

Northwestern | Kellogg

Dispute Resolution
RESEARCH CENTER

DISPUTE RESOLUTION RESEARCH CENTER (DRRC)

FY24 ANNUAL REPORT

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1. INTRODUCTION

The Dispute Resolution Research Center (DRRC) at the Kellogg School of Management, Northwestern University is the premier institution for research and teaching on conflict and collaboration. Grounded in Kellogg's rich culture, the center fosters interdisciplinary dialogue that bridges research with real-world applications. As a dynamic hub, we aim to guide faculty to become exceptional instructors, empower students to become adept problem solvers, and push the boundaries of innovative research. This report highlights the center's initiatives in research and teaching and summarizes the accomplishments of our ongoing programs during FY24.

1.1 Governance. The DRRC is guided by a dynamic team of faculty and administrative staff who are dedicated to advancing its mission. The center is led by co-directors Cynthia S. Wang (Executive Director) and Nour Kteily (Academic Director) and a group of cross-disciplinary scholars who collaborate with the directors to drive innovation and impact: William Brady, Tessa Charlesworth, Lauren Eskreis-Winkler, Eli Finkel, Brayden King, Maryam Kouchaki, Loran Nordgren, Ivuoma Ngozi Onyeador, and Nicole Stephens.

1.2 Staff. Our talented staff ensures the smooth functioning of the center and its initiatives. A staff reorganization in 2023–24 enabled Cynthia Wang, who had been overseeing day-to-day operations in addition to her teaching and research duties, to redirect her energies to strategic and administrative goals that cannot be undertaken by staff. The addition of a senior staff position to oversee daily operations and take on a leadership role in center initiatives has allowed us to improve core center functions, plan for e-commerce website and marketing enhancements, and cultivate a positive and forward-thinking culture on the DRRC team. Center staff include Natalie Arsenault (Associate Director), Andrea Nott (Senior Program Coordinator), and Lucy Montgomery (Senior Manager of Case Writing).

1.3 Membership and Engagement. The DRRC welcomes all Northwestern University faculty, postdoctoral fellows, and PhD students to participate in our programs and events. Together, we continue to foster a vibrant community of learning, collaboration, and impact.

2. RESEARCH & THOUGHT LEADERSHIP

2.1 Affiliated Faculty Research and Awards. Faculty affiliated with the DRRC include prominent and up-and-coming scholars in the field who publish books and articles across a wide variety of scholarly outlets in psychology, economics, sociology, political science, as well as in the interdisciplinary fields of organizational behavior, communications, and law. Faculty present their research at both U.S. and international conferences and meetings and regularly receive awards for their work. Recent publications and awards include:

William Brady, Assistant Professor of Management & Organizations

- Rising Star Award, Association for Psychology Science, 2024
- “Improving political conflict online with deployable AI agents,” Complex Challenges for a Complex Future Seed Grant, Northwestern Institute on Complex Systems, 2023–24

Tessa Charlesworth, Assistant Professor of Management & Organizations

- Co-author of “Identifying and predicting patterns of stereotype change across 72 groups, four text sources, and historical time (1900–2015),” *Journal of Personality and Social Psychology*, 2023

Brayden King, Max McGraw Chair in Management and the Environment; Professor of Management & Organizations; Senior Associate Dean, Strategy and Academics

- Co-author of “Beyond protests: Using computational text analysis to explore a greater variety of social movement activities,” *Research in Social Movements, Conflicts and Change*, 2023

Nour Kteily, Professor of Management & Organizations; Founding Co-Director, Center for Enlightened Disagreement; Co-Director, Dispute Resolution Research Center

- Otto Klineberg Intercultural and International Relations Award, Society for the Psychological Study of Social Issues, 2024

Maryam Kouchaki, Professor and Department Chair of Management & Organizations

- Co-author of “The more the merrier: How psychological standing and work group size explain managers’ willingness to communicate about unethical conduct in their work group,” *Journal of Business Ethics*, 2024
- Co-author of “How much inequity do you see? Structural power, perceptions of gender and racial inequity, and support for diversity initiatives,” *Academy of Management Journal*, 2024

Ivuoma Ngozi Onyeador, Assistant Professor of Management & Organizations

- Fellow, Society for Experimental Social Psychology, 2024
- Racial Equity Fellow, Institute for Business in Global Society, Harvard Business School, 2024–25

Cynthia Wang, Clinical Professor of Management & Organizations; Executive Director, Dispute Resolution and Research Center

- Co-PI of “Letter vs. spirit: Punishments after rule circumvention vs. violation,” Hong Kong Research Grants Council grant, 2023-25
- Co-author of “Social movements, collective identity, and workplace allies: The labeling of gender equity policy changes,” *Organization Science*, 2023

2.2 Postdoctoral Fellows. Since 1986, the DRRC’s postdoctoral fellowship program has been a cornerstone of research and education in intergroup collaboration and conflict resolution. The DRRC postdoctoral fellowship is one of the most preeminent fellowships in the field of conflict and negotiations research, and we continue to attract top applicants to this foundational program. Fellows engage in research, participate in seminars and workshops, and often teach MORS 472-5 (Negotiation Fundamentals) at the Kellogg School of Management, with guidance from our experienced faculty. The program provides scholars with annual research funding and the opportunity to work closely with DRRC-affiliated faculty.

To date, the program has fostered the research and teaching skills of 42 postdoctoral fellows. Our fellows, both past and present, contribute significantly to the field through their research and

teaching. Many of our postdoctoral fellow alumni are at top-tier research universities and continue to produce cutting-edge research in conflict and negotiations with implications for both scholars and practitioners.

The DRRC supported two postdoctoral fellows in FY24:

- **Elizabeth Huppert**, PhD’22, Psychology and Business, University of Chicago and the University of Chicago Booth School of Business

Research focus: moral psychology and behavioral ethics with a focus on moral and social value communication

Recent publications: Co-author “Lying is sometimes ethical, but honesty is the best policy: The desire to avoid harmful lies leads to moral preferences for unconditional honesty” in *Journal of Experimental Psychology*; “On being honest about dishonesty: The social costs of taking nuanced (but realistic) moral stances” in *Journal of Personality and Social Psychology*; “The rise of dishonest leaders: Causes and solutions” in *Academy of Management Perspectives*; and “Honest behavior: Truth-seeking, belief-speaking, and fostering understanding of the truth in others” in *Academy of Management Annals*

In FY24, Elizabeth’s research was underwritten by the Allstate Endowment, whose generous support has bolstered DRRC research in conflict management, dispute resolution, and negotiations since 2012.

- **Victoria Parker**, PhD’23, Social Psychology, Wilfrid Laurier University, Ontario, Canada

Research focus: the antecedents and consequences of political false polarization, the societal factors that contribute to intergroup misperceptions, and the power of ingroup dissent in correcting these misperceptions

Recent publications: Co-author in the accepted paper, “Alluring or alarming? The polarizing effect of forbidden knowledge in political discourse” in *Personality and Social Psychology Bulletin*

In August 2024, the DRRC hosted a postdoctoral fellow alumni reunion, featuring insightful research and career presentations by 12 distinguished alumni. Highlights included:

- **Jillian Jordan**, Assistant Professor at Harvard Business School, *How reputation does (and does not) drive people to punish without looking*
- **Charles Dorison**, Assistant Professor at Georgetown University, *Reputation and decision making*
- **Marlon Mooijman**, Assistant Professor at Rice University, *How power shapes trust development*
- **Rick Larrick**, Professor at Duke University, *The paradox of wishing for both cognitive diversity and agreement*
- **Christopher Bauman**, Professor at UC Irvine, *Maintaining the majority: Different processes at different levels of organizations*
- **Dylan Wiwad**, Sr. Quantitative Researcher at Slack | Salesforce, *Research at Slack: Bridging the industry-academia divide*
- **William Maddux**, Professor at UNC Chapel Hill, *Working in academia in the U.S. and abroad*
- **Michelle L. Buck**, Clinical Professor at Kellogg School of Management, *Working in academia, on and off tenure track*
- **Laura Kray**, Professor at UC Berkeley, *Now, women do ask: A call to update beliefs about the gender pay gap*
- **Kimberly Wade-Benzoni**, Professor at Duke University, *Here's something you won't forget: The power of legacies*
- **Taya Cohen**, Professor at Carnegie Mellon University, *Honesty among lawyers and law students: Moral character and truthful disclosures in negotiations*
- **Adam Galinsky**, Vice Dean at Columbia Business School, *Presenting research—At a conference, popular talk, and in the classroom*

The reunion underscored the DRRC's enduring commitment to nurturing the next generation of conflict and negotiation scholars. More than 20 additional alumni, affiliated faculty, and doctoral students joined the event, celebrating the DRRC's significant impact on their research and careers.

2.3 External Research Awards. The DRRC has longstanding partnerships with the International Academy of Conflict Management (IACM) and the Academy of Management (AOM) to celebrate new research and encourage the participation of rising scholars in these two organizations that convene faculty, postdoctoral fellows, and PhD students to share their knowledge and research.

The DRRC sponsors the biannual IACM Outstanding Dissertation Award, which recognizes doctoral dissertations that significantly advance the study of conflict management and negotiation. The award was last presented in 2023. The DRRC also launched the Breakthrough Award in 2023 to enable students from a variety of backgrounds to attend the IACM conference. Applicants must have a paper accepted at the conference in order to be considered, and the DRRC selects recipients based on their academic credentials, personal statement, and financial need. In 2024, four students were awarded to attend IACM in Singapore, and they shared feedback on this early-career opportunity to engage the broader conflict management community:

- **Chadé Darby**, Organizational Behavior, Cornell University
“Attending my first IACM conference in Singapore was a transformative experience for my research and professional connections. The conference’s intimate size facilitated natural and repeated interactions with new and familiar colleagues...This setting also allowed me to meet potential future collaborators from various academic levels, from graduate students to faculty. The approachable nature of the conference made interactions with professors more casual and impactful, which might not have been possible in a larger conference setting.”
- **Han Li**, Management, Peking University
“The most impactful aspect of the conference was how it facilitated connections with scholars who share similar research interests. During my presentation on information exchange in negotiation, I had great discussions with two PhD candidates from Europe and we discovered that what we are doing were so complementary...I also had the opportunity to learn more about interesting topics and frontier tools in negotiation, such

as daily negotiation themes (including the most frequently negotiated topic by female and male), unethical behavior in negotiation, and AI-driven transcript coding. These sessions have significantly broadened my knowledge and improved my insights in negotiation research.”

- **Feiteng Long**, Social, Economic and Organisational Psychology, Leiden University
“The conference provided me with a valuable platform for discussing my findings with leading scholars in the area. Their feedback deepened my understanding of the nuanced ways in which coalitions in collective actions can promote positive societal changes and maintain social cohesion...Networking at the IACM conference was particularly beneficial in overcoming some of the challenges I was facing. I made connections with senior researchers who provided advice on job seeking and career development. I also discussed with fellow PhD candidates regarding potential opportunities for collaborations in the area of conflict management research.”
- **Tamera Shaw**, Organization & Management, Emory University
“The conference provided a platform for valuable learning experiences and knowledge sharing. I was particularly impressed by the collegial atmosphere, which encouraged open dialogue and constructive feedback. One presentation led me to discover a scholar working in a similar research area, whom I am eager to meet with at the upcoming AOM conference. This unanticipated connection signifies the value of interdisciplinary engagement during a conference like IACM...Overall, the opportunity to participate in the IACM conference has been transformative, deepening my knowledge and fostering professional growth.”

While IACM is a smaller and more narrowly focused organization, the DRRC also works to highlight new conflict management-related research through the preeminent Academy of Management, which has more than 20,000 members across the world. The DRRC sponsors the Best Empirical or Theoretical Paper Award and the Best Student Paper within the Conflict Management Division of AOM, which focuses on the many facets of conflict management, from

interpersonal conflict to international conflict, team negotiation to restorative justice, across settings that include mediated, organizational, and political.

2024 AOM Awards

- **Best Empirical or Theoretical Paper Award:** The Impact of the Good Cop/Bad Cop Role Strategy on Value Creation in Team-on-Team Negotiations—Robert Lount (Ohio State University) and Seunghoo Chung (Hong Kong Polytechnic University)
- **Best Student Paper Award:** Intergenerational Confrontation and Organizational Change in the Israeli-Palestinian Peace Context—Ambreen Ben-Shmuel (Hebrew University)

3. TEACHING INITIATIVES

3.1 New Teaching Materials. The DRRC’s catalog, available on [DRRCexercises.com](https://www.drrcexercises.com), boasts 200 unique exercises and cases, along with nearly 60 variations, including translated materials. These resources have been utilized by over 5,000 instructors and consultants across all 50 states and more than 70 countries worldwide.

This year, we broadened our offerings to cover emerging topics such as cross-cultural negotiations and environmental context negotiations and expanded our library to offer brief negotiation activities that cover everyday issues (see Negotiation Works exercises below). We are also exploring innovative delivery systems for our exercises. Currently, four exercises are available as simulations through SimCase, and most of our catalog can be accessed via iDecisionGames, which enables students to input exercise results and generate results charts for classroom debriefs.

Our commitment to integrating new technologies into our exercises remains strong. In FY24, we developed our first online results tool, launched with the “Earth” exercise in November 2024. This tool, created by DRRC staff during summer 2024, was tested with instructors at our August *Teach the Teacher* program. As courses evolve to include various modalities (in-person, online, asynchronous, on-demand), the DRRC is dedicated to leading the way in enhancing the classroom experience with cutting-edge technology.

In FY24, we added 12 new, revised, and partner exercises to our catalog:

- **Across Currents** by Duncan Duke (Ithaca College)
 - Two-party, distributive, entrepreneurship
- **The Body Shop** by Karen MacMillan (Ivey Publishing)
 - First published exercise created from DRRC Pedagogy Award funds
 - Case, cross-cultural, human resource themes, real-world case
- **CHARGE+ and Creative Motors** by Lucy Montgomery, Nour Kteily & Cynthia Wang
 - First published exercise with DRRC case writer
 - Two-party, distributive, environmental, real-world case
- **Family Face-Off** by Erika V. Hall (Emory University) & Chloe Parker
 - Teamwork, culture
- **Founding a Coworking Space** by Valentin Ade & Jörn Basel (The Negotiation Studio)
 - Two-party, integrative, deal making
- **Managing Innovation Task** by Randall S. Peterson (London Business School)
 - Team task, team decision making
- **NO-E-I** by Nir Halevy (Stanford University) and Elizabeth Miclau
 - Teamwork, cross-cultural, creativity and brainstorming
- **Outside Offer (rev.)** by William Maddux (UNC Chapel Hill) and Li Huang (INSEAD)
 - Two-party, multi-issue, multi-round, distributive and integrative elements, deal making, human resources themes
- *Negotiation Works Exercises*: Negotiation Works designs negotiation courses that focus on negotiation and self-advocacy strategies to empower people emerging from difficult and often traumatic situations (e.g., incarceration, homelessness, domestic violence) to better navigate their everyday challenges. The DRRC now sells four brief Negotiation Works exercises:
 - **The Birthday Celebration** by Melissa Reinberg, Founder and Executive Director
 - Two-party, options from interests
 - **Child Visitation Dispute** by Melissa Reinberg
 - Two-party, assessing interests
 - **Difficult Conversations Vignettes** by Melissa Reinberg
 - Two-party, interests and strategies

- **Security Deposit Return** by Melissa Reinberg
 - Two-party, BATNA

3.2 DRRC Workshops. In FY24, the DRRC hosted a series of impactful workshops for the Northwestern community and a one-day event for scholars attending the Academy of Management conference in Chicago. Campus workshops focused on teaching negotiation skills, while the full-day program aimed to train negotiation instructors.

In February and March 2024, the DRRC collaborated with Northwestern’s Office of Institutional Diversity and Inclusion (OIDI) to facilitate two workshops. The February workshop supported OIDI’s Mediation, Conflict Resolution, and Restorative Practices (MCR) Initiative with a session on third-party mediation, using the DRRC exercise “Lovely Braids.” In March, the DRRC hosted a negotiation workshop for OIDI’s IDEAS Leaders, simulating real-life negotiations with the “Atalanta” exercise. In April, the DRRC partnered with Kellogg’s Asian Management Association for a job negotiation workshop, discussing outcomes for minority groups and preparation strategies for future negotiations.

In August, the DRRC organized the one-day workshop *Teach the Teacher: Approaches to Negotiation Education*. This program was designed to help negotiation instructors enhance course content, lead enriching debrief sessions, engage students, and utilize technological advances. The 32 attendees included seasoned faculty, new instructors, consultants, and PhD students. Presenters featured Max Bazerman (Harvard University) with the new DRRC exercise “Earth,” William Brady on using technology in the classroom, Nour Kteily on teaching with case studies, and Eli Finkel on enriching class debriefs. The program was highlighted in Grey Journal, “[Negotiation Begins in the Classroom](#).”

3.3 Conference Presentations. At the 2024 IACM Conference in Singapore, Cynthia Wang and Lucy Montgomery partnered with Jennifer Whitson (UCLA) and Stephen Humphrey (Pennsylvania State University) to lead a workshop entitled “Using Video Analysis to Promote Student Learning in Negotiation Classes.” This dynamic session introduced attendees to a cutting-edge teaching method that has shown promise in negotiation courses: video analysis as a

powerful tool for self and peer feedback. By recording student negotiations and reviewing their performances, students gain invaluable insights into their own negotiation skills and those of their peers. This process of self and peer feedback not only reinforces learning but also highlights opportunities for improvement. In addition to showcasing the DRRC exercises “Colortek” and “D-Loyal,” the workshop provided Wang and Montgomery with a platform to share DRRC resources for negotiation education with conference attendees.

4. COMMUNICATIONS

4.1 DRRC Newsletter. Since 2019, the DRRC has sent a quarterly newsletter to update our community about new materials and other DRRC offerings. Last year, we took a significant step forward by expanding our mailing list and broadening our audience: we identified negotiation instructors at the top 100 business schools in the U.S. and updated our outdated customer list. Our newsletter has been warmly received, boasting an impressive average open rate of 38.5%. This newsletter not only provides excellent exposure for our materials but also strengthens our connection with the community, fostering a sense of engagement with developments in the field of negotiation.

4.2 Social Media. In past years, the DRRC has shared occasional updates on LinkedIn (227 followers), Facebook (278 followers), and X (420 followers). Our posts have primarily focused on announcing our postdoctoral program, sharing award opportunities, promoting our workshops, and highlighting our newsletters. We have long wanted to grow our presence in these areas, and we are excited to ramp up our presence on these platforms moving forward. In FY25, we are developing a more comprehensive communication plan to expand the DRRC’s customer base and keep our community informed about all the exciting developments within the center.