3
Difference between successful and wise negotiation

"Negotiating in the classic diplomatic sense assumes parties more anxious to agree than to disagree."
-Dean Acheson

3.1. Introduction

Negotiation is a process of everyday life. From the situations in the office to what to eat for dinner, everyone has to go through negotiations a number of times in our everyday journey. Thus, negotiation is a topic that has been investigated for a long time and in a broad number of disciplines. Peter J. D. Carnivale and Alice M. Isen (1986) define negotiation as "a process by which two or more people make a joint decision with regard to an issue about which there are initial differences in preference." In his book HBR Guide to Negotiation, Jeff Weiss (2016) defines it as "a situation in which two parties with potentially competing incentives and goals come together to create a solution that satisfies everyone." Though different researchers have defined negotiation in their own words, we can generally say it is a mutual solution to a conflicting situation to which all parties agree.

However, in any conflict, whether in terms of international dispute or local conflict between two people, the negotiator parties seek to get the best for themselves. Also, the best negotiator is the one who gets most of what they want with their creativity (Jeff Weiss, 2016). In fact, in *Negotiation Genius,* it is mentioned that the best negotiator is one who gets the best possible deal for oneself (Malhotra & Bezarmann, 2008). Thus, this definition of best negotiator contrasts with the definition of negotiation-- satisfies everyone in the negotiation. Hence, in the negotiation process, agreement to the best possible solution may not be satisfactory to all parties, but a solution must be accepted with the influence of many other factors. The detailed literature on negotiation is explained in the first chapter.

This gap between the definition of negotiation and the best negotiator can be reduced with wise negotiation (Saikia & Sharma, 2023). This chapter attempts to explain what wise negotiation is and how it differs from similar concepts to successful negotiation.

3.2. Successful negotiation and techniques used in successful negotiation

Many books have been written on successful negotiation. Usually, these books give strategies to achieve success in the negotiation process. Roger Fisher and William Ury (1991) gave the best negotiation method in the book 'Getting to Yes: Negotiating without giving in.' This includes separating people from the problem, focusing on the problem, not positions, inventing options for mutual gain, and insisting on using objective criteria. Jeff Weiss (2016) defines success in negotiation with seven elements in his book 'HBR Guide to Negotiating.' It includes aiming for an argument that satisfies everyone's core interest, is the best of many options, meets legitimate and fair standards, is better than your alternatives, is comprised of

clear, realistic commitments, is the result of effective communication, and helps to build the kind of relationship you want.

Also, the often-used phase for a successful negotiation is a win-win. However, as Deepak Malhotra and Max Bazerman (2008) pointed out in their book 'Negotiation Genius,' there may be situations where it may not be clear what win-win really means. Moreover, no empirical article states what successful negotiation is. Indeed, defining it is difficult as the requirements and circumstances of each conflicting situation may differ.

Usually, there is a preparation period before going to negotiation. It includes looking for the Best Alternative To Negotiation Agreement (BATNA) and Zone of Possible Agreement (ZOPA), which are essential for successful negotiation, not only for self but also for the other party (Fisher & Ury, 2001). However, one often has only partial information or can only speculate the other parties' BATNA and ZOPA in the preparation.

3.3. Need for wise negotiation

Negotiation is an intensely studied and critical aspect of human interaction throughout history. Researchers have explored the dynamics of negotiation and developed strategies to achieve favorable outcomes—whether securing a win for one party or creating mutually beneficial, win-win solutions. Despite these advances, complex factors such as power dynamics and emotions often influence negotiations. These elements can make negotiations appear successful on the surface but leave underlying issues unresolved, causing conflicts to resurface over time.

Moving beyond being constrained by the immediate influences of power and emotion in negotiation is crucial to achieving lasting resolutions. Instead, these factors must be effectively managed and harnessed to address the root causes of conflict. This requires a deliberate and conscious integration of wisdom—the ability to apply knowledge, empathy, and foresight to navigate intricate interpersonal and structural dynamics—into negotiation practices.

Recognizing the importance of wisdom in resolving conflicts sustainably, scholars and practitioners have increasingly sought to incorporate wisdom principles into negotiation frameworks. This emerging approach emphasizes negotiation's tactical and strategic elements and the moral and long-term considerations essential for achieving enduring agreements. Dr. Jonathan M. Hyman used the word 'wise negotiation' in his 1989 paper "Trial Advocacy as an Impediment to Wise Negotiation" for the first time in the scientific literature. He suggested four techniques to be used in practicing law, which include the use of facts (consideration and respecting multiple perspectives), interpretation of disputes (any unique aspects of the parties involved and how it could be tailored to their solutions), control and procedure (collaborative approach without the need for control), and client interest (consider the interests of all parties), to make traditional trial advocacy in the courtroom inclined to wise negotiation (Hyman, 1989). Although this paper was published in 1989, surprisingly, to the best of our knowledge, no negotiation and wisdom researchers used the word or empirically investigated wise negotiation.

The recent literature on wisdom argues the need to include wisdom in negotiation. A prominent theme of reviews on wisdom is its applicability and usability to society. Sternberg has long advocated for the teaching and development of wisdom. He insists that wisdom is

the only way to improve the world's condition (Sternberg, 2000). Sternberg (1998) also mentioned that negotiators should be able to see things from other's perspectives and consider these views to formulate a solution acceptable to all parties in the negotiation.

Unlike the Aristotelian view, Schwartz and Sharpe (2006) argue that practical wisdom is needed to resolve any difficult situation. Practical wisdom helps in the translation of character strength to action in problem-solving. To develop this practical wisdom, social institutions must built to cultivate wisdom and not only intelligence. Also, it seems that although the average level of intelligence has increased in the population, world evils have not yet been dismissed (Sternberg, 2000; Grossmann & Brienza, 2018). For this, wise reasoning is required to deal with problems faced by society today. Developing wise reasoning is possible through educating about wise reasoning and strategies for promoting saving and morally conscious behavior (Grossmann & Brienza, 2018). In support of this, Jeste and Lee's (2019) study on neurobiology showed that wisdom could be enhanced. Several other studies also prescribe the environment or situational factors important for the development of Wisdom (Sternberg, 2000; Grossmann & Brienza, 2018; Jeste & Lee, 2019).

There was a mention of wisdom in negotiation literature, too. A paper by Kenneth Sharpe (2020) expressed the need for wisdom to create, recognize, and seize critical moments in the negotiation process. Another research by Peter T. Coleman (2018) expresses the need for systemic wisdom to solve intractable conflicts. However, neither of these papers gives any ways to measure, methods, or components of wise negotiation or explicitly use the term wise negotiation. Nevertheless, researchers from both wisdom and negotiation feel the presence of wisdom in negotiation. Thus, the first question that arises with this literature is whether wisdom and negotiation can be combined. The first hypothesis is proposed to answer this question, as ***wisdom can be induced in negotiation with awareness training on wisdom-related variables.***

With so many conflicts that people have to resolve every day, should the human species use wisdom in negotiation rather than just getting success in it? Using wisdom in negotiation will let people resolve conflicts in a balanced approach rather than just getting success. With no clarity of the word "wise negotiation" from the negotiation and wisdom researcher, I have decided to take an implicit approach to understand what wise negotiation could be. Also, to understand that negotiation as a process satisfies everyone. Yet, the best negotiator tries to get the best for oneself. I took an implicit approach to understand the difference between successful and wise negotiation. Thus, our second hypothesis is that ***there is a difference between successful and wise negotiation.*** From the understanding developed with the literature review, I take an initial standpoint that a wise negotiator is someone who acts with justification and adopts an attitude to balance benefits for the common good. I propose that wise negotiation prioritizes a balanced approach between the parties involved, focusing on achieving the greater good rather than merely securing a superficially successful outcome.

3.4. Components of wise negotiation

The following working definition of wise negotiation is proposed based on the literature review of negotiation and wisdom. ***Wise negotiation is defined as where all parties feel heard and understood, where the goal is of common good and interests are balanced; at the process level, it has components from dialectical and reflective thinking, epistemic humility, context adaptability, perspectivism, morality, looking for a common good, acknowledgment of emotion, and empathy.***

The components of wise negotiations are derived from established wisdom models, emphasizing a balanced approach to interests and focusing on negotiation resolutions that provide lasting solutions to the underlying problem. Following are the proposed components of wise negotiation.

a) Dialectical and reflective thinking-

Dialectical and reflective thinking are crucial cognitive capacities in integrating opposite viewpoints while negotiating. In wisdom literature, it is essential to balance and incorporate the viewpoints of others and entertain opposites. Additionally, it is crucial to have insight and self-awareness of own thought process (Grossmann, et al., 2020). Dialectical and reflective thinking are essential components of wisdom, involving recognizing and integrating contradictions, change, and multiple viewpoints. During negotiation, there could be situations where parties are looking for an opposite solution. In such circumstances, parties should entertain each other's viewpoints and integrate in the joint solution. There should be tolerance for opposing viewpoints. Also, each party should be aware of their thought process and the experiences they have from their past.

Integrating dialectical and reflective thinking into negotiation would make the negotiation process more acceptable to the parties involved and lead to a cooperative understanding of each other's perspectives. The research underscores the importance of dialectical reasoning in reducing interpersonal tensions and fostering cooperation. Awareness of meta-dialectical thinking was found to be associated with reduced aggression (Xiao-yan, Ding-guo, & Hua, 2012). At the same time, reflective thinking could allow negotiators to evaluate their strategies and decisions while engaging in the negotiation process (Johnston & Fells, 2017). Negotiators can adjust their tactics to align with evolving circumstances by engaging in continuous self-assessment. For example, a negotiator who initially adopts a competitive stance may, upon reflection, shift to a collaborative approach if it becomes clear that mutual interests can be advanced through cooperation. Several negotiations fail to meet their objectives due to a fixed pie mindset or other cognitive biases. Deliberate, reflective thinking during negotiation is associated with overcoming cognitive biases and better negotiation performances (Jeklic M. A., 2020).

Dialectical and reflective thinking are indispensable components of wise negotiation, enabling individuals to navigate complexities, integrate diverse perspectives, and make informed decisions. By cultivating these skills, negotiators can transcend adversarial approaches, fostering effective, sustainable, and just outcomes. These capacities underscore the transformative potential of wisdom in negotiation, offering a pathway to more constructive and harmonious interactions in diverse contexts.

b) Epistemic humility

In wisdom literature, epistemic humility is based on unbiased and accurate thinking. Seeing through illusions and understanding one's limitations (Grossmann, et al., 2020). Epistemic humility is a key component of wisdom, often enhanced by self-transcendent experiences, emotional balance, and the recognition of one's limitations. There are situations where everyone may not have an accurate understanding of the problem at hand or may not have an accurate solution to a problem. In such a situation, one should be understanding one's limitations. One also should be able to see through illusions and avoid biases.

Negotiation inherently involves incomplete information and uncertain dynamics. Parties often operate with a limited understanding of the other party's priorities, constraints, and motivations. Epistemic humility equips negotiators with the openness to acknowledge these uncertainties and the flexibility to adapt their strategies accordingly. In negotiation literature, humility is a crucial factor in many forms of negotiation. When negotiators approach discussions with humility, they signal respect for the other party's knowledge and expertise, which can strengthen rapport and build trust. In B2B negotiation, humility could help establish rapport through genuine small talks, which later mediates achieving favorable negotiation outcomes (Saragih, 2024). In actor-partner interaction, agreeable actors achieved better economic outcomes when negotiating with partners who were high on honesty and humility (Amistad, Dunlop, Ng, Anglim, & Fells, 2018). Thus, with the reciprocal nature of humility, negotiators who exhibit humility are more likely to elicit cooperative behavior from their counterparts. Leaders exhibiting humility during negotiation in diverse workplace situations are perceived as more desirable (Clohisy, Yaszemski, & Lipman, 2017).

Epistemic humility is vital to wise negotiation, enabling negotiators to navigate uncertainty, build trust, and adapt to evolving circumstances. By recognizing the limits of their knowledge and valuing the perspectives of others, negotiators can foster collaboration and achieve outcomes that are favorable to both.

c) Context-adaptability

Context-adaptability refers to the ability to adjust strategies and behaviors to align with situational demands, a critical skill in the negotiation where circumstances can shift unpredictably. Contextual adaptability includes practical or pragmatic reasoning and behavior optimization to achieve certain outcomes (Grossmann, et al., 2020). With every change of context, there might be new challenges and problems. Parties in negotiation should look for a contextually, culturally, and experientially adaptable solution. Parties may also have to optimize one's behavior to achieve certain outcomes.

Negotiation outcomes are highly contingent on contextual factors such as cultural norms, power dynamics, and the nature of the relationship between parties. A rigid, one-size-fits-all approach is unlikely to succeed across diverse scenarios. Adapting or changing one's strategy in light of new information is crucial for a negotiation to continue and implement its results. Adapting to the culture is essential in bicultural business negotiation to bridge the parties (Khakhar, Rammal, & Pereira, 2023). Research highlights the positive impact of adaptability on negotiation success. Some strategic adaptations in negotiation include adapting to deadlocks, following opponent adaptations, and adapting to new information on issues.

Additionally, negotiation outcomes seem to benefit more from the constellation of adaptations rather than their frequency (Heunis, Pulles, Giebels, Kollöffel, & Sigurdardottir, 2024). This finding suggests that the quality and relevance of adaptations matter more than the mere act of changing one's approach. Adaptation also facilitates establishing rapport through genuine small talks, which later mediates achieving favorable negotiation outcomes (Saragih, 2024).

Contextual adaptability is an indispensable component of wise negotiation, enabling negotiators to respond effectively to the demands of diverse and dynamic situations. By embracing flexibility and situational awareness, negotiators can enhance their ability to achieve outcomes that are not only effective but also contextually appropriate and sustainable.

d) Multiple perspectives

The ability to consider multiple perspectives could be fundamental to wise negotiation. It involves moving beyond one's subjective viewpoints and actively engaging with all stakeholders' perspectives, experiences, and motivations in the negotiation process. A person with multiple perspectives could consider diverse perspectives to have foresight and long-term thinking (Grossmann, et al., 2020). Each party should have consideration of multiple diverse perspectives of the problem, foresight for the possible solution, and long-term thinking.

Having multiple perspectives would help understand the other party's perspective on the negotiated agreement in negotiation. Perspective-taking increased the ability to discover hidden agreements andreate and claim resources at the bargaining table (Galinsky, Maddux, Gilin, & White, 2008). This cognitive shift enables negotiators to identify areas of mutual interest that might be overlooked when focusing solely on their objectives. Experiential engagement with the other party's perspective can also lead to increased cooperation. During negotiation, if people experientially gain the other party's perspective, they give more concessions (Gehlbach, et al., 2015). This aligns with the principle that understanding another's viewpoint humanizes the negotiation process wherever needed.

In conclusion, multiple perspectives empower negotiators to bridge divides, uncover innovative solutions, and address the needs of diverse stakeholders. By integrating this approach, negotiators transform the bargaining process into a meaningful collaboration that includes respect for all involved.

e) Emotional regulation

Emotion plays a pivotal role in shaping the negotiation process, influencing not only the negotiator's state of mind but also the dynamics of interaction with the opposing party. It serves as a lens through which individuals perceive and interpret the negotiation context, profoundly impacting decision-making, reciprocity, and trust. In the context of wise negotiation, understanding, regulating, and appropriately expressing emotions are essential. Emotion is considered to be an essential part of wisdom and part of many wisdom theories.

Emotion should be acknowledged in the negotiation process. It is a proven fact now that emotions affect negotiation, and we cannot keep emotions separate while negotiating. Having empathy and compassion while discussing the interest and looking for options at the initial point of negotiation is crucial. While emotional regulations are important, emotional expression during negotiation can resolve relational problems, such as initiating and maintaining reciprocity, hierarchy, trust, and fitness (Morris & Keltner, 2000). Depending on the emotion, it can facilitate or hinder the negotiation. The expression of positive emotions was found to affect negotiation positively. Negotiators displaying positive emotions are more likely to close deals, gain concessions, and incorporate future business relationships in negotiated contracts than those displaying negative or neutral emotions (Kopelman, Rosette, & Thompson, 2006). Thus, acknowledgement and regulation of negative emotions are needed, whereas an experience of positive emotions needs to be challenged appropriately.

When understood and managed effectively, emotion becomes a powerful tool in wise negotiation. By balancing emotional regulation with authentic expression, negotiators can foster trust, enhance collaboration, and achieve beneficial outcomes.

f) Empathy

Empathy is understanding another person's experience as if being experienced by self, yet a distinction is maintained between self and others. Empathy significantly enhances negotiation outcomes by fostering trust, reducing conflicts, and promoting collaborative solutions. It bridges the emotional and cognitive domains, enabling negotiators to grasp their counterparts' perspectives, needs, and priorities. This nuanced understanding transforms the negotiation process, fostering trust, reducing conflict, and creating a collaborative environment conducive to sustainable agreements. Empathy has turned out to be a crucial factor in international peace summits. If empathy could be built between disputants, there is an increasing potential for agreements. (Holmes & Yarhi-Milo, 2017). Empathy is more likely to deter unethical bargaining (Cohen, 2010).

g) Common good

The concept of the common good in negotiation is increasingly recognized as a critical component for achieving outcomes that benefit the negotiating parties and the broader community. The common good refers to solutions that promote the well-being of all members of a society, ensuring that no external parties are harmed in the process. Sternberg (1998) regarded the balance of interest in accordance with the context as the common good. Though many negotiations claim to achieve win-win conditions, it is rarely achieved. Research conducted by Karlsson (2012) and Parker (2015) during international climate negotiations (COP 14-16 and COP 14-17) highlights the challenges of achieving common good outcomes on a global scale. Their findings highlight a significant lack of leaders genuinely committed to pursuing the common good, suggesting that while the concept holds theoretical appeal, its practical implementation in high-stakes negotiations remains elusive. This raises critical questions about the obstacles to achieving collective benefits and the strategies negotiators can employ to overcome them. Pursuing the common good in negotiation marks a paradigm shift from traditional adversarial methods to more collaborative frameworks prioritizing mutual benefit and sustainable outcomes.

h) Morality/Ethics

Morality/ethics is understanding right and wrong and treating others equally. With a negotiation where each party would like to get control over the resources, there is a high possibility of getting unethical. Each party, whether in a powerful position or not, should feel safe and have the ability to trust in the long run.

Undoubtedly, ethics is needed to achieve these principles; however, the focus is the ethicality of the situation. Sometimes, it may be required to look into the ethicality of the situation and not only what is ethical in the conventional sense. The essential part is what is right and wrong in a particular situation. Solomon's example can be used to illustrate this. It was unethical for any king to make the decision to behead a child. However, to find out the truth, he made such harsh judgments so that the actual mother could be found out. In the Indian context, lord Krishna is considered one of the wisest beings. In the Bhagawat Geeta, during the war and the negotiation before the war, he took Pandava's side as he served the common good. Thus, although these variants of negotiation are not exclusive to wise negotiation, where and why they are used is crucial for a negotiation to be considered wise.

3.5. The proposed framework of wise negotiation

As outlined above, I propose eight components essential to wise negotiation. Empirical evidence demonstrates the presence of these components across the wisdom and negotiation

literature. I suggest that integrating these components into the negotiator's mindset and the negotiation process will result in what I define as wise negotiation, i.e., Wise negotiation is characterized by a process where all parties feel heard and understood, the goal is centered on the common good, and interests are balanced. At the process level, it incorporates dialectical and reflective thinking elements, epistemic humility, contextual adaptability, perspectivism, morality, a focus on the common good, acknowledgment of emotion, and empathy.

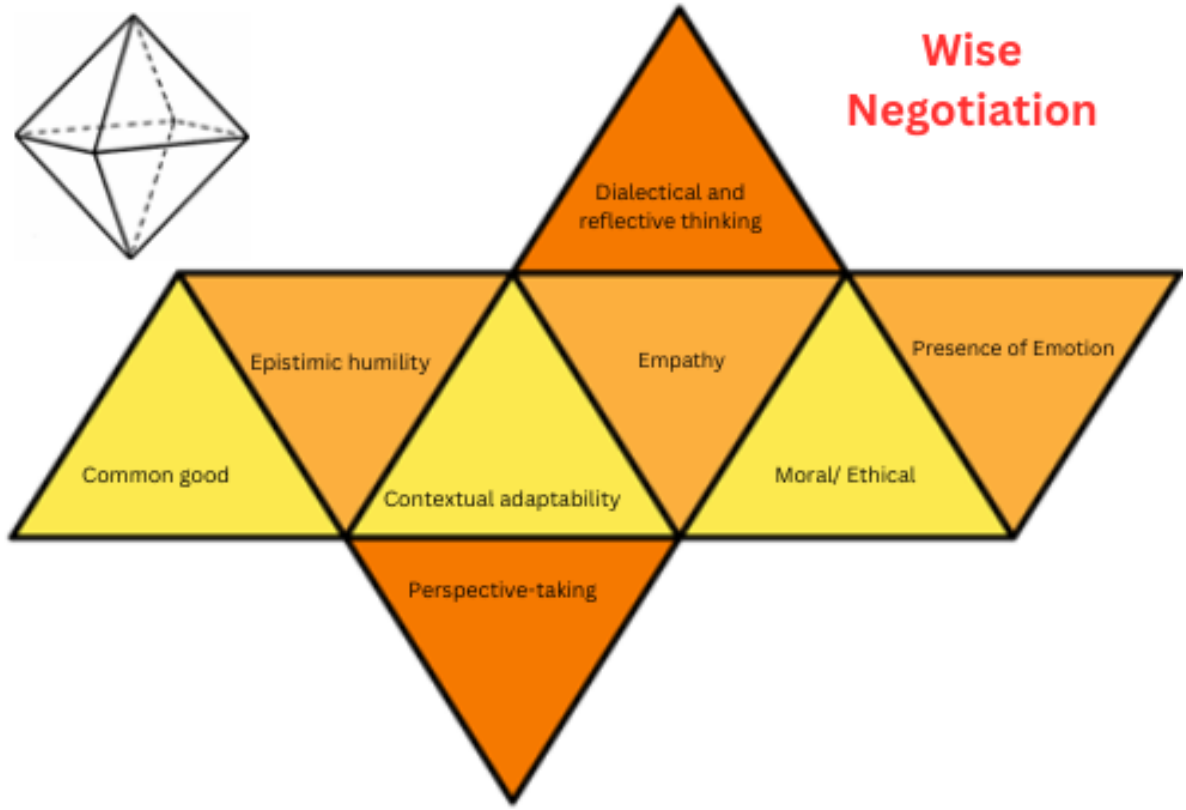


Figure 3. 1: Framework of Wise Negotiation

An octahedron is a three-dimensional shape with eight flat faces. A regular octahedron has eight flat triangular faces, which are all equal in dimensions, twelve equal edges, and six vertices. As per the literature review and our hypothesis, wise negotiations contain these eight components. Therefore, an octahedron was created to visually represent components of wise negotiation, as shown in Figure 3.1.

There is a word of caution here. With this research, I do not claim that one kind of negotiation is superior. I am also not claiming that wise negotiation never happened, and wise negotiation is a new strategy. I believe it always existed, but the term was not used explicitly. I am also not claiming that successful negotiations are not wise or wise negotiations are not successful. Both can stand alone and can stand together. Additionally, I am proposing eight facets of wise negotiation, thus an octahedron, but that doesn't mean there can not be other important facets of wise negotiation.

Let's take some real-life examples to explain this framework. I can take two examples: one from India's freedom struggle and another from the environment.

Mahatma Gandhi is one of the most widely nominated wise people around the world (Sharma & Dewangan, 2018). There is also a paper by Ferrari et al. (2016) on Gandhi, where

people worldwide nominated him as a wise negotiator so much that Ferrari et al. (2016) performed a cross-cultural study with participants from India, Canada, and Indians living in Canada to determine how they viewed Gandhi. Canadian participants found Gandhi's wisdom to be practical and intellectual, whereas Indian participants viewed Gandhi's wisdom as practical and benevolent. However, Indian immigrants to Canada consider an integrative view of Gandhi with benevolent, intellectual, and practical aspects of wisdom.

Indeed, Gandhi's negotiation strategies also include components of wise negotiation. It is well known how Gandhi, along with other freedom fighters, fought against the British empire in India to establish its own rule. Let's consider the incidence of salt satyagraha to exhibit his negotiation skills in India's independent movement. The ultimate goal of Gandhi and all other freedom fighters was to get independence from the British Empire. However, unlike other freedom fighters, his ways were unique. One of the steps he took during this long negotiation was breaking the salt law with the help of the common masses. Breaking the salt law or wearing Swadeshi clothes were not his original ideas. These issues were always there; however, he has taken up these issues and turned them into a mass movement (Chanda, 2020). In fact, Pandit Nehru and Subhas Chandra Bose had proposed to form a parallel government, and Sardar Balabbhai Patel was of the opinion that a march to Delhi would be necessary. However, Gandhi foresaw that neither of these proposals would succeed as the British would forcefully oppress these strategies. Instead, to show unity among Indians along with caste and religion, a mass movement was needed. Thus, he proposed a march to break the salt law, which every human being in India could relate to as salt is one of the health necessities (Suchitra, 1995).

Now, let's break this incident into components of wise negotiation.

- Dialectical and reflective thinking- His actions were not out of the blue. He informed Lord Irwin about his intentions and was given a chance if any solution could be passed before starting the satyagraha. He has written a letter to Lord Irwin to communicate his intention. He knew the consequences of starting a parallel government at this moment.

- Epistemic humility- though he could have easily agreed with other ideas given by other members, he could see through the illusion that a mass movement is needed rather than a parallel government.

- Context-adaptability- In the 1929 Congress Party meeting, *Purna Swaraj's* (complete independence) agenda had already been decided. Instead of starting a parallel government, he took up salt satyagraha to involve the common masses in the struggle for freedom. He knew that he could overthrow the British government only with the opposition with mass movement.

- Multiple perspectives- He had this foresight that mass movement could be used to succeed in the struggle for freedom. He also considered diverse perspectives on the consequences that could have happened if they had tried to establish a parallel government.

- Emotional regulation- salt was a common commodity everyone would relate to. He used emotions to gather the masses for this movement. The emotion here was harnessed and regulated to raise the mass movement.

- Empathy- In his letter to Lord Irwin, he mentioned that he considered British rule a curse, not British people. Thus, he could empathize with the duty-bound Lord Irwin yet could make the distinctive mention of all the unjust systems under British law for Indians.

- Moral/Ethics- Mahatma Gandhi followed the path of ahimsa, i.e., nonviolence. He did not restore to any unethical means whatsoever.

Thus, the example of this significant event in India's independence struggle showcases how a wise negotiation tactic turned the page. Similarly, let's take another case from the environment. During the 1980s, it was found that the ozone layer above Antarctica was depleting and was said to vanish entirely by 2050. By 1987, the Montreal Protocol was signed by every member nation of the United Nations to reduce its CFCs (Chlorofluorocarbons).

- Dialectical and reflective thinking - During the negotiation between the United Nations and other countries, it was scientifically explained why the ozone layer depletion was a loss for every country on this planet and all kinds of uncertainties, including ecological, technological, economic, scientific, and political, were discussed and reduced (see. Skjaerseth, 1992).

- Epistemic humility- Though the treaty was to be effective in January 1989, they knew that its effect could be seen only after a few years. Alternatively, they have also stepped down the reduction of CFCs in stages. For the 1987 protocol, they decided to reduce CFC consumption by 50%. For the 1990 protocol, they agreed to reduce it to 90%. Thus, they accepted their limitations and gradually moved with the protocol.

- Context-adaptability- At that moment, scientists were able to produce evidence that ozone was depleting at a faster rate. So, it was important for all nations to adopt a consensus to save the human race. Every country came together to make something possible that was the need of the hour. They adapted to new and alternative technology to save the ozone layer.

- Multiple perspectives- CFCs were an important gas used to run refrigerators, spray bottles, and airplanes. The immediate elimination of CFCs could complicate the functioning of human civilization. So, they decided to replace CFCs with hydrofluorocarbons (HFCs), which had less ozone-depleting potential and low global warming potential (Sarma & Andersen, 2011).

- Emotional regulation- Ozone layer depletion could have serious health consequences. The fear of its effect started to put pressure on the governments around the world. Though fear is a negative emotion, it was used effectively for the betterment of society.

- Empathy- CFCs could be easily substituted in developed countries as they have the technology. Thus, for developing nations, the protocol's Multilateral Fund and its implementing agencies assisted developing countries in transferring technology to produce substitutes for CFCs. A ten-year grace period was also given to developing countries for the complete phase-out of CFCs (Sarma & Andersen, 2011).

- Moral/Ethics- No country was forced; help was provided whenever needed.

Therefore, cooperation, understanding, multiple solutions, and collaboration made the multination negotiation possible and successful. For a better understanding, let's consider an

example that was successful but not wise. Consider a recent ruling of an Indian case on pregnancy termination. Although pregnancy termination is allowed in India with certain conditions, a 27-year-old woman was denied an abortion in the 26th week of pregnancy (Sharma P. , 2023).

- Dialectical and reflective thinking - The lady had postpartum psychosis and was on medication. It was an unwanted pregnancy, and she got to know about it in the 24th week as she was experiencing lactational amenorrhoea. However, the court only took the judgment from the point of central law of medical termination of pregnancy (MTP). A lack of introspection and consideration is evident here.

- Epistemic humility- In this case, it seems there was no consideration of mental health.

- Context-adaptability- Though India's MTP law allows abortion only till the 24th week of pregnancy, in special situations, the court's ruling could be changed, which was not visible in this case.

- Multiple perspectives- The fact is that a fetus has the right to live, and so the woman has the right to make decisions for her reproductive choice, which is considered under Article 21 of the constitution of India as personal liberty. However, the consideration of women's perspectives is missing here.

- Emotional regulation- In this case, the emotional or physical needs of the women were not considered.

- Empathy- Though there was empathy towards the unborn child, there was no empathy shown towards the mother carrying the child.

- Moral\Ethics- The fetus was unwanted. How much is keeping it and not being able to give the life a human being deserves morally ethical?

This case presents a profound moral dilemma, highlighting its complexity and competing interests. On one side is the unborn fetus, which has reached viability at 26 weeks and is recognized as a living being with a heartbeat. On the other side is the mother, grappling with postpartum psychosis, the emotional and physical toll of the pregnancy, and the responsibility of already raising two children. Her circumstances make her unwilling or unable to carry the pregnancy to term.

From one perspective, the negotiation appears successful, as the fetus has achieved viability. However, from the mother's perspective, the decision does not account for her emotional health or capacity to raise another child. The court ruled that deciding whether to keep or place the child for adoption would rest entirely with the parents (Sharma, 2023). This ruling raises critical questions: does it sufficiently consider the mother's mental health and the potential future of the child? And how wise is such a resolution under these circumstances?

The case highlights the inherent difficulty of applying wisdom in such high-stakes decisions. It requires navigating immediate and long-term consequences while balancing competing moral and emotional factors. Judges face a significant challenge in employing wisdom here, as wise decision-making is inherently contextual and multifaceted. Unlike

intelligence or other psychological constructs, wisdom does not offer a single "correct" path. Each case must be approached individually, analyzed in its unique context, and resolved with careful consideration of all the factors involved.

3.6. Successful vs. unsuccessful negotiation and its relation with wise negotiation

Negotiation means coming to a solution that is satisfactory to both parties. The theoretical definition of a successful negotiation often emphasizes achieving mutual satisfaction or benefits. In an ideal successful negotiation, both parties gain something, though the distribution of benefits may not always be equal (Prakash, 1986). As noted by Woo and Prud'homme (1999), "A successful negotiation outcome is a mutually acceptable solution or compromised solution" (p. 314). This definition aligns with the concept of win-win negotiations, where both sides feel they have achieved something beneficial.

However, this principle's practical application rarely matches the theoretical ideal. For instance, the Treaty of Versailles was initially considered a successful negotiation for establishing peace after World War I. Yet, over time, it failed to deliver its intended outcomes and instead contributed to long-term geopolitical tensions. Thus, short-term gains for the victors can lead to long-term conflict and instability without considering the broader consequences.

A more recent example can be seen in the aviation industry, which is the negotiation between Jet Airways and Kingfisher. While cooperative at the time and deemed successful by both management teams, the agreement ultimately failed to yield long-term benefits, with both companies facing financial collapse.

In contrast, unsuccessful negotiations are often characterized by an inability to reach an agreement, resulting in an impasse. However, the distinction between successful and unsuccessful negotiations becomes less clear when viewed through the lens of wise negotiation. Both successful and unsuccessful negotiations can overlap with elements of wisdom. For example, the Montreal Protocol serves as an instance of a wise and successful negotiation. It effectively addressed the global environmental crisis of ozone depletion while maintaining long-term societal benefits. The agreement addressed a long-term environmental threat while balancing economic concerns through phased implementation and financial assistance for developing nations. It achieved global consensus across diverse stakeholders and exemplified prioritizing the common good over individual interests.

Conversely, the withdrawal of the United States from the Paris Climate Agreement demonstrates how a negotiation can be unsuccessful yet wise. While the withdrawal of a major stakeholder rendered the agreement less effective in the short term, the decision by the remaining countries to uphold their commitments reflected wisdom. By prioritizing global environmental goals and continuing the initiative, these countries demonstrated a commitment to the common good rather than allowing the agreement to collapse entirely. Though the U.S. withdrawal in 2017 created challenges, the agreement permitted flexibility in national commitments, enabling diverse nations to participate based on their capabilities. It focused on a collective response to a global crisis and demonstrated adaptability, ensuring continuity even after setbacks like the U.S. withdrawal.

This distinction highlights the unique nature of wise negotiation. Successful negotiations can lack wisdom if they prioritize short-term gains, while even unsuccessful negotiations can demonstrate wisdom if they reflect a commitment to ethical and long-term goals. Wise negotiation transcends short-term economic or strategic gains by focusing on society's broader, long-term benefits. It integrates ethical considerations, sustainability, and collective well-being, ensuring that the outcomes contribute to the greater good rather than merely achieving temporary compromises. A visual explanation of the concept and its differences can be seen in Figure 3.2.

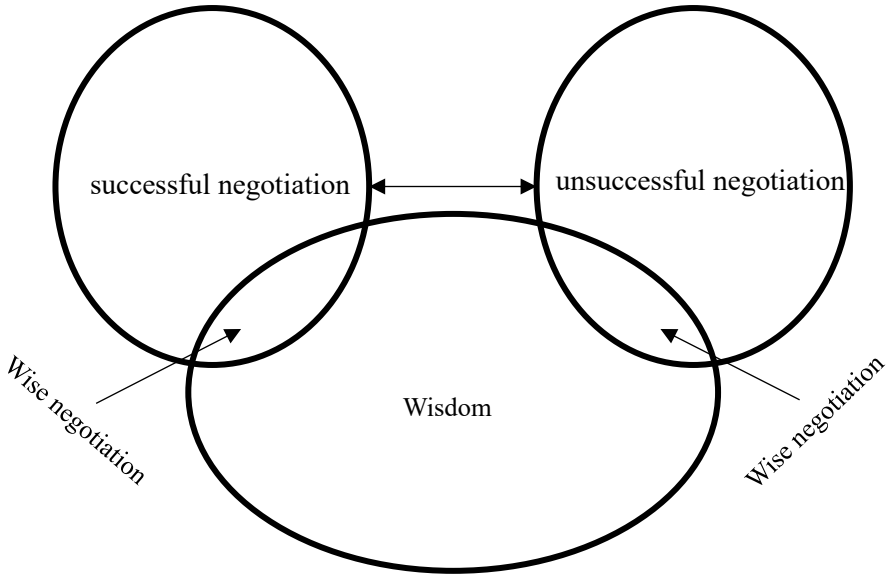


Figure 3. 2: Successful, unsuccessful, and wise negotiation

3.7. Conclusion

There is a clear difference between successful negotiation and wise negotiation. Successful negotiation focuses on achieving immediate, concrete outcomes, often using analytical and result-oriented approaches. In contrast, wise negotiation takes a broader perspective, considering the outcome and the qualities of the negotiator, the negotiation process, and the decision's long-term impact. Wise negotiation emphasizes ethics, sustainability, and balancing competing interests for the greater good. With so many conflicts in a complex, interconnected world, wise negotiation can help create lasting solutions by addressing root causes and focusing on fairness and the common good. Applying wisdom ensures that negotiations don't just solve problems temporarily but prevent them from recurring. While wise negotiation sounds promising, more research is needed to test its effectiveness in real-world situations. Controlled studies can help show how wisdom-based approaches—like empathy, morality, and adaptability—lead to better outcomes. Therefore, it is essential to incorporate wisdom into negotiation practices to address the growing complexity of issues, supported by further research to validate its effectiveness.

3.8. Current research

Literature reviews indicate that while researchers in both wisdom and negotiation emphasize the importance of integrating these two concepts, there has been little effort to thoroughly understand or define wise negotiation. This gap in research leaves unanswered questions about how wisdom can be practically applied to negotiation processes and

outcomes. The current study aims to address this gap by exploring the intersection of wisdom and negotiation systematically and empirically. This study has several key objectives. First, it seeks to differentiate between successful and wise negotiation, highlighting how these approaches diverge in theory and practice. Second, it investigates whether and how wisdom can be effectively integrated into negotiation processes. Third, the study examines variables commonly influencing wisdom and negotiation, such as emotional intelligence, perspective-taking, morality, and adaptability, to understand their combined impact on wise negotiation. The study employs implicit and explicit methods to ensure a robust empirical understanding. Implicit methods, such as situational judgment tasks, allow for assessing underlying cognitive and emotional processes involved in wise negotiation. Explicit methods like surveys and structured interviews capture direct insights into attitudes, strategies, and perceived outcomes. This mixed-methods approach provides a comprehensive view of how wisdom can shape negotiation processes and outcomes. By addressing these objectives, the study aims to contribute to the growing need and gap for wise negotiation, offering both theoretical clarity and practical insights into its application.