

ENVI 294-03

Environmental Problem Solving: Negotiation and Leadership

Instructor

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Office Hours

By request, please email (tkuwabar@macalester.edu)

Class Schedule

Room: OLRI 253

Time: 9:40 AM - 11:10 AM

Days: T R

Overview

This course introduces students to the science and the art of negotiation to address environmental problem-solving opportunities. Through the lens of negotiations, psychology, and organizational behavior we will examine challenges that arise in environmental policy-making, natural resource management, and community decision-making. Students will develop a personal toolkit of negotiation skills through participation in weekly simulations while simultaneously building and defining a portfolio of effective communication and leadership capabilities.

Learning Objectives

To successfully complete this class students will be able to:

- Describe the theory underlying distributive and integrative negotiation situations.
- Understand the dynamics of multi-stakeholder decision making and negotiation.
- Facilitate more effective group discussions and team meetings.

- Develop a personal theory of leadership: when to follow, lead, postpone, or leverage an external party.
- Build skills for creating alignment of interests of multiple stakeholders and resolving conflict.
- Articulate how a reflective model of practice applies to environmental policy-making, natural resource management, and community decision-making.

Course Format

Negotiation Cases

The course is centered on experiential learning through negotiation simulations, exercises, discussions, and case studies. We will practice negotiating during class sessions. The readings and discussions led by the instructor will provide additional knowledge and reflection points to maximize the value for your personal style and learning from these negotiation simulations. In these exercises, you should approach the role through the perspective of the designated person, even if the role feels at odds with your own inclinations, values, or beliefs. After negotiation exercises students will complete a reflection paper to build a reflective practice and to enhance the learning from the simulations.

Preparation

The use of experiential learning exercises rests fully on students being prepared for each negotiation simulation, and on being fully present during the negotiation. You will need to prepare in advance of the exercise. The importance of coming to class prepared and ready to negotiate - particularly for your peers - is reflected in the weight of the participation grade for this course.

Debriefs and Reflections

These activities follow each exercise in order to enhance your learning from your experiences. As part of the learning experience, the instructor will engage with you via feedback on reflection papers you submit after certain negotiation simulations.

Personal Learning

There is no best way to negotiate or exercise influence. This course aims to provide you with the tools, experience, and space to discover what works for you as an individual in various situations, to build your own toolkit of skills. This requires experimenting with new behaviors, expanding out of your comfort zone, and, occasionally, failing. The instructor will do everything in their power to ensure the class environment lends itself to exploration and personal development and asks that you contribute to an environment of discovery and creativity. Be mindful of your personal strengths and weaknesses and try to monitor your opportunities for personal development, both in and out of class.

Evaluation

As referenced above in personal learning, each student's learning journey is different and will take its own form. To that end, the instructor's role in this class is not evaluative. Assignments are designed to enhance the learning process for students and incorporate flexibility to align with individual student's learning preferences. Students and the instructor will co-generate grades for: class participation (negotiation exercises), class participation (debriefs and discussions), and post-negotiation reflections.

40% Class Participation - Negotiation Exercises

Participation grades are based on preparation and participation in negotiation simulations. The negotiation simulations are carefully curated and constitute the central learning experiences in this course. You will need to be fully prepared for each day to ensure you are able to capitalize on the time we share. Your participation is critical for the learning experience of your peers. I trust that, as a member of the class, you are committed to come to class prepared to provide your negotiation partner(s) with the best possible learning opportunity. If you are unprepared, your negotiation partner's learning will suffer. Your, and your peers, learning experiences in the class are of paramount importance, disregard for your peers will affect your participation grade.

However, if you are feeling ill please do not come to class, your class participation grade will not be impacted. Please let me know via email as soon as possible so we can adjust to minimize the impact of an absence on your peers.

20% Class Participation - Debriefs and Discussions

In addition to negotiation simulations, this course has a large debrief and discussion element. Participation in these discussions is required, and is evaluated on quality over quantity. I recognize that everyone may have different styles of thoughtful reflection, and look forward to hearing your perspective. Missing classes, tardiness, and lack of preparation will mean not only that your learning experience is diminished but also that your peers' learning opportunities will be reduced. A tardiness to class of more than 10 minutes will result in half the attendance grade for that session.

However, if you are feeling ill please do not come to class, your class participation grade will not be impacted. Please let me know via email as soon as possible so we can adjust to minimize the impact of an absence on your peers.

40% Post-Negotiation Reflection

Post-negotiation reflections can take many forms, I am flexible to the modality that works best with your personal orientation of learning. If drawing, recording a video, creating a flow chart, or writing a traditional paper is most effective for your learning, please shift the modality of this

assignment. If you are writing a traditional paper, reflections should be one-page, maximum. A reflective practice is a crucial tool for developing your ability as an environmental problem-solver, negotiator, and leader. These reflections will be treated as private and no material will be shared unless the instructor contacts you asking permission or in instances of mandatory reporting.

Reflections should not be detailed chronologies of the negotiation process. Instead, they should focus on analysis, insights, and application of your experiences with environmental policy. In addition to incorporating elements from class discussions, reflections should engage with the concepts and assigned readings.

Issues that can be addressed include:

- How did the negotiation process and outcome compare to your plans and/or expectations?
- What were the critical strategies or turns of events?
- What surprised you most about your behaviors and/or emotions? About those of the other parties in the negotiation?
- Who exercised the greatest influence and control over the negotiation process? How and why?
- What are the main takeaway lessons from the negotiation?
- How was this negotiation unique from those in past exercises or experiences?
- If you had an opportunity to do this over again, with the same people, what would you do differently?
- How did the negotiation case relate to the environmental policy/organizational behavior topic of the week? And how might your experiences change how you conceptualize or engage with these issues in the future?

Reflection papers will be evaluated on:

- Your ability to synthesize and integrate information from the readings.
- The quality of your answers to selected questions noted above.
- The quality and usefulness of the feedback pertaining to others.
- Overall evidence of insight and personal learning.

Additional Resources

[Macalester College: Find Help](#)

A page with emergency, housing, academic, and financial services for current students.

[Macalester College COVID-19 Updates](#)

A resource with current policies and expectations in regard to the COVID-19 pandemic for the Macalester community.

Schedule

Session One

January 18 - Can We Succeed Together?

Negotiation Theory

Assigned Reading:

Review the Syllabus

Session Two

January 23 - Claiming Value in Negotiation

Negotiation Theory

Assigned Readings:

Wheeler, Michael. 2002. "Negotiation Analysis: An Introduction." Harvard Business School Note. #9-801-156 (June): 1-14.

Malhotra, Deepak, and Max Bazerman. 2008. "Claiming Value in Negotiation" (Chapter 1: 15-49). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Bantam Books.

Session Three

January 25 - Leveraging Psychological Traits to Claim More Value

Psychology

Assigned Readings:

Kahneman, Daniel. 2011. "Anchors" (Chapter 11: 119-128). *Thinking, Fast and Slow*. New York, NY. Farrar, Strauss and Giroux.

Cialdini, Robert. 2016. "What is Focal is Causal" (Chapter 4: 51-66). *Pre-Suasion: A Revolutionary Way to Influence and Persuade*. New York, NY: Simon and Schuster.

Assignment:

Personal Reflection One (sessions 2,3)

Session Four

January 30 - Using Packages to Create Better Deals

Negotiation Theory

Assigned Readings:

Malhotra, Deepak, and Max Bazerman. 2008. "Creating Value in Negotiation" (Chapter 2:50-82). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.

Susskind, Lawrence. 2014. "Create More Value" (Chapter 2: 45-52). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.

Session Five

February 1 - Expanding Beyond Zero-Sum Environmental Policy Mindsets

Environmental Policy

Assigned Readings:

Ostrom, Elinor. 1990. "Reflections on the Commons" (Chapter 1: 1-23). *Governing the Commons: The Evolution of Institutions for Collective Action*. New York, NY: Cambridge University Press.

David Takacs. 2017. *Beyond Zero-sum Environmentalism*, 47, *Environmental Law Review, News & Analysis* 10328

https://repository.uchastings.edu/faculty_scholarship/1563

Assignment:

Personal Reflection Two (sessions 4,5)

Session Six

February 6 - Trading Across Interests to Create Value in Negotiations

Negotiation Theory

Assigned Readings:

Battilana, Julia Tiziana Casciaro. 2022. "What Do People Value?" (Chapter 3: 41-64). *Power for All: How It Really Works and Why It's Everyone's Business*. New York, NY: Simon and Schuster.

Wheeler, Michael. 2013. "Prospecting" (Chapter 3: 36-56). *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster.

Session Seven

February 8 - Framing Your Interests

Psychology

Assigned Readings:

Kahneman, Daniel. 2011. "Frames and Realty" (Chapter 34: 363-374). *Thinking, Fast and Slow*. New York, NY: Farrar, Strauss and Giroux.

Sharot, Tali. 2017. "How We Were Persuaded to Reach for the Moon: The Incredible Sway of Emotion" (Chapter 2: 35-54) *The Influential Mind: What the Brain Reveals About Our Power to Change Others*. New York, NY: Henry Holt and Company.

Higgins, Maeve. "Maeve Higgins on the Toxic Power of the Political Euphemism." *Tell Everyone on This Train I Love Them*. London, UK: Penguin Books.

Assignment:

Personal Reflection Three (sessions 6, 7)

Session Eight

February 13 - Exploring the Digital Frontier of Negotiations

Negotiation Theory

Assigned Readings:

Turkle, Sherry. 2015. "The Flight from Conversation." *Reclaiming Conversation: The Power of Talk in a Digital Age*. New York, NY: Penguin Books.

Cuddy, Amy. 2016. "Meet Virtual You: How Your VR Self Influences Your Real-Life Self." *New York Magazine*.

<https://www.thecut.com/2016/02/how-your-vr-self-influences-your-real-life-self.html>

Session Nine

February 15 - Tapping into the Power of Non-Verbal Communication

Psychology

Assigned Readings:

Gladwell, Malcom. 2002. "The Naked Face: Can You Read People's Thoughts Just by Looking at Them?" *The New Yorker*. 40.

Assignment:

Personal Reflection Four (sessions 8, 9)

Session Ten

February 20 - Navigating the Dynamics of Power*Negotiation Theory***Assigned Readings:**

Susskind, Lawrence. 2014. "Write Their Victory Speech: Build Both Offensive and Defensive Coalitions" (Chapter 4: 115-1244). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.

Malhotra, Deepak, and Max Bazerman. 2008. "Negotiating from a Position of Weakness" (Chapter 11: 236-256). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.

Session Eleven

February 22 - Whose Voices are Represented, Manifestations of Power in Environmental Policy*Environmental Policy***Assigned Readings:**

Battilana, Julia Tiziana Casciaro. 2022. "The Fundamentals of Power" (Chapter 1: 1-17). *Power for All: How It Really Works and Why It's Everyone's Business*. New York, NY: Simon and Schuster.

Corburn, Justin. 2003. "Bringing Local Knowledge into Environmental Decision Making: Improving Urban Planning for Communities at Risk." *Journal of Planning Education and Research*, 22.

Assignment:

Personal Reflection Five (sessions 10, 11)

Session Twelve

February 27 - Uncovering Your Blindspots

Psychology

Assigned Readings:

Stone, Douglas and Sheila Heen. 2015. "See Your Blindspots" (Chapter 4: 77-97). *Thanks for the Feedback: The Science and Art of Receiving Feedback Well *even when it is off base, unfair, poorly delivered, and, frankly, you're not in the mood.* New York, NY: Penguin Books.

Gino, Francesca. "The Curse of the Gray T-Shirt" (Chapter 5: 107-127). *Sidetracked: Why Our Decisions Get Derailed, and How We Can Stick to the Plan.* Boston, MA: Harvard Business Review.

Session Thirteen

February 29 - Engaging with Uncertainty in Environmental Problem-Solving

Environmental Policy

Assigned Readings:

Walters, Carl and C.S. Holling. 1990. "Large-Scale Management Experiments and Learning by Doing." *Ecology: Ecological Society of America.* Volume 71, Issue 6.

<https://doi.org/10.2307/1938620>

Layzer, Judith. 2015. "A Policymaking Framework: Defining Problems and Portraying Solutions in U.S. Environmental Politics." (Chapter 1) *The Environmental Case: Translating Values Into Policy.* Thousand Oaks, CA: SAGE Publications.

Assignment:

Personal Reflection Six (sessions 12 ,13)

Session Fourteen

March 5 - Exploring Multiparty Negotiations

Negotiation Theory

Assigned Readings:

Fisher, Roger, William Ury, and Bruce Patton. 2011. "What If They Won't Play? Use Negotiation Jujitsu" (Chapter 7: 109-130). *Getting to Yes: Negotiating Agreement Without Giving In.* New York, NY: Penguin Books.

Malhotra, Deepak, and Max Bazerman. 2008. "When Negotiations Get Ugly: Dealing with Irrationality, Distrust, Anger, Threats, and Ego" (Chapter 12: 257-279). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Bantam Books.

Session Fifteen

March 7 - Highlighting the Role of Spoilers

Negotiation Theory

Assigned Readings:

Susskind, Lawrence. 2014. "Negotiating Strategic Alliances" (Chapter 2: 52-67). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.

Crockett, Karilyn. 2018. "Introduction" (1-18). *People Before Highways: Boston Activists, Urban Planners, and a New Movement for City Making*. Amherst, MA: University of Massachusetts Press.

Assignment:

Personal Reflection Seven (sessions 14, 15)

SPRING BREAK

Session Sixteen

March 19 - Building Consensus through Facilitation

Negotiation Theory

Assigned Readings:

Susskind, Lawrence and Jeffrey Cruikshank. 1987. "Mediation and Other Forms of Assisted Negotiation" (Chapter 5: 136-185). *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes*. New York, NY: Basic Books.

Doyle, Michael, and David Straus. 1993. "How To Be a Good Facilitator" (Chapter 6: 88-118). *How to Make Meetings Work: The New Interaction Method*. New York, NY: Jove Books.

Session Seventeen

March 21 - Collectively Managing Distributed Environmental Problems

Environmental Policy

Assigned Readings:

Layzer, Judith. 2015. "Love Canal: Hazardous Waste and the Politics of Fear" (Chapter 3: pp-pp) *The Environmental Case: Translating Values Into Policy*. Thousand Oaks, CA: SAGE Publications.

McGrory, Kathleen, Neil Bedi. 2022. "They Inhaled Asbestos for Decades on the Job. Now, Workers Break Their Silence" NPR News: Morning Edition.

Listen (11 min):

<https://www.wbur.org/npr/1129999511/asbestos-ban-us-workers-cancer-risk>

Assignment:

Personal Reflection Eight (sessions 16, 17)

Session Eighteen

March 26 - Mediating Through Impass to Reach Consensus

Negotiation Theory

Assigned Readings:

Friedman, Gary and Himmelstein, Jack. 2008. "Radix and Argyle: The Choice to Work Through Conflict Together" (Chapter 2: 17-40). *Challenging Conflict: Mediation Through Understanding*. Chicago, IL: American Bar Association Publishing.

Session Nineteen

March 28 - Understanding Your Identity

Psychology

Assigned Readings:

Stone, Douglas and Sheila Heen. 2015. "Learn How Wiring and Temperament Affect Your Story" (Chapter 7: 147-164). *Thanks for the Feedback: The Science and Art of Receiving Feedback Well *even when it is off base, unfair, poorly delivered, and, frankly, you're not in the mood*. New York, NY: Penguin Books.

Assignment:

Personal Reflection Nine (sessions 18, 19)

Session Twenty

April 2 - Leveraging Your Emotions During Conflict

Psychology

Assigned Readings:

Wheeler, Michael. 2013. "Emotional Preparation" (92-96). *The Art of Negotiation: How to Improve Agreement in a Chaotic World*. New York, NY: Simon & Schuster.

Stone, Douglas, Bruce Patton, Sheila Heen. 2010. "Have Your Feelings (Or They Will Have You)" (Chapter 5: 85-108). *Difficult Conversations: How to Discuss What Matters Most*. New York, NY: Penguin Books.

Session Twenty One

April 4 - Engaging with Value-based Conflict

Psychology

Assigned Readings:

Stone, Douglas, Bruce Patton, Sheila Heen. 2010. "Stop Arguing About Who's Right: Explore Each Other's Stories" (Chapter 2: 25-43). *Difficult Conversations: How to Discuss What Matters Most*. New York, NY: Penguin Books.

Shapiro, Daniel. 2016. "The Dual Nature of Identity" & "A Way Forward" (Chapters 2, 3: 11-28) *Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts*. New York, NY: Viking Press.

Assignment:

Personal Reflection Ten (Sessions 20, 21)

Session Twenty Two

April 9 - Navigating the Agent-Principal Relationship

Negotiation Theory

Assigned Readings:

Mnookin, Robert Peppt, Scott and Tulumello, Andrew. 2000. "The Tensions Between Principals and Agents" (Chapter 3: 69-92). *Beyond Winning: Negotiating to Create Value in Deals and Disputes*. Cambridge, MA: Belknap Harvard.

Session Twenty Three

April 11 - Disabling Dirty Tricks

Psychology

Assigned Readings:

Bazerman, Max & Ann Tenbrunsel. 2011. "When We Ignore Unethical Behavior" (Chapter 5: 77-99). *Blind Spots: Why We Fail to Do What's Right and What to Do About It*. Princeton, NJ: Princeton University Press.

Malhotra, Deepak, and Max Bazerman. 2008. "Confronting Lies and Deception" (Chapter 9: 196-218). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School.

Assignment:

Personal Reflection Eleven (sessions 22, 23)

Session Twenty Four

Capstone Day 1

April 16

Session Twenty Five

Capstone Day 2

April 18

Session Twenty Six

Capstone Day 3

April 23

Session Twenty Seven

Capstone Day 4

April 25

Assignment:

Personal Reflection Twelve (sessions 24, 25, 26, 27)