers gain the most. In emotional situations, there is a slight difference between givers and matchers. In the nonemotional situations, takers seem to score the least in the interaction of reciprocity and emotionality of the situation (c) and the three-way interaction of archetypes, reciprocity, and non-emotionality (e). Givers also seem to have little difference in the negotiation outcomes of different archetypes, as the line in the figure is comparatively flat (a, d, e). The taker and matcher had almost the same scores (a). There is a contrasting difference in the negotiation outcome of givers in emotional and non-emotional situations (c, d, e). Thus, although the individual analysis seems to have takers gain the most, the interaction effects show that matchers benefit most.

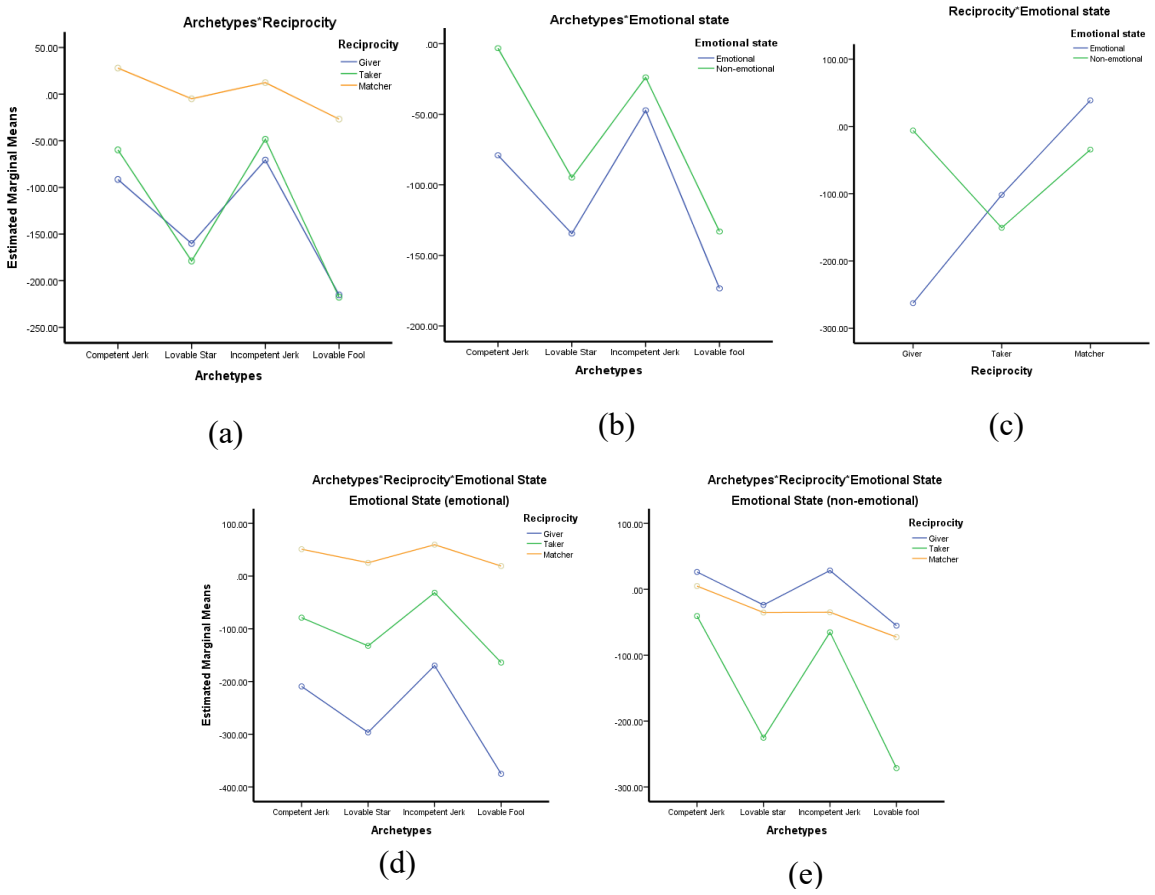


Figure 8. 11: Interaction effect of the three independent variables

Another aim of this study was to empirically investigate the role of participants' wisdom in negotiation outcomes. To achieve this, the contribution of wisdom was examined by statistically controlling for wisdom-related variables. When factors such as self-assessed wisdom, empathetic concern, dialectical thinking, and comprehensive intellectual humility were controlled, the results discussed in the previous section no longer held. *This partially supports the hypothesis that there would be no significant differences in the main and interaction effects of archetypes, reciprocity, and emotional situations when wisdom-related variables are statistically controlled.*

These findings underscore the critical role of wisdom variables in shaping wise negotiation. Without these attributes, negotiation outcomes may still be successful but lack the depth and sustainability associated with wisdom. This distinction highlights that wisdom is not merely a peripheral factor but an essential component of the strategies employed by wise negotiators. The ANCOVA analysis further reinforced this conclusion by demonstrating the significant influence of wisdom variables on negotiation outcomes, reaffirming the integral role of wisdom in achieving wise negotiation.

Table 8.7: Assumptions of repeated ANOVA and ANCOVA and actions taken

Assumptions	***In case not met, what was done***
The dependent variable should be measured at the continuous level.	*Negotiation outcome measured as a continuous variable*
Two within-subjects factors (i.e., two independent variables) should consist of at least two categorical.	*Three independent variables with 4*3*2 design (archetypes, reciprocity, emotionality)*
No significant outliers	*Outliers were removed*

Distribution of the dependent variable in each combination of the related groups should be approximately normally distributed.	*Not met, but ANOVA and ANCOVA are robust to non-normality (Schmider, Ziegler, Danay, Beyer, & Bühner, 2010)*
Sphericity, the variances of the differences between all combinations of related groups, must be equal.	*Not met, but Greenhouse Geisser correction was used for compensation*
One or more covariates, also known as control variables, are all continuous variables.	*Yes, seven covariates were used individually (wisdom components)*
A covariate is linearly related to the dependent variable at each independent variable level.	*Yes, approximate linearity was met.*
Homogeneity of regression slopes (there is no interaction between the independent variable and the covariate)	*The study looks explicitly for interaction effects. Therefore, the interaction was used as a moderator according to the model.*

Two key assumptions specific to ANOVA and other ANCOVA assumptions must be satisfied to perform ANCOVA. First, the assumption that covariates must be linearly related to the dependent variable at each independent variable level was met. Second, this study did not enforce the assumption of no interaction between the independent variable and the covariates (homogeneity of regression slopes), as the research explicitly examines interaction effects based on the theoretical framework and model. Consequently, interaction effects were treated as a moderating factor in the analysis.

The study's adherence to the assumptions of three-way repeated ANOVA and three-way repeated ANCOVA, along with their specific applications within the research, is summarized in Table 8.7. This approach ensures that the analytical methods align with the study's theoretical objectives while maintaining methodological rigor.

Table 8. 8: Repeated two-way ANCOVA table of self-assessed wisdom as a covariate

Source	*Sum of squares*	*Df*	*Mean squares*	*F*	*Sig*	*Effect size*
Archetypes	*19139.842*	*2.518*	*7600.450*	*.136*	*.913*	-
Archetypes wisdom*	*103041.800*	*2.518*	*40917.999*	*.735*	*.511*	-
Reciprocity	*45263.074*	*1.632*	*27737.064*	*.393*	*.634*	-
Reciprocity wisdom*	*129159.297*	*1.632*	*79148.398*	*1.121*	*.322*	-
Emotional situations	*9209.260*	*1.000*	*9209.260*	*.452*	*.505*	-
Emotional situations wisdom*	*33.593*	*1.000*	*33.593*	*.002*	*.968*	-
*Archetypes*Reciprocity*	*101046.337*	*4.627*	*21840.062*	*.716*	*.601*	-
*Archetypes*Reciprocity* wisdom*	*95987.844*	*4.627*	*20746.724*	*.681*	*.627*	-
*Archetypes*Emotion*	*55972.332*	*1.635*	*34226.306*	*.805*	*.428*	-
*Archetypes*Emotion* wisdom*	*40853.635*	*1.635*	*24981.432*	*.588*	*.525*	-
*Reciprocity*Emotion*	*28509.700*	*1.203*	*23690.627*	*.201*	*.701*	-
*Reciprocity*Emotion* wisdom*	*253588.831*	*1.203*	*210724.013*	*1.788*	*.186*	-
*Archetypes*Reciprocity* Emotion*	*211907.960*	*3.979*	*53253.172*	*1.553*	*.189*	-
*Archetypes*Reciprocity* Emotion* wisdom*	*217299.583*	*3.979*	*54608.105*	*1.593*	*.178*	-
Between Group	*289989.900*	*1*	*289989.900*	*.524*	*.473*	-
Error	*25465100.628*	*46*	*553589.144*			

p<0.05**, p<0.01*

Table 8.8 presents the ANCOVA results after controlling for self-assessed wisdom. The previously observed differences in wise negotiators' behavior across various levels of archetypes, reciprocity, emotionality, and their interactions became non-significant once self-

assessed wisdom was controlled. In contrast, Table 8.3 showed significant differences with medium to large effect sizes.

This shift suggests that the variance in negotiation behavior identified in the ANOVA was largely explained by self-assessed wisdom. Consequently, self-assessed wisdom emerged as a critical variable influencing negotiation outcomes for wise negotiators. It acted as a significant moderator, rendering the relationship between the opponent and situational variables with negotiation outcomes insignificant. As a result, the interpretation of effect sizes becomes redundant in this context, further emphasizing the pivotal role of self-assessed wisdom in shaping negotiation behaviors.

Table 8.9: Repeated two-way ANCOVA table of dialectical thinking (DT) as a covariate

Source	*Sum of squares*	*Df*	*Mean squares*	*F*	*Sig*	*Effect size*
Archetypes	*185739.257*	*2.490*	*74580.214*	*1.320*	*.272*	-
Archetypes DT*	*80845.637*	*2.490*	*32462.093*	*.574*	*.602*	-
Reciprocity	*187150.916*	*1.611*	*116194.020*	*1.601*	*.212*	-
Reciprocity DT*	*52271.211*	*1.611*	*32452.965*	*.447*	*.599*	-
Emotional situations	*38.174*	*1.000*	*38.174*	*.002*	*.965*	-
Emotional situations DT*	*14783.658*	*1.000*	*14783.658*	*.738*	*.395*	-
*Archetypes*Reciprocity*	*79099.521*	*4.630*	*17082.338*	*.558*	*.719*	-
*Archetypes*Reciprocity*DT*	*61111.665*	*4.630*	*13197.679*	*.431*	*.813*	-
*Archetypes*Emotion*	*97392.503*	*1.667*	*58416.685*	*1.441*	*.243*	-
*Archetypes*Emotion* DT*	*129907.179*	*1.667*	*77919.208*	*1.923*	*.160*	-
*Reciprocity*Emotion*	*538113.290*	*1.201*	*448152.278*	*3.723*	*.052*	-
*Reciprocity*Emotion* DT*	*129385.085*	*1.201*	*107754.671*	*.895*	*.366*	-
*Archetypes*Reciprocity* Emotion*	*121395.863*	*3.985*	*30463.588*	*.875*	*.479*	-
*Archetypes*Reciprocity*Emot ion*DT*	*115576.231*	*3.985*	*29003.185*	*.834*	*.505*	-
Between Group	*1196842.938*	*1*	*1196842.938*	*2.242*	*.141*	-
Error	*24558247.590*	*46*	*533874.948*			

p<0.05**, p<0.01*

Table 8.10: Repeated two-way ANCOVA table of emotional regulation (ER) as a covariate

Source	*Sum of squares*	*Df*	*Mean squares*	*F*	*sig*	*Effect size*
Archetypes	*109631.549*	*2.486*	*44092.954*	*.786*	*.483*	-
Archetypes ER*	*137066.867*	*2.486*	*55127.225*	*.982*	*.392*	-
Reciprocity	*122274.800*	*1.625*	*75262.325*	*1.041*	*.345*	-
Reciprocity ER*	*26254.982*	*1.625*	*16160.411*	*.224*	*.754*	-
Emotional situations	*651.331*	*1.000*	*651.331*	*.032*	*.858*	-
*Emotional situations*ER*	*8851.622*	*1.000*	*8851.622*	*.439*	*.511*	-
*Archetypes*Reciprocity*	*114191.820*	*4.560*	*25044.390*	*.811*	*.533*	-
*Archetypes*Reciprocity* ER*	*104018.050*	*4.560*	*22813.093*	*.738*	*.584*	-
*Archetypes*Emotion*	*41017.680*	*1.631*	*25151.437*	*.589*	*.524*	-
*Archetypes*Emotion* ER*	*32254.894*	*1.631*	*19778.226*	*.463*	*.592*	-
*Reciprocity*Emotion*	*59605.824*	*1.196*	*49848.899*	*.405*	*.564*	-
*Reciprocity*Emotion* ER*	*7223.989*	*1.196*	*6041.488*	*.049*	*.866*	-

*Archetypes*Reciprocity* Emotion*	*173418.854*	*3.958*	*43816.999*	*1.265*	*.285*	-
*Archetypes*Reciprocity* Emotion* ER*	*189318.857*	*3.958*	*47834.385*	*1.381*	*.242*	-
Between Group	*197901.780*	*1*	*197901.780*	*.356*	*.554*	-
Error	*25557188.748*	*46*	*555591.060*			

p<0.05**, p<0.01*

Table 8.11: Repeated two-way ANCOVA table of intellectual humility (IH) as a covariate

Source	*Sum of squares*	*Df*	*Mean squares*	*F*	*Sig*	*Effect size*
Archetypes	*47210.752*	*2.522*	*18716.562*	*0.336*	*0.765*	-
Archetypes IH*	*85695.659*	*2.522*	*33973.789*	*0.609*	*0.582*	-
Reciprocity	*52727.599*	*1.617*	*32603.570*	*0.452*	*0.597*	-
Reciprocity IH*	*59101.949*	*1.617*	*36545.084*	*0.506*	*0.566*	-
Emotional situations	*34955.452*	*1.000*	*34955.451*	*1.739*	*0.194*	-
*Emotional situations*IH*	*11663.654*	*1.000*	*11663.654*	*0.580*	*0.450*	-
*Archetypes*Reciprocity*	*166083.564*	*4.540*	*36581.909*	*1.201*	*0.311*	-
*Archetypes*Reciprocity* IH*	*221338.910*	*4.540*	*48752.566*	*1.600*	*0.168*	-
*Archetypes*Emotion*	*25752.407*	*1.630*	*15797.612*	*0.369*	*0.649*	-
*Archetypes*Emotion* IH*	*23722.216*	*1.630*	*14552.206*	*0.339*	*0.669*	-
*Reciprocity*Emotion*	*18284.918*	*1.195*	*15302.535*	*0.126*	*0.769*	-
*Reciprocity*Emotion* IH*	*79655.006*	*1.195*	*66662.781*	*0.547*	*0.493*	-
*Archetypes*Reciprocity* Emotion*	*68000.494*	*3.938*	*17267.074*	*0.487*	*0.742*	-
*Archetypes*Reciprocity* Emotion* IH*	*77215.883*	*3.938*	*19607.098*	*0.554*	*0.694*	-
Between Group	*260714.984*	*1*	*260714.984*	*0.470*	*.496*	-
Error	*25494375.544*	*46*	*554225.555*			

p<0.05**, p<0.01*

When ANCOVA was computed for all wisdom-related variables, results similar to those observed for self-assessed wisdom were found for dialectical thinking (Table 8.9), emotional regulation (Table 8.10), and intellectual humility (Table 8.11). These four wisdom-related variables demonstrated full moderation effects on the relationship between opponent-situational characteristics and negotiation outcomes. Specifically, when these variables were statistically controlled in the ANCOVA, the effects observed in the ANOVA analysis (Table 8.3) disappeared, highlighting their central role in the negotiation process of wise negotiators.

Other wisdom-related variables, including wise reasoning, contextual adaptability, empathy, and perspective-taking, showed partial moderation effects under a similar ANCOVA procedure. The details of these interactions and their implications are presented in the subsequent sections. These findings reinforce the importance of integrating wisdom-related variables to fully understand the nuanced negotiation strategies of wise negotiators.

Table 8.12: Repeated two-way ANCOVA table of wise reasoning (WR) as a covariate

Source	*Sum of squares*	*Df*	*Mean squares*		*F*	*Sig*	*Effect size*
Archetypes	*87574.888*	*2.557*	*34248.053*		*.640*	*0.567*	-
*Archetypes*WR*	*264701.223*	*2.557*	*103517.134*		*1.936*	*.137*	-
Reciprocity	*185554.878*	*1.686*	*110053.895*		*1.737*	*.187*	-

*Reciprocity*WR*	*513941.337*	*1.686*	*304822.199*		*4.811***	*.015*	*.095*
Emotional situations	*190.262*	*1.000*	*190.262*		*.009*	*.923*	-
*Emotional situations*WR*	*11349.820*	*1.000*	*11349.820*		*.564*	*.456*	-
*Archetypes*Reciprocity*	*153826.294*	*4.683*	*32849.023*		*1.107*	*.357*	-
*Archetypes*Reciprocity*WR*	*189832.650*	*4.683*	*40538.044*		*1.366*	*.241*	-
*Archetypes*Emotion*	*96293.208*	*1.669*	*57694.785*		*1.424*	*.246*	-
*Archetypes*Emotion*WR*	*127647.411*	*1.669*	*76480.887*		*1.888*	*.165*	-
*Reciprocity*Emotion*	*278604.989*	*1.228*	*226824.761*		*2.170*	*.142*	-
*Reciprocity*Emotion*WR*	*873822.045*	*1.228*	*711417.543*		*6.807**	*.008*	*.129*
*Archetypes*Reciprocity* Emotion*	*79972.423*	*3.993*	*20029.273*		*.577*	*.680*	-
*Archetypes*Reciprocity* Emotion*WR*	*113642.601*	*3.993*	*28462.045*		*.819*	*.514*	-
Between Group	*2783742.252*	*1*	*2783742.252*		*5.574***	*.023*	*0.108*
Error	*22971348.276*	*46*	*499377.136*				

p<0.05**, p<0.01*

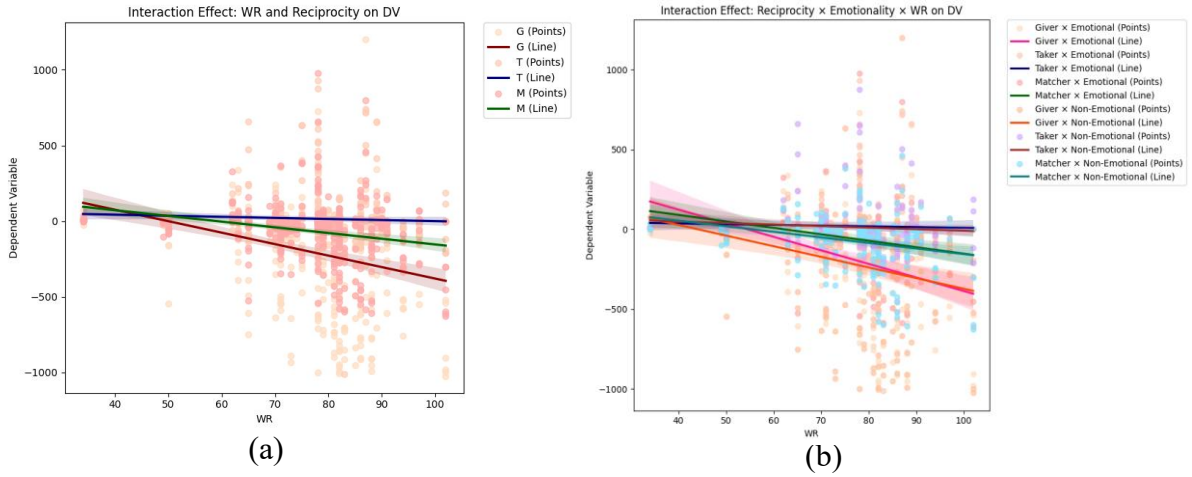


Figure 8.12: Interaction effect of the three independent with wise reasoning as a covariate

The ANCOVA results for wise reasoning (Table 8.12) revealed that wise reasoning fully moderates the effects of most variables except for reciprocity and the interaction between reciprocity and the emotionality of the situation. As shown in Figure 8.12(a), negotiation outcomes are highest when dealing with takers, followed by matchers and givers. Wise reasoning partially moderates the relationship between reciprocity and negotiation outcomes, leaving some variance unaccounted for. Notably, the negotiation outcomes for wise negotiators facing takers remain relatively constant, even when mediated by wise reasoning. In contrast, outcomes for givers as opponents decrease as wise reasoning increases.

Similarly, the interaction between reciprocity and emotionality of the situation with negotiation outcomes is also partially moderated by wise reasoning. As illustrated in Figure 8.12(b), the effect of reciprocity styles becomes most pronounced at a wise reasoning score of approximately 50. Meanwhile, the effect of emotionality is more evident at higher levels of wise reasoning. For takers, negotiation outcomes remain stable in both emotional and nonemotional situations when mediated by wise reasoning. However, for givers, negotiation outcomes decline in both emotional and nonemotional situations as wise reasoning increases,

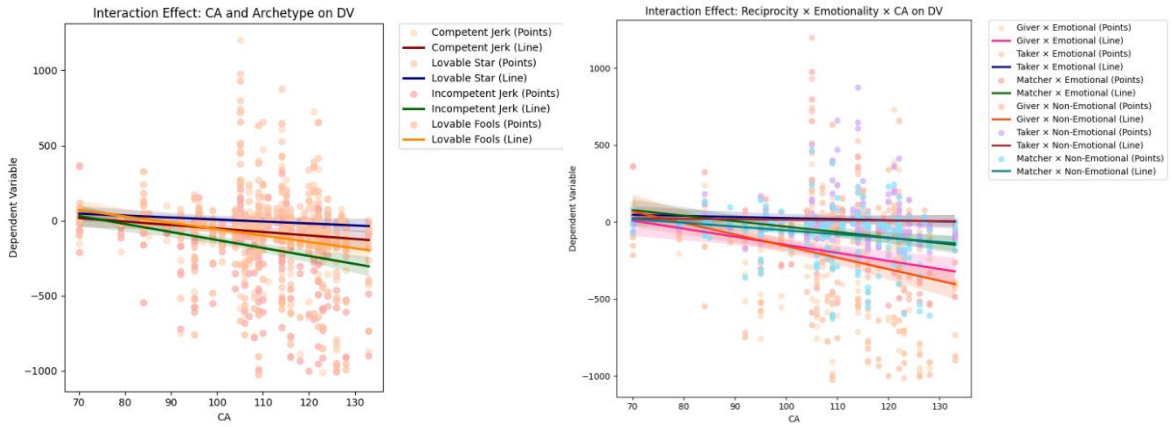
with the interaction becoming most pronounced at a wise reasoning score of around 90. A similar trend is observed for matchers, although to a lesser extent.

These findings suggest that differences in reciprocity styles among opponents have a more significant impact on the negotiation outcomes of wise negotiators when mediated by wise reasoning than the emotionality of the situation. Furthermore, the emotionality of the situation appears to influence how negotiators handle opponents with varying reciprocity styles, underscoring the nuanced role of both factors in shaping negotiation dynamics.

Table 8.13: Repeated two-way ANCOVA table of contextual adaptability (CA) as a covariate

Source	*Sum of squares*	*Df*	*Mean squares*	*F*	*Sig*	*Effect size*
Archetypes	238714.838	2.633	90670.483	1.813	.155	-
Archetypes CA*	498552.582	2.633	189364.027	3.786**	.016	.076
Reciprocity	240925.392	1.694	142189.479	2.272	.118	
Reciprocity CA*	550351.070	1.694	324806.495	5.190**	.011	.101
Emotional situations	316.455	1.000	316.455	.016	.901	-
Emotional situations CA*	13263.474	1.000	13263.474	.661	.420	-
*Archetypes*Reciprocity*	60822.322	4.610	13194.634	.431	.812	-
*Archetypes*Reciprocity*CA*	98887.561	4.610	21452.407	.701	.612	-
*Archetypes*Emotion*	98532.117	1.622	60731.908	1.436	.244	-
*Archetypes*Emotion* CA*	81599.925	1.622	50295.470	1.189	.303	-
*Reciprocity*Emotion*	311880.277	1.226	254430.332	2.395	.122	-
*Reciprocity*Emotion* CA*	787455.267	1.226	642401.971	6.046**	.012	.116
*Archetypes*Reciprocity* Emotion*	207100.295	3.889	53253.563	1.528	.197	-
*Archetypes*Reciprocity* Emotion* CA*	260996.346	3.889	67112.340	1.926	.110	-
Between Group	2415102.901	1	2415102.901	4.760*	.034	.094
Error	23339987.627	46	507391.035			

p<0.05**, p<0.01*



(a) (b)

Figure 8.13: Interaction effect of the three independent variables with contextual adaptability as a covariate

Similar to wise reasoning, contextual adaptability demonstrated partial moderation in the relationship between reciprocity, emotionality, and negotiation outcomes (Table 8.13). Additionally, a similar interaction pattern was observed for opponents' archetypes. This

indicates that while contextual adaptability is a significant factor in negotiations conducted by wise negotiators, it does not fully account for the variance in the effects of archetypes and reciprocity.

Figure 8.13(a) illustrates interactions between the archetypes, particularly between lovable stars and lovable fools, as well as between competent jerks and incompetent jerks, around contextual adaptability scores of 70 to 80. Additionally, interactions between incompetent jerks and lovable fools are apparent at higher contextual adaptability scores, around 100. As the contextual adaptability of wise negotiators increases, negotiation outcomes for opponents such as competent jerks, lovable fools, and incompetent jerks tend to decrease. However, negotiation outcomes for lovable stars remain stable regardless of increasing contextual adaptability.

Figure 8.13(b) shows the interaction of reciprocity and emotionality on negotiation outcomes when mediated by contextual adaptability. The patterns are similar to those observed when moderation was conducted through wise reasoning for the same combination of variables. Givers, as opponents, exhibit a decreasing trend in negotiation outcomes as contextual adaptability increases. There is little difference in negotiation outcomes between emotional and nonemotional situations across reciprocity styles, except for givers. In nonemotional situations, a negative trend is evident as contextual adaptability increases.

These findings highlight the complex interplay between opponent archetypes, reciprocity styles, emotionality, and contextual adaptability in shaping negotiation outcomes. They underscore the nuanced role of contextual adaptability in moderating the relationship between opponent characteristics and negotiation outcomes, capturing the intricate dynamics between wise negotiator traits and situational variables.

Table 8.14: Repeated two-way ANCOVA table of empathy as a covariate

Source	*Sum of squares*	*Df*	*Mean squares*	*F*	*Sig*	*Effect size*
Archetypes	*83443.060*	*2.526*	*33027.202*	*.597*	*.590*	-
Archetypes Empathy*	*130638.324*	*2.526*	*51707.337*	*.935*	*.413*	-
Reciprocity	*123150.891*	*1.624*	*75839.955*	*1.063*	*.339*	-
Reciprocity Empathy*	*99586.751*	*1.624*	*61328.462*	*.860*	*.407*	-
Emotional situations	*31341.631*	*1.000*	*31341.631*	*1.540*	*.221*	-
Emotional situations Empathy*	*13.726*	*1.000*	*13.726*	*.001*	*.979*	-
*Archetypes*Reciprocity*	*285173.192*	*4.847*	*58837.118*	*2.100*	*.069*	-
*Archetypes*Reciprocity* Empathy*	*337373.276*	*4.847*	*69607.073*	*2.485***	*.034*	*.051*
*Archetypes*Emotion*	*7753.389*	*1.638*	*4732.443*	*.111*	*.857*	-
*Archetypes*Emotion* Empathy*	*14504.660*	*1.638*	*8853.222*	*.207*	*.769*	-
*Reciprocity*Emotion*	*372072.287*	*1.197*	*310951.781*	*2.527*	*.112*	-
*Reciprocity*Emotion* Empathy*	*5470.394*	*1.197*	*4571.770*	*.037*	*.887*	-
*Archetypes*Reciprocity* Emotion*	*22033.409*	*3.931*	*5604.380*	*.157*	*.958*	-
*Archetypes*Reciprocity* Emotion* Empathy*	*57794.235*	*3.931*	*14700.441*	*.413*	*.796*	-
Between Group	*122342.663*	*1*	*122342.663*	*.220*	*.642*	-
Error	*25632747.865*	*46*	*557233.649*			

p<0.05**, p<0.01*

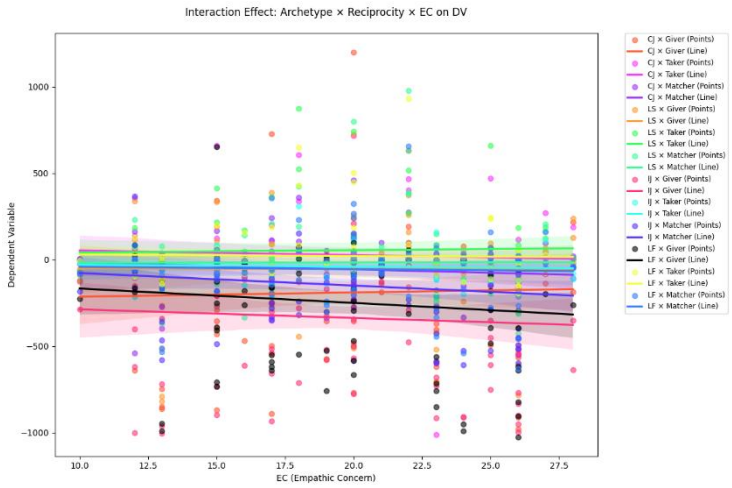


Figure 8.14: Interaction effect of the three independent variables with empathy as a covariate

Empathy, as a component of wise negotiation, seems to be a vital factor in the negotiation outcomes of wise negotiators for the archetype and reciprocity combinations as shown in Figure 8.14. Here, the archetype, combined with reciprocity, was mediated by empathy for the negotiation outcome. Specifically, competent jerk and giver seem to increase as empathy rises, whereas the rest of the combinations decrease. Competent jerk and giver is interacting with lovable fools-matcher and lovable fools-giver.

Table 8.15: Repeated two-way ANCOVA table of perspective-taking (PT) as a covariate

Source	*Sum of squares*	*Df*	*Mean squares*	*F*	*sig*	*Effect size*
Archetypes	257183.516	2.523	101953.137	1.923	.140	-
Archetypes PT*	404209.324	2.523	160237.363	3.023**	.041	.062
Reciprocity	197881.828	1.617	122409.994	1.791	.180	-
Reciprocity PT*	346585.607	1.617	214398.374	3.138	.060	-
Emotional situations	79429.540	1.000	79429.540	3.979	.052	-
Emotional situations PT*	17933.080	1.000	17933.080	.898	.348	-
*Archetypes*Reciprocity*	171637.643	4.466	38435.053	1.239	.294	-
*Archetypes*Reciprocity* PT*	210813.157	4.466	47207.679	1.522	.191	-
*Archetypes*Emotion*	80479.673	1.641	49031.412	1.164	.310	-
*Archetypes*Emotion* PT*	58344.775	1.641	35545.953	.844	.414	-
*Reciprocity*Emotion*	54772.804	1.217	44989.884	.405	.567	-
*Reciprocity*Emotion* PT*	564374.583	1.217	463572.164	4.178**	.038	.083
*Archetypes*Reciprocity* Emotion*	104100.594	3.914	26596.582	.751	.556	-
*Archetypes*Reciprocity* Emotion* PT*	120472.059	3.914	30779.315	.869	.482	-
Between Group	2237907.066	1	2237907.066	4.377**	.042	.087
Error	23517183.462	46	511243.119			

p<0.05**, p<0.01*

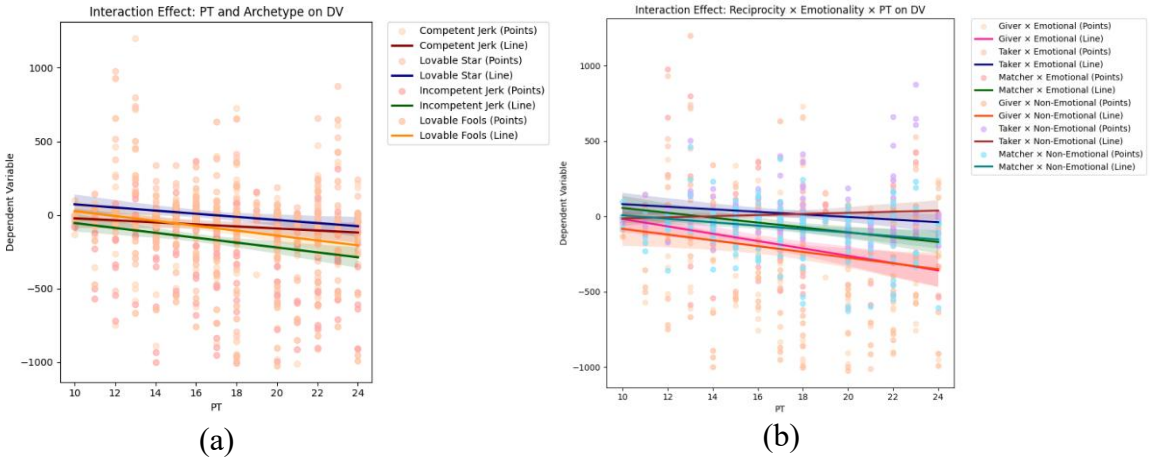


Figure 8.15: Interaction effect of the three independent variables with perspective-taking as a covariate

Comparable to other wisdom-related variables, perspective-taking also explained a significant portion of the variance in the independent variables when statistically controlled, as shown in Table 8.15. A moderation effect of perspective-taking was observed between negotiation outcomes and archetypes, as well as archetypes combined with the differing emotionality of the situation. Figure 8.15(a) reveals an interaction specifically between lovable fools and competent jerks. This interaction occurs when perspective-taking scores are between 14 and 16. Below this range, competent jerks receive less than lovable fools, but as perspective-taking scores exceed 16, the trend reverses, with lovable fools receiving less than competent jerks. Additionally, as perspective-taking scores increase, negotiation outcomes for incompetent jerks show a significant downward trend.

Figure 8.15(b) demonstrates that most combinations of reciprocity and emotionality show a consistent downward trend in negotiation outcomes as perspective-taking increases, with one exception: takers in nonemotional situations. These takers tend to receive higher negotiation outcomes with increasing perspective-taking compared to other reciprocity-emotionality combinations. Negotiation outcomes for takers in nonemotional situations also interact significantly with all other combinations of reciprocity and emotionality, except for givers in nonemotional situations. Notably, givers in both emotional and nonemotional situations experience a sharp decline in negotiation outcomes as perspective-taking increases.
These findings substantially contribute to reciprocity literature, providing empirical support for Adam Grant's conceptualization of reciprocity dynamics. While givers may appear to benefit in short-term negotiations, when negotiations involve high levels of perspective-taking, as seen in wise negotiation, the outcomes shift significantly, often disadvantaging givers. This nuanced understanding of reciprocity styles in negotiation highlights the impact of perspective-taking in reshaping outcomes under complex situational and opponent conditions.

Looking at the ANCOVA results overall, it is evident that controlling for wisdom-related variables accounted for much of the variance seen in the earlier ANOVA results. Notably, the previously significant effects were rendered definitively non-significant rather than hovering near borderline significance. This underscores that wisdom-related variables are integral to the negotiation processes employed by wise negotiators. These findings validate the relevance of wisdom-related traits, such as perspective-taking, as essential components of wise negotiation.

Table 8. 16: Repeated t-test table of opponent gender

Source	*N*	*Mean*	*SD*	*Df*	*t-cal*	*Effect size*
Women	*48*	*-901.79*	*1922.17*	*47*	*2.202***	*0.14*
Men	*48*	*-1167.71*	*1797.55*			

p<0.05**, p<0.01*

A mean difference analysis was conducted to examine whether the gender of opponents influenced the points allocated by wise negotiators. As shown in Table 8.16, a significant difference was observed, $t(1,47)=2.202t(1,47) = 2.202$, $\eta 2=0.14$. This result indicates that women opponents received more points than men as opponents. Consequently, the hypothesis that *no difference exists in negotiation outcomes based on the gender of opponents is rejected.*

Additionally, Table 8.18 reveals no significant interaction effect between the gender of the participants and the gender of the opponents in a two-way mixed ANOVA. This suggests that the gender of the wise negotiators themselves does not account for the observed difference in outcomes. Therefore, the hypothesis that *there is no difference in negotiation outcomes between men and women wise negotiators when dealing with opponents of different genders is retained.*

Table 8.17: Descriptive statistics of opponent gender and the gender of the participants

Gender of the opponent's	Women		Men	
Gender of the participants	Men	Women	Men	Women
Mean	-911.90	-884.94	-1332.40	-893.22
Std. Deviation	2027.96	1788.49	1951.19	1520.25
N	30	18	30	18

Table 8.18: Mixed two-way ANOVA table of the gender of the participants and the gender of the opponents

Sources	*SS*	*Df*	*MS*	*F*	*Effect size*
Gender of the participants	*1222201.60*	*1*	*1222201.60*	*0.183*	-
Gender of the opponents	*1034158.40*	*1*	*1034158.40*	*3.071*	-
Gender of the participants * *Gender of the opponents*	*955840.28*	*1*	*955840.28*	*2.84*	-
Error	*307848985.40*	*46*	*6692369.25*		
Total	*311061185.7*	*49*			

p<0.05**, p<0.01*

8.4. Discussion

The findings of this study provide nuanced insights into how wise negotiators adapt to varying opponents and situational factors in negotiation contexts, offering a richer understanding of the interplay between behavior, opponent characteristics, and situational dynamics. By examining trends and analyzing the effects of multiple independent variables, this research deepens our understanding of the strategic flexibility and wisdom that characterize wise negotiators. Consistent with prior literature, participants tended to self-prioritize, as they retained a larger share of points for themselves. However, this behavior was far from uniform; it varied significantly depending on opponent archetypes, reciprocity styles, emotional contexts, and gender, highlighting the adaptability of wise negotiators.

Participants allocated the most points to "lovable stars" and the least to "incompetent jerks," reflecting the established social norms that prioritize competence and likability

(Casciaro & Lobo, 2005). The "lovable star" archetype combines these traits, making it an archetype that receives widespread favor in negotiation contexts. Conversely, the "incompetent jerk" archetype fails on both counts, prompting lower allocations. Interestingly, participants allocated more points to "takers" than to "givers" or "matchers," a counterintuitive finding that suggests wise negotiators may strategically adapt their behavior to manage the self-oriented strategies of takers. This strategic deviation from traditional reciprocity norms, such as the expectation of returning favors in kind, points to an unconventional approach among wise negotiators, where adaptability takes precedence over rigid adherence to reciprocity principles.

Emotional contexts also played a pivotal role in shaping negotiation outcomes. In emotionally charged situations, wise negotiators exhibited heightened generosity, demonstrating sensitivity to emotional cues. This finding aligns with previous research indicating that emotional contexts can foster cooperative behaviors (Kleef, Dreu, & Manstead, 2004). Emotional sensitivity among negotiators likely aids in building rapport and fostering trust, contributing to more favorable negotiation dynamics. The observed preference for women opponents over men as opponents adds another dimension to these findings, possibly reflecting empathy-driven biases. Research by Eagly and Crowley (1989) suggests that women are often perceived as more empathetic and collaborative, which may lead negotiators to allocate more resources to them, consciously or subconsciously.

The results of the two-way repeated ANOVA highlighted the significant main effects of archetypes, reciprocity, and emotional contexts on negotiation outcomes. Notably, the study also uncovered significant interaction effects, particularly between reciprocity and emotional context, underscoring the complexity of negotiation behavior when multiple factors intersect. For instance, the responses of wise negotiators to "matchers" were influenced by the emotional tone of the negotiation, supporting theoretical perspectives that emphasize the importance of contextual cues in strategy selection (Olekalns, Smith, & Tsao, 2010). The significant three-way interaction among archetypes, reciprocity, and emotionality provides compelling evidence that wise negotiators integrate multiple factors dynamically. This dynamic integration enables them to tailor their approach to match the composite characteristics of the situation. For example, scenarios involving "matchers," when combined with certain archetypes or emotional contexts—or both—elicited more generous resource allocations compared to when these factors were considered in isolation. Such findings highlight the sophisticated, context-specific decision-making processes employed by wise negotiators.

Post hoc Bonferroni tests further illuminated distinct behavior patterns across archetypes, reciprocity styles, and emotional contexts. These patterns reinforce the idea that wise negotiators exhibit remarkable flexibility in their strategies, adjusting their behavior to suit the situation rather than rigidly adhering to any single principle. The absence of significant differences in some combinations of archetype and reciprocity suggests that negotiators may prioritize relational factors such as likability or competence over reciprocity in specific contexts. This prioritization underscores their ability to discern which elements are most critical to achieving their goals in a given scenario.

Controlling for wisdom-related characteristics, such as self-assessed wisdom, empathetic concern, dialectical thinking, and intellectual humility, provided additional insights. The attenuation of certain effects upon controlling for these variables highlights their foundational role in underpinning the adaptability observed in wise negotiators. Moreover, characteristics like adaptive performance tests (APT), wise reasoning (WR), and perspective-

taking (PT) emerged as significant moderators of negotiation outcomes. These characteristics were particularly influential in scenarios involving reciprocity and emotional contexts, where their interaction with situational variables yielded notable effects. These findings suggest that wisdom traits, especially APT, WR, and PT, play a crucial role in equipping negotiators with the ability to navigate complex and dynamic negotiation scenarios effectively. The results indicate that these wisdom-related characteristics enhance adaptability and facilitate a deeper understanding of the nuanced interplay between situational and interpersonal factors.

The analysis also sheds light on gender dynamics in negotiation. Participants clearly preferred women as opponents, consistent with literature suggesting that women are often perceived as more collaborative, trustworthy, and empathetic (Carli, 2001). This preference may stem from societal norms that associate women with more prosocial behaviors, leading negotiators to allocate more resources to them. However, the absence of interaction effects between the gender of negotiators and their opponents suggests that this preference is likely driven by the characteristics of the opponents rather than the inherent gender biases of the negotiators themselves. This finding adds nuance to the discussion of gender dynamics in negotiation, highlighting the role of perceived traits over intrinsic biases.

Overall, these findings emphasize the critical role of wisdom-related characteristics in shaping negotiation strategies and outcomes. By integrating multiple situational and interpersonal factors, wise negotiators exhibit a sophisticated and context-sensitive approach that enables them to navigate complex social interactions effectively. This research contributes to a deeper understanding of the mechanisms underlying wise negotiation behavior and offers valuable insights for future studies on adaptive decision-making in high-stakes social contexts.

8.5. Limitations and Strengths

While this study provides valuable insights, several limitations warrant acknowledgment. First, the observed trends may be context-specific, suggesting the need for further research in diverse cultural or organizational settings to validate these findings more broadly. The gender difference results should be interpreted cautiously, as not all conditions were systematically crossed with the gender of the opponents. Although adjustments were made for assumptions of normality and sphericity in the analysis, these factors may still affect the generalizability of the results. Future studies could address this limitation by employing larger sample sizes to enhance robustness.

Another limitation stems from the short-term nature of the negotiation tasks used in this study. These tools may not fully capture the complexity of long-term negotiation dynamics, and results might differ if negotiations were assessed using methods that account for prolonged interactions or sustained relationships. Despite these limitations, the exploration of the combined effects of independent variables has yielded important insights into the negotiation behaviors of wise negotiators, offering a foundation for further research in this domain.

8.6. Implications and Future Directions

This study highlights the critical role of wisdom in navigating negotiations with opponents of varying characteristics. These findings have practical implications, such as informing the design of targeted training programs to cultivate wise negotiation skills within

organizational populations, particularly to address complex sustainability challenges. Future research could delve deeper into the underlying mechanisms driving the preference for "takers" and the specific ways emotionality shapes the decision-making processes of wise negotiators. Furthermore, extending this research to diverse negotiation contexts would provide a broader understanding of the interplay between gender, emotion, and wisdom in shaping negotiation outcomes.

8.7. Conclusion

In summary, this study advances the understanding of wise negotiation by emphasizing the adaptability, situational sensitivity, and strategic complexity demonstrated by nominated wise negotiators. The significant effects of opponent archetypes, reciprocity styles, and emotional contexts reveal that wise negotiators employ a sophisticated, context-dependent approach, transcending simple or rigid strategies. These findings suggest that wisdom-driven flexibility enables negotiators to dynamically adjust their behaviors to achieve optimal outcomes in diverse and often complex social interactions. Moreover, the study underscores the critical role of wisdom-related traits—such as perspective-taking, adaptive reasoning, and emotional intelligence—in shaping negotiation strategies. These traits facilitate effective decision-making and promote a deeper awareness of relational and contextual nuances, ensuring more socially attuned and sustainable negotiation practices. The emphasis on these traits highlights the potential for cultivating wisdom as a core competency in negotiation training programs, which could benefit organizational settings, cross-cultural interactions, and high-stakes negotiations. As a part of the validation process of the term wise negotiation, this study validates the proposed components of wise negotiation (see. figure 8.16), including dialectical and reflective thinking, epistemic humility, contextual adaptability, perspective-taking, empathy, emotional regulation, ethicality, and the common good.

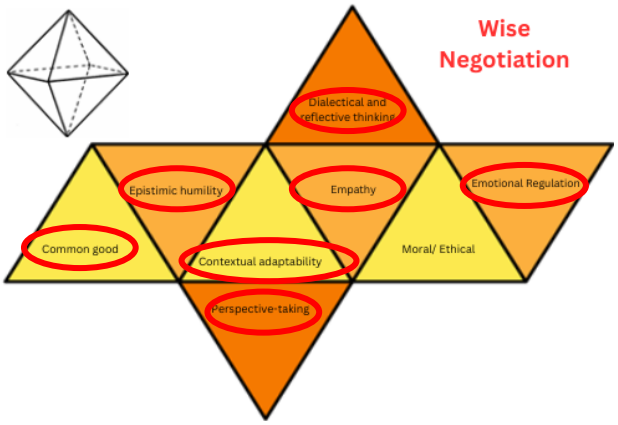


Figure 8. 16: Validated components of Wise Negotiation

The implications of this research extend beyond individual negotiation performance. By fostering isdom in negotiators, organizations can enhance their capacity to address broader challenges, such as sustainability issues, social equity, and long-term stakeholder relationships. Future studies could build on these findings by exploring the mechanisms that underlie the observed behaviors, such as the preference for "takers" or the role of emotional contexts in decision-making. Examining these dynamics across varied cultural, organizational, and situational contexts could further illuminate the interplay between wisdom, gender, and emotion, contributing to a more comprehensive framework for understanding wise negotiation.