




Unveiling the Gender Nuances of Wisdom in Negotiation: An Experimental Analysis through Negotiation Game





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Abstract: Negotiation is a fundamental part of daily life, serving as a key tool for achieving success across various domains. This study shifts the focus from merely successful negotiation to the concept of "wise negotiation." Central to this exploration is the investigation of gender differences in both the practice and conceptualization of wise negotiation. This study's novelty lies in distinguishing wise negotiation from traditional notions of success, revealing nuanced gender-specific approaches within a specialized cohort of recognized negotiators. Using a mixed-method research design, the study gathered implicit and explicit data from 20 women and 31 men, all recognized by peers for their qualities as wise negotiators. Data collection included interviews, negotiation tasks, and questionnaires, analyzed through both qualitative and quantitative methods. Findings revealed distinct gendered perspectives on wise negotiation. Implicit data showed that women often approached wise negotiation as a relational and holistic endeavor, prioritizing the well-being of all parties. Men, however, tended to adopt a more pragmatic view, focusing on efficiency and practical outcomes. Explicit data from questionnaires further highlighted gender disparities. A Mann-Whitney U test identified significant differences in wisdom-related variables, such as openness, emotionality, adaptive performance through training and learning, and emotional management. Notably, no gender differences emerged in a negotiation simulation task. Examining gendered views of negotiation is particularly critical because gender shapes interpersonal dynamics, communication styles, and decision-making processes more profoundly than many other demographic variables. Understanding these differences is essential for developing inclusive strategies that transcend stereotypes, ensuring equitable participation and outcomes. Women emphasized relational dynamics, while men leaned toward practicalities, suggesting a divergence from traditional gender roles. These insights can inform the development of gender-inclusive policies and training programs that cultivate wisdom in negotiation, fostering a balanced and equitable approach across diverse contexts. This focus on gendered nuances enriches our understanding of wise negotiation and its potential applications.

Introduction

"One of the criticisms I've faced over the years is that I'm not aggressive enough or assertive enough, or maybe somehow, because I'm empathetic, it means I'm weak. I totally rebel against that. I refuse to believe that you cannot be both compassionate and strong." - Jacinda Ardern

From the very moment of a child's birth, society initiates a process of gender-specific socialization,

shaping their behavior and identity to align with established gender norms. This process is so deeply ingrained in our interactions that it often appears as if these gender distinctions are natural (Eckert and McConnell-Ginet, 2003). As human behavior, negotiation is no exception to the influence of these gendered expectations. However, in patriarchal societies, many negotiation behaviors traditionally associated with men receive encouragement and approval, while those



exhibited by women are often either disapproved of or seen as weak.

Interestingly, some aspects of wisdom, a quality highly regarded in various contexts, can contradict the traits typically associated with being a successful negotiator. For instance, wisdom studies, including the work of Ardel (2009), highlight the presence of both cognitive and emotional dimensions in wisdom. Ardel's research suggests that, due to the socialization process, older cohorts tend to see women scoring higher on the affective dimension of wisdom and men scoring higher on the cognitive dimension. However, negotiators are frequently advised to maintain emotional control and adopt a third-party perspective to achieve success (Fisher and Ury, 2001). This apparent contradiction becomes even more evident when considering quotes like the one from Jacinda Ardern at the beginning of this discussion.

These differences in opinion and behavior are likely the result of socialization, where individuals internalize and exhibit the expected gender roles and behaviors they've learned from their surroundings.

In light of these complexities, this exploration will begin by delving into the dynamics of negotiation, followed by examining existing knowledge regarding gender differences in negotiation. We will then establish the connection between wisdom and negotiation, exploring how the two may intersect or diverge. Furthermore, we will explore the gender differences in the manifestation of wisdom. Finally, we will state our expectations for the current research to shed light on the intricate relationship between gender, wisdom, and negotiation.

Negotiation and gender

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. (p.1)" Jeff Weiss (2016), in his book "HBR Guide to Negotiation," defines it as "a situation in which two parties with potentially competing incentives and goals come together to create a solution that satisfies everyone. (p.1)" While negotiation is often depicted as a systematic and predictable process with various effective strategies and tactics, it's crucial to recognize its inherent biases. Much research has delved into the nuanced differences between men and women in negotiation contexts. Kray, Thomson, and Galinsky (2001) highlight the significant impact of stereotypes, often placing women at a disadvantage due to expectations of lower assertiveness and competitiveness. Mazei et al. (2022) shed light on how

traditional notions of femininity and masculinity influence negotiation behavior.

Ma and Parks (2012) delve into how concerns about reputation can shape negotiation behavior, particularly for women who may fear backlash for assertiveness. Le and Jang (2023) explore negotiation strategies shaped by a focus on value creation and relationship building, leading to gender-specific approaches. Pierce and Thompson (2022) investigate the role of competitiveness in negotiation, uncovering its influence on tactics and outcomes.

Contrary to prevailing notions, O'Shea and Bush (2002) find that women are not always at a disadvantage in negotiation, suggesting that gender roles and stereotypes do not universally dictate behavior. Babcock and Laschever (2003) discuss how women's likability can suffer when negotiating, potentially impacting outcomes. Saikia and Sharma (2023) find wise negotiation associated more with integrative tactics, while Luomala et al. (2015) highlight gender differences in post-negotiation approaches. Kiessling et al. (2024) found a resemblance between the expected wage gap and actual wage differences for gender, which amounts to half a million euros in a life cycle. However, a reminder of the gender gap leads women to ask more in salary negotiation (Fröberg et al., 2023).

Challenging stereotypes, Ma and Parks (2012) question women's ethical behavior in negotiation, suggesting that perceptions vary based on power dynamics. Pierce and Thompson (2022) unveil gender differences in deceptive practices, with women more inclined to lie in competitive settings. Mazei, Bear, and Hüffmeier (2022) shift focus to men-centric perspectives, arguing that winning negotiations often affirm masculinity.

Social role theory suggests traditional qualities associated with men bolster their negotiation confidence, while adherence to female traits decreases women's negotiation engagement (Mozahem et al., 2021). Bowles (2014) provides evidence of women excelling in advocating for others but facing challenges when negotiating for themselves.

In summary, research on gender differences in negotiation highlights its complexity, influenced by stereotypes, societal expectations, personality traits, and situational factors. Understanding these dynamics is crucial for navigating negotiations effectively.

Wisdom and negotiation

In simple words, negotiation can be stated as a process by which different parties come together to make an

agreement that is satisfactory to all parties involved. Usually, parties involved in a negotiation must also maintain a cordial, short- or long-term relationship. In fact, maintaining the relationship is one of the critical elements of a successful negotiation (Fisher & Ury, 2001). One of the key features of maintaining a relationship is reciprocity in negotiation. Reciprocity determines the relational accounts among parties, which in turn determines the preferences brought to the negotiation table (Mislin, Boumgarden, Jang, & Bottom, 2015). Certainly, the descriptions given by Adam Grant (2013) in his book, *Give and Take: A Revolutionary Way to Success*, on giver, taker, and matcher functioning styles would affect these relational accounts in future dealings. Thus, the effect of negotiation is not limited only to the agents of negotiation, but it may also include the broader spectrum of any organization or society. So, only mutual satisfaction or benefit agreed upon between the parties is not enough to judge a successful negotiation deal. The challenges there after the negotiation process are also important. Grossmann and Brienza (2018) suggest wisdom needs to be infused into public discourse to overcome the challenges faced by the world today. Peter T. Coleman (2018) too expresses the need for systemic wisdom to solve intractable conflicts. Though many wisdom models are available in the literature, one recently developed and widely accepted model is the Common Wisdom Model given by Grossmann et al. (2020). It includes the application of Perspectival Meta Cognition (PMC) in any kind of problem-solving that incorporates- adaptation to the context at hand, having views of multiple perspectives, as well as the balance of any viewpoint and epistemic humility while dealing with any issue. Thus, the negotiation to have a long-term resolution component of PMC could be applied. Like negotiation, wisdom can be taught and fostered systematically (Sharma & Dewangan, 2017).

Gender and wisdom

Wisdom, much like gender, is shaped by cultural norms, and the recognition of gender-specific behaviors varies across diverse cultural landscapes (Sharma and Dewangan, 2018). Theories on gender differences often suggest that women gravitate towards traits of nurturance, empathy, and collaboration. At the same time, men are more associated with independence, detachment, and a hierarchical outlook (Cassell, 1997)—early investigations into wisdom utilized both implicit and explicit methodologies. In studies employing implicit methods, men were frequently perceived as possessing greater wisdom than women (Ardelt, 2008; Weststrate et al.,

2016; Denney et al., 1995). This inclination could be ascribed to the societal structures of patriarchal systems, where men had more opportunities to demonstrate behaviors aligned with wisdom (Cheraghi et al., 2015; Denne et al., 1995; Weststrate et al., 2016). Furthermore, certain aspects of wisdom associated with femininity might have been less visible, confined to the private sphere, and thereby undervalued compared to more overtly masculine traits (Orwall, 1993).

Yet, when explicit methodologies were employed, divergent findings emerged. Pasupati et al. (2001), for example, uncovered that female adolescents surpassed their male counterparts in tasks related to wisdom. Nevertheless, it's essential to acknowledge the scarcity of conclusive research concurrently utilizing both implicit and explicit approaches to appraise wisdom across genders. In essence, the perception of wisdom is intricately interwoven with cultural norms and gender expectations. The methodology chosen for assessment significantly shapes the evaluation of wisdom, underscoring the necessity for a comprehensive and nuanced understanding of how wisdom manifests and is perceived across different genders and cultural milieus. Though no recent research on gender differences in wisdom has been conducted, Xiong and Wang (2021) found that gender differences in wisdom found in past research have a smaller effect size, thus suggesting to use of multiple measurements for stronger results.

Current research

The negotiation literature predominantly emphasizes the achievement of success in negotiation, characterizing successful negotiation as a state of mutual satisfaction or agreement (Weigand, Moor, Schoop, & Dignum, 2003; Thompson, 1990; Krishnaswamy, Pahuja, & Sundarraj, 2016; Curhan, Elfenbein, & Xu, 2006). Conventional methodologies in negotiation research often prioritize individual gain (for example, payoff), aligning with the prevailing notion that the best negotiator is one who secures the most favorable outcome for oneself (Malhotra and Bazermann, 2008; Weiss, 2016). In stark contrast, the literature on wisdom underscores the importance of balance and the ability to view situations from multiple perspectives (Grossmann et al., 2020; Sternberg, 1998). Moreover, wisdom is a different concept and not necessarily inherited in other popular negotiation forms (Saikia & Sharma, 2024). Thus, there is a need for another term, 'wise negotiation,' which would offer a more comprehensive framework for achieving sustainable agreements between parties. When we speak of wise negotiation, we advocate for including a balanced

perspective and incorporating multiple viewpoints. In wise negotiation, we recognize that, despite the dynamics of power and influence inherent in negotiation processes, a broader perspective that encompasses epistemic humility, empathy, and emotional awareness is essential. Many factors highlighted in negotiation research, such as empathy, the influence of social roles, and power dynamics, share common ground with the attributes associated with wisdom. Moreover, as articulated by Grossman and Brienza (2018), infusing wisdom into public discourse becomes increasingly imperative in addressing the pressing challenges that the world faces today. Many of these challenges necessitate negotiation among parties to reach agreeable decisions, emphasizing the relevance of wisdom in individual interactions and the larger context of global problem-solving and collaboration.

Our literature review revealed significant differences in how women and men approach negotiation and wisdom, with some factors considered "wise" in broader contexts contradicting conventional negotiation recommendations. Notably, several of these wisdom-related attributes were found to be more prominent in one gender than the other. These findings highlight a gap in understanding whether gender influences the traits associated with wisdom in negotiation and how these differences manifest among individuals recognized for their negotiation expertise.

To address this gap, we conducted this research to

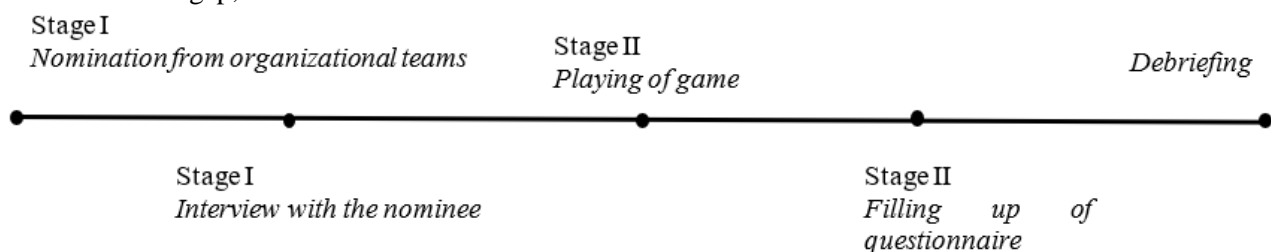


Figure 1. Diagrammatic representation of the data collection process.

explore whether there are measurable differences in personality and wisdom variables between women and men who are nominated as wise negotiators by their peers. By focusing on individuals acknowledged by their teammates as exemplary negotiators, the study aims to provide insights into the attributes that define wise negotiation across genders. Furthermore, the absence of a clear, universally accepted definition of wise negotiation in the literature necessitates an inquiry grounded in real-world expertise. Drawing on the perspectives and practices of those recognized for their negotiation wisdom offers a unique opportunity to conceptualize how wise negotiation differs from successful negotiation. This

approach also allows us to investigate whether men and women conceptualize these terms differently, shedding light on the intersection of gender and wisdom in negotiation contexts. By examining these nuances, this research aims to enrich the understanding of wise negotiation, provide a framework for its definition, and inform the development of inclusive training and policies that account for gender-specific strengths and approaches.

Methodology

This research was conducted between September 2022 and July 2023 across three states in India, namely Rajasthan, Assam and Karnataka. The data was collected across various sectors, including oil, forest, financial, manufacturing, marketing, media, etc., and from both private and public sectors.

A mixed-method design was adopted. There were two stages in this data collection, as can be seen from Figure 1. Stage 1 consists of the nomination of a wise negotiator by the team of people working together and collecting implicit data from the nominated employed participants for defining wise negotiation. Once the nominated wise negotiator was identified, the rest of the data was collected with them. Stage 2 includes filling out questionnaires and playing a negotiation investment game. Finally, we debriefed the participants. The data collection procedure is diagrammatically represented in Figure 1.

Sample

As can be depicted in Figure 2, participants working in teams from organizations were approached to nominate one member of their team they viewed as a wise negotiator. A maximum variation sampling method was used to capture the diversity of the population. A total of 287 employees (a very heterogeneous group on age, gender, professional status, years of experience, organization sector, etc) gave the nomination. In the process, twenty women and thirty-one men nominated participants emerged as wise negotiators. That is fifty-one in total. The final sample after data cleaning was forty-nine. Thus, the sampling method was sequential, with

stage one being the maximum variation sampling of teams of employees of the organizations and stage two including the purposive sampling of the nominated wise negotiator. The average age of these participants was 36.94, ranging from 20 to 58 years of age. The average years of work experience in the present organization was 7.26 years, ranging from 3 months to 30 years. Maximum variation sampling and purposive sampling allowed for the representativeness of the sample and the selection of participants.

Type of Data collection

Explicit data: Explicit data are the data that the participants directly provide. Thus, the questionnaire used

b. To find if wise women and men negotiators differ in their negotiation behavior and personal characteristics.

Instruments

Since there is no direct assessment tool available for wise negotiation, we used a number of instruments to measure it. These measurements include the wisdom scale, personality scale, and negotiation scale. Since no comprehensive scale is available yet to measure the components of the Perspectival Metacognition (PMC) model, we used scales that measure a few of these components separately. As the sample we selected was an organizational population, we carefully selected the

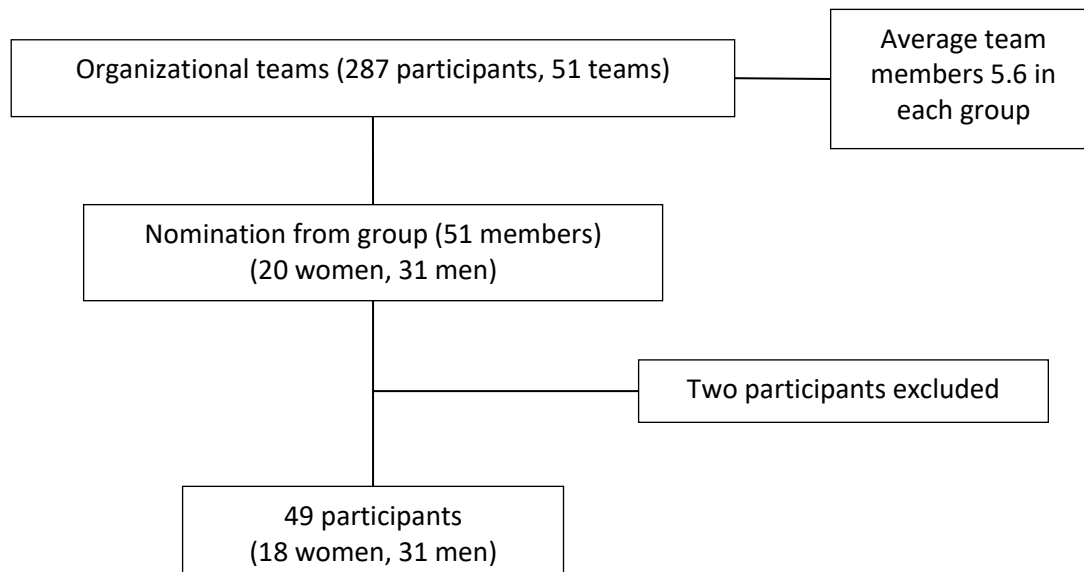


Figure 2. Process of sample selection.

and the nominations taken come under this data form.

Implicit data: Implicit data are the data not directly provided by the participants, and inference had to be made from the data provided in some other form. Here, the interview and the game played by the participants were part of the implicit data.

Design and variables

The study followed a factorial design with manipulation of gender (through sample selection) and manipulation in the game on opponents' gender, reciprocity, and emotionality of the situation. Here, we are analyzing the gender difference (independent variable) in wise negotiation conceptualization, negotiation game behaviour, personality, and participants' wisdom (dependent variable). All the variables are presented in Figure 3.

Objectives:

a. To find how wise negotiation differs from successful negotiation through implicit and qualitative methods

questionnaires that could be consistent with the selected population. That is, the statements in the relevant questionnaires were related to work and the work environment. Following are the descriptions of the instruments used.

Interview schedule developed by authors

The authors prepared an interview schedule to get more in-depth knowledge of how participants view successful and wise negotiation in their practical lives. The questions were based on the literature review. This interview was done face-to-face, and the answers were recorded verbatim. A sample question includes "Does the word Wise negotiation sound different than successful negotiation? If yes, what is wise negotiation in your words?"

Wisdom Scale: SAWS

For wisdom measurement, we used the Self Accessed Wisdom Scale (SAWS) developed by Jeffrey Dean Webster (2003), including 40 items. It has a subscale of

experience, emotional regulation, reflection, humor, and openness.

Mayer-Salovey-Caruso Emotional Intelligence Test. This scale was divided into emotional management and

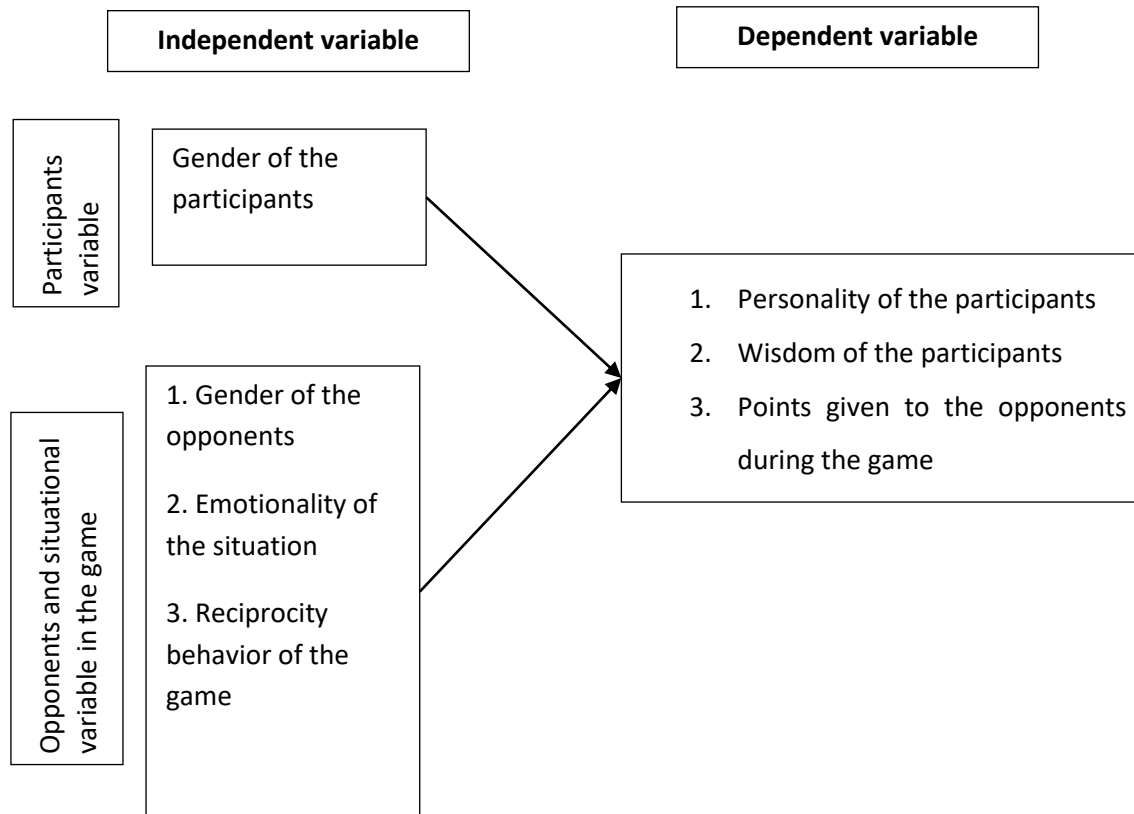


Figure 3. Representation of all the variables.

Negotiation questionnaire: Integrative and distributive negotiation tactics

We used the list prepared by Tak Wing Yiu et al. (2012) to measure negotiation tactics and asked participants to rate on a 7-point Likert. It has 26 items, 13 items each for distributive and integrative negotiation tactics.

Adaptive performance scale

The adaptive performance scale was developed by Audrey Charbonnier-Voirin and Patrice Roussel (2012). It has 19 items with subscales of solving problems creatively, handling emergencies and crises, dealing with uncertainty, interpersonal adaptability, cultural adaptability, training and learning, and managing stress.

HEXACO

To measure personality, we used a 60-item version of HEXACO. Kibeom Lee and Michael C. Ashton developed it. It measures six personality dimensions: honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience.

Emotional management

We used the managing emotions subscale of the

emotional relations.

A variant of the trust game or investment game (negotiation game) by Berg et al. (1995)

Participants were presented with 24 situations, which were manipulated on two levels: emotion and gender. After each situation presented as emotionally inducing or non-emotion inducing, they had to play the game either with the opponent of their own gender or with the opponent of another gender. Like the original investment game, participants were given some token of points that they could give their opponents in return for what the other player gave them. However, unlike in the original game, the amount given was not tripled in any case. Participants had to play six trials for each of the 24 situations. These 24 situations were presented in different sequences to each participant. Participants were not given any instruction on negotiation strategies to be adopted. Negotiation outcomes were measured in terms of points given to the opponents and points kept for themselves. The balance of the points between the participants and the opponents was termed cooperative behavior by the participants.

Table 1. Mann-whitney test of women and men nominated participants

| Variables | Mann-Whitney U test | Exact significance | Z | Effect size |
|--|---------------------|--------------------|--------|-------------|
| Openness (SAWS) | 160* | 0.013 | -2.473 | 0.353 |
| Emotionality (HEXACO) | 150.5** | 0.008 | -2.672 | 0.382 |
| Openness to experience (HEXACO) | 159.5* | 0.013 | -2.483 | 0.355 |
| Training and learning (Adaptive Performance) | 154.5** | 0.009 | -2.605 | 0.372 |
| Managing emotions (Emotional Intelligence) | 184.5* | 0.05 | -1.962 | 0.280 |

* $p < 0.05$, ** $p < 0.01$, two-tailed test

Data Analysis

Quantitative analysis

We calculated the mean and standard deviation for each variable. Since the parametric test assumptions are fulfilled in the data, we used the Mann-Whitney U test to find the difference between the women and men nominated wise negotiators.

perceptions of women and men interviewees. The open-ended questions of the interview gave us the opportunity to explore the topic of wise negotiation beyond objective ratings by participants and give an in-depth understanding of the topic. Finally, we looked at and resolved any inter-coder discrepancies.

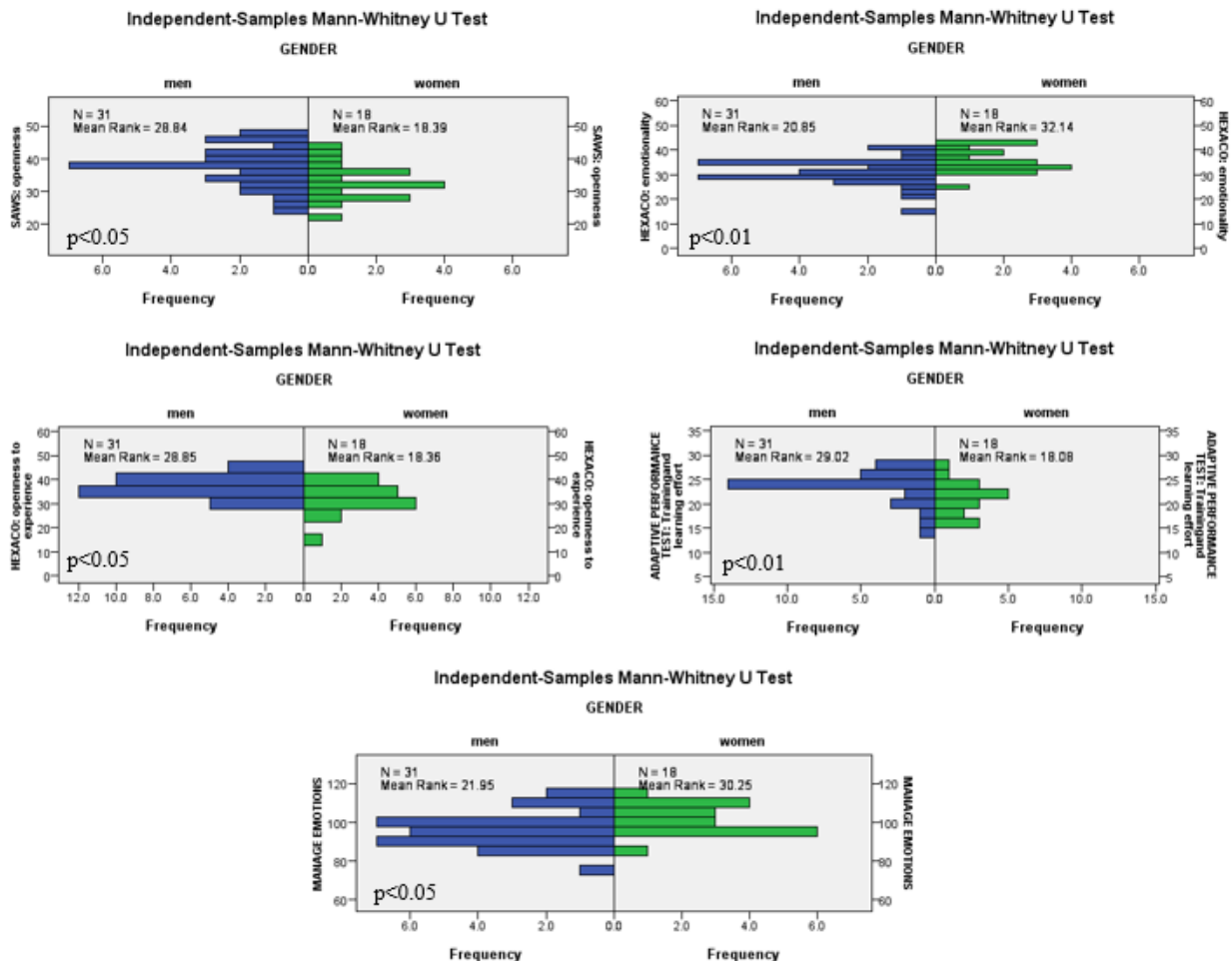


Figure 4. Mean rank score of the men and women in significant variables.

Qualitative analysis

We did the content analysis of the interviews taken and used a hermeneutic approach. We carefully looked into the rise of specific themes and the difference in the

Observations

Observations were also made from the way participants played the game. Whether the manipulation had any effect on the way they played the game.

Results

We present the results in three sections that are in line with the data collection and analysis.

Quantitative results (explicit data)

The non-parametric test, the Mann-Whitney U-Test, was conducted for gender difference analysis as the sample size in both groups was unequal and small. Results of differences found in the quantitative analysis between women and men in variables related to wisdom and personality are presented in Table 1. The Mann-Whitney U-test was used as there was less number of participants. A difference was found between the five sub-variables of wisdom and personality. It includes openness from SAWS, emotionality and openness of experience from HEXACO, training and learning from the adaptive performance test and managing emotions from emotional intelligence. In fact, the effect size for all the statistically significant variables is from small to medium.

Table 1 represents the results of the Mann-Whitney U test to find the difference between men and women nominated wise negotiators. Figure 4 represents the mean rank scores of each gender in the significant variables. The openness of SAWS with a mean rank for men 28.84 and for women 18.39, U was found to be 160, which was significant at $p < 0.05$ with a medium effect size. Among personality variables, two dimensions were found to be significant. Emotionality with a mean rank of 20.85 for men and 32.14 for women, U was found to be 150.5, significant at $p < 0.01$ with a moderate effect size. Openness to experience with a mean rank of 28.85 for men and 18.36 for women, U was found to be 159.5 significant at $p < 0.05$ with a moderate effect size. Similarly, training and learning of *adaptive performance scale* with a mean rank of 29.02 for men and 18.08 for women, U was found to be 154.5, which was significant at $p < 0.01$, and its effect size was moderate. Lastly, managing emotion, with a mean rank of 21.95 for men and 30.25 for women, was found to be significant at $p < 0.05$ with a U score of 1841.5 and has a smaller effect size.

There are quite a number of variables that are related to wisdom and personality that are found to have differences in nominated wise negotiators. Thus, our first expectation, "There is a difference in personality and wisdom variables of women and men nominated as wise negotiators by their teammates," was partially fulfilled.

Qualitative results (implicit data)

Each person nominated by their teammates was interviewed to know their opinion on successful and wise negotiation. Though there is not much difference found in

the way women and men define successful negotiation, there is certainly some difference in how women and men define wise negotiation. Some of the excerpts used for successful negotiation by both men and women are listed below.

'Successful negotiation is where you get the other person to do what you want. Or at least come to a middle ground.'

'Getting what is expected with little compromising.'

'Where all parties agree upon the topic they are talking about.'

'When I get my desired results when my proposal is not rejected, it is a successful negotiation.'

As seen from the above excerpts, successful negotiation is understood as a point where both parties agree on a point beneficial to the speaker. However, when asked about differentiating wise negotiation from successful negotiation, there is a clear distinction between how women and men explain it.

'It (wise negotiation) should not be forceful on the other person. You should not put your will on the other person. (If these conditions are met, it is wise to negotiate).'

'It (wise negotiation) is not related to materialistic aspects. I am not hurting the other party. Wise negotiation is done without hurting anyone. Whereas successful negotiation is mostly target-oriented. It is to achieve the laid down policies.'

'In the case of a successful negotiation, it is a win-win for both parties. In the case of wise negotiation, you are attempting to gain something, not in terms of loss for the other party. You are gaining something extra than the other party, but it's not a loss for the other party. Whichever way, it will be a meaningful transaction.'

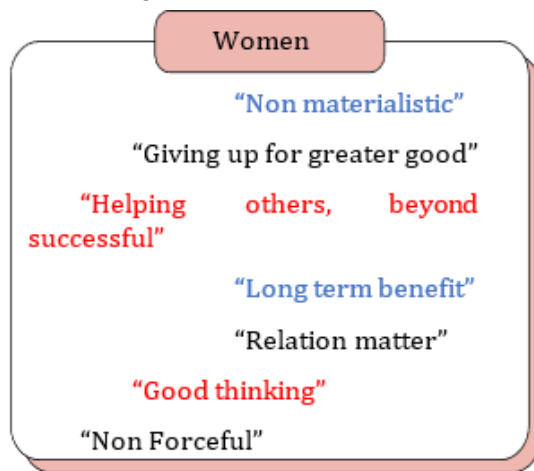
'Something there will be no loss for any of the party. But, in a successful negotiation, there might be a loss for one party.'

Figure 5 compares keywords used to describe wise negotiation by men and women. Women mostly used relational words to describe such as giving up for the greater good, long-term benefit, or relation matter. Whereas when we look into the words used by men, they are more cognitive in nature, such as applicability, meaningfulness, nonbiased, etc. Of course, there are certain exceptions; one of the women also mentioned no loss to the other party while defining wise negotiation, and two (one man and one woman) participants mentioned that they do not consider any difference between wise and successful negotiation.

We also looked at how each gender looks at the negotiation by the other gender. The majority of the

participants (both men and women) commented that men are better negotiators professionally. However, few believe that women are not experienced or socialized enough to negotiate. One of the participants reported

'It is not about gender or age; anyone with training or experience can negotiate well.'



terms of technical, economic, and reliability skills. Reliability in terms of he will be with it and will not run away from it in between. Also, the post-service of negotiation is also good in terms of men.'

From qualitative data, it is clear to the extent that women and men understand wise negotiation differently.



Figure 5. Difference in the phases used by women and men to explain wise negotiation.

Many of the men in the study also avoided this question, saying they did not have enough experience working with women. When it comes to personal negotiation, many participants believe women are better negotiators compared to men. However, when asked to cite any example, most of them have given instances of bargaining with street vendors. In contrast, some of the women participants mentioned that they have more freedom to negotiate in their professional lives than in their personal lives. One of the female participants reported

'Is there any chance of negotiation for women in their personal life? I don't think so. Women had to follow what was set for them most of the time. There is no scope for negotiation. There are only compromises. In fact, I feel more freedom is given to women in professional life. Here, we have the scope to negotiate and decide for ourselves or for the organization.'

Meanwhile, many men believe that women have more capabilities to negotiate in their personal lives. One of the male participants reported

'I have to listen to my wife or my mother. There is no scope for negotiating with them. If we (men) try to do so, they mostly emotionally twist (emotionally blackmail) the situation, and we have no other option but to go by what they say.'

Another man who has spoken from a professional front stated that

'I have come across mostly men (good negotiators). Because they have in-depth knowledge of the subject on which you are trying to negotiate. In-depth knowledge in

Thus, our second expectation, "There is a difference in the way women and men nominated wise negotiators conceptualize wise and successful negotiation," is partially supported. However, more investigation is needed to understand this difference clearly. Moreover, due to the experiential difference between women and men in their early lives, we could also see a difference in how they view the freedom of negotiation in their personal and professional lives.

Observation during the negotiation investment game (implicit data)

Each participant had to play the investment game. The game had twenty-four conditions where the opponent's characteristics, gender, and reciprocity were manipulated. Twelve of these conditions were against women, and the rest of the twelve were with men. Also, half of the situations were presented where the opponent was emotionally vulnerable, and the other half was neutral.

We first coded data from the way participants played the game. We focused on four criteria, which include 1) self-centred or other-centred, 2) taking more points on emotional or non-emotional situations, 3) balancing individual points, and 4) behavior with the opposite and same gender.

As can be seen in Figure 6, it represents a self-centred or other-centred way of playing the game. Self-centred means keeping more points for self, and others-centred means giving more points to others. 77.78% of the time, women behaved self-centred, and 22.22% of the time, women gave more points to others. In comparison, 58.06% of the time, men have behaved self-centred, and



Figure 6. Self-centred or other-centred way of playing the game.

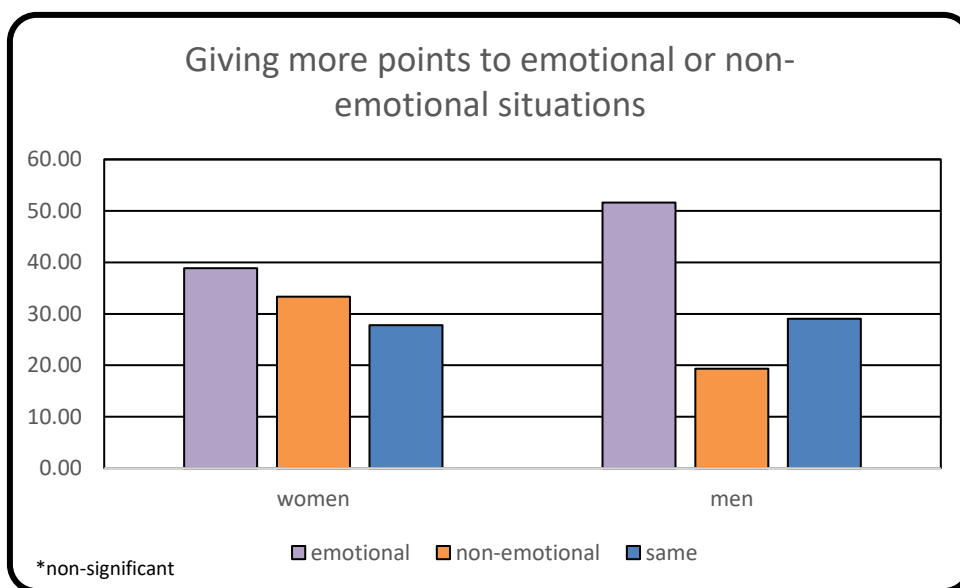


Figure 7. Giving more points on emotional or non-emotional situations.

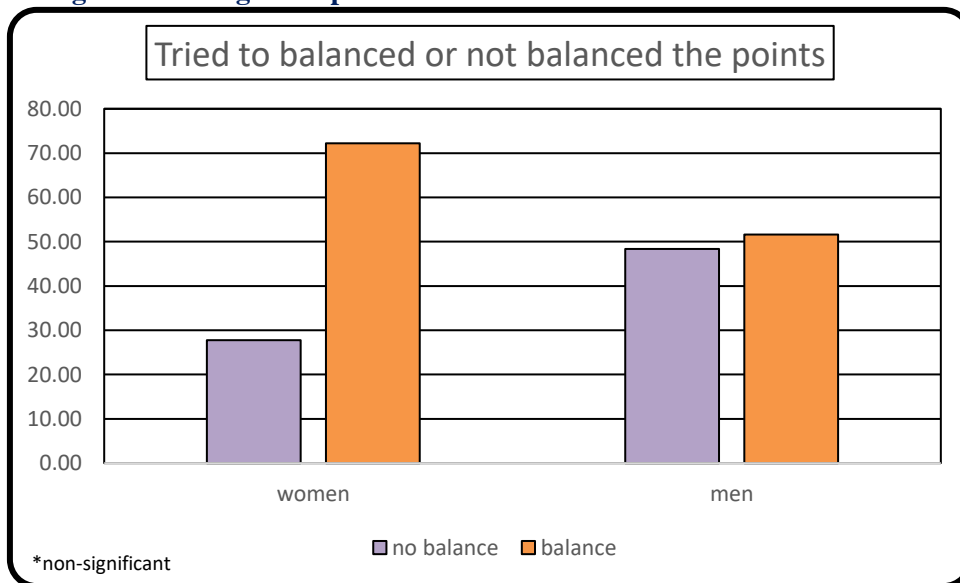


Figure 8. Tried to balance or not balance the points.

only 41.94% of the time, men have given more points to others. When we looked for an association between self-centeredness and gender, Fisher's exact test was found to be non-significant ($p= 0.219$, two-tailed).

Figure 7 represents whether participants have given more points during emotional or non-emotional situations. As can be seen from the figure, 38.89% of the time, women gave more points in emotional and 33.33% of the time, women gave more in non-emotional situations, whereas 27.78% of the time, women showed no such differences. For men, a larger chunk (51.61%) has given more points in emotional situations, and only 19.35% have given more points in non-emotional situations. However, 29.03% of the time, men showed no such differences. Statistically, no difference was found between the genders. With Fisher's exact test, the p-value was found to be 0.389 (two-tailed).

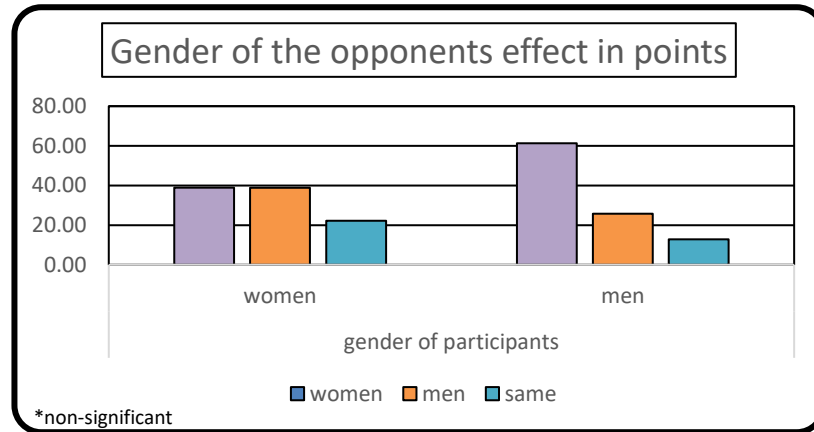


Figure 9. Participant's behaviors (giving points) based on the opponent's gender.

Figure 8 represents women and men trying to balance or not balance the points. As can be seen from Figure 8, there is much difference between women and men trying to balance out the points with opponents in the game. 72.22% of the time, women and 51.61% of the time, men tried to balance out the points in games played. Fisher's exact test was found to be non-significant with the p-value 0.23 (two-tailed).

Figure 9 represents the participant's behaviors (giving points) based on the opponent's gender. As can be seen from the figure, 38.89% of the time, women have given more points to opponents as women, and the same (38.89%) of the time, they gave more to the men. Whereas 22.22% of the time, they kept it the same. For men, 61.29% have given more points to women as opponents, 25.81% have preferred to give more to men, and only 12.90% of the time they kept the same. Statistically, Fisher's exact test with a p-value of 0.513 was non-significant.

However, there was a lot of difference found from observation in the way women and men played the game. There was no difference found statistically. Thus, our third expectation, "There is a difference in the way women and men nominated wise negotiators to play an investment game," was not fulfilled.

Discussions

This exploratory research makes a unique and valuable contribution by addressing the distinction between successful and wise negotiation. It also innovatively combines implicit and explicit data, bridging a methodological gap that enriches our understanding of the subject.

The study was initiated by soliciting nominations for wise negotiators from teams working together, revealing a noteworthy finding: the unequal gender distribution of nominees, with 18 women and 31 men selected. This skew in nominations suggests that stereotypes against women negotiators persist, highlighting an important

gender bias within the workplace. A striking divergence emerged after examining the perspectives of these nominated wise negotiators regarding the differentiation between successful and wise negotiation. Women used relationship-oriented language, while men employed cognitive-oriented terminology to explain wisdom. This aligns with existing research findings indicating that women often score higher in the compassionate domain, while men tend to excel in the cognitive domain of wisdom (Treichler et al., 2022). These distinctions in gender-specific qualities significantly influence each gender's definition of wise negotiation. Moreover, the study's insights resonate with the work of Dai Quy Le and Daisung Jang (2023), which suggests that women place greater importance on relational experiences compared to men.

The research also uncovered differences in certain personality and wisdom variables between women and men among the nominated wise negotiators. Specifically, there was a significant gender difference in the openness to experience dimension of personality. While this finding may be influenced by the unique sample of nominated wise negotiators, it could also be attributed to early socialization's impact, as Per F. Gjerde and Kim Cardilla (2009) suggested. However, it's worth noting

that previous research on the openness variable related to wisdom has generally not revealed significant gender differences (Cheung and Chow, 2022; Glück, Strasser, and Bluck, 2009). As such, these results may be unique to the specialized population of nominated wise negotiators and may not necessarily generalize to the broader population.

A surprising contradiction arose in the realm of emotional management. In this specialized sample, women scored higher than men in both the emotionality of personality and managing emotions. This contrasts with stereotypical beliefs that typically associate men with greater emotional management and women with more emotional expression (Bennie & Huang, 2010). The study's results, backed by observations from the negotiation game, challenge these stereotypes. Notably, men in the game awarded opponents a larger share of points in emotionally charged situations and allocated more points to female opponents. This aligns with the findings of Naurin et al. (2019), suggesting that men are more likely to agree with bargaining proposals when women adopt weaker and more vulnerable positions. Role theory might partially explain this discovery, indicating that men and women adopt different behavioral patterns in professional roles compared to their personal lives, influenced by distinct norms and expectations.

In summary, this research offers a wealth of novel and contradictory insights into negotiation dynamics, drawing from a specialized population of nominated wise negotiators.

Conclusions

Indeed, this research underscores the undeniable differences between women and men in the realm of negotiation and their distinct perceptions of the negotiation process. It highlights a crucial point: while a successful negotiation implies resolving a matter through mutual agreement, such resolutions may or may not align with the principles of wisdom. The implicit data gathered from participants in this study illuminates the stark contrast between successful and wise negotiation, revealing that these concepts differ not only in essence but also in the way women and men approach them. These gender-specific distinctions manifest in distinct behaviors and varying degrees of emphasis.

Furthermore, many previously linked constructs to negotiation appear to exhibit variations among wise negotiators of different genders. These distinctions offer valuable insights into how men and women navigate negotiation dynamics differently, contributing to a more nuanced understanding of this intricate process. It is imperative to design further investigations that delve

deeper into these gender-related differences in negotiation. Instead of criticizing these distinctions, the goal should be to refine our understanding of them and explore ways to leverage these differences for more effective negotiation strategies. Such a shift in perspective can lead to more inclusive and equitable negotiation practices, particularly in the broader context of women in the workplace.

Understanding the nuanced negotiation practices of women and men and their impact on organizations is paramount. By recognizing and embracing these differences, organizations can foster an environment that encourages diverse negotiation styles and ultimately contributes to better decision-making, collaboration, and success in a rapidly evolving workplace landscape.

Strength and Limitation

This research employed wise negotiators nominated by the team members from the organization. Thus, the insight of this study is from people who are really involved in negotiation at their workplace. The mixed method approach and triangulation of the results with variation multiple data collection methods increases the results' authentication. However, this also led to the limitation of sample size and lack of clarity on whether these participants were wise negotiators. Also, the negotiation games used here limit the understanding of real-world scenarios.

Implications and Future Work

The learning of the present work reiterates the value of examining the role of gender variation in negotiation through wise negotiators. The socialization of a particular gender plays a pivotal role, and the difference in the effect of this socialization persists even when wisdom is integrated into the negotiation. Policy-makers could use these results to address gender disparities in understanding each gender's conceptualization of wise negotiation, and specific training could be provided to make each gender sensitive and inculcate the perspective of other gender's qualities of wise negotiation. Education and negotiation training could be designed to coach trainees in negotiation to understand the difference between successful and wise negotiation and instil these behaviors. The results would also help women and men negotiators be familiarised with their counterpart's understanding of wise and successful negotiation practices. Negotiation is highly considered a cognitive phenomenon; many wisdom models are cognitively oriented. The results of this study highlight the importance of including emotional aspects in both of its theories to make their relevance more gender inclusive.

Since the results show women persist in more wisdom qualities than men, further research could verify if these results could persist with diverse tools for measuring negotiation for better generalizability. Further research is needed to find ways to reduce these differences. The present research explored gender differences to understand wise negotiators' behavior in the context of emotional situations. Further research could explore more such variables, including cultural factors or personality factors.

Endnote

¹It is a well-known fact now that both gender and sex are two different concepts, and many studies use both terms interchangeably. Thus, it is difficult to find clarity in many research explaining gender differences. Here, we have included research that we believe talks about gender, though they might be using males and females in the body of the paper. The same goes for the term sex.

²PMC is a wisdom model given by all the prominent wisdom researchers coming together and resolving their differences to measure wisdom (see. Grossmann et al., 2020)

Conflict of interest statement

The authors have no conflict of interest to declare.

Ethical permission

Informed consent was obtained from each participant.

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