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ADVANCED WORKSHOP IN MULTIPARTY NEGOTIATION & CONFLICT RESOLUTION

MLD-280 SYLLABUS JANUARY 2-13, 2019

CLASS MEETINGS	FACULTY
Wednesday, January 2 - Sunday, January 13, 2019 Daily, beginning as early as 8 a.m. and ending as late as 10 p.m. Land Hall (Belfer Building), except where indicated in schedule	Professor Brian Mandell brian_mandell@harvard.edu Office: L-104 Phone: 617.495.9123

COURSE COACHES	FACULTY ASSISTANT
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I. COURSE OBJECTIVES: Developing Next Generation Negotiators & Conflict Resolvers

To better manage the multiple forms of negotiation and conflict resolution challenges likely to emerge in the years ahead, negotiators will be required to mobilize stand-up coalitions, negotiate in cross-functional teams, orchestrate and sequence complex, multi-stakeholder-influencing campaigns across sectors and countries, manage potential spoilers or adverse coalitions, and mediate conflicts ranging from intra-organizational disputes to high-consequence international security crises.

The Advanced Workshop in Multiparty Negotiation & Conflict Resolution builds upon the analytics, skill-building competencies, and conceptual frameworks acquired and practiced in the introductory course on Fundamentals of Negotiation (MLD-220M), the course on Negotiation Analysis (MLD-222M), and Behavioral Science of Negotiations (MLD-224), as well as other negotiation courses offered across Harvard's graduate schools.

This course is advanced in three important ways. First, in terms of capacity building, it introduces new micro-skills to be mastered in significantly more complex multiparty negotiation scenarios. Second, students go beyond exercising their multiparty negotiation skills to learn a new set of mediation and facilitation skills crucial for assisting parties in managing challenges in domestic and international conflicts. Third, with extensive use of the Thomas-Kilmann Conflict Mode Instrument (TKI) throughout the workshop, students will give and receive targeted feedback on their specific negotiation and mediation styles. Participants will learn to recalibrate, and expand and adapt their repertoire of tactics for dealing with a broad range of negotiation behaviors and styles.

II. CONTENT AND ORGANIZATION: Moving from Insight to Action

The course is deeply grounded in experiential learning involving deliberate, focused, and reflective practice. The central pedagogical goal is to close the "Knowing-Doing Gap" and navigate the transition from basic competency to mastery. Toward this end, students will engage in daily journal writing, provide systematic peer-to-peer feedback, work with coaches, and compare insights regarding intellectual and emotional challenges of multiparty negotiation and facilitative mediation in small group cohort meetings.

In the first week of the workshop, the focus is on developing multi-stakeholder and team-based negotiation skills as a multiparty negotiator. Through participation in several complex multi-stakeholder/team-based simulations, students learn to manage negotiation fatigue, cognitive flooding, group decision-making biases, ethical dilemmas and cross-cultural differences more effectively. Going well beyond the negotiation scenarios of introductory courses, students will navigate shifting coalitional commitments and trade-offs, manage team and intra-group dynamics, engage spoilers, and generate consensus-based agreements.

In the second week of the workshop, the focus shifts in part to facilitative mediation. In responding to a different set of scenarios, students will learn to synthesize and integrate the complementary skill-building synergies between negotiation and mediation. Acting as mediators seeking to resolve seemingly intractable policy disputes, students will develop new skills in maintaining impartial process control, managing joint and private caucuses with disputants, uncovering underlying interests, managing emotions, projecting credibility, navigating impasses, and generating options for sustainable agreements.

III. COURSE PRE-REQUISITES

Students must have successfully completed either MLD-220M, MLD-222M, MLD-223M, or MLD-224 in order to enroll in MLD-280. Other courses must be approved by the instructor to count as pre-requisites.

IV. ASSIGNMENTS AND GRADING

To be eligible for the full 4.0 credit for this course, you must attend and participate fully in all facets of the workshop on every day of the course.

Course grades will be calculated from the following components:

Participation: 60%

This component of the grade includes participation in negotiation exercises and the quality of your contribution to class discussion. Participation also includes attendance and your contribution to others' learning in your cohort.

It is essential to be on time for all workshop activities. Being late will significantly reduce your participation grade.

Attendance at all classes, exercises, debriefs, guest lectures, and special events is mandatory.

Students must have no other course obligations during the workshop.

No unexcused absences will be tolerated.

Written Assignments: 40%

Written assignments include: Goal Setting Memo, *Adam Baxter* Strategy Memo, *Bellicoso* Strategy Memo, Goal Setting Memo Update, *Perfect Storm* Strategy Memo, and the Final Memo & Journal assignment.

All assignments must be submitted in standard format (one-sided, double-spaced, 12-point font, one-inch margins).

The Final Memo & Journal assignments are due Tuesday, January 22, 2018 at 9:00 a.m. in the box outside Professor Mandell's office, L-104.

V. ACADEMIC INTEGRITY

As members of an academic community at a leading research university, Kennedy School students will be held to high standards of academic integrity. All expectations are outlined in detail in the student handbook. Charles Lipson identifies four "bedrock" principles of academic honesty that should guide your decision-making:

- **When you say you did the work yourself, you actually did it.**
- **When you rely on someone else's work, you cite it.**
- **When you use their words, you quote them accurately, and you cite them too.**
- **When you present research materials, you present them fairly and truthfully.**

Violations of HKS' academic integrity policy are taken seriously, with consequences up to and including expulsion from the University. For more detail, students are encouraged to speak with Professor Mandell, MPP program leadership, or refer to:
<http://www.hks.harvard.edu/degrees/registrar/procedures/integrity>

VI. STUDENT GUIDELINES

A critical component of your training as a negotiator is your participation in mandatory negotiation and mediation exercises. These sessions offer a safe and structured environment in which to practice the skills and techniques we are exploring in class. Out of respect for your classmates and the course administrators, it is incumbent on you to abide by the following procedures, protocols, and schedule for negotiation exercises:

1. **Be Prepared:** For each exercise you will be assigned a role and paired with one or more counterparts. Throughout the workshop, you will be asked to play various roles, striking a careful balance between staying in character and representing your own identity as you seek to further develop your negotiation and mediation skills. It is imperative that you keep the information provided in your role confidential at all times.

It is also essential to prepare thoroughly for each exercise. Failure to prepare for these exercises will adversely affect your class participation grade and will detract from the learning experience of your assigned negotiation and mediation partners.

2. **Be There & Be On Time:** There are no excused absences from workshop exercises. Please be considerate to your classmates and arrive promptly for all designated preparation sessions and exercises. Arriving late will significantly slow an entire group's progress, and damage your reputation as a reliable and trustworthy negotiator. Failing to participate in exercises will be penalized severely.

Please note that while participation in and demonstrated learning from all assigned negotiation and mediation exercises are key components of your learning, your results will not be used to evaluate your course grade.

3. **Follow the Rules:** The instructions for the exercises are designed to be self-explanatory. Please follow the instructions carefully, and remember to keep all role-specific information confidential. *You* are responsible for obtaining and retaining a copy of your role.

Even after you have completed your negotiation or mediation, be careful about discussing the simulation with others. If people who have yet to complete the exercise learn about your particular process and outcome, their opportunity to learn may be compromised.

4. **Track Your Skill-Building Progress:** In order to track your progress throughout the workshop, you are required to summarize the exercise with your counterparts using "Hot Debrief Forms" and, individually, writing in your journal at the end of each day. Journal entries must be submitted by the beginning of class the following day.

5. **Follow the Schedule:** Throughout the entire workshop you must commit to attending and fully engaging in all scheduled activities.

VII. REQUIRED BOOKS AND COURSE MATERIALS

Required Books (available for purchase at the Harvard COOP):

1. Stone, Douglas, and Sheila Heen. *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*. Viking Adult; paperback (March 4, 2014).

Recommended Reading:

2. Lax, David A., and James K. Sebenius. *3D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*. Harvard Business Review Press; First edition (October 1, 2006).

Students are strongly encouraged to start reading *Thanks for the Feedback* during the winter break and to familiarize themselves with the *3D Negotiation* framework.

VIII. CLASS SCHEDULE AND READINGS

WEEK 1: ADVANCED MULTI-PARTY NEGOTIATION

Day 1: Wednesday, January 2, 12:00 p.m. to 7:45 p.m.

Negotiating Under High Stakes and Responding Under Pressure

- Meet in Land Hall no later than 12:00 pm. **No exceptions will be made for travel delays.**
- *Due: Goal Setting Memo (12:00 p.m.)*
- Introduction and overview of course pedagogy
- Introduction to Multiparty Negotiations and new Competency Clusters
- Introduction to the Thomas-Kilmann Conflict Mode Instrument (TKI)
- Coaching Cohort Session
- Exercise: *Domi Bellique*

End-of-day distribution

- Journal questions

End-of-day reminder

- Role-specific instructions for *Darfur Insperatus*

Readings

- Stone/Heen. *Thanks for the Feedback* (finishing reading before class begins)

Day 2: Thursday, January 3, 8:45 a.m. to 7:45 p.m.

Managing Commitments and Building Coalitions

- Exercise: *Darfur Insperatus*
- Exercise: *Adam Baxter*

End-of-day distribution

- Journal questions
- *Adam Baxter Strategy Memo*
- Role-specific instructions for *Adam Baxter*

End-of-day reminder

- **Adam Baxter Strategy Memo due tomorrow (Friday, January 4) at 8:30 a.m.**

Day 3: Friday, January 4, 8:30 a.m. to 7:15 p.m.

Managing Escalation and Commitments in Repeated Interactions

- Due: Adam Baxter Strategy Memo (8:30 a.m.)
- Exercise: *Adam Baxter*
- Exercise: *Bellicoso* preparation

End-of-day distribution

- Journal questions
- *Bellicoso* Strategy Memo

End-of-day reminder:

- **Bellicoso Strategy Memo due tomorrow (Saturday, January 5) at 8:30am**

Day 4: Saturday, January 5, 8:30 a.m. to 7:45 p.m.

Managing Cognitive Flooding and Dealing with Spoilers

- Exercise: *Bellicoso*
- Social rendezvous in Harvard Square (after 7:30 p.m., location TBA)

End-of-day distribution

- Journal questions
- Goal Setting Memo Update

End-of-day reminder

- **Goal Setting Memo Update due on Monday at 8:30am**
- Complete readings on mediation for guest speaker

Day 5: Sunday, January 6, Snow Day

- You **must** keep this entire day available in case of class cancellations due to inclement weather.

WEEK 2: ASSISTED NEGOTIATION – FACILITATIVE MEDIATION AND CONFLICT RESOLUTION

Day 6: Monday, January 7, 8:30 a.m. to 7:45 p.m.

Mediating Difficult Conversations

- Due: Goal-Setting Memo Update (8:30 a.m.)
- Mediation Training with Megan Winkeler from MWI
- Exercise: *Mediation Vignettes*
- Exercise: *Macro-B*

End-of-day distribution

- Journal questions

Day 7: Tuesday, January 8, 8:30 a.m. to 6:45 p.m.

Facilitative Mediation and Understanding the Disputants; Gender in Negotiation

- Stop Action Film: *12 Angry Men*
- Lunch Guest Speaker: Professor Hannah Riley Bowles
- Exercise: *Connor Pretorian*

End-of-day distribution

- Journal questions
- Role-specific instructions for *PacRim*

Day 8: Wednesday, January 9, 8:00 a.m. to 7:45 p.m.

Culture in Negotiation

- Exercise: *PacRim*
- Lunch Guest Speaker: Professor Robert Wilkinson
- Exercise: *The Conflict in Eastern Ukraine*

End-of-day distribution

- Journal questions

Day 9: Thursday, January 10, 9:00 a.m. to 7:15 p.m.

Exercising Process Leadership in International Conflict

- Guest Speaker: Ambassador Wendy Sherman
- Exercise: *Black Dog*

End-of-day distribution

- Journal questions

Day 10: Friday, January 11, 9:00 a.m. to 7:45 p.m.

Bringing It All Together: Making Difficult Decisions

- Video Case Discussion: *Eye in the Sky*
- Exercise: *Perfect Storm* preparation and Round 1

End-of-day distribution

- Journal questions. TODAY IS THE LAST DAY TO WRITE A JOURNAL ENTRY!
- *Perfect Storm* Strategy Memo

End-of-day reminder

- ***Perfect Storm* Strategy Memo due tomorrow by 8:00 a.m.**

Day 11: Saturday, January 12, 8:00 a.m. to 9:15 p.m.

Bringing It All Together: Managing the Chaos

- Due: *Perfect Storm* Strategy Memo (8:00 a.m.)
- Exercise: *Perfect Storm*
- Workshop Closing
- Cohort Presentations and Banquet

End-of-day reminder

- ***Complete the End-of-Workshop Survey***

Day 12: Sunday, January 13, Snow Day

- You ***must*** keep this entire day available in case of class cancellations due to inclement weather.