



The LEAD:

News from the HKS MLD Area

Spring 2015

LEADING THE WAY IN PUBLIC MANAGEMENT, LEADERSHIP, AND DECISION SCIENCE

Beyond the Classroom: MLD Experiential Coursework Benefits More than Students

You should expect to get your hands dirty if you take an MLD course at the Harvard Kennedy School.

Students at HKS don't wait until graduation to "Ask what they can do;" they're doing it from the moment classes begin.

Learning-by-doing is a key pedagogical component of the majority of MLD Area courses at HKS. Running a range from personal case analyses, "live" case and negotiation simulations, simulated-client projects, to fieldwork for real clients and organizations, MLD students learn by experiencing for themselves real world lessons in management, leadership, teamwork, and decision making. On the scaffold of classroom curriculum, and with the guidance of faculty and support from their peer teams, students work to address real challenges in complex areas like negotiation, government innovation, operations management, social organizing, philanthropy, and municipal budgeting. The learning students achieve by engaging the curriculum and working in real and challenging contexts is often transformative for them, but the simultaneous positive

impact students make has become a major part of the mission of the Kennedy School.

In just the past year, no fewer than a dozen Area courses assigned students to projects that required real clients operating in the local Boston area and beyond. Even seemingly unexpected courses, on topics like Negotiation, Behavioral Science, and Municipal Budgeting, had students in the field.

Mark Fagan's Operations Management course ([MLD-601](#)), for instance, has worked for many years with the [Boston Mayor's "Office of New Urban Mechanics."](#) This year, three student teams worked with the city's operations center, the office of Vital Records, and the Surplus Properties division. In feedback to Mark Fagan, Program Director Patricia Boyle-McKenna noted the "tremendous" work of the students: "On a really politically and operationally difficult task. They [The Vital Records team] were able to work through difficult data and make an informed recommendation which led to us opening the Registry 5 days a week starting in January....We were grateful and learned quite a bit...." The Surplus Properties

"team was given a difficult problem with a high expectation to not only deliver a solution, but also implement that solution. They were fantastic...." The Operations Center team "was able to provide incredibly valuable data and research to senior level staff. In the end they presented to six departments who all plan to use their research moving forward." Fagan's students have also worked with clients at [Mt. Auburn Hospital](#), the [Massachusetts Department of Conservation and Recreation](#), and the [Rose Fitzgerald Kennedy Greenway Conservancy](#).

This past fall, in the core MPP course [MLD-101](#), over 40 student teams engaged with client organizations working across a huge spectrum of efforts, including, for example, human rights, anti-terrorism, healthcare, poverty alleviation, clean energy, education, international and local development. One client, the [Boston Public Market](#), a soon-to-launch, permanent, year-round, self-sustaining, urban market featuring fresh locally-sourced food, faces huge challenges managing diverse constituents and a [wide ranging mission](#). HKS students used course frameworks to help the market's CEO and Commission develop monitoring and evaluate metrics their work in advance of the launch. Liz Morningstar, the BPM CEO, praised the students for making "meaningful difference" and "a tremendous impact." "Quantitative and qualitative in their thinking. Transparent in their process, clear in all their communications. The quality of their assessment was thoughtful, thorough and (most important) useable." The students

presented their report to the BPM Commission this past winter, and their work has helped BPM to establish metrics to monitor its progress towards their numerous goals in advance of the July 2015 opening.

One of the most prominent and long-standing examples of HKS "in the field" even received the Hollywood treatment this year. The Kennedy School released "[Somerville Resurgent](#)" a short film documenting Linda Bilmes's students work with Mayor Joe Curtatone to transform the City of Somerville, MA. Over a decade of work by students in [Bilmes's strategic budget courses](#) has tremendously boosted the quality of life and delivery of city services in Somerville, and have propelled the city and Mayor Curtatone into the ranks of national leaders in urban innovation.

This spring, Curtatone, who is also now a Senior Fellow in the Ash Center at HKS, has teamed with HKS Lecturer Jorrit de Jong teaching a new course [MLD-621M: Innovation Field Lab: Public Problem Solving in Three Massachusetts Cities](#). In this course, student teams are assigned to three nearby cities: Chelsea, Fitchburg, and Lawrence, to work on the issue of "problem properties" and its relationship to larger social issues such as poverty, safety and public health. Student teams are embedded alongside city officials as they design and implement innovative solutions to the cities' most pressing challenges. Class sessions include case discussion, design work, simulation, peer consulting, and discussion of literature on public sector innovation. In the field, students will attempt to implement classroom curriculum, facing all of the organizational, political, financial, and personal challenges faced by the city officials. At the end of the course and beyond, innovations put into place will continue to be tracked and evaluated by Curtatone, de Jong, and future students in the course.

Local cities are not the only beneficiaries of the experiential pedagogies being fielded at HKS.

Beyond Boston, Marshall Ganz and students from his [MLD-377](#) course have worked with the UK National Health Service on mobilizing, organizing, and action. This past year saw the launch of a project founded partly on work by former HKS students Chris Lawrence-Pietroni, Sarah Kopse-Sholberg, and Ganz's teaching fellow Kate Hilton called NHS Change Day (<http://changeday.nhs.uk/>). NHS Change Day is a grassroots movement that's about harnessing the collective energy,

creativity, and ideas of thousands of people to improve the care and wellbeing of people who use healthcare services, their families and staff. Over the past two years thousands of people made pledges to change things. This year the program goal is to inspire people to take action. To that end, the Change Day website contains hundreds of great stories of individual innovations and actions that are making tangible improvements in service delivery and organizations within the NHS. November 3rd, 2015 is the next Change Day.

Max Bazerman and HBS Professor Michael Luca's year-long experiential course ([MLD-335Y](#)) on Behavioral Insights in the UK and the Netherlands, allows students to apply insights from the fields of behavioral economics and psychology while working with the UK central government's [Behavioural Insights Team \(BIT\)](#) and a similar office in the Dutch government. Students,

The team was given a difficult problem with a high expectation to not only deliver a solution, but also implement that solution.

through a group project with these clients, study and create "nudge"-style interventions in a variety of possible domains, including tax collection, charitable giving, education, and employment.

Elsewhere, the New York City Economic Development Corporation ("NYCEDC"), and its Managing Director, Eric Gertler, have hosted Steven Strauss's students from Princeton, where he is visiting this year, and teaching policy analysis courses on "Implementing Urban Economic Development Policy" and "Urban Economic Development Policy in New York City and other Major American Cities." Students are working on field projects with such focuses as "Economic Development Strategies for Anchor Institutions," "Bridging the Digital Divide," and "Economic Development Strategies for Not-for-Profit Institutions."

Other courses in non-profit management ([MLD-801](#)), philanthropy ([MLD-805](#)), social enterprises and social entrepreneurship ([MLD-829](#), [-830](#), [-835](#), [-839](#)) have long based much of their curriculum on work with clients, some which originated with the students' own personal work and aspirations.

These courses have students tackling real challenges, in many cases with high-stakes



Linda Bilmes and a student team presenting to Boston Mayor Tom Menino and his staff

strategy and funding decisions hinging on student recommendations. Faculty have the have the job of bringing the best academic insights to bear on the choices in front of our students.

NEW RESEARCH GRANTS AWARDED

Christine Letts and **Paula Johnson** were awarded two grants from within the Middle East Initiative to study philanthropy in two Middle East countries as part of a larger Global Philanthropy Report. The Kuwait Program at Harvard Kennedy School granted \$97,774 to support research in Kuwait, and the Emirates Leadership Initiative at Harvard Kennedy School granted \$93,498 to support research in Tunisia.

Jennifer Lerner is Co-Principal Investigator on a project awarded \$34,100 by the Harvard Mind-Brain-and-Behavior Initiative titled "Stopping Cancer Treatment at the End of Life (EOL): Contribution of Patient Affect to Decision Biases in Oncologists." Jennifer also has three other major project proposals in to the National Institutes of Health and the Department of Defense.

Todd Rogers received a grant of \$293,000 from the Heising Simons Foundation for his project on "Empowering and Mobilizing Families"

Recent & Forthcoming Publications by MLD Faculty

New Articles

Gary D. Sherman, **Jennifer S. Lerner**, Jonathan Renshon, Christine Ma-Kellams, and Samantha Joel (2015) [Perceiving Others' Feelings: The Importance of Personality and Social Structure](#). *Social Psychological and Personality Science*.

Allcott, H. & **Todd Rogers**. (2014). The Short-Run and Long-Run Effects of Behavioral Interventions: Experimental Evidence from Energy Conservation. *American Economic Review*, 104(10): 1-37.

Todd Rogers, Milkman, K.L., & Volpp, K.G. (2014). Commitment Devices: Using Initiatives to Change Behavior. *Journal of the American Medical Association (JAMA)*, 311(20): 2065-2066.

Todd Rogers, Milkman, K. L., & Volpp, K. G. (2014). Commitment Devices to Improve Unhealthy Behaviors—Reply. *Journal of the American Medical Association (JAMA)*, 312(15): 1592-1593.

Nickerson, D. & **Todd Rogers** (2014). Big Data and Political Campaigns. *Journal of Economic Perspectives*, 28(2):51-74.

Todd Rogers, Milkman, K.L., John, L.K., & Norton, M.I. (in press). [Making the Best Laid Plans Better: How Plan-Making Increases Follow-Through](#) in a new journal called [Behavioral Science and Policy](#).

Barbara Kellerman, "Limits on Leadership," in [Capitol Ideas](#), (July/Aug. 2014).

New Chapters in Books or Annuals

Frey, Erin. & **Todd Rogers**. (2014). [Persistence: How Treatment Effects Persist After Interventions Stop](#). *Policy Insights from the Behavioral and Brain Sciences*. 1(1): 172-179

Jennifer S. Lerner, Ye Li, Piercarlo Valdesolo, and Karim S. Kassam. (2015). [Emotion and decision making](#). *Annual Review of Psychology*. 66: 799-823.

Ferrer, R., Klein, W., **Jennifer S. Lerner**, Reyna, V. F., & Keltner, D. (in press). *Emotions and Health Decision-Making: Extending the Appraisal Tendency Framework*

to Improve Health and Healthcare. In C. Roberto & I. Kawachi (Eds.), *Behavioral Economics and Public Health*. Cambridge, MA: Harvard University Press.

Mark Moore and **Bob Behn** recently published book chapters titled, respectively, "Accountability, Legitimacy, and the Court of Public Opinion" and "PerformanceStat" in Bovens, et al., eds. [The Oxford Handbook of Public Accountability](#) (Oxford University Press, 2014).

Mark Moore has a second book chapter forthcoming entitled "Recognizing Public Value: Towards a Public Value Scorecard" in John M. Bryson, Barbara Cosby, and Laura Bloomberg, *Valuing Public Value* (Washington, DC: [Georgetown University Press](#)).

Todd Rogers & Frey, Erin. (forthcoming, Sept. 2015). ["Changing Behavior Beyond the Here and Now"](#) in [Blackwell Handbook of Judgment and Decision Making](#). Wiley-Blackwell.

Barbara Kellerman recently published a chapter entitled "Women at the Top: The Pipeline Reconsidered" (with Deborah Rhode) in K. Longman and S. Madsen, eds. [Women and Leadership in Higher Education](#) (Information Age, 2014).



New Books

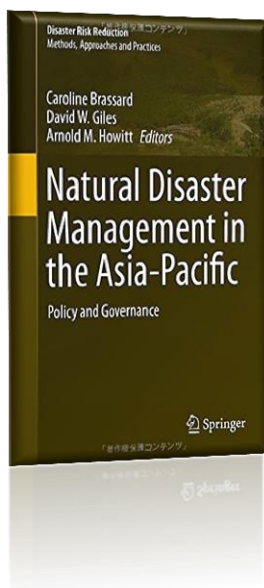
Barbara Kellerman published her new book, [Hard Times: Leadership in America](#) (Stanford University Press, 2014), in which she argues that we focus on leaders, and even on followers, while ignoring an essential element of leadership: context. This book is meant as a corrective, enabling leaders to track the terrain that they must navigate in order to create change.

SPOTLIGHTS

DeSteno, D., Li, Y., Dickens, L., & **Jennifer S. Lerner**. (2014). [Gratitude: A Tool for Reducing Economic Impatience](#). *Psychological Science*, vol. 25 no. 6 (June). --- Lerner et al. finds evidence showing that gratitude can enhance financial patience. In so doing, the data also provide some of the first evidence to suggest that positive emotions can offer a route to self-control. That is, self-control need not only occur via willpower, distraction, and related executive-control type strategies, but can also flow from "virtuous" emotional states. This finding turns much of the advice typically given to people involving consumer behavior on its head. That is, emotions aren't always the problem with impulsive spending and related behaviors, they can also be the solution. A [New York Times](#) piece was based on this article—a story that was among the Most Emailed articles of the weekend on which it was published.

Mark Moore contributed to a [special symposium issue of Public Administration Review](#) (v.74,no,4) on the topic of "Exploring the Value of Public Value." --- Mark's article, entitled, ["Public Value Accounting: Establishing the Philosophical Basis,"](#) develops three philosophical claims central to the practice of public value accounting: (1) when the collectively owned assets of government are being deployed, the appropriate arbiter of public value is the collectively defined values of a "public" called into existence and made articulate through the quite imperfect processes of democratic governance; (2) the collectively owned assets include not only government money but also the authority of the state; (3) the normative framework for assessing the value of government production relies on both utilitarian and deontological philosophical frameworks.

Brassard, Caroline, Giles, David W., Arnold M Howitt, (Eds.) *Natural Disaster Management in the Asia-Pacific* (Springer, 2015)



Dean Williams, *Leadership for a Fractured World: How to Cross Boundaries, Build Bridges, and Lead Change*. (Berrett-Koehler, 2015)

New Film

Linda Bilmes served as executive producer on an 2014 award-winning documentary film, "The Covenant with America's Wounded Warriors: John Mateczun and the New Walter Reed National Military Medical Center." Linda's film, which recounts the \$3 billion merger of the main hospitals of the U.S. Army and U.S. Navy at was selected as a finalist at the prestigious Chagrin Documentary Film Festival - one of the leading film festivals for documentaries. This film accompanies Linda's 3-part case series on the merger.

Center for Public Leadership/ Hauser Institute *Frontline with Faculty Series:*

April 13, 2015 - "From Prosperity to Promise: Perspectives on Philanthropy and Social Investment Among Wealthy Individuals" with *Christine Letts* and *Paula Johnson*

April 2, 2015 — "Religion and World Politics: A Threat or a Promise?" with *J. Bryan Hehir*

Feb. 5, 2015 – "New Frontiers In Social Enterprise" hosted by *Jim Bildner*

MORE INFO:

<http://www.centerforpublicleadership.org/>

Blogs by Area Faculty

Bob Behn

The Behn Report

<http://www.hks.harvard.edu/thebehnreport/>

Recent Post: "The Great Sewage Equation"

Linda Bilmes

The Three Trillion Dollar War

<http://threetrilliondollarwar.org/>

Recent Post: "What are we willing to sacrifice in war on ISIS?"

Elsewhere: Op-ed on Veterans Day on

WBUR's Cognoscenti Blog:

<http://cognoscenti.wbur.org/2014/11/11/veterans-day-linda-bilmes>

Marshall Ganz

The Leading Change Network

<http://leadingchangenetwork.com/>

Recent Post: "FergusonSyllabus#"

Elsewhere: Book Review: "Why Hasn't 'Big Data' Saved Democracy? A review of Micah Sifry's new book *The Big Disconnect: Why the Internet Hasn't Transformed Politics* (Yet)"

Quote: "[This] new book offers some answers, but misses important shifts in the power base of traditional progressive organizing.

<http://www.thenation.com/article/182449/why-hasnt-big-data-saved-democracy>

David Gergen

<http://davidgergen.com/commentary/>

Recent Post: "President Obama's unrecognized legacy"

Stephen Goldsmith

Governing

<http://www.governing.com/authors/Stephen-Goldsmith.html>

Recent Post: "The Growing Evidence That PPPs Are Delivering Value"



Barbara Kellerman

www.barbarakellerman.com

Recent Post: "The Artist as Leader – Bob Dylan"

Steve Kelman

The Lectern on FCW.com

<http://fcw.com/blogs/lectern/list/blog-list.aspx>

Recent Post: "Big data, big interest"

Hannah Riley Bowles

on *HBR.org*: "Why Women Don't Negotiate Their Job Offers"

<https://hbr.org/2014/06/why-women-dont-negotiate-their-job-offers/>

Malcolm Sparrow

<http://www.hks.harvard.edu/fs/msparrow/index.html>

Recent Post: "Measuring Performance in a Modern Police Organization"

Steven Strauss

<http://www.huffingtonpost.com/steven-strauss/>

Recent Post: "The End of the American Middle Class?"

Center for Public Leadership

<http://www.centerforpublicleadership.org/>

Ash Center

<http://www.ash.harvard.edu/Home/News-Events>

Send your blog link to:
greg_dorchak@hks.harvard.edu

Highlighted Faculty Conference panel presentations or speeches

In December 2014 Christine Letts was invited to the annual UBS Wealth Forum for UBS clients in St. Moritz, Switzerland where she moderated a panel on measuring impact.

Also in December Steven Strauss was an Aspen Institute panelist and moderator on "Working in America: The Future of Work in the Sharing Economy" in Washington DC.

Jennifer Lerner gave an invited lecture on "The Economic Costs of Sadness and Depression" at the Harvard School of Public Health Center for Research on Population and Development.

NEW REPORTS INFORM PUBLIC POLICY AND MANAGEMENT

Malcolm Sparrow has produced two new reports out of the [Executive Session on Policing & Public Safety, funded by National Institute of Justice](#).

["Managing the Boundary between Public and Private Policing,"](#) *New Perspectives in Policing*. National Institute of Justice, Washington D.C. & The Program in Criminal Justice Policy & Management, Harvard Kennedy School, Cambridge, MA. (September 2014). This report deals with the nature of relationships across the Public/Private divide in the security domain.

["Measuring Performance in a Modern Police Organization,"](#) *New Perspectives in Policing*. National Institute of Justice, Washington D.C. & The Program in Criminal Justice Policy & Management, Harvard Kennedy School, Cambridge, Massachusetts. (March 2014). In this report Malcolm proposed we rethink "success" in policing. The police profession has long used narrow definitions of success which place inordinate emphasis on a very short list of quantitative indicators--reported crime rates, arrest rates, clearance rates and response times. Police executives, he says, now need a much broader conception of the policing mission, a more expansive view of the range of community problems they can affect, and a clear understanding of the

different types of work that must be integrated within one organization (functional work, process-based work, risk-based work, and crisis-response). Police executives need to become sophisticated users of a significantly broader range of indicators.



Sparrow demonstrates how the two classes of metrics that still seem to wield the most influence in many departments — crime reduction and enforcement productivity — would utterly fail to reflect the very best performance in crime control. Real success in crime control, he says, would mean *spotting emerging problems early and suppressing them before they did much harm*. This performance depends on *vigilance, nimbleness in response, and skill*. Curiously, success of that type would *not* produce

substantial year-to-year reductions in crime figures, because genuine and substantial reductions are available only when crime problems have first grown out of control. How to define success in a more appropriate, more comprehensive and more balanced way; and then how to measure it. That's the puzzle Sparrow tackles here. Included in this report is a summary of the work of several giants in the policing field who have broadened the framework for monitoring and measuring policing, including HKS's own **Mark Moore, and Robert Behn**.

Hannah Riley Bowles and Paula Gutlove. Recently released their 2014 report, "Women, Negotiations, and Career Advancement: Report from a Survey at the 2013 Simmons Leadership." Conference Briefing Note Number 37 (April 2014) [Center for Gender in Organizations \(CGO\)](#), Simmons School of Management (Boston, MA)



Upcoming HKS Executive Education Programs

[Mastering Negotiation: Building Agreements Across Boundaries](#)

4/6/2015 - 4/11/2015

[Leadership in Crises: Preparation and Performance](#)

4/19/2015 - 4/24/2015

[Women and Power: Leadership in a New World](#)

5/3/2015 - 5/8/2015

[Art and Practice of Leadership Development: A Master Class for Professional Trainers, Educators, and Consultants](#)

5/8/2015 - 5/15/2015

[Leadership Decision Making: Optimizing Organizational Performance](#)

6/14/2015 - 6/19/2015

MORE INFO: [HTTPS://EXED.HKS.HARVARD.EDU/INDEX.ASPX](https://exed.hks.harvard.edu/index.aspx)

New Course Offerings in MLD

JUDGEMENT AND DECISION MAKING

MLD-301: PROFESSIONAL JUDGMENT AND DECISION MAKING JENNIFER LERNER

This course addresses primarily cognitive and motivational factors in behavioral economics of decision making as applied to public policy. More specifically, the course helps students understand when and why humans depart from standards of accuracy and rationality in judgment and decision making. Students will become familiar with, and critical consumers of, current JDM theories and research as well as acquiring practical skills for improving their own judgments and decisions. In addition, they will acquire knowledge of which biases individuals can fix with training/knowledge and which biases individuals cannot fix unless managers engage in institutional design (e.g., nudges).

MLD-302: REASON, PASSION, AND POLICYMAKING JENNIFER LERNER

This course addresses primarily the emotional factors in behavioral economics of decision making as applied to public policy. Discussions of the ways that basic cognitive-emotional processes relate to decision making are combined with an emphasis on a rigorous scientific approach. Throughout the course, students apply the material to a policymaking domain of their choice.

MLD-335Y: IXP COURSE: UK AND THE NETHERLANDS; BEHAVIORAL INSIGHTS MAX BAZERMAN

In this experiential field course taught, students obtain a basic understanding on behavioral decision research and behavioral economics; muster knowledge about decision architecture - or "nudging"; and apply these ideas to a group project with their client from local or national government in the United Kingdom or the Netherlands.



SOCIAL & URBAN INNOVATION AND MANAGEMENT

MLD-620M: URBAN INNOVATION: CONCEPTS AND PRACTICES STEPHEN GOLDSMITH

This course seeks to equip students who wish to be innovators with the knowledge and skills necessary to imagine and implement innovative solutions to public problems in the urban context. It will focus primarily on innovation in state and local government: how can cities become learning organizations and innovative jurisdictions that utilize the potential for public value creation? The course seeks to develop the attitudes and analytic skills that support individuals who aspire to make positive change either as innovators or designers of institutions that can support innovators.

MLD-621M: INNOVATION FIELD LAB: PUBLIC PROBLEM SOLVING IN THREE MASSACHUSETTS CITIES JORRIT DE JONG, JOE CURTATONE, AND JANICE DELORY

This course is designed specifically to complement to MLD-620M, taking ideas from that course into the field. This module seeks to offer help to Massachusetts cities and give students the opportunity to do real work on real problems and learn about the practice of public sector innovation. Student teams will be assigned to three nearby cities to work on a common problem. Student split time between the field and the classroom, where they'll engage in case discussion, design work, simulation, peer consulting, and discussion of literature on public sector innovation.

MLD-839M: ENTREPRENEURIAL FINANCE II CARL BYERS

This course builds on MLD-829M Entrepreneurial Finance I to help social entrepreneurs to implement their proposals in the real world of finance. Subjects include applied methods for developing customers and achieving product/market fit linked to milestone-driven fund-raising model. Students will develop and relate an understanding of the unique economic drivers of his/her venture to the successful development of the organization's strategy, forecasts, systems, and culture. The fund raising process will be explored in more depth related to not-for-profit, for-profit social enterprise, and hybrid ventures. The course also ties the financing process to issues of governance, capital structure, and financial operations. Student pursue a unique plan and engage in a project to develop a compelling financial presentation that could be used as the basis for raising funds from investors or philanthropists, concluding the course with a panel-judged business plan competition within the class for those who choose to enter.

LEADERSHIP

MLD-320M: THE ART OF LEADING IN A DIVERSE WORLD: SKILLS, INSIGHTS, AND BEST PRACTICES PATRICIA BELLINGER

This course explores the personal, interpersonal, organizational, and cultural dimensions of being an effective leader capable of leveraging diversity at multiple levels. Through readings, discussion, and dialogue with visiting practitioners, students will grapple with key issues and learn best practices for leading in ways that build and empower diverse teams and organizations.

MLD-352M: THE LEADERSHIP SYSTEM: LEADERS, FOLLOWERS, CONTEXT BARBARA KELLERMAN

MLD-352M: The Leadership System: Leaders, Followers, Context taught by Barbara Kellerman looks at leadership in a distinctly different way. Instead of focusing primarily on the leader, this course takes a more inclusive, integrative, holistic view based on the assumption that leadership is, in effect, a system consisting of three equally important and interdependent moving parts: the leader, the followers, and the context(s). Not a "how to" course, the course value lies in the assumption that when students better understand this leadership system, they will be better equipped to lead and also to follow wisely and well.

NEGOTIATION

The Area offerings in Negotiation have been expanded and diversified. The classic course MLD-221 has been replaced by both a sequence of module-length courses (MLD-222M & MLD-223M) created and taught by Kessely Hong and semester-length courses (MLD-224) created and taught by Julia Minson. In addition Joshua Flax is launching MLD-275, an advanced negotiation practicum, to fill the practice gap that has long existed in our offerings.

MLD-222M: NEGOTIATION ANALYSIS KESSELY HONG

Introduces students to the theory and practice of negotiation by emphasizing both analytical and interpersonal skills.

MLD-223M: NEGOTIATING ACROSS DIFFERENCES KESSELY HONG

The new advanced course to follows MLD-222M, and explores challenges inherent in negotiations involving differences in power, status, gender, expectations, attitudes toward risk, partisan perceptions, and culture, including particular attention to multi-level negotiations.

Latest MLD Area Working Papers

Here is a roundup of recent working papers by faculty in our Area:

Bob Behn, "[Identifying, Learning, and Adapting: The Tacit Knowledge of Performance Leadership](#)" Paper presented at the [Thirty-Sixth Annual Research Conference of The Association for Public Policy Analysis and Management](#). Albuquerque, N.M., November 6-8, 2014.

Banasiak, Adam, Linda Bilmes, and John B. Loomis. [Carbon Sequestration in the U.S. National Parks: A Value Beyond Visitation](#). (February 17, 2015). [HKS Working Paper No. RWP15-007](#). Also available at SSRN.

May Al Dabbagh, Hannah Riley Bowles, Bobbi Thomason, "[Anticipated Status Decline for Locals Entering Global Employment Markets](#)." HKS WAPPP working paper.

Steve Kelman, Ronald Sanders, Gayatri Pandit, and Sarah Taylor. "I Won't Back Down?": Complexity and Courage in U.S. Federal Executive Decision-Making" [HKS Faculty Research Working Paper Series RWP14-040](#), August 2014.

Steve Kelman, Ronald Sanders, Gayatri Pandit, and Sarah Taylor. "'Tell It Like It Is': Groupthink, Decisiveness, and Decision-Making Among U.S. Federal Subcabinet Executives." [HKS Faculty Research Working Paper Series RWP14-039](#), August 2014.



Todd Rogers, Zeckhauser, R., Gino, F., Norton, M.I., & Schweitzer, M. (HKS Working Paper). [Artful Paltering: The Risks and Rewards of Using Truthful Statements to Mislead Others](#)

Gehlbach, H., Brinkworth, M.E., King, A., Hsu, L., & Todd Rogers (Working Paper) [Creating Birds of Similar Feathers:](#)

[Leveraging Similarity to Improve Teacher-Student Relationships and Academic Achievement](#)

Kraft, M. & Todd Rogers (HKS Working Paper). [The Underutilized Potential of Teacher-to-Parent Communication: Evidence from a Field Experiment](#)

Pierce, L., Todd Rogers, & Snyder, J. (HKS Working Paper). [Losing Hurts: The Happiness Impact of Partisan Electoral Loss](#)



Tannenbaum, D., Fox, C.R., & Todd Rogers (Working Paper). [On the Misplaced Politics Of Behavioral Policy Interventions](#).

Todd Rogers & Moore, D. (Working Paper). [The Motivating Power of Under-Confidence: "The Race is Close But We're Losing"](#)

Todd Rogers & Norton, M.I. (HKS Working Paper). [The Belief in a Favorable Future](#)

Todd Rogers, Milkman, K. L., John, L. K., & Norton, M. I. (Working Paper). [Making the Best Laid Plans Better: How Plan-Making Increases Follow-Through](#).

Bailey, M., Hopkins, D., & Todd Rogers (Working Paper). [Unresponsive, Unpersuaded: The Unintended Consequences of Voter Persuasion Efforts](#)

HKS working papers by MLD Area Faculty are listed on the HKS website [here](#).

If you would like to add a working paper to our next newsletter, please send details to greg_dorchak@harvard.edu

NEW COURSES: NEGOTIATION (continued)

MLD-224A: BEHAVIORAL SCIENCE OF NEGOTIATIONS
JULIA MINSON

This course teaches students analytical skills to gain strategic understanding of negotiation contexts, empirically validated techniques for advancing their interests in such contexts, and the ability to understand the behavior of individuals, groups, and organizations in competitive and collaborative situations

MLD-275: NEGOTIATION PRACTICUM
JOSH FLAX

Provides students an opportunity to engage with negotiation and conflict management professionals and to apply their training to real-world practical problems. Through extensive practitioner and client engagement, students will apply their academic training to contemporary challenges in negotiation or conflict management (e.g., deal making, online dispute resolution, negotiated rule making, stakeholder management, etc.)

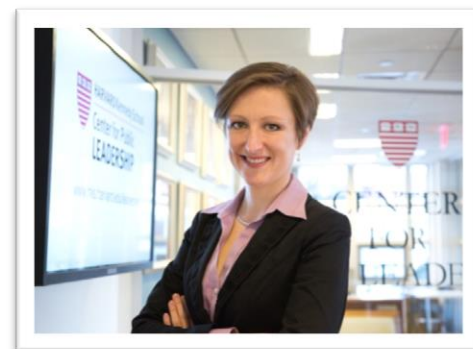


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P.5: Malcolm Sparrow: **Martha Stewart**
P.5: HKS campus: **Richard Howard**
P.6: Marshall Ganz: **Kent Dayton**
P.7: Steve Kelman: **FCW.com**
P.7: Todd Rogers: courtesy of Todd
P.7: Julia Minson: **Martha Stewart**

New Cases and Teaching Resources from MLD Faculty

Kessely Hong, Pamela Varley and Patricia Garcia Rios to put together a new case, sequel, accompanying videos, and teaching note: [**Negotiating from the Margins: The Santa Clara Pueblo Seeks Key Ancestral Lands**](#). (HKS case 2021.0)

This negotiations case describes the approach, over time, of Santa Clara, a small Pueblo Indian tribe in New Mexico, to recover a piece of land tribal leaders viewed as integral to their ancestral homeland. Unlike many negotiations cases, which concern the strategizing of two or more powerful players, this case describes the evolving strategy of a small, marginal player, striving mightily for a seat at a negotiating table dominated by several powerful interests. Initially taking a rights-based line of attack, the Santa Clara Pueblo eventually adopted a more strategic approach, seeking to understand the perspective of the U.S. Forest Service, the New Mexico Congressional delegation, and other important stakeholders, and to frame its arguments in a way the agency representatives and politicians would find most compelling. The case ends partway through the final, detailed negotiation between Santa Clara and the U.S. Forest Service, when a tense standoff arose. At this juncture, Santa Clara faced a difficult choice—whether to accept a partial win, to walk away, or to fight for more and perhaps risk losing all. A brief sequel describes what Santa Clara did, what the U.S. Forest Service did, and the resolution ultimately embraced by both sides.

Nathalie Laidler-Kylander, **Steven Strauss**, **Hannah Riley Bowles**, and **Laura Winig** published [**"On Your Bike! Using Marketing Mix to Drive Successful Bicycle Sharing Programs in Europe"**](#) (HKS case 2030.0) which introduces the concepts of customer segmentation and the marketing mix in the context of a public service/good. The case helps students gain an appreciation for the use of customer focus and marketing tools in implementing government services. It demonstrates the importance of understanding the characteristics and needs of key customers to create a marketing mix to meet social or public goals.

Abstract: European municipalities, eager to increase the use of environmentally friendly forms of public transportation, offered

bicycle sharing programs as adjuncts to their public transportation systems. This case focuses on the bicycle sharing systems in three mid-sized European cities: Mainz, Germany, Lille, France and Antwerp, Belgium. The case describes the market segments within each city and lays out the marketing mix variables – the 4Ps (product, price, place and promotion) – to allow students to compare and contrast the cities' opportunities and challenges. The protagonist in each city is charged with using the marketing mix to help his or her city reach its goals: in Mainz, to reach breakeven; in Lille, to increase bicycle usage from 2% to 10% and in Antwerp, to persuade drivers to commute by bicycle instead of by car.

Steven Strauss and Nathalie Laidler-Kylander also published an academic note to accompany the bike share case called [**"Marketing - A Tool to Create Public Value."**](#)

This note provides a primer, for public sector and not-for-profit leaders, about how governmental and nonprofit entities can utilize marketing concepts to better serve the public interest..

Abstract: This note provides an overview of the elements of marketing strategy, and explains how they can be applied in the public and not-for-profit sectors. Elements necessary for a successful marketing strategy (segmentation, pricing (including price discrimination), product design, place/distribution, and promotion) are examined, and then applied to public sector examples, such as: NYC's Municipal Identification Card program, a hypothetical needle exchange program, and mass transit systems. This note concludes with practical advice for implementing a marketing strategy.

Linda Bilmes has written a soon-to-be published case set on the merger of the major U.S. Army and Navy hospitals:

"Walter Reed National Military Medical Center : (A) John Mateczun and the Joint Task Force, Capital Medical Region"

"Walter Reed National Military Medical Center: (B) Integrating Cultures at the New Walter Reed"

"Walter Reed National Military Medical Center : (C) JTF CapMed Two Years Later?"

Faculty Honors and Visiting Positions

Jennifer Lerner and **Patricia Bellinger** were chosen by the Harvard Graduate and Professional Student Government to represent HKS at the 5th Annual [**One Harvard: Lectures That Last**](#) event on April 8th, 2015. Faculty members from across Harvard's twelve graduate and professional schools are nominated by students to participate in an evening of TED-style talks, arts performances, exhibits, etc. that represent "One Harvard." This year's successful event had an audience of over 1,200 students, alumni, donors, and sponsors. Jennifer's talk was entitled "Emotion and Decision Making"; Patti's talk was on "The Art of Being in a Diverse World." HKS lecturer **Christopher Robichaud** also participated, speaking on "Teaching Leadership Through Gameplay."

During the 2014-2015 academic year, in addition to teaching a course at the Harvard Kennedy School, **Steven Strauss** is the John L. Weinberg/Goldman Sachs & Co. Visiting Professor in Princeton University's Woodrow Wilson School of Public and International Affairs. This professorship supports bringing distinguished visitors in the areas of economics and public policy to the Wilson School. Prior holders of this professorship include: Jon Corzine (former governor of New Jersey and U.S. senator), Hugh B. Price (former president and chief executive officer of the National Urban League), and Joshua Bolten (former White House Chief of Staff)

Dean Williams was Visiting Professor at the [**Lee Kuan Yew School of Public Policy at the National University of Singapore**](#) in the Fall of 2014.

Jennifer Lerner completed a year in the Radcliffe Institute's Fellowship Program. Working with Harvard undergrads through the Radcliffe Research Partnership (RRP) program, Jenn and her team of students critically evaluated scientific studies for a comprehensive review paper, and collected data for a new general audience book addressing emotion and decision making.

The LEAD: News from the HKS MLD Area

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Innovation and Enterprise in Executive Education

In 2014-15 **Mark Moore** launched a year-long executive program in support of the FAST TRACK Program created for 50 promising senior executives in England's National Health Service. This program was designed and executed with two partners from England (the NHS Leadership Academy and KPMG), and the Harvard School of Public Health, and the Cambridge, MA-based Institute for Health Improvement. The program included 4 weeks of instruction at Harvard, preceded and followed by work on "transformation change projects" in local health settings in England. Program faculty have stayed engaged throughout, and welcome the participants back to Harvard in April to see how things have worked out. Among the interesting features of this program is its serious effort to raise the level of thought and leadership to the system level rather than leave it at the organizational level, or the operational, procedural level. The question was how could local initiatives be scaled up to significance in the NHS system, and what could the NHS system do to improve its ability to stimulate innovations, recognize valuable ones, and then scale them up rapidly. This is a new level of analysis, and a new pedagogy.

Brian Mandell, chair, and **Mark Moore** launched a similar executive program in January 2015 that focuses on developing habits and capacities for more collaborative government action in the state of Israel. Like the NHS program, this program has a relatively long period of instruction preceded and followed by project work in the jobs of participants to see if individual leadership skills improve, and if performance of the government goes up at organizational, and cross organizational levels.

In March 2015, **David Gergen** and **Mark Moore** co-chaired a major program for a [group of Fellows from the Schwab Foundation for Social Entrepreneurship](#) on "The Art and Science of System Change." Schwab Fellows are individuals who have built strong social enterprises (both commercial and nonprofit) and are facing the challenge of increasing the scale and significance of the innovation they have created. As with the other programs above, this program saw MLD faculty engaged in a level of analysis and action above the organizational level, and building an intellectual and practice partnership with an important professional community.

Kessely Hong is chairing a new executive education program called "Decision-Making Strategies Under Risk and Uncertainty." Running from May 17-22, 2015, it is sponsored by the Kuwait Foundation (and targeted primarily for Kuwaiti participants), as have been other [past programs](#).

In addition to continuing to chair Meeting the Challenges of Mexico's Future for Mexican government executives, **Steve Kelman** launched a new program for Brazilian officials called Leadership and Management for Brazil's Public Sector Leaders.

Due to its popularity, the [Leadership Decision Making](#) executive education program, chaired by **Jennifer Lerner**, will now be offered three times per year.

For comments or questions on this newsletter, or to make contributions to future issues, please contact MLD Area Administrator Greg Dorchak at greg_dorchak@harvard.edu