Online Appendix D

Instructor Feedback for Students During the Discussion

Typically, some teams have difficulty identifying the hidden emptions involved. Therefore, just after the teams post their proposed emails to the discussion, we email the feedback below to students on the teams that are having difficulty:

Subject: Comments & hints re Discussion to resolve the BigMfg impasse

Hello Teams, you are off to a fine start on the discussion of the BigMfg impasse. I am giving feedback now to guide your discussion. This is a challenging negotiation! Solving this impasse requires seeing from the other's point of view and especially understanding human nature.

Things that are true:

- We (yes that includes me) have about zero credibility with BigMfg for doing accurate financial modeling.
- High level executives will never (in my experience) invest a major portion of their time in people they do not know. So, although Paul could expedite getting approvals, he would not, and if he did, it would take longer than the week or so that the BigMfg team had until their final presentation. Approvals move slowly in large global organizations.
- In my experience, the primary way for students to "hook" high level executive is to appeal to their desire to mentor those who want to learn from them. Of course, they need to firmly belief that you intend to make a contribution to improving their organization. Then, we have to make it extremely quick (minutes) and easy for them to help us.

- Paul expects no tangible benefit from helping the BigMfg team because, at this point in the conversation, he sees the BigMfg team as a group of students eager to learn finance. Often low credibility is the starting point we have with many executives senior to us regardless of where we are in our careers.

Things to consider about human nature:

- Paul views helping the BigMfg team as a gift of his time—that time probably comes out of his time with his family. Paul expects nothing in return except a feeling he helped students along.
- Paul cannot afford to engage in any support of the BigMfg team that would lead to turf battles or conflict of any sort between departments – conflicts consume incredible time and can hurt reputations. Big hint: This is the primary issue stopping Paul from helping the BigMfg team. People never say concerns like this; you have to read between the lines. These human nature issues are often what cause an impasse.
- Paul will allocate no more than about 15 seconds (the time it takes to read about 100 words) to the BigMfg team's follow up request. He already sees no way forward. He is the expert, and our assurances that obtaining approvals is worth his time are not going to be credible.

Fact: Paul gave his full support to the BigMfg team after receiving the email that the team asked Kara to send to Paul. Although your proposed emails are very thoughtful, I am very sure none would have solved this impasse because they do not address all of the human nature issues discussed above.

Challenge: What needs to be done to the proposed emails to obtain Paul's support? You have the information. Even without that information, at your age you know enough about

human nature to solve this impasse very quickly. Please work with each other in the discussion to resolve this impasse.