The Program on Negotiation
at Harvard Law School

Annual Report
Academic Year
2014-2015
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A. Summary of Academic Year 2014-2015

1. Executive Summary

The Program on Negotiation at Harvard Law School (PON) had a dynamic and energizing year of exploring new ways to fulfill its mission to support scholarship, provide educational opportunities, host events for the discussion of best practices and innovative ideas, reach out to new audiences, and connect negotiation learning with current events and real-world contexts.

Founded in 1983, PON is a multi-disciplinary consortium program of Harvard, MIT, Tufts, and a convening forum for negotiation faculty from those schools and others in the Boston area. Through PON, faculty work collaboratively with each other and with other university programs to create real cross-cutting synergy, drawing on expertise from the related fields of diplomacy, public policy, psychology, behavioral science, and business.

PON’s diverse activities of the past year are described in detail throughout this report. They include important academic events, research seminars, new books and courses, and a wide variety of special events, many of which are inter-disciplinary.

Professor Robert H. Mnookin is the Chair of PON’s Executive Committee. The other members are: HBS professor Max Bazerman, HLS professor Gabriella Blum, HLS professor Robert Bordone, MIT professor Jared Curhan, Brandeis professor Alain Lempereur, Tufts University professor Jeswald Salacuse, HBS professor James Sebenius, HLS/HBS professor Guhan Subramanian, and MIT professor Lawrence Susskind. Susan Hackley is PON’s managing director and an ex officio member of the Executive Committee.

Highlights of the past year include:

Robert Mnookin, James Sebenius, and HKS professor Nicholas Burns have launched the new American Secretaries of State Project. In 2014-2015, Secretaries Henry Kissinger and Madeleine Albright came to the Harvard campus, and were interviewed by the three faculty members. These events included a three hour long panel discussion on their most challenging negotiations and diplomatic endeavors, private interviews, and an informal Q&A as part of a formal dinner held in their honor. The faculty also interviewed Secretary George Schultz in Stanford, California.

Using material from these interviews, along with material from our Great Negotiator Award programs, Professors Mnookin, Sebenius and Burns developed a new course, entitled “Great
Negotiators, Effective Diplomacy and Intractable Conflicts”, which was offered at Harvard Law School in Spring 2015, and which included students from Harvard Kennedy School, Harvard Business School and Harvard Law School. This is the first course ever in the history of Harvard to be jointly sponsored by these three schools.

New books published by PON affiliated faculty in 2015 included: Getting to Yes with Yourself (and Other Worthy Opponents) by William Ury; Negotiating at Work: Turn Small Wins into Big Gains by Deborah Kolb; and The Power of Noticing: What the Best Leaders See by Max Bazerman; Thanks for the Feedback: The Science and Art of Receiving Feedback Well, by Douglas Stone and Sheila Heen; Inside Out: How Conflict Professionals Can Use Self-Reflection to Help Their Clients, by Gary Friedman; The Future of Violence: Robots and Germs, Hackers and Drones – Confronting a New Age of Threat, by Gabriella Blum and Benjamin Wittes; and the Interdisciplinary Handbook of Dispute Resolution, by Paola Cecchi Dimeglio. Daniel Shapiro completed work on his new book, to be published in Fall 2015.

Three books by PON affiliated faculty were named by Time.com as being the “Best Negotiation Books for 2015.” They were: The Global Negotiator: Making, Managing and Mending Deals Around the World in the Twenty-First Century by Jeswald W. Salacuse; Negotiating at Work: Turn Small Wins into Big Gains, by Deborah Kolb and Jessica Porter; and Getting To Yes with Yourself: And Other Worthy Opponents by William Ury.

The Program on Negotiation held book talks by many of the authors listed above, including a talk by William Ury in January that drew over 200 attendees.

In March, 2015, PON hosted a half-day event and a formal dinner in honor of the 50th anniversary of the publication of the landmark text, A Behavioral Theory of Labor Negotiations, by Robert McKersie and Richard Walton. The afternoon program held at Harvard Law School featured sessions on the many concepts from this remarkable text that have had a significant impact. Over 20 faculty members spoke, many of whom are PON affiliates, including Professors Michael Wheeler and Joel Cutcher-Gershenfeld, who organized the 50th anniversary events.

An Arctic Devising Seminar was convened in September to bring 30 governmental, industry, environmental, aboriginal, human rights and scientific leaders to Harvard to discuss the future of the Arctic fisheries. The seminar was organized and facilitated by Professor Lawrence Susskind of MIT and the MIT-Harvard Public Disputes Program, at the request of the President of Iceland. The results of the devising seminar were presented by PON’s Managing Director, Susan Hackley, at the fall 2014 meeting of the Arctic Circle in Reykjavik, Iceland.
PON has continued development of a blended learning course called PON Global, an innovative new course that will be offered to people around the world to learn negotiation theory and skills. Modeled after PON’s flagship Negotiation and Leadership course, PON Global will use video, video-conferencing, and on-site facilitation to deliver negotiation training to locations around the world. In 2014-2015, PON interviewed and filmed faculty members, providing a core library of video material that will serve as part of the curriculum for this course.

PON continues to partner with Harvard Law School in offering the Harvard Negotiation Institute courses on campus. Taught by senior PON faculty and affiliates, these courses attract participants from around the world. As part of this year’s HNI, PON developed an innovative new course, the Advanced Mediation Class, taught by PON faculty from HLS and MIT.

In 2014-2015, PON developed two new one-day executive education seminars, offered as part of the Negotiation and Leadership program. In September, Professor Lawrence Susskind taught a session based on his new book, *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. In May, Doug Stone and Sheila Heen taught a one-day program based on *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*.

For the eleventh year, PON offered a negotiation workshop in Hong Kong in partnership with China Education Group. The workshop was taught by HLS/HBS Professor Guhan Subramanian.

The Herbert C. Kelman Seminar Series on “Negotiation, Conflict, and the News Media” was held in collaboration with the Nieman Foundation for Journalism, the Weatherhead Center for International Affairs, and the Shorenstein Center on Media, Politics, and Public Policy. In December, Managing Director Susan Hackley co-presented a Kelman seminar with Seth Moulton, the newly elected Congressman for Massachusetts’ 6th District. Their seminar was entitled “Why Is It Hard to Talk About War? Bridging the Civilian-Military Divide.”


Leaders and experts from around the world gave presentations or participated in panel discussions hosted by PON this year. These special guests included: John Barkat, Assistant Secretary-General, United Nations Ombudsman and Mediation Services; Matthew Nimitz, Personal Envoy of the Secretary-General of the UN; Dr. Alejandro Ordóñez Maldonado, the Inspector General of Colombia; Hibaaq Osman, founder and director of Karama in Egypt;
former US Ambassador Dennis Ross; and Dr. Tal Becker, Principal Deputy Legal Advisor at the Israeli Ministry of Foreign Affairs and senior member of the Israeli peace negotiating team.

In collaboration with the Harvard Global Health Institute, the Program on Negotiation hosted a visit from H.E. Najib A. Mikati, former Prime Minister of Lebanon, who spoke on the topic of “Centrism in the Middle East: Myth or Method.” Professor Daniel Shapiro, Director of the Harvard International Negotiation Program, moderated the event. The former Prime Minister met with Harvard University students for discussion after the talk.

PON’s website has 100,000 visits per month and an email list of 70,000 subscribers who receive updates on PON research and other offerings. PON is active on social media and hosts two active Linked In groups where program graduates, practitioners and scholars can interact and discuss ideas.

The Teaching Negotiation Resource Center hosted a one-day symposium in May to feature cases and course material for use in teaching negotiation. PON affiliate faculty presented workshops on varying topics. Professor Amy Cuddy, from Harvard Business School, was the keynote speaker. The symposium was attended by over 100 people.

Professors Alain Lempereur and Jeswald Salacuse launched a new project on Leadership and Negotiation, and hosted two seminars for faculty to provide space for the exchange of ideas among leading thinkers in the fields of leadership and negotiation. Professors Ronald Heifetz and Graham Allison from Harvard Kennedy School presented talks as part of this initiative.

PON hosted many scholars and visitors from all over the world, inviting them to join us for events and faculty discussions. As a research program at HLS, PON continues to be an important resource for the HLS community and beyond.

PON staff attended the Harvard Executive Education Summit, in December 2014, a gathering of staff from across Harvard to share experiences and best practices in executive education.

2. Research, Scholarship and Project Activities

a. Areas of Inquiry – Research Program’s Mission Statement

Founded in 1983, and based at Harvard Law School, The Program on Negotiation (PON) is a consortium of faculty and students from Harvard University, Massachusetts Institute of Technology, Tufts University and other Boston-area schools. As a dynamic,
interdisciplinary research center dedicated to improving the theory and practice of negotiation and dispute resolution, PON draws from numerous fields of study, including law, business, government, psychology, economics, anthropology, the arts, and education. Through its projects and activities, PON encourages new thinking in negotiation theory, increases public awareness of successful conflict resolution processes, nurtures the next generation of negotiation scholars and teachers, provides a forum for the discussion of ideas and practices, and connects the discussion of conflict resolution with current events and real-world contexts.

PON oversees a number of faculty-led research projects and initiatives. These include: Harvard Negotiation Research Project (HNRP); Harvard Negotiation Project (HNP); the American Secretaries of State Project; the Great Negotiator Study Initiative; Middle East Negotiation Initiative (MENI); MIT-Harvard Public Disputes Program; Program on Negotiations in the Workplace; the PON Research Seminar; and the Leadership and Negotiation Initiative. A brief description of each project is below, including recent developments.

b. Projects / Research & Scholarship

i. Harvard Negotiation Research Project

1. American Secretaries of State Project

With James Sebenius (Harvard Business School) and Nicholas Burns (Harvard Kennedy School), Professor Mnookin has continued the project, American Secretaries of State: Diplomacy, Negotiation and Statecraft. The three faculty members have and will continue to interview and videotape detailed interviews with each of the former Secretaries analyzing some of their most important negotiations. Secretary of State James Baker was interviewed at Harvard when he received the Great Negotiator Award in 2012. In March, 2014, the three faculty members interviewed Secretary George Shultz at the Hoover Institution at Stanford. Secretary Henry Kissinger was interviewed at Harvard in November 2014. Secretary Madeleine Albright was interviewed in April 2014, and Secretaries Rice, Powell and Clinton have all agreed to participate in this project at dates to be scheduled.

2. Great Negotiators, Effective Diplomacy, and Intractable Conflicts

Related to the American Secretaries of State Project, Professors Mnookin, Professors Burns, and Sebenius developed a new course that explores what we can learn from studying great negotiators and diplomats grappling with some of the world’s most challenging problems. The course investigates how modern diplomacy and
negotiation can effectively address seemingly “intractable” international conflicts and overcome barriers to agreement in civil wars, interstate conflicts, and in trade and finance. Drawing on in-depth cases from global politics and business, the course develops diagnostic and prescriptive characteristics of effective negotiation and diplomacy as tools of political, military, economic and financial statecraft.

3. Negotiating Jewish Identity in Contemporary America

How can negotiation theory contribute to understanding better and resolving the variety of conflicts facing individuals, families, and American communal organizations relating to Jewish identity? Three important trends in America pose both challenges and conflicts: (1) the remarkable decline in anti-Semitism; (2) the remarkable increase in intermarriage; and (3) the increasing proportion of people with a Jewish heritage who take pride in their Jewish heritage but are not religiously observant. This research explores a number of issues concerning what it means to be Jewish in America today, the choices faced by young people, and the varieties of ways Jewish identity is constructed in contemporary America. It asks if the treatment and circumstances of Jews has changed over time within America and to what extent the experience of Jews in America is different than that of Jews in Europe and other parts of the world. This research is the basis for a book, a seminar, and a reading group.

ii. Harvard Negotiation Project

The mission of the Harvard Negotiation Project (HNP) is to improve the theory and practice of conflict resolution and negotiation by working on real world negotiation and conflict intervention, theory building, education and training, and writing and disseminating new ideas. Professor James Sebenius, who serves as vice-chair for Practice-Focused Research at PON, is Director of the Harvard Negotiation Project, while the PON Executive Committee (of which he is a member) oversees HNP and its affiliated research initiatives.

HNP continues to work on a variety of activities with a Middle East focus, including the academic activities of the Abraham Path Initiative, as well as a joint study group with Harvard's Belfer Center on Iranian Nuclear Negotiations, co-chaired by Professor Graham Allison. Over the past several years, major articles by James Sebenius analyzing the Iranian nuclear negotiations have been published. HNP also works in conjunction with PON on many aspects of the Middle East Negotiation Initiative (MENI). Professor Sebenius remains deeply involved in MENI’s work, and PON has renewed the appointment of Senior Fellow Shula Gilad to guide this initiative.
In conjunction with William Ury, PON Senior Fellow Bruce Allyn and James Sebenius continue a study initiative on the intersection of nonviolence with negotiation strategy, focusing on Nelson Mandela, Mahatma Gandhi, Martin Luther King, and Vaclav Havel.

Professor Sebenius also leads HNP’s Great Negotiator Study Initiative (and has chaired PON’s Great Negotiator Award Program since 2001). He oversees the process of seeking faculty input on potential Great Negotiator awardees and works with a faculty subcommittee to vet potential candidates based on established criteria. This past year, work continued on developing case material from the 2014 Great Negotiator Award program with Ambassador Tommy Koh of Singapore; a completed new case, “Tommy Koh and the United States-Singapore Trade Agreement,” was added to the Teaching Negotiation Resource Center. In addition, case study material from past Great Negotiator Award programs was integrated into a new Harvard course, “Great Negotiators, Effective Diplomacy and Intractable Conflicts,” developed by Professors Sebenius, Robert Mnookin and Nicholas Burns.

Professor James Sebenius co-leads the new American Secretaries of State Project with Professor Robert Mnookin, HLS, and Professor Nicholas Burns, HKS. The three faculty members interviewed several former Secretaries of State this year. Henry A. Kissinger and Madeleine K. Albright spoke at events held on the Harvard campus, and George Schultz was interviewed at the Hoover Institute in Stanford, CA. Additional details on this project are included below.

In preparation for discussions with Secretary Kissinger, Professor James Sebenius led a faculty seminar on Secretary Kissinger’s negotiations on China, the Middle East and the Soviet Union. Researcher Lawrence A. Green and Dr. Kogan contributed to the development of case study materials for these discussions.

Finally, HNP continues to sponsor the Harvard China Negotiation Initiative, collaborating with a number of faculty members who have found public and private negotiations with China-related aspects to be of special interest.

1. The Harvard International Negotiation Program

During the 2014-2015 academic year, the Harvard International Negotiation Program (INP) built on its innovative work on developing theory and disseminating tools on the emotional and identity-based roots of conflict. This work included several interrelated categories: Negotiation Events, Scholarship, Teaching, and Curriculum Development.
Negotiation Events: Bridging Research and Practice

Among the highlights of this past year, INP faculty and students organized and co-hosted, along with the Program on Negotiation and the Harvard Global Health Institute, a visit from H.E. Najib A. Mikati, former Prime Minister of Lebanon. In a keynote session at Harvard Law School, Mr. Mikati presented a lecture entitled, “Centrism in the Middle East: Myth or Method.”

Afterward, Mr. Mikati engaged in a lively two-hour meeting with students in Daniel Shapiro’s negotiation course at Harvard College. Students discussed with Mr. Mikati some of the major challenges that he faced during his time as Prime Minister, including how to respond to the massive number of Syrian refugees seeking refuge in Lebanon.

Scholarship

INP faculty advanced scholarship in numerous ways. Dr. Shapiro completed his forthcoming book on the role of identity in conflict resolution, to be published by Viking/Penguin in 2016. He spent much of the year conceptualizing models for dealing with conflicts over sacred issues, as well as synthesizing the vast literature and integrating research insights with innovative theoretical frameworks. He also has been working closely with research assistants, including Harvard College students Bessie Zhang and Brooke McLain, whose work is co-sponsored by the Harvard Global Health Institute. Their research assistance has focused primarily on curriculum development.

To promote the next generation of scholarship and education on conflict resolution, Dr. Shapiro continued to support the emerging undergraduate club on negotiation at Harvard College, and served as its Faculty Advisor. The Club initiated a variety of educational and mentoring activities.

To serve INP’s mission of advancing the psychology of conflict resolution, INP affiliate Steve Nisenbaum, Ph.D., J.D., of HMS, has continued to build an evolutionary biological theory of human behavior called homo negotiander. One key tenet of this theory is that humans are storytelling creatures. In an effort to channel this unique human attribute toward pro-social ends, Dr. Nisenbaum has theorized that, at least in contemporary Western cultures, values are often derived not solely from traditional holy books, but from movies. Thus, he has embarked on a research project he calls Hollywood Scriptures, examining the ways values
are derived from the arts and exploring ways to shape pro-social values through audio-visual media.

INP affiliates offered a variety of academic lectures and seminars at various institutions. For example, Dr. Shapiro organized and led a well-received program on “The Psychology of Radicalization” at the World Economic Forum’s regional summit at the Dead Sea in Jordan. Through interactive pedagogy, the session examined fundamental psychological principles involved in radicalizing individuals’ minds, such as milieu control and sacred doctrine. The session explored ways to combat these processes of radicalization in order to prevent violent extremism.

**Teaching**

INP faculty advance the Harvard Negotiation Project’s commitment to “spreading the skills of negotiation.” Shapiro taught a highly rated course on negotiation at Harvard College. He also offered guest lectures within Harvard and for other academic institutions, including the Fletcher School of Law and Diplomacy. Additionally, he taught in PON’s flagship Negotiation and Leadership Program, and developed a webinar on how to address the emotional dimensions of negotiation. For PON Global, he created a 30-minute teaching video on the Core Concerns Framework, a practical model he built with Professor Roger Fisher.

To advance INP’s global mission, Shapiro facilitated a Harvard Kennedy School-based Study Group on the Israeli-Palestinian Conflict. This Study Group, conceived of and developed by four mid-career Harvard Kennedy School students, sought to explore innovative ways of addressing the conflict. The program included eight meetings, involving students affiliated with HKS as well as lectures from distinguished faculty from across the Boston schools.

Shapiro, INP affiliate Bruce Shackleton, and other HMS faculty and McLean staff led a 5-part negotiation training course at Harvard Medical School/McLean Hospital to infuse tools of negotiation into the hospital’s operations. The program team developed new teaching pedagogy, including a case simulation called Shruggies, a dispute between a diaper company and a father’s organization angry at what it believes to be stereotypic depictions of fathers.

**Curriculum Development**
In 2014-2015, INP faculty contributed to the development of PON-related teaching materials and case studies. Professor Shapiro was honored to attend the American Secretaries of State Project events, led by Professors Robert Mnookin, James Sebenius and Nicholas Burns, and to participate in faculty discussions on related case materials. Professor Shapiro also supported the innovative efforts of PON Senior Fellow Shula Gilad, who worked to advance negotiation curriculum development efforts in the Middle East. Dr. Shapiro continued his role as academic advisor to the SHADES Negotiation Program, which convenes Israeli and Palestinian participants – future leaders from each side – and trains them in the frameworks and skills of negotiation.

INP faculty continue to develop a Global Curriculum on Conflict Management for senior policymakers. The curriculum includes an innovative framework (“the 5x5 Framework”), as well as firsthand case studies from global leadership including Bertie Ahern, Tony Blair, and Morgan Tsvangirai. Given the on-going turmoil across parts of the Middle East, INP has been building a new case study on the formation of the United Arab Emirates, which created a peaceful confederation of multiple emirates.

INP has also launched a new stream of curriculum development, aimed at building pedagogical resources to help students better understand how to address deeply entrenched conflicts implicating identity.

2. The Global Negotiation Initiative

The Global Negotiation Initiative (GNI), co-founded by Dr. William L. Ury and Dr. Joshua N. Weiss, continues to engage in work at both the practical and theoretical levels. At a practical level, Ury and Weiss work in various conflict areas – conducting training, workshops, and other related endeavors. GNI oversees the academic research aspect of the Abraham Path Initiative, which seeks to inspire and support the opening of a permanent cultural route of pilgrimage and tourism retracing the footsteps of Abraham in the Middle East. Ury and Weiss serve on the Board of Directors of the Abraham Path.

GNI worked in conjunction with the Abraham Path Initiative to complete the first comprehensive guidebook to the Abraham Path. The guidebook, which is now available online at www.abrahampath.org, includes narratives of Abraham from the different faith perspectives, profiles of travelers and members of the host communities and historical/cultural places related to Abraham’s journey, and other important logistical information for travelers. The Abraham Path continues
to evolve and make progress despite the turmoil in the region.

GNI has begun developing the idea of an “Abraham Path University,” where faculty and students from universities around the world would travel the Path and learn along the way. Courses on negotiation and conflict resolution are among the many ideas being considered.

Dr. Ury’s accomplishments over the past year include:

- Published a new book on the internal psychology of negotiation *Getting to Yes with Yourself (and Other Worthy Opponents)* (Harper Collins, 2015)
- Gave talks on his new book at the Program on Negotiation, Rotman School of Business at the University of Toronto, and Babson College
- Delivered a TEDx talk on the power of listening in San Diego
- Continued work on the obstacles to a negotiated solution in Syria; he wrote an op-ed with Professor David Lesch, published at CNN.com, on the subject

Dr. Weiss’s accomplishments over the past year include:

- Conducted negotiation, conflict resolution, and third side workshops and trainings in the Middle East with various partners
- Taught a weeklong conflict transformation course in Turkey with students from Hacettepe University
- Developed and currently directs and teaches in a Master’s Degree program in Leadership and Negotiation at Bay Path University
- Published an article in PON’s February *Negotiation Briefings*
- Has an article that will appear in the July 2015 issue of the *Negotiation Journal* entitled “From Aristotle to Sadat: A short strategic persuasion framework for negotiators”

**iii. American Secretaries of State Project**

The American Secretaries of State Project seeks to bring all former U.S. Secretaries of State to Harvard to examine – with faculty, students and experts - their most demanding and important negotiations they conducted while serving in the nation’s highest foreign policy office. This initiative will make a unique and substantial contribution to the teaching of negotiation and diplomacy across Harvard University and beyond, while serving as a resource for future generations of scholars and practitioners in international affairs.
The American Secretaries of State Project was jointly developed by the Program on Negotiation at Harvard Law School and the Future of Diplomacy Project at the Belfer Center at Harvard Kennedy School. It is co-led by Professor Nicholas Burns of Harvard Kennedy School, Professor James Sebenius of Harvard Business School and Professor Robert Mnookin of Harvard Law School. Dr. Eugene Kogan serves as director for the project.

In the 2014-2015 year, the American Secretaries of State Project invited Henry A. Kissinger and Madeleine Albright to campus, for panel discussions with Professors Sebenius, Mnookin and Burns. 300 students, faculty, and affiliates from Harvard Business School, Harvard Law School, and Harvard Kennedy School attended each of these two invitation-only events.

In preparation for discussions with Secretary Kissinger, Professor James Sebenius led a faculty seminar on Secretary Kissinger’s negotiations on China, the Middle East and the Soviet Union. Researcher Lawrence A. Green and Dr. Kogan contributed to the development of case study materials.

In March, 2014 Professors Burns, Mnookin and Sebenius interviewed Secretary George Shultz at the Hoover Institution at Stanford. Secretary of State James Baker was interviewed at Harvard when he received the Great Negotiator Award in 2012. Secretaries Rice, Powell and Clinton have all agreed to participate in this project at dates to be scheduled.

iv. The Middle East Negotiation Initiative (MENI)

The Middle East Negotiation Initiative (MENI) co-sponsors activities relating to the Middle East and supports faculty research efforts relating to the region. Professor Robert Mnookin oversees this work with significant involvement by Professor James Sebenius, Senior Fellow Shula Gilad, Managing Director Susan Hackley, and others.

Under Professor Sebenius’ supervision, Shula Gilad worked on two research papers during the year: “Case Study of the Land Dispute between Sakhnin and Misgav,” and “Lessons from IPNP and Shades – Israeli-Palestinian Networks Based on Joint Negotiation Learning.”

MENI plays a key role in developing connections between visiting scholars, practitioners from the Middle East, and PON-affiliated faculty. To that end, Dr. Gilad organized several faculty seminars with guests with the goal of providing in-depth analysis and discussion of current negotiation challenges in the region. Students were invited to meet with these guests for discussion. Guests included:
• Adm. Ami Ayalon, Former Head of the Shin Bet, Israel Security Agency, former Commander and Chief of Israel’s navy, former Knesset Member and Co-founder (with Professor Sari Nusseibeh) of the People's Voice for Peace Initiative
• Ambassador Maen Areikat, Head of the Palestinian Delegation to the United States and former Director General of the Negotiation Affairs Department of the PLO
• Dr. Muhammad Shtayyeh, Minister of the Palestinian Economic Council for Development and Reconstruction (PECDAR)
• Attorney Gilead Sher, Chief Israeli negotiator in 1999-2001 Camp David summit and the Taba talks; both talks were co-sponsored with Fletcher School, Tufts University

In addition, MENI organized numerous public talks open to students, faculty, staff and the wider community. Events included:

• “Negotiating the Israeli-Palestinian Conflict: Track Two Diplomacy in the Past, Present and Future” with Yair Hirschfeld
• “After Gaza: Prospects for Israeli-Palestinian Negotiations” with Professor Shai Feldman and Dr. Khalil Shikaki
• “Israel and the Middle East: The Current Landscape and its Impact on Negotiations” with Tal Becker
• “A Paradigm Shift for Israeli-Palestinian Negotiations,” with Dr. Muhammad Shtayyeh
• “Israeli-Palestinian Process after the Israeli Elections: Recalculating the Route” with Attorney Gilead Sher
• “The Voices of Syria: Opinions of civilians and fighters of the Syrian civil war,” a panel discussion with Vera Mironova, Sadik Al Azm, and Motaz Hadaya; the panel was moderated by Professor Robert Mnookin

In the fall of 2014, MENI organized a two-day workshop for the MEPI (Middle East Partnership Initiative) Young Arab Leaders program sponsored by Roger Williams University (RWU). Seventeen young Arab leaders from 14 countries attended the workshop held on the HLS campus.

In the spring of 2015, MENI organized a workshop for Palestinian, Israeli and other interested students and fellows, who, with the guidance of Two System’s Approach experts -- Mary Catherine Bateson and Matthew Blumberg – explored the benefits of applying Systems Thinking to the Israeli-Palestinian conflict.

Collaboration with HNMCP
During the Spring Semester of 2015, MENI’s Dr. Shula Gilad, Professor Elad Oreg of Ono College (an Academic College in Israel with a vision of inclusion and social reform), and Rachel Viscomi, Lecturer at Harvard Law School, managed and co-supervised two HNMCP students in designing and facilitating roundtable discussions at Ono College on one of the highly contentious issues facing Israeli society internally -- mandatory national and military service. This issue has created particular antagonism between Ultra-Orthodox and secular Israelis, Arabs and Jews, Druze and Muslims, men and women, and immigrants and Israeli-born. It also highlights the inequality in national service, and related rights and benefits, and barriers to entering the labor force and civic participation.

Finally, MENI assisted several PON-affiliated faculty members in planning their trips to the Middle East, by identifying and connecting faculty to key players on the ground. Faculty members who have worked with MENI in this capacity include: Professor Alain Lempereur, Brandeis University; Professor Eileen Babbitt, Tufts University; Professor Daniel Shapiro; Rachel Viscomi; and Hugh O’Doherty, Adjunct Lecturer in Public Policy, Harvard Kennedy School.

v. MIT-Harvard Public Disputes Program

The MIT-Harvard Public Disputes Program team continued its research efforts in the four main areas in which it has made important contributions to theory building and the definition of best practice over the past three decades: (1) international environmental treaty-making, (2) the application of mediation techniques and strategies to a range of public disputes, (3) strategies for addressing values-based and identity-based disputes in the public arena; and (4) the resolution of sovereignty and land claims of indigenous peoples. Dr. David Fairman and Mr. Patrick Field continue to serve as Associate Directors of PDP. Professor Lawrence Susskind, Vice-Chair of PON and Ford Professor of Urban and Environmental Planning at MIT is the director of PDP.

Highlights from the 2014-2015 year include:


- Publication of the second edition of Professor Susskind’s *Environmental Diplomacy*, jointly authored by Professor Saleem Ali (at University of Queensland, Australia) in early 2015 by Oxford University Press. The new
The most important changes in global environmental treaty-making since the publication of the first edition in 1995.

- **Water Diplomacy** – PDP co-organized a Water Diplomacy Workshop for 32 water professionals. The week-long program was held in June 2015, and was hosted on the Harvard Law School campus. Jointly co-sponsored by MIT and Tufts University, with support from the World Bank, this train-the-trainer program taught the Water Diplomacy Framework presented in *Water Diplomacy: A Negotiated Approach to Managing Complex Water Networks* (Resources for the Future, 2012), written by Shafiqul Islam and Lawrence Susskind.

- The MIT-Harvard Public Disputes Program also continues to co-lead the NSF-funded Research Coordination Network on Water Conflict and Security. This brings the heads of 15 international research centers, each of whom is working on better ways of managing water conflict, to MIT and Tufts each year. In conjunction with Tufts University, PDP has developed the AquaPedia, an on-line system for collecting case materials that explore the various ways in which water conflicts are being handled around the world. In addition, PDP has developed several new role-play simulations that have been added to PON’s Teaching Negotiation Resource Center (TNRC).

- **US-Mexico Water and Energy Negotiations** – MIT doctoral candidate, Mr. Bruno Verdini, is leading a research effort examining recent water and energy agreements between Mexico and the United States. He is funded by the Mexican government. In March 2015, Professor Susskind and Mr. Verdini presented a training program for the Mexican Ministries of Environment and Energy based on the work supported by PDP.

- **Devising Forum for the Arctic Council and the Arctic Circle** – with support from PON, the PDP team organized a two-day Devising Seminar in Cambridge, Massachusetts in September 2014 for 30 governmental, industry, environmental, aboriginal, human rights and scientific leaders involved in studies of arctic fisheries. The Arctic Circle, led by the president of Iceland, Olafsun Grimsson, asked PDP to bring these stakeholders together to see if agreement could be reached on new strategies for managing Arctic fisheries. Professor Lawrence Susskind facilitated the discussion. Managing Director Susan Hackley presented the results of the Devising Seminar at the fall 2014 meeting in Iceland of the many hundreds of stakeholders gathered at the session organized by the Arctic Circle.
• **Mediating Hydrodevelopment Conflicts in Chile** – In conjunction with the Consensus Building Institute, MIT's Program on Science and Technology Innovation (MISTI), and MIT’s Sloan School of Management, PDP continues to bring together government, industry, and civil society leaders involved in the increasingly acrimonious conflict over the development of hydropower in Southern Chile. The focus is on new ways of ensuring that indigenous peoples (Mapuche), national environmental interests, and government agencies at the national and local level have a forum in which to brainstorm better ways of dealing with strong disagreements about the role of hydropower development in national energy policy. With colleagues at the Austral University de Chile (in Valdivia) and the Consensus Building Institute’s Chile office, PDP is in the process of helping the national government organize an energy policy dialogue in several regions around the country. All the published materials are available on the web site of the MIT Science Impact Collaborative (scienceimpact.mit.edu). A new role-play simulation, developed by Ms. Jenny Hatch of the Harvard Kennedy School and included in PON’s Teaching Negotiation Resource Center (TNRC), provides a means of bringing various constituencies together, in Southern Chile, to explore the social and environmental impacts of energy development on indigenous peoples.

• **Environmental Mediation in Finland** – PDP has been working with university partners in Finland to promote the use of environmental mediation techniques to resolve mining disputes, forestry disputes and stalled negotiations between the Sami people and the government of Finland. Professor Susskind helped to produce the Fisker’s Declaration, spelling out a multi-pronged strategy for initiating environmental dispute resolution experiments at the local, regional and national level in Finland. Professor Susskind met with former Finnish President Ahtisaari in Finland. President Ahtisaari is a former winner of PON’s Great Negotiator Award.

**vi. Program on Negotiations in the Workplace**

Faculty and affiliates of the Program on Negotiations in the Workplace Project have been active in research and intervention work as it concerns gender in the workplace. Simmons Professor *emerita* Deborah Kolb and HBS Professor Kathleen McGinn are co-directors for the project.

Professors Kolb and McGinn and HBS Professor Lakshmi Ramarajan have completed their paper, “An Outside-Inside Internalization of Shifting Gender Logics in Professional Work.” The paper explores how the women’s initiative at a professional services firm reshaped its mission and strategies as it internalized the challenges of
the changing social institution of gender over nearly two decades. In the process the initiative was refashioned from a program focused solely on women to a broader and more inclusive mandate.

Professors Kolb and McGinn (along with Jessica Porter) continue their four year project with the African Women in Agricultural Research and Development (AWARD), a project funded by the Bill and Melinda Gates Foundation. The project is intended to develop the capacity of African trainers to deliver a four day negotiation workshop that emphasizes negotiations in the workplace. In September, 2013, in Mombasa, they ran the first phase of a Train the Trainer Workshop in Kenya. This year, the training notes from that program were developed and made available to the trainees.

In another project with Jessica Porter and a leadership group in Chicago, Leading Women Executives, Kolb continues to work on developing a diagnostic framework to analyze systemic gender issues in organizations. The framework has been used with a number of different companies to help leaders identify ‘small wins’ that enable women leaders to flourish at the same time as they enhance the performance of organizations.

Deborah Kolb, with Jessica Porter, picks up on these themes in their new book, *Negotiating at Work: Turn Small Wins into Big Gains*. Time.com named the book as one of the best negotiation books of 2015. In the book, the authors outline the critical steps in what they call ‘n-negotiations,’ as distinct from more formal dealmaking.— Working from case studies of women leaders, Kolb and Porter develop an approach to negotiating in organizations that help women leaders negotiate “second generation” gender issues. “Second generation” gender issues are the powerful yet often invisible barriers to women’s advancement that arise from cultural beliefs about gender, as well as workplace structures, practices, and patterns of interaction that favor men. Women have to negotiate, not only over issues of compensation, but also for opportunities, for ways to manage their complex work and personal lives, and to create value for the invisible work they do. Raising these types of issues can be met with resistance and so requires some different approaches to negotiation. But in the process of negotiating over second generation issues, changes in work practices are often the outcome, which are what the authors call ‘small wins.’ Kolb and Porter have started work on detailed teaching notes based on their new book.

Kathleen McGinn and Pinar Fletcher co-authored a paper on “Competing At All Costs: Dysfunctional Competition & Gender.” Across three laboratory experiments they explore whether men and women differ in their willingness to risk incurring
costs in order to hurt competitors. Across all participants, propensity for destructive competitive behavior is higher in high-intensity competitions with winner-takes-all incentives and high social comparison than in low-intensity competitions with variable reward schemes and no social comparison. Men and women show a similar propensity for destructive competitive behavior in high-intensity competitions where expected net payoffs from such behavior are relatively certain, and are likely to be high and positive. But women are more likely than men to pay attention to contextual cues regarding expected payoffs. As a result, women are more likely than men to curb destructive competitive behavior in low-intensity competitions where expected net payoffs from such behavior are uncertain and low. Behavioral norms that eschew destructive competition further reduce such behavior in low-intensity competitions both among men and women, but the gender gap in propensity for destructive competition persists after observing positive behavioral norms.

Kathleen McGinn, Corinne Low and Nava Ashraf completed their multiyear field study exploring the role of negotiation skills in girls’ schooling and health outcomes. In a randomized controlled study conducted in 41 schools in Lusaka, Zambia, they test the marginal value of negotiation skills on girls’ ability to control important life outcomes. In a 3x2 design, they layer negotiation skills on top of an informational intervention that provides facts on HIV avoidance and the benefit of schooling. They measure results through data from girl and guardian surveys, a trust game between participating girls and their guardians, take-up of an optional outside-school educational opportunity, school attendance records, national exam results, and progression into high school. The intervention and data collection were conducted by a field team in Zambia, housed in the Zambian office of Innovations for Poverty Action (IPA).

Kathleen McGinn, Judith Clair (Boston College), Rachel Arnett (HBS doctoral student) and Beth Humberd (U Mass, Lowell) are exploring themes of agency, community and serendipity in the self-reported life stories of 53 women leaders. Using narrative analyses, they uncover the ways in which social class, age cohort and gender intersect in women’s assignment of “credit” for their successes, in their presentation of bias and discrimination, and in their accounts of dominance and subjugation.

**vii. PON Research Seminar**

The PON Research Seminar invites leading scholars to speak about their research on negotiation and related fields to PON-affiliated faculty members and doctoral students from the Greater Boston area. In 2014-2015, two seminars were held.
Maurice Schweitzer, the Cecilia Yen Koon Professor of Operations and Information Management at The Wharton School, University of Pennsylvania, presented a research seminar in October. Entitled “Deception, Morality and Trust,” his seminar offered a look at research that suggests that pro-social deception can increase behavioral and attitudinal measures of trust. (October 24, 2014)

In November, the PON Research Seminar hosted Adam Galinsky, the Vikram S. Pandit Professor of Business and Chair of Management Division at Columbia Business School. Entitled “When Hierarchy Wins and When it Kills,” his seminar examined how hierarchy affects team performance, and under what conditions it can reduce or increase the likelihood of conflict. (November 17, 2014)

viii. Leadership and Negotiation

Professors Alain Lempereur of Brandeis and Jeswald Salacuse of the Fletcher School at Tufts University spearheaded a new initiative on “Leadership and Negotiation.” As part of this initiative, two faculty dinners were organized to provide a space for discussion and engagement across disciplines.

Ronald Heifetz, Founding Director of the Center for Public Leadership and the King Hussein bin Talal Senior Lecturer in Public Leadership at the Harvard Kennedy School, spoke on adaptive leadership at a faculty dinner at the Harvard Faculty Club. (December 4, 2014)

In February, Graham Allison, Director of the Belfer Center for Science and International Affairs and Douglas Dillon Professor of Government at the Harvard Kennedy School of Government, discussed concepts raised in his book, Essence of Decision: Explaining the Cuban Missile Crisis. (February 5, 2015)

c. Clinical Work

The Program on Negotiation coordinates with the Harvard Negotiation and Mediation Clinical Program (HNMCP), sharing resources and information on events, opportunities for student involvement, etc. Professor Robert Bordone, Director of HNMCP, is a member of the PON Executive Committee. In February 2015, HNMCP and PON co-sponsored the Harvard Negotiation Law Review Symposium. For more details on the Symposium, see page 22.

d. Publications & Other Activities
i. Publications

1. Negotiation Journal

*Negotiation Journal* is a quarterly, peer-reviewed publication that takes a multidisciplinary approach to negotiation and conflict resolution. The journal publishes cutting-edge empirical research, as well as theoretical essays, case analyses, book reviews, and advice for practitioners, with a strong commitment to publishing articles of interest to negotiation teachers.

Article topics in 2014-2015 included:

- How peace builders negotiate with organized crime organizations
- The impact of displays of happiness and anger in negotiations
- The importance of procedural justice on conflict management in schools
- The role of Track Two talks in nuclear negotiations between the United States and Iran
- Which factors determine the success of negotiated agreements to end civil wars
- How to expand the Thomas-Kilman conflict model when mediating highly conflictual relationships

In 2014, institutions across the country continued to switch from traditional single journal subscriptions (print, online, or both) to online Wiley licenses. Currently 70 percent of *Negotiation Journal*’s institutional subscribers receive journal access via five-year licenses. The revenue earned from traditional print subscriptions, however, is still significant enough that the publisher recommends that the journal continue to publish in print for another two to three years.

Online readership continued to grow, with the journal web site receiving as many as 8,000 unique monthly visitors, and the journal’s citation impact factor has also improved.

Michael Wheeler announced that, after twenty years as *Negotiation Journal* editor, he will step down effective June 30, 2015. Professor Joel Cutcher-Gershenfeld will be the *Negotiation Journal*’s new editor. Dr. Cutcher-Gershenfeld, currently a professor and former Dean at University of Illinois, will join the faculty at Brandeis University in January 2016.

2. Negotiation Briefings
PON produces a monthly newsletter, *Negotiation Briefings*. With HLS Professor Guhan Subramanian as faculty editor, the newsletter offers current negotiation strategies and methods to improve management, decision-making, and communication skills from PON negotiation experts and scholars in a quick-reading, practical format. The newsletter is available in print, on the web, and, new this year, as a tablet edition.

3. **Harvard Negotiation Law Review**

*Harvard Negotiation Law Review* (*HNLR*) is one of the country's leading journals of alternative dispute resolution scholarship. *HNLR* publishes a variety of articles related to negotiation, mediation, arbitration, and other dispute resolution topics. The journal also hosts symposia and other events addressing current and noteworthy issues in ADR. PON co-sponsored the 2015 *HNLR* Symposium entitled “Restorative Justice: Theory Meets Application” on February 28, 2015. For more details on the Symposium, see page 22.

4. **Teaching Negotiation**

The Teaching Negotiation Resource Center (formerly the Clearinghouse) hosts faculty dinner seminars; communicates with the negotiation community about TNRC research and events; develops and markets new teaching materials; and grows the distribution and sales of TNRC products.

5. **Books published by PON-affiliated faculty in 2014-2015**

- *Getting to Yes with Yourself: And Other Worthy Opponents*, by William Ury, was published in 2015 by HarperOne
- *Interdisciplinary Handbook of Dispute Resolution*, by Paola Cecchi Dimeglío, was published in 2015 by Larcier
- *Negotiating at Work: Turn Small Wins into Big Gains*, by Deborah Kolb and Jessica Porter, was published in 2015 by Jossey-Bass
- *Inside Out: How Conflict Professionals Can Use Self-Reflection to Help Their Clients*, by Gary Friedman, was published in 2015 by American Bar Association
- *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*, by Douglas Stone and Sheila Heen, was published in 2015 by Portfolio Penguin
- *The Power of Noticing: What the Best Leaders See*, by Max Bazerman, was published in 2014 by Simon & Schuster
The Future of Violence: Robots and Germs, Hackers and Drones – Confronting a New Age of Threat, by Gabriella Blum and Benjamin Wittes, was published in 2015 by Basic Books

ii. Conferences

1. “A 50th Anniversary Celebration of A Behavioral Theory of Labor Negotiations” – The Program on Negotiation hosted a half-day program to celebrate the fiftieth anniversary of the publication of A Behavioral Theory of Labor Negotiations, by Richard E. Walton and Robert B. McKersie. The event featured reflections by 25 speakers, many of whom are PON affiliated faculty members, including Robert Mnookin, James Sebenius, Max Bazerman, Deepak Malhotra, Mary Rowe, Thomas Kochan, Susan Podziba, and Lawrence Susskind. Professors Michael Wheeler and Joel Cutcher-Gershenfeld organized the program. The presentations were organized into six sections exploring the impact and lasting influence of concepts and practices introduced in this landmark text. Professors McKersie and Walton provided commentary and reflection in response to speakers’ remarks. The event at Harvard Law School was attended by about 70 people, and also live-streamed on the web. The video is available on PON’s YouTube channel. (March 5, 2015)


During the day-long event, several PON-affiliated faculty members participated in panels and audience discussions. The panels included:

- **Panel 1: “Bringing a Theory to Life: Origins, Expectations, and Realization”**
  - Moderator: Sonja Starr
  - Panelists: Annalise Acorn, Mark Umbreit, Daniel Van Ness

- **Panel 2: “Victims in Restorative Justice”**
  - Moderator: Daniel Van Ness

- **Panel 3: “Empowering Youth Through Restorative Justice”**
  - Moderator: Mark Umbreit
Panelists: Christine Agaiby, Chandra Banks, Hon. Jay Blitzman, and Erin Freeborn

- **Afternoon Address by Dean Martha Minnow**
- **Panel 4: “Restorative Principles in Transitional Justice”**
  - Moderator: Adriaan Lanni
  - Panelists: Timothy Longman, Carl Stauffer, and Pushpi Weerakoon
- **Keynote Address: Jamie Eldridge, Massachusetts State Senator representing the Middlesex and Worcester Districts**

### iii. Workshops

1. Susan Hackley, Managing Director of PON, led a negotiation skills workshop entitled “The Art of Negotiation” as part of the annual Women2Women (W2W) Conference, in July 2014. Organized by Empower Peace, Women2Women is a week-long leadership training program for young women, age 15 - 19, from the Middle East, North Africa and the United States. This is the ninth consecutive year that Ms. Hackley has taught this workshop.

2. On July 2014, 17 young Arab leaders spent a day at PON as part of the Middle East Partnership Initiative (MEPI) Young Arab Leaders program. The workshop was organized by PON Senior Fellow Shula Gilad, in collaboration with the Roger Williams University of Rhode Island.

3. The MIT-Harvard Public Disputes Program, in partnership with Tufts University, offered a Water Diplomacy Workshop in June 2015. This week-long train-the-trainer program offered negotiation skills to water professionals from around the world.

### iv. Events

1. **American Secretaries of State Project**

The American Secretaries of State Project is a new initiative established jointly by the Program on Negotiation at Harvard Law School and the Future of Diplomacy Project at the Belfer Center, Harvard Kennedy School. This project brings former U.S. Secretaries of State to Harvard University to examine the most demanding and important negotiations they conducted while serving in the nation’s highest foreign policy office. The project is co-led by Professors Robert Mnookin, of Harvard Law School, James Sebenius, of Harvard Business School, and Nicholas Burns, of Harvard Kennedy School. In 2014-2015, two major events were held on the Harvard campus.
Secretary Henry Kissinger was interviewed by Harvard professors Mnookin, Sebenius and Burns in a three-hour afternoon event in Ames Courtroom at Harvard Law School. The discussions focused on negotiation and diplomacy efforts related to China, the Middle East and the Soviet Union. (November 6, 2014)

Secretary Madeleine Albright was interviewed by Professors Mnookin, Sebenius and Burns during a three-hour panel discussion, held at Spangler Hall, Harvard Business School. HBS Dean Nitin Nohria welcomed Secretary Albright and introduced the panel. The program included discussion of the conflicts in the Balkans, relationships with Russia and China, the Camp David negotiations between Israel and the PLO, and efforts to finalize an agreement with North Korea related to non-proliferation of nuclear weapons. (April 2, 2015)

In addition to these afternoon sessions, Secretary Kissinger and Secretary Albright each shared further reflections in an informal Q&A session as part of a formal dinner held in their honor. All events were attended by faculty and students from Harvard Business School, Harvard Kennedy School, and Harvard Law School, and special guests.

2. The Herbert C. Kelman Seminar Series on Negotiation, Conflict and the News Media

The Herbert C. Kelman Seminar Series on Negotiation, Conflict and the News Media is held throughout the academic year. The series is co-sponsored by the Program on Negotiation, the Nieman Foundation for Journalism, the Weatherhead Center for International Affairs, the Shorenstein Center on Media, Politics and Public Policy, and Boston-area members of the Alliance for Peacebuilding.

The 2014-2015 Kelman Seminar seminars were:


c. The Conflict in Ukraine and How it is Portrayed in the Media – Presenters: Irina Gordienko, Correspondent for Novaya Gazeta, Nieman Fellow and Vera Mironova, Graduate Research Fellow at the Program on Negotiation at Harvard Law School. (March, 9, 2015)


e. Why Is It Hard to Talk About War? Bridging the Civilian-Military Divide – Presenters: Seth Moulton, Congressman Elect, Massachusetts’ 6th District, and Susan Hackley, Managing Director, Program on Negotiation at Harvard Law School. (December 8, 2014)

f. Can Dignity Play a Role in US/Cuba Reconciliation? – Presenters: Elaine Díaz Rodríguez, Professor of Journalism at Havana University, Cuba, Nieman Fellow, and Donna Hicks, Associate at the Weatherhead Center for International Affairs, Harvard University. (November 17th, 2014)

g. Ebola: From Real Needs in West Africa to Fear and Fumbling in the U.S. How this crisis is teaching us that health systems matter – Presenters: Ashish K. Jha, M.D., M.P.H, Director, The Harvard Global Health Institute; Stefanie Friedhoff, Journalist and Former Programming Director at Nieman Foundation for Journalism at Harvard; and Andrew Sechler, M.D. Associate Medical Director, Last Mile Health. (October 27th, 2014)

3. Middle East Negotiation Initiative

The Middle East Negotiation Initiative (MENI) encompasses a wide range of Middle East-related activities at the Program on Negotiation. In 2014-2015, the MENI series presented the following talks:

a. Voices of Syria: Opinions of Civilians and Fighters of the Syrian Civil War – Presenters: Ms. Vera Mironova, Graduate Research Fellow, Program on Negotiation; Sadik Al Azm, Emeritus Professor of Modern European Philosophy, University of Damascus; and Motaz Hadaya, former Political Specialist with the U.S. Embassy in Syria. Moderated by Professor Robert H. Mnookin. (April 8, 2015)
b. The Israeli-Palestinian Process After the Israeli Election:  
Recalculating the Route – Presenter: Attorney Gilead Sher, Head of the  
Center for Applied Negotiations (CAN), Senior Research Fellow, Institute for  
National Security Studies at Tel Aviv University. Moderated by Professor  
Robert H. Mnookin (March 30, 2015)

c. A Paradigm Shift for Israeli – Palestinian Negotiations – Presenter: Dr.  
Mohammad Shtayyeh, Minister, Palestinian Economic Council for  
Development and Reconstruction, former Member, Palestinian Delegation to  
the final status talks with Israel. Moderated by Professor Robert H. Mnookin.  
(March 25, 2015)

d. Israel and the Middle East: The Current Landscape and its Impact on  
Negotiations – Presenter: Dr. Tal Becker, Principal Deputy Legal Adviser at  
the Israeli Ministry of Foreign Affairs, senior member of the Israeli peace  
negotiation team. (March 6, 2015)

e. After Gaza: Prospects for Israeli-Palestinian Negotiations – Presenters:  
Shai Feldman, Judith and Sidney Swartz Director of the Crown Center for  
Middle East Studies, Professor of Politics at Brandeis University; and Khalil  
Shikaki, Director of the Palestinian Center for Policy and Survey Research,  
Richard Goldman Senior Fellow at the Crown Center for Middle East Studies  
at Brandeis University. Co-chaired by Professor Robert H. Mnookin and  
James K. Sebenius, Gordon Donaldson Professor of Business Administration  
at Harvard Business School. (November 21, 2014)

f. Negotiating the Israeli-Palestinian Conflict: Track Two Diplomacy in  
the Past, Present and Future – Presenter: Yair Hirschfeld, Fellow, Baker  
Institute for Public Policy, Rice University, Director General, Economic  
Cooperation Foundation. Co-chaired by Professor Robert H. Mnookin and  
Professor James K. Sebenius, Harvard Business School. (September 19, 2014)

4. PON Lunchtime Talks

Throughout the academic year, PON invites experts and practitioners in the field  
of negotiation, mediation and conflict resolution to speak about their work or  
research. These presentations typically include a 30-minute talk by the presenter,  
followed by a Q&A period. These free lunchtime events are open to HLS  
students, faculty, staff and the wider community. The talks presented this year  
were:
a. New Findings in the Field of Negotiation: Research from the PON Graduate Research Fellows (Session Two) – Presenters: Arvid Bell, PhD Candidate in political science at Goethe University Frankfurt; Dana Wolf, PhD candidate in public international law at American University Washington College of Law; and Todd Schenk, PhD candidate in environmental policy and planning at Massachusetts Institute of Technology. (April 27, 2015)

b. New Perspectives on Large-Scale Systems Change – Presenter: Joel Cutcher-Gershenfeld, Professor, School of Labor and Employment Relations (LER) at the University of Illinois. (April 23, 2015)

c. New Findings in the Field of Negotiation: Research from the PON Graduate Research Fellows (Session One) – Presenters: Vera Mironova, PhD candidate in political science at the University of Maryland; Abbie Wazlawek, PhD candidate in management at Columbia Business School; and Boshko Stankovski, PhD candidate in politics and international studies at University of Cambridge. (April 21, 2015)

d. Interdisciplinary and International Perspectives on ADR: Past, Present, and Future – Presenter: Dr. Paola Cecchi-Dimeglio, Editor, Interdisciplinary Handbook of Dispute Resolution. (April 15, 2015)

e. Making Conflict Work: Harnessing the Power of Disagreement (Book Talk) – Presenter: Dr. Peter Coleman, Professor of Psychology and Education, Columbia University (April 9, 2015)

f. Reflections of a Mediator: Preventive Diplomacy in an Age of Conflict – Presenter: Dr. Johnston Barkat, Assistant Secretary-General, Assistant Secretary-General, United Nations Ombudsman and Mediation Services. (April 7, 2015)


h. Negotiating Nuclear Non-Proliferation: Lessons from the Field – Presenter: Laura Rockwood, Senior Research Fellow, Managing the Atom Project, Harvard Kennedy School. (February 20, 2015)
i. **Responding to the Conflict in Syria: An Insider’s Perspective** – Presenter: Dr. Amro Taleb, a businessman from Syria actively involved in humanitarian aid and refugee work. (January 28, 2015)

j. **A Perspective on the Colombian Peace Process** – Presenter: Dr. Alejandro Ordóñez Maldonado, Inspector General of Colombia. (December 5, 2014)

k. **Centrism in the Middle East: Myth or Method** – Presenter: Najib A. Mikati, former Prime Minister of Lebanon. Opening remarks by Daniel L. Shapiro, Founder and Director, Harvard International Negotiation Program. (November 24, 2014)

l. **How Designing Peace Can Make a Change** – Presenter: Karen Lee Bar-Sinai, Former PON Research Fellow, co-founder of SAYA/Design for Change. Held at Brandeis University. (October 6, 2014)


5. **PON Film Series**

The PON Film Series provides a forum for discussing negotiation theory and practice through the analysis of conflicts depicted in documentary or feature films. The Film Series also honors filmmakers whose films increase understanding of negotiation and conflict transformation.

a. **“James Baker: The Man Who Made Washington Work”** – PON screened this documentary written, produced and directed by Eric Strange, who spoke to the audience after the screening. The film explores the life and long political career of James A. Baker III, a remarkably savvy power player, dealmaker and diplomat respected on both sides of the aisle for his ability to get things done. Now 84, Baker was instrumental in getting three presidents elected, served in top posts for two of them, and was a central player in some of the most momentous events of the late 20th century. (March 11, 2015)

b. **“The Ghost Army”** – Director Rick Beyer spoke at a screening of his new documentary, *The Ghost Army*, which tells the story of a top-secret U.S. Army unit in World War II that used inflatable tanks, sound effects, and
dazzling showmanship to deceive the German military. They brought creativity and illusion to the field of conflict to manipulate enemy perceptions and give an edge to American forces. Many of the soldiers carrying out this unique mission, including future fashion designer Bill Blass and future painter Ellsworth Kelly, were artists. The film premiered on PBS in 2013, and has since been broadcast in more than a dozen countries and honored with a prestigious CINE Golden Eagle Award and other awards. (October 1, 2014)

6. Other Events

a. “Analyzing the Name Dispute between the Republic of Macedonia and Greece: Twenty Years after the Interim Agreement” – Boshko Stankovski, a Graduate Research Fellow at the Program on Negotiation, organized a panel discussion on this long-running dispute. Speakers included Matthew Nimitz, Personal Envoy of the Secretary-General of the United Nations, Dr. Daniel Serwer, Senior Research Professor of Conflict Management, Johns Hopkins School of Advanced International Studies, and Stankovski. The panel was moderated by Professor Robert H. Mnookin. (April 17, 2015)

b. “Harvard International Negotiation Crisis Simulation” – PON Graduate Research Fellow Arvid Bell organized a 72 person role play simulation about elections in Afghanistan, open to students from PON’s consortium schools. Responding to a dynamic and realistic negotiation environment, participants learned to deal with the uncertainty and pressures of elections in unstable democracies, terrorist attacks, domestic political constraints, drone strikes, and other forms of military action. The event concluded with a debrief class led by distinguished negotiation experts and practitioners. Co-sponsored by the Program on Negotiation at Harvard Law School, the Gleitsman Program for Leadership on Social Change at the Center for Public Leadership; the Harvard Kennedy School Negotiation Project; and the Belfer Center’s Future of Diplomacy Project at Harvard Kennedy School. (April 10-12, 2015)

c. “The Christmas Truce and Flanders Peace Field Project” – This lecture by Irish journalist and author Don Mullan discussed the Flanders Peace Project established to commemorate the spontaneous truce of Christmas 1914. Established at the site of the truce, in the Belgian city of Messines, this project has two goals: to celebrate peace in a place of unimaginable devastation, and to engage young people in peace initiatives. Mullan set the
scene of the Christmas Truce and outlined details of this multi-disciplined project, which Archbishop Desmond Tutu described as “a gift of the Island of Ireland Peace Process to the European Project and World Peace.” (March 23, 2015)


e. “A Role for Negotiation in Promoting Women’s Rights and Security in the Middle East and North Africa” – Hibaaq Osman, the founder of Karama (Arabic for “dignity”), a regional NGO based in Cairo, Egypt, spoke of her efforts working to reform discriminatory laws and practices and promote women’s advancement, security, and protection in all aspects of public and private life. Professor Alain Lempereur of Brandeis University moderated the discussion. (March 11, 2015)

f. “Getting to Yes with Yourself (Book Talk)” – In his new book Getting to Yes with Yourself (and Other Worthy Opponents), William Ury—co-founder of the Program on Negotiation and co-author of Getting to Yes—suggests that the greatest obstacle to successful agreements and satisfying relationships is not the other side but ourselves, and that our natural tendency is to react in ways that do not serve our true interests. In this talk, attended by 200 people, Dr. Ury shared the core ideas from his new book. (January 22, 2015)

g. Conflict Bridging Initiative Kick-Off Breakfast - PON sponsored a breakfast in October, to help launch the Conflict Bridging Initiative, a student-led initiative to increase connections among students from area schools who are interested in the fields of conflict resolution and negotiation. Students from Harvard, Brandeis and UMass Boston led the two-hour brainstorming session, to gather ideas from students, faculty and practitioners on how to collaborate more closely. The 2-hour kick-off event was attended by more than forty people.

h. 2014 Program on Negotiation Fall Open House – An opportunity for prospective students to network with faculty from PON’s consortium of local
schools, socialize with students from around Harvard and greater Boston, and learn about opportunities and events offered by PON. (October 6, 2014)

i. “Max Bazerman: The Power of Noticing (Book Talk)” – Max Bazerman discussed his new book *The Power of Noticing: What the Best Leaders See*, and shared insights on how effective leaders enhance their negotiations and management decisions by seeing and analyzing information that others might not notice. He explained how to explore personal cognitive blind spots, to identify salient details you are programmed to miss, and to take steps to ensure you won’t miss important information. Bazerman is Jesse Isidor Straus Professor of Business Administration at the Harvard Business School and the Co-Director of the Center for Public Leadership at the Harvard Kennedy School. (September 22, 2014)

e. Fellows, Visiting Researchers, Research Assistants & Interns

i. 2014-2015 Visiting Scholars & Researchers

**Bruce Allyn, Senior Fellow**, is an Adjunct Faculty member at the University of Oregon Law School and former Director of the Harvard-Soviet Joint Study. He is also the former Associate Director of the Harvard Strengthening Democratic Institutions Project. His current research focuses on negotiation and strategies for nonviolent action. He is writing a book on the nonviolent collapse of the Soviet Union, using it as a case study to derive lessons for regime change in current conflicts, particularly in the Middle East. While at PON, he is working with Professor James Sebenius to develop a case study on his experiences negotiating with the Russians.

**Shula Gilad, Senior Fellow**, conducts research and develops programming for the Middle East Negotiation Initiative at PON. Shula is also a consultant to various Middle East programs and organizations. Shula earned a Ph.D. in Public Policy from Brandeis University’s Heller School of Social Policy and Management, where she wrote a dissertation on Israel’s domestic and regional water policy in the 1990s.

**Mark Williams, Research Fellow**, is analyzing the obstacles that emerge repeatedly in transboundary water negotiations and exploring how dispute settlement tools can help resolve water related disputes in various parts of the world. Prior to joining PON, Mark was a Fellow at the Harvard Kennedy School Carr Center for Human Rights, where he focused on human rights issues related to water and sanitation. He received his J.D. from the University of California at Hastings in 1990.

ii. 2014-2015 PON Graduate Research Fellows
The Program on Negotiation hosted six graduate research fellows for the 2014-2015 academic year:

**Arvid Bell**  
**PhD Candidate, Political Science, Goethe University Frankfurt**  
Arvid Bell is a PhD scholar at the Peace Research Institute Frankfurt. His dissertation on German and American involvement in the Afghanistan War analyzes how national interests and foreign policy decisions are shaped by negotiations between political decision-makers and their constituents, and by their motives and emotions. While at PON, Arvid conducted case-study interviews with academics and US politicians. His Afghanistan conflict simulation “The Transition” was used as the capstone exercise of the Advanced Workshop in Multiparty Negotiation and Conflict Resolution at the Harvard Kennedy School. Arvid holds a Franco-German double degree in political science and international affairs from the Free University of Berlin and Paris Institute of Political Studies, as well as a Masters in Public Policy from Harvard University.

**Vera Mironova**  
**PhD candidate, Political Science, University of Maryland**  
Vera Mironova is a PhD candidate in political science at the University of Maryland. Her research addresses individual preferences for types of war termination and negotiations in conflicts. While at PON, she worked on her dissertation, using the survey and experimental data she collected from the frontlines in Syria. Focusing on Syria, she asks, to what extent do ordinary civilians and low level combatants have heterogeneous preferences to negotiate with adversaries or fight until victory? (The project has been mentioned by Chicago Tribune, Council on Foreign Relations, The Baltimore Sun, and U-T San Diego). In addition to Syria, she conducted research in the Balkans (Bosnia, Kosovo, and Croatia), Africa (DRC Congo, Burundi, and Rwanda), Caucuses (Azerbaijan, Georgia and Armenia) and Central Asia (Tajikistan, Uzbekistan, and Kirgizstan). She holds an MS in computer science, and an MA in economic geography from Moscow State University (Russia). Her PhD study was sponsored by Open Society Institute and her previous research has been published in *American Economic Journal: Applied Economics.*

**Todd Schenk**  
**PhD Candidate, Environmental Policy and Planning, Massachusetts Institute of Technology**  
Todd Schenk is a PhD candidate in the Environmental Policy and Planning group of MIT’s Department of Urban Studies and Planning, and the Assistant Director of the MIT Science Impact Collaborative. Todd’s work focuses on how planners, decision-
makers, and other stakeholders can collaboratively make effective decisions in science-intensive situations that involve complex risks and high degrees of uncertainty. His dissertation research focuses on collaboration across institutional boundaries and the use of decision-support tools like scenario planning when making infrastructure planning decisions related to climate change. Todd engages with stakeholders via role-play simulation exercises, using the exercises to explore options, tools, approaches, the use of science and data, and the influence of competing interests when making decisions.

**Boshko Stankovski**  
*PhD Candidate, Political and International Studies, University of Cambridge*  
Boshko Stankovski is a PhD candidate at the University of Cambridge, where he studies as a member of Trinity College. His dissertation is in the field of international law, and deals with issues of sovereignty and conditionality in peace agreements on self-determination and secession disputes. While at PON, he researched secession negotiations, focusing on whether there is a requirement to negotiate secession in international law, as well as on different aspects regarding the conduct of the parties in the negotiation process. He holds a BA in law from the University of Saints Cyril and Methodius (Skopje, Macedonia) and MPhil in international relations from the University of Cambridge, UK.

**Abbie Wazlawek**  
*PhD Candidate, Management: Organizational Behavior, Columbia Business School*  
Abbie Wazlawek is a doctoral student in the management department at Columbia Business School. Her research examines the line that defines the boundaries of appropriate behavior—a line we must be mindful of as we navigate social life in simultaneous pursuit of personal interests and accommodation of others. As a PON fellow, Abbie explored feedback signals communicated to individuals who assert themselves inappropriately. Additionally, she examined how a negotiator’s gender affects the concessions they make and the reciprocal accommodation they receive. Abbie’s work has been published in *Psychological Science and Personality* and *Social Psychology Bulletin*. She holds Bachelor’s degrees in psychology and economics from the University of Southern California.

**Dana Wolf**  
*PhD Candidate, Public International Law, American University Washington College of Law*  
Dana Wolf is a PhD candidate in public international law at American University Washington College of Law. Her research is on the end of military occupation and its
implications for the occupying state. While at PON, Dana explored the question of the obligations of a once-occupying state toward the formerly occupied territory. Specifically, she looked at whether states might be inclined to voluntarily accept some obligations, as negotiation theory would suggest, on the basis of justifications that would limit those obligations. Dana holds an LL.B from IDC Herzliya in Israel and an LL.M from NYU’s School of Law where she acted as the Israeli Counsel at NYU’s moot court proceedings on the legality of the Security Fence. Dana served as Adviser at the Permanent Mission of Israel to the United Nations in New York and as Deputy Director of the Yitzhak Rabin Center in Israel. She also practiced criminal litigation at one of Israel’s top law firms.

iii. PON Summer Research Fellowship Program

The PON Summer Fellowships are grants to students who are undertaking internships or unpaid summer research projects in negotiation and dispute resolution. The Fellowship Program’s emphasis is on advancing the links between scholarship and practice in negotiation and dispute resolution by supporting students interested in exploring career paths, either professional or academic, in this field. The following fellows began their internships during fiscal year 2014-2015 and will have completed their respective internships in September 2015.

The 2014-2015 PON Summer Fellows are:

Federica du Pasquier

Graduate School of Arts and Sciences, Harvard University

Federica is a Master’s student at the Harvard Center for Middle Eastern Studies, where she focuses on contemporary Islamism, Conflict Resolution and International Humanitarian Law. This summer, she will intern with the ICRC’s President’s Office in Geneva, supporting its Negotiation Practice and Network Platform (PNP). This project aims at collecting and systematizing negotiators’ experiences to create a platform that will support a dialog around and learning from humanitarian negotiations. She will also conduct research on humanitarian negotiations with Islamist non-state armed groups for her Master’s thesis. As a research assistant at the Harvard Law School Program on International Law and Armed Conflict (PILAC), she supports the Counterterrorism and Humanitarian Engagement Project with a focus on humanitarian action in relation to designated non-state armed groups. Federica holds degrees in Law and in International Relations, both from the University of St. Gallen, Switzerland, where she graduated summa cum laude.
Andrew Dusek
The Fletcher School of Law and Diplomacy, Tufts University
Andrew is a graduate student at The Fletcher School of Law and Diplomacy at Tufts University, where he focuses on international negotiation and conflict resolution, and human security. This summer, Andrew will serve as the peacebuilding intern with Search for Common Ground (SFCG) in Yangon, Myanmar. He will work on projects that use dialogue and media to aid conflict prevention, identity formation, and reconciliation in Myanmar. Prior to attending Fletcher, Andrew served as senior fellow at The Nexus Fund, an organization dedicated to growing the international network to end mass atrocities, and as a researcher at the Genocide Prevention Program at George Mason University’s School for Conflict Analysis and Resolution. Andrew is from Havre, Montana, and holds undergraduate degrees in journalism and political science from the University of Montana.

Narine Karapetyan
Suffolk University Law School
Narine is a rising third-year student at Suffolk University Law School. Her professional and academic focus is in negotiation, mediation, and arbitration. This summer, Narine will be working at the International Chamber of Commerce (ICC) in Paris, France, where she is assigned to the ICC International Court of Arbitration. She is also a court-appointed mediator with the Harvard Mediation Program and has served as a Course Coordinator for a number of Harvard Negotiation Institute summer courses. Narine graduated from the University of South Alabama, studying International Relations and German.

Farzana-Fayeq Mussa
The Heller School for Social Policy and Management, Brandeis University
Farzana is a Master Candidate of Arts in the Conflict and Coexistence Program at Heller School for Social Policy and Management at Brandeis University. This summer, she will travel to Washington, D.C., for her internship program with American Enterprise Institute as research assistant on US foreign policy in the Middle East, with a particular focus on Iranian Studies. She will analyze the possible negotiation track for solving the current crises in the Middle East, especially in Iran, Syria and Iraq. Farzana’s research will form the basis of her master’s thesis at the Heller School, in which she seeks to build a negotiation framework for mitigating conflict between Iran over the Syria and Iraq crises. Prior to attending the Heller School, she worked as a political analyst for the US Embassy in Kabul, Afghanistan. Farzana is originally from Afghanistan, and holds a B.A. in Political Science with a focus on International Relations from Kateb University in Afghanistan.
Ameya Naik
The Fletcher School of Law and Diplomacy, Tufts University
Ameya is a dual degree candidate in international relations and international law at the Fletcher School of Law and Diplomacy, focusing on peacekeeping, peacebuilding, and the rule of law in post-conflict states. Prior to attending Fletcher, Ameya served as a speechwriter to the Minister of State for Human Resource Development of India, and conducted research on energy policy for the Takshashila Institution, an independent public policy think-tank. This summer, Ameya will intern with the Office of Rule of Law and Security Institutions in the Department of Peacekeeping Operations at the United Nations in New York. This internship will inform his Masters' thesis, which examines how international law shapes and is shaped by negotiations between international organizations and non-state actors. Ameya is from Mumbai, India; he holds a BA in Psychology and an LLB from Mumbai University, and a Post-Graduate Diploma in International Humanitarian Law from NALSAR University of Law, Hyderabad.

Ben Naimark-Rowse
The Fletcher School of Law and Diplomacy, Tufts University
Ben is a PhD student at Tufts University’s Fletcher School of Law and Diplomacy and a Truman National Security Fellow. His research and teaching focuses on nonviolent resistance. Prior to attending Fletcher, Ben earned an M.P.A. from Princeton’s Woodrow Wilson School and a B.A. with honors from the University of Chicago. He has managed criminal justice reform programming for the Open Society Justice Initiative, monitored elections with The Carter Center, and served as an expert review group member for the U.N. Office on Drugs and Crime. He also co-directed Darfurian Voices, the first public opinion survey of refugees from Darfur on issues of peace, justice and reconciliation. The project entailed leading a 30-person team in interviewing 2,152 refugees along the Chad/Sudan border and briefing findings to key stakeholders around the world. This summer Ben will conduct archival research in the U.K. and South Africa as part of a project titled, “Dear Friend: Correspondence Across Enemy Lines.” Dear Friend seeks to document and analyze private correspondence between the leaders of nonviolent resistance movements and the leaders of their target regimes starting with South Africa’s Anti-Apartheid Movement.

iv. Student Teaching and Research Assistants

HLS students worked as teaching assistants for the Harvard Negotiation Institute as well as for the Winter and Spring Negotiation Workshops. Serving as teaching assistants provides students with the opportunity to extend the instructional program,
enhance their learning of negotiation by working closely with faculty, and train to be problem-solvers in a dynamic context. In addition, HLS students assisted in developing and testing new teaching exercises, sometimes to fulfill course requirements, such as the final paper for the Winter or Spring Negotiation Workshop, and other times on a volunteer basis.

v. 2014-2015 PON Interns & Student Assistants

PON was pleased to welcome student assistants and interns during the 2014-2015 academic year. Working with PON staff, students are able to gain experience in the field and see the scope of PON’s work. This year’s student assistants were Kaitlin Harris and Nikki Hehn, both students at Brandeis University in the Master’s Program in Coexistence & Conflict. Harris and Hehn assisted with a wide range of PON events, including the American Secretaries of State Project, and PON executive training programs. Ashley Ertilien, an undergraduate student at Brandeis University, interned at PON during the summer of 2015 as part of the Summer Search program, and provided administrative help on a range of projects.

3. Teaching (Contributions to HLS Teaching Program)

a. Courses at Harvard Law School

Through the workshops, seminars and other courses offered by PON-affiliated faculty, Harvard Law School remains a leader among university dispute resolution educational programs. These courses and seminars include:

- Negotiation Workshop
  - Professor Robert Mnookin et al., Winter 2015; Professor Robert Bordone et al., Spring 2015

- LLM Required Writing in Conjunction with Negotiation Workshop
  - Professor Robert Mnookin, Spring 2015

- Negotiation and Mediation Clinical Workshop
  - Professor Robert Bordone, Fall 2014 and Spring 2015

- “Lawyer as Facilitator”
  - Professor Robert Bordone, Fall 2014

- Great Negotiators, Effective Diplomacy and Intractable Conflicts
  - Professors Robert Mnookin, James Sebenius, Nicholas Burns

- Mediation
David Hoffman, Lecturer at Law, Spring 2015

In addition, PON’s consortium schools offer a variety of courses in negotiation and dispute resolution that are open to law school students through cross-registration. Detailed information about negotiation courses is on each school’s website as well as in the Dispute Resolution Directory, available on PON’s website.

b. Teaching Materials and Curriculum Development: The Teaching Negotiation Resource Center (TNRC)

The Program on Negotiation publishes a range of teaching materials related to negotiation, alternative dispute resolution and conflict management. These take the form of role-play simulations, case studies, instructional videos, and books. Many of these materials are used in the HLS Winter and Spring Negotiation Workshops, the PON Seminars, PON executive training courses, and the Harvard Negotiation Institute workshops. PON distributes these teaching materials through the Teaching Negotiation Resource Center (formerly the PON Clearinghouse).

TNRC products and services are available to the general public. Because the TNRC serves customers from all over the world, many of its teaching exercises are available in non-English languages.

The TNRC continually develops new resources for teaching and learning about negotiation and dispute resolution. The 2014-2015 year saw the release of more than a half dozen new role-play simulations and more than a dozen non-English language role-play simulations. The TNRC also makes a number of its cases available through the HLS Case Studies portal and through Harvard Business Publishing.

c. Negotiation Pedagogy at the Program on Negotiation

The Teaching Negotiation Resource Center (TNRC) combines the two formerly separate entities: Pedagogy at the Program on Negotiation (P@PON), and the PON Clearinghouse.

The TNRC is dedicated to improving the way people teach and learn about negotiation. It serves as PON’s intellectual focal point for negotiation education. Professor Lawrence Susskind of MIT leads the pedagogical initiatives of the TNRC.

The TNRC is responsible for hosting bi-annual faculty dinner seminars; communicating with the negotiation community about TNRC research and events; developing and
marketing new teaching materials; and growing the distribution and sales of TNRC products.

The TNRC is involved in a range of activities including research, curriculum development, training, and networking among those interested in negotiation pedagogy. The pedagogical mission of the TNRC is to:

- Contribute to the growing field of negotiation pedagogy through research and publications
- Support both experienced and next-generation negotiation educators through workshops, idea exchanges, and other educator-focused events
- Foster connections between communities of negotiation educators and education scholars
- Develop and distribute teaching materials that are useful in skills-based negotiation instruction
- Explore and test the application of new technologies to improve teaching and learning about negotiation
- Help PON reach new audiences of negotiation practitioners and students through e-newsletters, workshops, seminars, and other educational activities

This past year, the TNRC hosted a faculty dinner seminar and a teaching symposium. The faculty dinner seminar focused on teaching about cross-cultural negotiation. The Teaching Negotiation Symposium was a day-long event on campus, attracting nearly 150 registrants, featuring concurrent sessions on how to teach specific role-plays in the classrooms, and included multiple plenaries covering broad topics such as technology in negotiation teaching, presence and body language in negotiation, and the future of negotiation pedagogy. See page 47 for more details.

d. The Harvard Negotiation Institute at the Program on Negotiation (HNI)

The Harvard Negotiation Institute, a joint program of HLS and PON, offers workshops in negotiation and mediation taught by Harvard faculty and affiliates. These workshops are held each June, and the “Mediating Disputes” workshop repeats in the fall. Workshops include five-day courses and a two-day intensive course. They meet on the Harvard Law School campus in June, and off campus in the fall. This past June we offered a pilot Advanced Mediation Course that was well received and complemented the popular Mediating Disputes workshop.

HNI courses held this past year include:

- **Mediating Disputes** - October 2014 and June 2015 - Professor Robert Mnookin; Gary Friedman, mediator; Dana Curtis, attorney mediator; and Samuel Dinnar, negotiation consultant
• **Advanced Mediation Workshop: Mediating Complex Disputes** – David Hoffman, Lecturer on Law, HLS; Professor Larry Susskind, MIT; Professor Marjorie Corman Aaron, University of Cincinnati, and Samuel Dinnar, negotiation consultant

• **Negotiation Workshop: Improving Your Negotiating Effectiveness** - Bruce Patton, Co-Founder and Distinguished Fellow, Harvard Negotiation Project

• **The Harvard Negotiation Intensive: A 2-Day Workshop** - Professor Robert Bordone

• **Secrets of Successful Dealmaking** - Professor Guhan Subramanian and David Lax, Managing Principal of Lax Sebenius, LLC

• **Negotiation Workshop: Strategies, Tools, and Skills for Success** - Professor Robert Bordone

• **Dealing with Difficult Conversations** - Bruce Patton, Co-Founder and Distinguished Fellow, Harvard Negotiation Project; Sheila Heen, Lecturer on Law & Affiliate, Harvard Negotiation Project; and Douglas Stone, Lecturer on Law & Affiliate, Harvard Negotiation Project

Our fall 2014 course and June 2015 HNI program welcomed 48 and 347 participants, respectively. In June 2015, many individuals availed themselves of a 2-course discount, attending in both Week I and Week II of the program.

HNI appeals to a diverse industry base: individuals attend from the fields of law, business, and government predominantly, with healthy representation from education, the non-profit sector; and other fields such as administration, community relations, construction management, real estate and development, aerospace/defense, broadcasting, and medicine. The workshops offer continuing legal education (CLE) credits for lawyers seeking to meet CLE requirements.

The workshops offer Harvard Law School students who have excelled in negotiation courses during their academic terms an opportunity to serve as teaching assistants. This past June, 11 current HLS students served as teaching assistants, providing them with valuable experience in teaching negotiation and the support of senior TAs, many of whom are HLS alumni.

e. **PON Seminars**

Open to participants from all disciplines and professional fields, including HLS students and Harvard staff, the PON Seminars provide negotiation and mediation courses to the community. In the 2014-2015 academic year, these courses were:
• **Negotiation and Dispute Resolution** – Gillien Todd, Lecturer at Law at Harvard Law School, and Elaine Lin, Consultant at the Triad Consulting Group

• **Mediation and Conflict Management** - David G. Seibel, Co-Founder and President of Insight Partners, and Stevenson Carlebach, Director of Eque LLC

These seminars are designed to increase public awareness and understanding of effective dispute resolution principles; the semester-length courses allow participants full immersion in both theory and practice.

### 4. Student Participation

Central to PON’s mission is engaging with students and recognizing their contributions to the field of negotiation. In addition to taking negotiation courses, students are always welcome at PON; students propose speakers and events, assist faculty, and become involved in the PON Student Interest Group. Other areas of student involvement include serving on the board of the *Harvard Negotiation Law Review*, or as Student Teaching Assistants and Student Research Assistants. Students are also recognized for their research through the PON Graduate Student Grants and the PON Next Generation Grant. Students are eligible for the two negotiation prizes awarded through PON: the Roger Fisher and Frank E. A. Sander Prize and the Howard Raiffa Doctoral Student Paper Award Prize.

#### a. PON Student Interest Group (SIG)

The SIG connects over 750 students from Harvard University, MIT, Simmons College, Tufts, Brandeis, UMass Boston and other Boston-area schools. Through the SIG, students connect with each other and with faculty, resulting in many networking and learning opportunities. These opportunities occurred at PON-sponsored Brown Bag Lunch panels and Film Series events, and co-sponsored events with MENI and the Weatherhead Center for International Affairs at Harvard University. Subscribers to the SIG email list received updates on events, internships and job announcements. PON also publishes an online version of the Dispute Resolution Directory, a catalog of negotiation and conflict resolution courses in the Greater Boston area.

#### b. PON Summer Fellowship Program

The PON Summer Fellowships are grants to students who are undertaking internships or unpaid summer research projects in negotiation and dispute resolution. The Fellowship’s emphasis is on advancing the links between scholarship and practice in negotiation and dispute resolution by supporting students interested in exploring career paths, either professional or academic, in this field. Information about the 2014-2015 Fellows can be found on page 34.
c. Student Teaching & Research Assistants

HLS students worked as teaching assistants for the Harvard Negotiation Institute, as well as for the Winter and Spring Negotiation Workshops. Serving as teaching assistants provides students with the opportunity to extend the instructional program, enhance their learning of negotiation by working closely with faculty, and train to be problem-solvers in a dynamic context.

d. PON Open House

PON hosts an annual open house for students to learn about opportunities to work with faculty and student organizations connected to ADR. Students are also able to network with individuals from other campuses around the Cambridge area, bringing more unity to PON’s inter-university consortium.

e. Conflict Bridging Initiative

In 2014-2015, PON assisted in the development of an initiative to increase connections among students from area schools who have an interest in the fields of negotiation, peace-making, conflict resolution and conflict management. The initiative was led by a team of graduate students from Harvard Kennedy School, the Heller School at Brandeis University, University of Massachusetts Boston, and the Fletcher School of Government. PON organized a kick-off breakfast for the initiative in October, which was attended by more than forty students and faculty members from MIT, UMass Boston, Harvard Law School and Harvard Kennedy School. A core team of students continued to meet throughout the year to share ideas and resources.

f. Harvard Negotiation Law Review

The Harvard Negotiation Law Review (HNLR) is one of the country's leading journals of alternative dispute resolution scholarship. HNLR publishes a variety of articles related to negotiation, mediation, arbitration, and other dispute resolution topics. The journal also hosts an annual symposium and other events addressing current and noteworthy issues in ADR. HLS professor and PON Executive Committee member Robert Bordone serves as a faculty advisor to HNLR.

g. Next Generation Grants Program
This grant program supports research in negotiation and conflict resolution by non-tenured faculty and doctoral students who will shape the field with their work. Awardees in 2014-2015 were:

- Syon Bhanot, Harvard Kennedy School
- Chaning Jang (co-author with Bhanot), University of Hawaii
- Shayak Sarkar, Harvard University
- Rebecca Tapscott, The Fletcher School at Tufts University
- Deval Desai (co-author with Tapscott), Harvard Law School
- Christopher Williams, The Fletcher School at Tufts University
- Vera Mironova, University of Maryland and PON Graduate Research Fellow

h. Graduate Student Grants Program

For the eighth year, PON offered its Graduate Student Grants Program to encourage scholarship in the fields of negotiation and conflict resolution, with the aim of supporting cutting edge research at the graduate level. The 2014-2015 awardee was:

- George-Marian Isbasoiu-Ivanica, The Fletcher School at Tufts University

i. Roger Fisher and Frank E. A. Sander Prize

This prize was established by PON in 2007 in honor of professors Emeriti Roger Fisher and Frank Sander, co-founders of PON. The $1000 prize is awarded to the best student paper on a topic related to negotiation, dispute systems design, mediation, or ADR. The 2015 Fisher/Sander Prize was awarded to Emily Cole Groden, HLS ’15, for her paper entitled "Decoding the Market's Reaction to Settlement Announcements."

j. Howard Raiffa Doctoral Student Paper Award

The annual prize of $1000 is awarded to a doctoral student author of the best research paper on a topic relating to negotiation, competitive decision making, dispute resolution, mediation, or ADR. This student must be enrolled at a PON-affiliated graduate or professional school, and while there may be co-authors of the paper, the student should be a lead author. This prize was established by PON in 2008 in honor of Professor Howard Raiffa, Frank Plumpton Ramsey Professor of Managerial Economics, Emeritus. Professor Raiffa was one of the founders of the Program on Negotiation. In 2015, Bruno Verdini of Massachusetts Institute of Technology was awarded the Raiffa prize for his dissertation “Charting New Territories Together: Laying the Foundations for Mutual Gains in United States-Mexico Water and Energy Negotiations.”

5. Faculty Participation
PON is a multi-disciplinary program led by faculty from each of PON’s consortium schools (Harvard, MIT, and Tufts) and representing a wide variety of research interests. For PON faculty, PON serves as a focal point for their research and work in negotiation and conflict resolution and their collaboration and engagement. They organize conferences and seminars, give presentations on their research, work with students on both faculty and student scholarship, mentor students, teach and train diverse groups both at HLS and throughout the US and abroad, and, working with Managing Director Susan Hackley, oversee PON’s many enterprises, including the TNRC and the executive education workshops. PON faculty and associates also engage with diverse audiences through writing op-eds and articles, giving media interviews, and being available as a resource on negotiation aspects of current events. Throughout this report is evidence of the committed involvement of a number of faculty, most of whom have been involved for ten or more years.

6. Other Contributions to the HLS Community

The PON website serves as a resource for the HLS community. The blog is updated daily with negotiation-related posts; free reports on a range of topics are available for download; and video clips from events are posted throughout the academic year. PON social media sites, including YouTube, Twitter, Facebook and LinkedIn, provided additional opportunities for engagement. For details see page 47.

PON events are open to the broader HLS community and beyond. PON events are attended by students, faculty, staff, and the general public and provide the opportunity every year for thousands of people to learn about negotiation and conflict resolution.

PON maintains a library with a wide variety of materials relating to negotiation and conflict resolution. This browsing library is open to students and serves as an excellent resource for anyone interested in the field of ADR.

7. Law Reform & Advocacy

The Program on Negotiation supports law reform through the advancement of alternative dispute resolution (ADR) processes. Concepts developed over the years by PON faculty present a vast array of ideas, strategies, and skills for problem solving in a way that maximizes gains for all parties while protecting each party’s interests. Law students learn how to be effective and self-aware advocates as they develop their skills in negotiation workshops, seminars, and classes. PON faculty members give presentations to groups around the world on negotiation. Faculty members also teach at the Harvard Negotiation Institute, including the Two-Day Intensive Negotiation Workshop for Lawyers & Working
Professionals, and two Mediation Workshops. CLE credit is given to HNI attendees as the course provides professional enrichment. Publications by PON faculty in *Negotiation Journal, Harvard Negotiation Law Review*, and *Negotiation Briefings* continue to spread the concepts of alternative dispute resolution to a wide audience throughout the world, including numerous practicing lawyers, judges and academics. In addition, PON co-sponsored the 2015 HNLR Symposium, entitled “Restorative Justice: Theory Meets Application.”

### 8. Connections to the Profession

#### a. Research

Research, articles and presentations by PON faculty and associates enable PON to bring its work to a broader audience. In addition to the quarterly *Negotiation Journal* and the monthly *Negotiation Briefings*, PON faculty research is disseminated through The Negotiations Research Network (NEG), part of the Social Science Research Network (SSRN), an online venue providing access to scholarly articles and professional announcements of interest to the negotiation and dispute resolution community. Directed by PON Executive Committee member Max H. Bazerman, NEG is one of a number of specialized networks that SSRN has organized for the worldwide dissemination of research in all of the social sciences.

#### b. Executive Education Programs

The Program on Negotiation is among the world's outstanding executive negotiation training institutions. Business leaders, government officials, corporate trainers, and corporate counsel are among the nearly 1,500 people who participated in negotiation training courses in 2014-2015. Courses include:

**The Harvard Negotiation Institute at the Program on Negotiation**

The Harvard Negotiation Institute at the Program on Negotiation offers week-long workshops in negotiation and mediation with members of the Harvard Faculty. Workshops are held in June and October of each year and meet Monday through Friday, from approximately 9 a.m. to 5 p.m., primarily on the Harvard Law School campus. For more information, see page 39.

**Negotiation and Leadership & One-Day In-Depth Sessions**

The Negotiation and Leadership Program, a three-day program held at the Charles Hotel in Cambridge, was offered six times during the 2014-2015 academic year. An optional
one-day in-depth session, taught by one of PON’s renowned faculty members, followed each 3-day program. The one-day sessions included:

- **Winning at Win-Win Negotiations** with Lawrence Susskind
- **Understanding Diplomacy and International Negotiations** with Gabriella Blum
- **The Power of a Positive No** with William Ury
- **Bargaining with the Devil** with Robert Mnookin
- **Thanks for the Feedback** with Douglas Stone and Sheila Heen
- **Leveraging the Power of Emotions in Your Negotiations** with Daniel Shapiro

**Advanced Negotiation Master Class**

In November 2014 and April 2015, the Program on Negotiation offered the Advanced Negotiation Master Class, following the successful launch of this two and a half day program in September 2013. Limited to 60 participants, and taught by four PON affiliated faculty members, the Master Class is designed to provide graduates of Harvard Negotiation Institute and Negotiation and Leadership courses with an opportunity to further refine and strengthen their negotiation skills. The course continues to be very successful and will be held in the coming year.

**PON Executive Education in China**

In October 2014, PON once again partnered with China Education Group to deliver a negotiation course in China. Professor Guhan Subramanian taught a two day course to Chinese executives in Hong Kong.

**PON Global**

PON has begun development of a blended learning course called PON Global that will offer negotiation training to people in locations around the world. This innovative new course will use video, video-conferencing, and on-site facilitation by a PON-trained instructor. This new course is expected to be piloted in 2016.

c. **Webinars**

In 2014-2015 the Program on Negotiation offered four webinars on topics related to negotiation, taught by PON affiliated faculty:
• “Bargaining with the Devil” – Robert Mnookin (September 20, 2014 and February 18, 2015)
• “Secrets of Successful Negotiating” – Daniel Shapiro (May 5, 2015)

d. The Teaching Negotiation Resource Center (TNRC)

The TNRC is dedicated to improving the way people teach and learn about negotiation. It serves as PON’s intellectual focal point for negotiation education. Professor Lawrence Susskind of MIT leads the pedagogical initiatives of the TNRC.

The TNRC is involved in a range of activities including research, curriculum development, training, and networking among those interested in negotiation pedagogy. More than 12,500 educators receive the Teaching Negotiation weekly email.

The TNRC is responsible for hosting the bi-annual faculty dinner seminars; communicating with the negotiation community about TNRC research and events; developing and marketing new teaching materials; and growing the distribution and sales of TNRC products.

e. PON Seminars

Open to participants from all disciplines and professional fields, including students and staff, the PON Seminars provide negotiation and mediation courses to the community. For more information, see page 40.

f. PON Web Site

The PON website (http://www.pon.harvard.edu) serves as an information hub for individuals interested in the fields of negotiation, conflict management, and mediation. The website describes the history and mission of the Program on Negotiation, shares news about its faculty and research projects, publicizes PON activities, and supports communication with PON’s community of scholars and practitioners.

Many attendees at the Harvard Negotiation Institute and PON’s Executive Education seminars learn about PON programs through the PON website, often through a Google search. Traffic to the PON website continues to grow and is now averaging around 100,000 visits per month. In addition, PON’s growing daily email list (now 70,000 subscribers) is another way people learn about PON. PON currently sends three emails a week with articles on negotiation topics, as well as information on our courses, programs
Announcements and news about PON events are regularly posted on the website, as well as on social media sites. The local events email list has over 6,000 subscribers, who receive regular announcements about upcoming activities, including the Kelman Seminar, Great Negotiator program, the PON Film Series, and brown bag lunches.

PON closely monitors PCI compliance and security on the website, following industry guidelines. In addition, PON works with Trustwave to identify any vulnerability on the website. Trustwave is an information security company used by Harvard to manage compliance issues and secure the network infrastructure. PON runs monthly scans of the pon.harvard.edu website to ensure that the site is in compliance and is secure. PON reports to the Cash Management Office each June regarding its compliance with PCI standards.

9. Collaborations with Other Departments & Schools

a. Consortium Structure

Founded and based at Harvard Law School, PON is a consortium of faculty, staff, graduate students, and affiliates at HLS, HBS, HKS and other institutions, including MIT, the Fletcher School at Tufts University, Brandeis University, and other Boston-area schools. The consortium is managed by an Executive Committee representing Harvard Law School, Harvard Kennedy School, Harvard Business School, MIT, The Fletcher School, and Brandeis University. The PON Executive Committee is chaired by Professor Robert Mnookin, and the three Vice-Chairs of PON are James Sebenius (Practice-Focused Research), Guhan Subramanian (Research), and Lawrence Susskind (Pedagogy). Max Bazerman, Gabriella Blum, Robert Bordone, Jared Curhan, Jeswald Salacuse, and Alain Lempereur are also members of the PON Executive Committee. Managing Director Susan Hackley is an ex-officio member.

b. Inter-Departmental & Inter-University Events

PON’s consortium structure provides a variety of opportunity for engagement and collaboration across departments and schools.

Notable collaborative events held in 2014-2015 include the following:
1. The American Secretaries of State Project, co-sponsored by the Program on Negotiation and the Future of Diplomacy Project at Harvard Kennedy School, which brought Secretary Henry Kissinger and Secretary Madeleine Albright to Harvard. The project is led by Professor Robert Mnookin, HLS, Professor James Sebenius, HBS, and Nicholas Burns, HKS.

2. The 2015 HNLR Symposium, hosted by the Harvard Negotiation Law Review, and co-sponsored by the Program on Negotiation, the Harvard Negotiation and Mediation Clinical Program, and others.

3. The Herbert C. Kelman Seminar on International Conflict Analysis and Resolution, co-sponsored by the Program on Negotiation, the Nieman Foundation for Journalism, the Weatherhead Center for International Affairs, the Shorenstein Center, and Boston-based members of the Alliance for Peacebuilding.


5. Two “Leadership and Negotiation” faculty dinners, led by Alain Lempereur of Brandeis, and Jeswald Salacuse, Fletcher School, Tufts University. Guest speakers were Professors Ron Heifetz and Graham Allison from Harvard Kennedy School.

6. The Teaching Negotiation Resource Center one-day symposium in May, which brought together faculty from PON’s consortium schools to share best practices in teaching cases on negotiation.

Additional details on all these activities can be found under the research or events section of this report.

10. Awards, Other Activities & Publications

Time.com included three books by PON faculty in their list of the “Best Negotiation Books for 2015.” These books were: *The Global Negotiator: Making, Managing and Mending Deals Around the World in the Twenty-First Century* by Jeswald W. Salacuse; *Negotiating at Work: Turn Small Wins into Big Gains*, by Deborah Kolb and Jessica Porter, and *Getting To Yes with Yourself: And Other Worthy Opponents* by William Ury.
B. Plans for Academic Year 2015-2016

1. Executive Summary

PON faculty and staff look forward to a very active year of new and continuing programs and events that deepen the connection between theory and practice in the fields of negotiation and conflict management.

The American Secretaries of State Project co-sponsored by PON and the Future of Diplomacy Project at Harvard Kennedy School plans to bring former Secretary of State Colin Powell to Harvard in October.

Several events are already being planned for the 2015-2016 academic year, with more to be scheduled throughout the year. In October, PON will host two film nights: a documentary screening on the 1972 Sabena airline hijacking, and discussion with the film’s producer; and a screening of the film Two Days One Night, with a discussion moderated by Professor Joel Cutcher-Gershenfeld. PON will also host a book talk with Deborah Kolb on her new book, Negotiating at Work: Turn Small Wins into Big Gains.

PON will continue to develop PON Global, working with faculty to develop curriculum, and identifying partners who can work with PON to offer the program in international settings.

PON’s MIT-Harvard Public Disputes Project will begin a new initiative, The Sacred Lands Project, under the direction of Susan Podziba and MIT Professor Lawrence Susskind. The Sacred Lands Project will bring together scholars, activists and government officials involved in conflicts over the use of land deemed sacred by at least one (often indigenous) group. Graduate students in Boston-area universities will be invited to contribute to the preparation of case studies and the development of new role-play simulations for PON’s TNRC.

2. Research, Scholarship and Project Activities

a. Research Projects

PON will continue to support a broad scope of research that recognizes the diversity of disciplines that both build on negotiation theory and advance new negotiation concepts. Throughout the coming year, PON will continue to support several research initiatives, including: Harvard Negotiation Research Project, Harvard Negotiation Project, The Middle East Negotiation Initiative, MIT-Harvard Public Disputes Program, Program on Negotiations in the Workplace, and PON Research Seminar. Each research project and initiative’s plans for the upcoming academic year are outlined below.
i. Harvard Negotiation Research Project
During this coming academic year, HNRP and Professor Mnookin will continue the work described above relating to the American Secretaries of State Project, and the research activities relating to negotiating Jewish Identity in Contemporary America.

ii. Harvard Negotiation Project

The mission of the Harvard Negotiation Project (HNP) is to improve the theory and practice of conflict resolution and negotiation by working on real world conflict intervention, theory building, education and training, and writing and disseminating new ideas. Professor James Sebenius, who serves as vice-chair for Practice-Focused Research at PON, will continue his leadership of the Harvard Negotiation Project. During 2015-2016, current HNP activities will continue, including the HNP-related activities of the Middle East Negotiation Initiative and the Negotiation Roundtable.

1. Harvard International Negotiation Program

INP continues to expand the role of psychology to address current global concerns, including developing new frameworks, language, and conceptual tools to address internal and international conflict. The initiative will continue to pursue new models of reconciliation for groups in conflict, as well as continue to build the Global Curriculum and develop new scholarship on negotiation, including books and research articles. With support from the Harvard Global Health Institute, INP will continue to revise and expand its negotiation course offerings for Harvard students.

INP sees great promise for interdisciplinary research on the emotional dimensions of negotiation, and encourages students who are interested in exploring the emotional and identity-based aspects of negotiation to pursue research opportunities with INP.

2. The Global Negotiation Initiative

GNI will continue to host and oversee the academic research aspects of the Abraham Path Initiative, with a specific emphasis on developing the Abraham Path University concept. The goal this year is to pilot the idea and learn from those experiences. In addition, William Ury, Joshua Weiss, James Sebenius, and others plan to work on an update to the case study “Negotiating the Path of Abraham,” published by Harvard Business School.
Dr. Ury will continue to conduct research on the conditions for resolving the longstanding civil war in Colombia, as well as on the civil war in Syria. He will also do work stemming from his new book on the psychological aspects of negotiation.

Dr. Weiss is currently working on a book on confidence in negotiation and how people can improve their level of self-efficacy. He is working on other projects related to the use of Flipped Classrooms to teach negotiation, power and negotiation, and examining in detail the nexus between leadership and negotiation.

iii. Middle East Negotiation Initiative (MENI)

The Middle East Negotiation Initiative (MENI) will continue to help PON strengthen, connect and expand various activities relating to the Middle East and to support faculty research efforts relating to the region. Professor Mnookin will continue to oversee this work with significant involvement by Professor Sebenius, Senior Fellow Shula Gilad, and others.

Research: Two papers will be completed under Professor Sebenius’ supervision:

1. “A Case Study of the Land Dispute between Sakhnin and Misgav,” by Shula Gilad
2. “Lessons from IPNP and Shades – Israeli-Palestinian Networks Based on Joint Negotiation Learning,” by Shula Gilad

Lunch Talks and Seminars: MENI will continue organizing negotiation-related events relevant to the Middle East, drawing on the expertise of practitioners and scholars from the region. Already planned for the Fall 2015:

1. The Sabena Airlines hostage negotiation: movie screening, followed by a Q&A with the film’s producer.
2. Faculty meeting to discuss a draft of possible applications of the Systems Approach to the Israeli-Palestinian conflict, to be prepared by Shula Gilad, Mary Katherine Bateson and Matt Blumberg
3. Public event: Innovative ways of looking at the Israeli-Palestinian conflict: Invited panelists include: MIT economist Otto Schramer, Joel Cutcher-Gershenfeld, Matthew Blumberg and Mary Katherine Bateson

Workshops: In July 2015, MENI will host again a two-day workshop for the MEPI (Middle East Partnership Initiative) Young Arab Leaders program sponsored by the
US State Department and administered by Roger Williams University (RWU) for some twenty young Arab leaders from various MENA countries. Under Professor Sebenius’ sponsorship, a series of negotiation training workshops and application of the methodology to the Israeli-Palestinian conflict will be organized by Shula Gilad for local Israeli and Palestinian students. Sessions will be led by PON affiliates.

iv. MIT-Harvard Public Disputes Program

PDP will continue its research efforts in the following areas: (1) international environmental treaty-making, (2) the application of mediation techniques and strategies to a range of public disputes, (3) strategies for addressing values-based and identity-based disputes in the public arena; and (4) the resolution of sovereignty and land claims of indigenous peoples. PDP will also initiate the Sacred Lands Project that will be directed by Susan Podziba.

Projects for the coming year will include:

1. **The Water Diplomacy Workshop** will be held at the end of June 2016 for 32 senior water professionals from the developing world who want to learn to teach the water diplomacy framework formulated by Professor Shafik Islam (Tufts) and Professor Susskind. Over the past four years, the Workshop has attracted more than 160 water professionals from 80 countries.

2. **Sacred Lands Project** will bring together scholars, activists and government officials involved in conflicts over the use of land deemed sacred by at least one (often indigenous) group. The Sacred Lands Projects will explore new strategies for mediating such disputes in the United States and possibly in Jerusalem. Graduate students in Boston-area universities will be invited to contribute to the preparation of case studies and the development of new role-play simulations for PON’s TNRC. Presentations at conferences and a Boston-area lunch series will provide opportunities for interaction with other dispute resolution professionals working on sacred land controversies. The Director of the Sacred Lands Project is Susan Podziba, under the direction of MIT Professor Lawrence Susskind. Ms. Podziba is the author of two books: *Civic Fusion: Mediating Polarized Public Disputes* (2012) and *The Chelsea Story: How a Corrupt City Re-Generated its Democracy* (2006).

3. **US - Mexico negotiation training efforts continue**: Dr. Bruno Verdini has received a post-doctoral fellowship to work with the Mexican Ministries of Energy and Environment to improve the capacity of governmental negotiators involved in international transboundary resource management negotiations, inter-
agency negotiations within Mexico and public-private negotiations in the regulatory arena. PDP will create tailored instructional materials, organize train-the-trainer sessions twice a year in Mexico for the next two years and work with a set of Mexican university colleagues to move the training capacity developed into a permanent home in Mexico.

4. **Documentation of Public Dispute Resolution efforts in Korea:** With the assistance of Mark Williams, Fellow of the MIT-Harvard Public Disputes Program, and under the direction of PDP Associate Director, Dr. David Fairman, PDP will seek to document the surprising commitment to the use of mediation in public disputes in Korea. National legislation has expanded the training of public dispute mediators. We will work with Korean colleagues to analyze the effectiveness of their current approach to public dispute resolution.

v. **Program on Negotiations in the Workplace**

Professors Kolb and McGinn will continue their project with the African Women in Agricultural Research and Development (AWARD), a project funded by the Bill and Melinda Gates Foundation. The project is intended to develop the capacity of African trainers to deliver a four-day negotiation workshop that emphasizes negotiations in the workplace. In 2015, Kolb, McGinn, and Porter will develop the final training piece of the program including work on gender and the challenges of negotiating at work. In September 2015, the second phase of the training will be run in Kenya. Once the training materials are complete, they will be an important resource for any organization interested in teaching women leaders in the developing world.

vi. **PON Research Seminar**

In 2015-2016, the PON Research Seminar will be organized by Professor Jared Curhan (MIT). The PON Research Seminar invites leading scholars to speak about their research on negotiation and related fields to PON-affiliated faculty members and doctoral students from the Greater Boston area.

b. **New Scholarship**

In the coming year, PON’s faculty will be teaching new courses at our consortium schools and publishing books and articles. Dan Shapiro’s forthcoming book on addressing identity conflicts will be published by Viking/Penguin. PON will continue its support of the *Harvard Negotiation Law Review*, which will switch to a two issue per volume format, beginning in 2015-2016.

c. **PON Graduate Research Fellows**
The Program on Negotiation will host four research fellows for the 2015-2016 academic year:

**Netta Barak-Corren**  
**S.J.D Candidate, Harvard Law School**  
As a PON Graduate Research Fellow, Netta Barak-Corren will examine why people obey or disobey the law when it conflicts with their religious beliefs, and whether lawmakers can mitigate this conflict in advance. An S.J.D. candidate at Harvard Law School and a research fellow with the Behavioral Insights Group at Harvard Business School, Netta has received numerous awards, including the Sinclair Kennedy traveling fellowship awarded by the president and fellows of Harvard University, the Fisher-Sander award for her thesis, and the Howard Raiffa award for her paper on false negotiations. She was a Pearlman, Gammon and Shapiro scholar and a P.E.O. International Peace Prize recipient. Her research is supported by grants from the Program on the Legal Profession at Harvard Law School, and Harvard’s multidisciplinary program on Mind, Brain and Behavior. Netta is also the founder and co-organizer of Harvard’s Empirical Legal Studies group. She received her LLB/BA in Law and in Cognitive Science summa cum laude from the Hebrew University of Jerusalem in 2011. She was valedictorian of her class and a three-time recipient of the Albert Einstein award. Before starting her doctoral work at Harvard, Netta clerked for the Chief Justice of the Israeli Supreme Court, the Honorable Dorit Beinish.

**Michael Baskin**  
**PhD Candidate, International Affairs, The Fletcher School of Law and Diplomacy at Tufts University**  
Michael Baskin is a PhD Candidate in international affairs at The Fletcher School of Law and Diplomacy at Tufts University, where his research fields include international negotiation and conflict resolution, as well as energy and resource policy. His dissertation research examines the use of negotiation and conflict resolution by military actors within armed conflict. While at PON, he will analyze and integrate qualitative research, including semi-structured interviews with US military officers regarding their negotiation and engagement experiences while deployed to Afghanistan from 2008-2013.

Michael maintains an avid interest in energy policy, energy public-policy disputes, and climate change negotiations. He recently held an Oak Ridge Institute for Science and Education (ORISE) fellowship with the Office of Energy Efficiency and Renewable Energy in the US Department of Energy. There he helped catalyze several veterans initiatives including the Solar Ready Vets program and provided support to the First Lady’s Joining Forces initiative focused on veteran employment, health, and education.
Michael served as a US Army infantry officer for six years with 27 months of service in Afghanistan and Iraq. He holds a BS from the US Military Academy at West Point and studied abroad under the post-9/11 GI Bill for an MA specializing in diplomacy and conflict at the Interdisciplinary Center (IDC) Herzliya, Israel.

Yookyoung Kim  
PhD Candidate, Management and Organization, University of Southern California  
Yookyoung Kim is a PhD candidate in the Department of Management and Organization at the University of Southern California. Her research focuses on the psychology of scarcity and its impact on competition and negotiation. Using experimental studies, her works examine how individuals think and behave under the influence of scarcity. For example, her research has shown that 1) a scarcity mindset determines what strategy people choose to gain social influence in groups; 2) economic scarcity leads the poor and the rich to have different cognitive processing; and 3) people engage in "dominance-based competition," i.e. competitive behavior that is motivated by the desire to be superior to other people rather than to maximize one's own resources.

She is currently conducting a research project that investigates scarcity effects in negotiation. She has discovered that negotiators pay greater attention to scarce items, and consequently scarcity facilitates win-win agreements. However, non-scarce negotiation items do not receive those cognitive resources, and negotiators are less likely to achieve mutually beneficial agreements on those issues. With a series of planned studies, Yookyoung is seeking to understand under what circumstances scarcity benefits or harms negotiators.

Elizabeth Wiley  
PhD Candidate, Management, Columbia Business School  
Elizabeth Wiley is a Ph.D. candidate in Management at Columbia Business School. As a PON fellow she will study how interpersonal expectations and attributions affect outcomes in negotiations. Her work on expectations investigates the impact of interpersonal cynicism on deception. She finds that negotiators have overly cynical expectations about others’ ethical standards, consistently overestimating the percentage of people who think deception is appropriate in negotiations, and that interpersonal cynicism increases negotiators’ likelihood of engaging in deception. Her research on interpersonal attributions in negotiations explores the value of using precise versus imprecise first offers, the circumstances under which making the first offer leads to a first mover disadvantage, and the effects of silence in negotiations.
Beyond her interest in negotiations research, Elizabeth is invested in advancing negotiation teaching and application. She served as the Columbia Business School Negotiations Fellow from 2013-2014, has coauthored a negotiations case, has co-instructed a negotiation workshop at Columbia College, and regularly acts as a T.A. for the Managerial Negotiations course at Columbia Business School.

Elizabeth graduated magna cum laude from Dartmouth College with a B.A. in Psychology and worked as a consultant prior to graduate school.

d. Visiting Scholars & Fellows

Bruce Allyn, Senior Fellow, is an Adjunct Faculty member at the University of Oregon Law School and former Director of the Harvard-Soviet Joint Study. He is also the former Associate Director of the Harvard Strengthening Democratic Institutions Project. His current research focuses on negotiation and strategies for nonviolent action. He is writing a book on the nonviolent collapse of the Soviet Union, using it as a case study to derive lessons for regime change in current conflicts, particularly in the Middle East.

Arvid Bell, Research Fellow, is a PhD scholar at the Peace Research Institute Frankfurt. While at PON, under the supervision of Professors Brian Mandell and Alain Lempereur, Arvid will develop teaching materials for the Afghanistan conflict simulation “The Transition,” a 72 person multi-party, multi-issue simulation that Arvid has developed. He will also collaborate with Dana on an article for the Negotiation Journal which features lessons learned from teaching multi-party negotiation. Arvid holds a Franco-German double degree in political science and international affairs from the Free University of Berlin and Paris Institute of Political Studies, as well as a Masters in Public Policy from Harvard University.

Shula Gilad, Senior Fellow, conducts research and develops programming for the Middle East Negotiation Initiative at PON. Shula is also a consultant to various Middle East programs and organizations. Shula holds a Ph.D. in Public Policy from Brandeis University’s Heller School of Social Policy and Management.

Mark Williams, Research Fellow, will continue analyzing the obstacles that emerge repeatedly in transboundary water negotiations and exploring how dispute settlement tools can help resolve water related disputes in various parts of the world. Prior to joining PON, Mark was a Fellow at the Harvard Kennedy School’s Carr Center for Human Rights, where he focused on human rights to water and sanitation. He received his J.D. from the University of California at Hastings in 1990.
Dana Wolf, Research Fellow, holds a PhD in public international law from American University Washington College of Law. Her research centers on the end of military occupation and its implications for the occupying state. While at PON, Dana will collaborate with Research Fellow Arvid Bell on the development of teaching materials for the 72 person role play “The Transition,” and will co-author an article for the Negotiation Journal which features lessons learned from teaching multi-party negotiation.

3. Contributions to HLS Teaching Program & Other Teaching Activities

The Program on Negotiation will continue to offer the wide variety of teaching programs and activities listed on page 37 in the coming year. These include:

- Courses at Harvard Law School
- The Harvard Negotiation Institute
- Executive Education
- Teaching Negotiation Resource Center (TNRC)
- The PON Seminars

4. Participation of HLS Students in Program Activities

PON will continue to provide support to its network of over 750 students through the Student Interest Group. In addition to taking negotiation courses, students are welcome at PON events; many assist faculty, and work as student teaching and student research assistants.

a. **PON Open House for Students** – PON will again host its popular open house early in the fall semester for Boston-area students interested in negotiation and conflict resolution.

b. **PON Lunch Talks** – PON plans on resuming Lunch Talks in 2015-2016. These talks are open to students, as well as the public, and cover a broad range of topics.

c. **PON Film Series** - The PON Film Series will continue to offer films that provide a context for discussion about negotiation and conflict. On October, PON will screen a documentary on the 1972 Sabena Airlines hijacking, and a discussion led by the film’s director.

5. Faculty Participation
Please indicate which faculty member or members would be the most plausible successor as faculty director should the Law School need to find a replacement for the current director on short notice. *(To be answered in a separate memo)*

6. Other Contributions to the HLS Community

The Program on Negotiation is always seeking new and innovative ways to contribute to the HLS community. We will continue to offer opportunities such as:

- Public events of interest to students, staff, and members of the public
- Semester-length seminars on mediation and negotiation, open to all community members
- A fall Open House for students, faculty and individuals interested in ADR
- The PON Film Series, which provides opportunity for discussion on negotiation and conflict
- Access to the PON browsing library for all students, with 500+ titles related to negotiation
- Blog posts, free reports and negotiation teaching materials, accessible through PON’s website

7. Law Reform & Advocacy

The Program on Negotiation will continue to support law reform through the advancement of alternative dispute resolution (ADR) processes. Concepts developed over the years by PON faculty present a vast array of ideas, strategies, and skills for problem solving in a way that maximizes gains for all parties while protecting each party’s interests. PON-affiliated faculty will continue to teach ADR principles in our semester-length seminars on Negotiation and Mediation. ADR principles are also taught in our Two-Day Intensive Negotiation Workshop for Lawyers & Working Professionals, and the fall and summer Mediation Workshops. CLE credit is given to HNI attendees as the course provides professional enrichment. Furthermore, publications from PON faculty in *Negotiation Journal*, *Harvard Negotiation Law Review*, and *Negotiation Briefings* will continue to spread the concepts of alternative dispute resolution to a wide audience throughout the world, including numerous practicing lawyers, judges and academics.

8. Connections to the Profession

a. Research

PON’s extensive research activities will continue in the upcoming academic year. We anticipate a number of additional publications including journal articles, op-eds, and special reports.
b. The Harvard Negotiation Institute

PON will again offer the popular Harvard Negotiation Institute Mediating Disputes course in October 2015. In June 2016, PON will offer its popular selection of week-long workshops and a 2-day intensive course.

c. Executive Education Programs

PON will continue to offer six three-day “Negotiation and Leadership” courses along with one-day sessions with PON-affiliated faculty. The 2015-2016 one-day courses are:

- **Practical Lessons from Great Negotiators** with Jim Sebenius
- **Difficult Conversations** with Bruce Patton and Douglas Stone
- **Getting to Yes with Yourself** with William Ury
- **Bargaining with the Devil** with Robert Mnookin
- **Winning at Win-Win Negotiations** with Lawrence Susskind
- **Leveraging the Power of Emotions as You Negotiate** with Daniel Shapiro

In addition, PON will again offer the Advanced Negotiation Master Class, in November 2015. This is a two and a half day course with a limited class size, designed to provide PON alumni “master” negotiation skills.

In October 2015, PON will offer a two-day course in Hong Kong in collaboration with the China Education Group, taught by Professor Guhan Subramanian.

PON will continue the development of a blended learning course called PON Global, an innovative new course that will be offered to people around the world to learn negotiation theory and skills. Modeled after PON’s flagship Negotiation and Leadership course, PON Global will use video, video-conferencing, and on-site facilitation to deliver negotiation training in locations outside of the United States. PON Global is being developed by Guhan Subramanian, Robert Mnookin, and Susan Hackley, and involves the participation of many PON faculty.

d. PON Seminars

Once again this fall, PON will offer the PON Seminar Negotiation and Dispute Resolution. In the spring, PON will again offer the Mediation and Conflict Resolution seminar. These are semester-length courses held on the HLS campus.
e. The Teaching Negotiation Resource Center

The TNRC will continue to send out weekly *Teaching Negotiation* newsletters to its growing email list, currently at 12,500 subscribers. The emails include information about the latest role-play simulations, books and videos sold through the TNRC that will help negotiation teachers, trainers, and scholars advance their missions. The emails also include articles, teaching tips, and video-aids to help educators learn from their peers about best practices when it comes teaching negotiation.

The TNRC will research ways to engage with its audience via new platforms, explore new fulfillment possibilities, and leverage technology to reach more audiences in ever-increasingly innovative ways.

9. Collaborations with other Schools and Departments

The interdisciplinary nature of PON generates many opportunities throughout the year for collaboration with other schools and departments. Among other events, the PON Faculty Research Seminar, the American Secretaries of State Project, the Great Negotiator Award Program, The Kelman Seminar, the PON Film Series and our lunch talks offer regular opportunities for interaction with faculty and students from other Harvard departments and schools, as well as schools within the PON consortium.