

Negotiation & Teamwork Teaching Workshop, Northwestern University School of Law, Chicago, Illinois – November 12th, 2011

Session	Time	Teams Track – Room 140	Negotiation Track 1 - Room 150	Negotiation Track 2 - Room 195
	8:30 - 8:50 AM	Welcome: Introduction to the Workshop		
1	9:00 - 10:00 AM	Designing a Course-Teams ♦ Evan Apfelbaum Massachusetts Institute of Technology Evan will present the rationale behind building a course teaching team concepts, discuss his choice of exercises, the order of exercises, as well as student requirements and performance evaluation.	Designing a Course-Management ♦ Holly Schroth University of California-Berkeley Holly will present the rationale behind building a course for teaching negotiation in the business school. She will discuss her choice of exercises, the order of exercises, as well as student requirements and performance evaluation.	Designing a Course-Law ♦ Lynn Cohn Northwestern University School of Law Lynn will present the rationale behind building a course for teaching negotiation in the law school. She will discuss her choice of exercises, the order of exercises, as well as student requirements and performance evaluation.
2	10:10 - 11:00 AM	H&G Household Goods ♦ Brenda Ellington-Booth, Kellogg School of Management H&G Household Goods is an exercise that focuses on conflict and power in an asymmetrical (boss-subordinate) relationship. The exercise can be debriefed and discussed in any of 5 ways: (a) focusing on conflict ; (b) treating it like an interpersonal negotiation; (c) in terms of creative problem-solving; (d) power and relationships; and (e) influence.	Fastskin ♦ Holly Schroth University of California-Berkeley <i>Fastskin</i> is a multi-party (7), multi-issue negotiation with both integrative and distributive elements. The exercise simulates the internal negotiations that occur in large companies, especially those with multiple divisions. Among the issues the exercise addresses are power and politics that often play out in shadow negotiations away from the table, positive and negative consequences of coalition building, and how agents wield influence.	Prosando ♦ Alyson Carrel Northwestern University School of Law <i>Prosando</i> is a dispute resolution negotiation exercise that can be used in conjunction with the <i>Mediation in Action</i> video. Use <i>Prosando</i> as a negotiation between principals and their lawyers (or only principals, or only lawyers), followed by the video, or use it as a mediation followed by the video. <i>Prosando</i> addresses interests, rights, and power approaches to dispute resolution. It is also a good exercise for teaching advanced dispute resolution topics like moving a negotiation from rights or power to interests, agent principal relationships, being an effective disputant in mediation, being effective as a mediator, and evaluative mediation.
	11:00 - 11:15 AM	Break		
3	11:15 - 12:05 AM	PB Technologies ♦ Reid Hastie University of Chicago PB Technologies is a hidden profile task designed to teach the importance of, and strategies for, effective information sharing in teams. In the activity, the top management team is asked to recommend to the CEO one of three finalists for the position of CFO. The groups are given negative information about each of the three candidates and they must discuss and share the information effectively to discover which candidate has the most positive profile overall.	Yerba Meta ♦ Holly Schroth University of California-Berkeley <i>Yerba Meta</i> is a two-party negotiation that is designed to primarily teach distributive (claiming) negotiation skills but has some integrative (value creation) potential if both sides share their interests. It is an introductory exercise that helps participants to understand the importance of planning and preparation, as well as other basic negotiation skills such as making first offers, understanding anchoring effects in negotiation, identifying and using one's BATNA, making principled concessions, and setting resistance and aspirations points.	Prosando ♦ Alyson Carrel Northwestern University School of Law <i>Prosando</i> is a dispute resolution negotiation exercise that can be used in conjunction with the <i>Mediation in Action</i> video. Use <i>Prosando</i> as a negotiation between principals and their lawyers (or only principals, or only lawyers), followed by the video, or use it as a mediation followed by the video. <i>Prosando</i> addresses interests, rights, and power approaches to dispute resolution. It is also a good exercise for teaching advanced dispute resolution topics like moving a negotiation from rights or power to interests, agent principal relationships, being an effective disputant in mediation, being effective as a mediator, and evaluative mediation.
Lunch	12:05 - 12:30 PM	Lunch: Atrium		
	12:30 – 1:00 PM	Lunch: Atrium		
			Doug Foster, DRRC Teaching Materials Manager: Using negotiationexercises.com	
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4	1:00 - 1:50 PM	<p>Food for Thought ♦ Sarah Townsend Kellogg School of Management</p> <p>The purpose of Food for Thought is to examine creativity in groups and the process of brainstorming. The key learning points include: 1) optimal brainstorming techniques, 2) how to evaluate the creativity of ideas, and 3) analysis of why groups are not as creative as individuals. The instructor can choose to use either one task for the brainstorming exercise, or follow the first task with another, which allows the instructor to explore the importance that team composition plays in the creative process and also the effect team reorganization has on innovation.</p>	<p>Aussie Air ♦ Catherine Tinsley McDonough School of Business , Georgetown University</p> <p><i>Aussie Air</i> is a quantifiable, multiparty, dynamic negotiation exercise modeled after the takeover attempt of Qantas Airlines by a Macquarie Bank-led consortium. Coalitions typically have a large influence over the outcome. The purpose of the exercise is to demonstrate the following three key concepts:</p> <ol style="list-style-type: none"> 1. The influence of social context on negotiations – government at the table. 2. Responding to new information during a negotiation 3. Leveraging coalitions 	<p>Braxton ♦ Stephen Goldberg Northwestern University School of Law</p> <p>Professor Goldberg will present his new, public sector labor management exercise, <i>Braxton</i>. <i>Braxton</i> is based on a real-world negotiation between a city and its police union. There are multiple, quantified issues to be negotiated and the exercise comes with a friendly excel spreadsheet for students to use during preparation and negotiation so that they correctly price multi-issue offers. The exercise illustrates that opposing parties' interests can be compatible on some issues even when positions are opposed. It provides information on "comparables" which can be used to discuss the value of what Fisher and Ury called "objective standards" in <i>Getting to Yes</i>. The exercise also demonstrates to students that a successful negotiated outcome is not always based on money, but on satisfying the interests of various constituencies.</p>
5	2:00 - 2:50 PM	<p>(Dan McAdams') Life Story ♦ Dan McAdams Psychology Department, Northwestern University</p> <p>This personal development and self-understanding exercise is based on research and used in general management and OB courses; leadership, power and politics courses; and teamwork and group courses. It requires each person to write a life story using specific guidelines provided by the exercise. Life stories are shared with a small group of people and then the whole group debriefs as a whole touching on themes of identity, the power of narrative, and happiness and well-being.</p>	<p>Cartoon ♦ Jeanne Brett Kellogg School of Management</p> <p><i>Cartoon</i> is the intercultural version of DRRC's best-selling integrative negotiation exercise, <i>Moms.com</i>. <i>Cartoon</i> can be used to illustrate the tension between claiming value and creating value, how that tension translates into the use of negotiation strategy in different parts of the world, and most importantly why negotiators in different parts of the world use strategy differently.</p>	<p>Braxton ♦ Stephen Goldberg Northwestern University School of Law</p> <p>Professor Goldberg will present his new, public sector labor management exercise, <i>Braxton</i>. <i>Braxton</i> is based on a real-world negotiation between a city and its police union. There are multiple, quantified issues to be negotiated and the exercise comes with a friendly excel spreadsheet for students to use during preparation and negotiation so that they correctly price multi-issue offers. The exercise illustrates that opposing parties' interests can be compatible on some issues even when positions are opposed. It provides information on "comparables" which can be used to discuss the value of what Fisher and Ury called "objective standards" in <i>Getting to Yes</i>. The exercise also demonstrates to students that a successful negotiated outcome is not always based on money, but on satisfying the interests of various constituencies.</p>
	2:50 - 3:05 PM	Break		
6	3:05 - 3:50 PM	<p>Counter-Terrorism ♦ Leigh Thompson Kellogg School of Management</p> <p>This high-stakes team decision making exercise challenges participants to find the best match to a suspect description based on pieces of information distributed over at certain intervals, reflecting real-life, decision-making situations in which information floats in over time. In addition to information distribution and delays, this exercise also presents the challenges of hierarchical reporting relationships, restricted communication, contradictory information, and in optional versions of the case, the possibility of a mole.</p>	<p>Negotiation: Research in the Classroom ♦ Adam Galinsky Kellogg School of Management</p> <p>Professor Galinsky will discuss how to integrate teaching and research, both how to use research in teaching and how to use teaching as inspiration for new research ideas. Negotiation research provides examples that help you tell a story. Students like to see numbers, especially ones related to dollars that help them benchmark their own outcomes against their peers in the classroom and outcomes of others whose negotiations have been studied systematically. Research that is particularly useful in the classroom is the role of first offers, the value of making multiple equivalent simultaneous offers, the difficulty of lie detection, and the effect of decision making biases.</p>	<p>Gas Station Game ♦Keith Murnighan Kellogg School of Management</p> <p><i>Gas Station Game</i> is an iterated Prisoner's Dilemma. This classic exercise is a staple of negotiation courses worldwide. It is typically used in a team-on-team format but it can be used one-on-one. It illustrates the conflict between cooperative and competitive choices and raises issues of trust, communication, leadership, ethics, and intragroup and intergroup coordination.</p>

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7	4:00 – 5:00 PM	<p>Teams: Research in the Classroom ♦ Leigh Thompson Kellogg School of Management</p> <p>This session will discuss various methods of integrating research in the classroom, using both previously-published studies and new data collection. This session will demonstrate how to engage student interest and establish teams as a management science. Some key strategies/principles to use will be outlined (e.g., bar-charts versus numeric displays; call-outs to “performance-based” Y-axis, etc.) along with key mistakes to avoid (e.g., terms such as “research subjects”, “experimenter”; studies with predictable results, etc.).</p>	<p>Negotiation: Research in the Classroom ♦ Adam Galinsky Kellogg School of Management</p> <p>Professor Galinsky will discuss how to integrate teaching and research, both how to use research in teaching and how to use teaching as inspiration for new research ideas. Negotiation research provides examples that help you tell a story. Students like to see numbers, especially ones related to dollars that helps them benchmark their own outcomes against their peers in the classroom and outcomes of others whose negotiations have been studied systematically. Research that is particularly useful in the classroom is the role of first offers, the value of making multiple equivalent simultaneous offers, the difficulty of lie detection, and the effect of decision making biases.</p>	<p>Gas Station Game ♦Keith Murnighan Kellogg School of Management</p> <p><i>Gas Station Game</i> is an iterated Prisoner’s Dilemma. This classic exercise is a staple of negotiation courses worldwide. It is typically used in a team-on-team format but it can be used one-on-one. It illustrates the conflict between cooperative and competitive choices and raises issues of trust, communication, leadership, ethics, and intragroup and intergroup coordination.</p>