

Legal Educators Resource Share 2016 (includes 2014-2015 info)

Facilitated and Compiled by Professor Sharon Press and Professor Emeritus Bobbi McAdoo
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A. ADR LISTSERVS AND CONFERENCES

DRLE

The Dispute Resolution Resources for Legal Education (DRLE) website and listserv is hosted by the Center for the Study of Dispute Resolution at the University of Missouri School of Law. The website includes a collection of DR syllabi and teaching materials, a list of law school DR programs, a collection of DR links, and instructions for subscribing to the listserv. The URL for the DRLE is <http://law.missouri.edu/drle/>. It can be hard to find from the Law School website, so if you don't have the URL, google "Missouri DRLE." Better yet, you can bookmark this page.

Joining the ADR Professor Listserv:

1. Address a message to: listserv@po.missouri.edu
2. In the body of the text, write: subscribe DRLE

AALS

Joining the Junior ADR Professor Listserv:

(junior = seven years or fewer in the academy)

1. Go to <https://connect.aals.org/p/us/to/> (you may need to login)
2. Click Add Subscription button
3. For "Category," pick "Section"
4. For "Topic," pick Junior ADR
5. Click Add.

Adding/Updating ABA Directory Info for your ADR Program

1. To get username and password, email Jen Reynolds (jwr@uoregon.edu)
2. To view directory, go to <http://adr.uoregon.edu/aba/>
3. To update directory, go to <http://adr.uoregon.edu/aba/admin/>

Indisputably Blog (The link to Indisputably is <http://www.indisputably.org/>)

Indisputably, the Dispute Resolution Law Professors Blog, is an online conversation with colleagues in DR and those who find their fields overlapping with ours. We all differ in our backgrounds and DR focus, and we hope to showcase those differences with running commentary on the latest work in arbitration, mediation, negotiation, and other dispute resolution processes. At the same time, we are similar in our desire to engage in dialogue that is both scholarly and practical, to dig into the empirical work that is relevant to DR, and to reflect on the reality of DR in action, for better and for worse. We post on a regular basis, and we hope that you will add to the richness of this

blog by sharing your reactions and comments. Point us to great articles, interesting cases or programs, new research, or even something funny. We also expect this blog to serve as a home for the numerous other resources available in DR. The links we provide will highlight law school programs, conferences, research sites, and teaching resources available through many other productive colleagues. And so, we look forward to the adventure of blogging and invite you to join us on this journey. The bloggers are Andrea Schneider, Michael Moffitt, Sarah Cole, Art Hinshaw, Jill Gross, Cynthia Alkon, Paul Kirgis, Jennifer Reynolds, and John Lande.

Legal Education, ADR, and Practical Problem Solving (LEAPS) Project

<http://leaps.uoregon.edu/>

The Legal Education, ADR, and Practical Problem-Solving (LEAPS) Project is the work of the ADR in Law Schools Committee of the ABA Section of Dispute Resolution. It developed a website to help faculty incorporate “practical problem-solving” (PPS) into their instruction of a wide range of courses, including doctrinal, litigation, transactional, and ADR courses. The website has a wealth of information (which is now a few years old so not all information has been updated), and includes:

- Descriptions of various teaching methodologies
- Suggestions for encouraging colleagues to include more PPS in their courses
- Possible “talking points” for discussing the incorporation of PPS into doctrinal courses
- A survey of how schools integrate practical problem-solving skills in their J.D. curricula
- Lists of consultants who can help incorporate PPS in specific courses
- Examples of course exercises and approaches for introducing PPS in doctrinal courses
- Links to relevant resources on other websites

Annual Conferences of Interest to ADR Scholars

1. AALS Annual Meeting (each January)
2. AALS Works-in-Progress (each fall) **September 22 – 24, 2016** at Marquette University Law School)
3. ABA Dispute Resolution Section Annual Meeting (each spring) April 20-22, 2017 in San Francisco
4. Law & Society Association (each summer)
5. AALS Conference on Clinical Legal Education (each spring)
6. Association for Conflict Resolution (each fall)
7. International Association for Conflict Management (IACM) (summer – every other year in the US)

Symposia

The University of Missouri Law School will hold a symposium on October 7, entitled “Moving Negotiation Theory from the Tower of Babel Toward a World of Mutual Understanding” featuring a multi-disciplinary group of 13 scholars who will have a conversation about problems with negotiation theory and potential solutions. The symposium website includes an annotated reading list. The symposium will be live-streamed and available on YouTube. The Missouri and Marquette

law schools are co-sponsoring a student essay competition in connection with this symposium. For more information, see <http://law.missouri.edu/faculty/event/overview-32/>.

B. Additional Resources

ABA/Suffolk University Law School Dispute Resolution Video Center www.adrteacher.org
(roleplay instructions and most of the videos are protected to preserve their usefulness in class; for a password, **contact Dwight Golann** dgolann@suffolk.edu)

NegMOOC Videos: A compilation of video material from *Negotiation: Navigating Professional and Personal Interactions ('NegMOOC')* **Contact Noam Ebner for more information**
noamebner@creighton.edu

NegMOOC is a MOOC (Massive Open Online Course) launched in October 2014 by Noam Ebner, of Creighton University School of Law's Werner Institute for Negotiation & Dispute Resolution.

This course, a basic introductory course on negotiation involving over 2,000 registered students, includes many video segments. Some of these are classroom scenes or set-piece videos of Noam teaching; others show conversations between Noam and other guest teachers - negotiation professors and practitioners; still others include animations explaining negotiation concepts and demonstrations of different skills and tools.

Topics covered in the course include:

- Negotiation orientations and strategies
- Interest-based negotiation
- Bargaining
- Preparation for Negotiation
- Communication Tools in Negotiation
- Ethics in Negotiation
- Online Negotiation
- Introduction to Mediation

All of the video material from the course – nearly 100 video clips, ranging from two minutes to two hours long - are freely available on [The Werner Institute's YouTube channel](https://www.youtube.com/channel/UCuXWzXWzXWzXWzXWzXWzXW) (Google 'Werner Institute YouTube')

(editor's note: The link did not work for me but when I searched for the Werner Institute YouTube channel I was able to find this treasure trove!)

Generally speaking, guest teachers have agreed that their material be used freely for educational purposes. Let me add on two requests:

- 1) While using videos involving guest teachers, please give these teachers full credit, telling students anything you know about the wonderful people who freely gave their time and energy to the course.
- 2) If you wish to use a video involving a guest teacher, for a purpose that goes beyond showing it in class or assigning it to students for home viewing, please be in touch with that teacher to ask permission; if you don't know how to contact them, drop me a line.

Written material used in the course is available on [my SSRN page](https://ssrn.com/author/1111111) (Google 'Noam Ebner SSRN').

Of course, I'd always be happy to hear of settings, courses, trainings, etc. in which you've used the material! The same goes for comments on the material, or ideas for creating new material.

[**www.Cuttingedgelaw.com**](http://www.Cuttingedgelaw.com) What if Lawyers were Peacemakers, Problem Solvers and Healers of Conflict? [Integrative Law Movement] Website includes a blog, video, and a host of other resources from J. Kim Wright

Program on Negotiation Teaching Negotiation Resource Center

<http://www.pon.harvard.edu/store/>

Lots of role plays and other resources available (including a new 70-person role play "The Transition") – many for a fee; Can sign-up for PON Updates (which are free)

Simulations

- **FlashPoint: Syria, 2014 An International Conflict Management Simulation**

Noam Ebner, Yael Efron and Nellie Munin

Awarded Best Teaching Simulation of 2013-2014
7th Annual Teaching Case & Simulation Competition
Maxwell School of Government, Syracuse University

Role material and teaching guide available at

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2476968

- See Noam Ebner's SSRN page for additional role plays (see above) including:
 - **Pasta Wars (large group)**
 - **Ore Wars (Small group prisoner's dilemma)**
- **Mitchell Hamline School of Law Dispute Resolution Institute Teaching Materials** on negotiation, client counseling, conflict resolution, drafting and ADR **Contact Jim Hilbert for more information: jim.hilbert@mitchellhamline.edu**
<http://open.mitchellhamline.edu/dri/>
<http://www.negotiation-justice.com/pages/home.php>

Classroom Techniques

Backwards/Forwards From Andrea Schneider (andrea.schneider@marquette.edu)

This is quick exercise to run with the entire class. It teaches the importance of clear communication and the challenges of coordinating what we are doing and what we are saying. Other communication lessons and team lessons can also be drawn out with more discussion time.

In the middle of a circle, the leader will give instructions: Backward, forward, left, right in a multitude of combinations. For the first round, the circle participants repeat the exact word and do that action (the leader says backward, the participants say backward and move backward). In the second round, the circle participants say the opposite of the word and do the opposite (the leader says backwards, the participants say forward and move forward). In the third round, the circle participants say the same words as the leader but do the opposite (the leader says backwards, the participants say

forward and move backwards). To the extent that the group has managed to follow along up to now (and it usually takes a while at each round), the third round completely throws everyone off. We then discuss the challenge of cognitive dissonance, of matching our words and our actions, and other negotiation lessons.

From Lauren Newell, Ohio Northern U [from Beyond the Role Play Session]

“Speed dating” to help students prepare for job interviews. Round 1: initial screening interview (with alumni); Round 2: call-back interview; Round 3: Post-offer interview (negotiation for salary). Followed by Q & A and Debrief

From Peter Reilly, Texas A & M [from Beyond the Role Play Session]

- **Silence:** stand in pairs, facing each other; shake hands; no talking and no looking at the professor; await further instructions – Instructor remains silent for 1 minute helps students understand the power of silence (and their lack of comfort with it)
- **Brainstorming:** Situation: small shoe company in South Carolina who develops and begins using slogan “Just Do It” – later, sees Nike commercial using the slogan. Imagine you are general counsel to the N.C. shoe company – brainstorm all of the different possible options (continue this for at least 20 minutes – generally takes 15 minutes before creative ideas start to come out). Debrief: would you make any of these creative suggestions to your CEO? Then show the You Tube clip Malice in Dallas which documents Southwest Airlines arm wrestling event to settle a similar issue <https://www.youtube.com/watch?v=ewVUKp2r4aw>

From J. Kim Wright (jkimwright@gmail.com)

Orange Auction Negotiation Game

Divide the group into 3 teams which each receive instructions and you serve as the auctioneer. *See attached for the detailed instructions.*

Stuffed Elephant used to demo the 6 blind men describing what they feel

Negotiate while eating a lollipop

Remove the lollipop when speaking – helps people to become more conscience of when (how often) they speak; awareness of listening

Share something about yourself

Do when blindfolded; with ears covered

Improv Games

- Dating Game – class creates character – student has to figure out the character

To “Immunize” students from Negotiation Dirty Tricks

Place a different “negotiation dirty trick” in envelopes (one per student) and then have students do a negotiation role play where each must incorporate the “dirty trick” they

have been assigned. At the conclusion of the role play, they must identify the other student's dirty trick. Teaches mindfulness and also helps the students not to be caught off guard if faced with a dirty trick in the future.

Computers in the classroom

Identify one student per class period to take notes for the class (other students are not permitted to use computers); improves listening skills

To teach mediation confidentiality provisions

Create groups of 3 (2 lawyers and a judge) and assign groups something that happened in mediation and have the lawyers argue before the judge (taking opposite sides) whether the information is admissible. Judge issue ruling

Use clips from student videos (with permission)

Can be done as stop action (what would you do?) or put together a series of different ways to open a negotiation (or some other aspect); use "gems"

Culturally Sensitive Conflict Style Inventory "Style Matters" – Ron Kraybill

<http://www.riverhousepress.com/>

Assign an article by Eileen Barker on Forgiveness

<http://www.barker-mediation.com/pages/articles.html>

Additional Ideas from the Resource Share 2015

- Use <http://www.gosoapbox.com/> during live mediation demonstrations or videos in class to capture students thoughts. When planning to conduct a live mediation or show a video, create an event on this site and ask students to log in and share their thoughts/comments/ questions while the mediation is going on. Instead of writing notes on paper or in Microsoft Word on their laptop, this website allows all the students to see each other's comments and questions and start a dialogue in real time. Students stay far more engaged with the demonstration. In addition, students (and faculty) are able to answer each other's questions in real time without having to wait for the demonstration to finish. Lastly, there is a system for students to indicate that they share the same concern or have the same question using something similar to the "like" button on Facebook. The professor can then focus the post-demonstration debrief on those comments that had the most student interest.
- **Wearable cameras**- Each student wears a camera that captures their partner's negotiating behavior. The resulting video gives each student a true 2nd person perspective of their negotiating style instead of the observer 3rd person perspective we typically see from a video camera or laptop sitting across the table or on a tripod across the room taking the role of observer.
- Use skype to debrief negotiations which were done with other schools
- Negotiation 360 °

<https://itunes.apple.com/us/app/negotiation-360/id949271941?mt=8> [\$2.99]

Harvard Business School Professor and award-winning author Michael Wheeler created Negotiation 360° to enhance your ability to reach agreement and resolve disputes. Its interactive features are based on cutting edge theory and proven best practices.

Suggestion for classroom use over the course of the semester.

- Visualize and identify “best negotiator” at beginning of semester and identify “why” and then revisit the activity at the end of the semester – choose a new one and compare
- During introductions to the class have the group develop a “constitution” for the learning environment they wish to have
- JAMSFoundation.org videos (including ones on sexual harassment cases) available on the website. A limited stock of dvds and a teachers’ manual are available to educators upon request to David Brandon at JAMS Foundation
DBrandon@jamsadr.com
- Neutral selection activities for both mediation and arbitration classes. Allows discussion on qualities of a mediator and use of a model “rank and strike” list for arbitrators.
- Invite a guest speaker to address the class via skype, e.g., Jeff Thompson on hostage negotiation

Use Andrea’s “Recipe for Success” activity at the beginning of the semester and again at the end to see how the students’ ideas have developed and changed.

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2419712

- Contact your local JAMS office to request opportunity for students to observe real mediations
- Teaching on the Law of Settlement – read actual contracts to understand negotiation theory and value creation
- A Quick Getting to Know Each Other Intro Exercise

Everyone makes up a “Negotiation Superhero” nickname for themselves and writes it on a strip of paper. All names into a hat; each student picks a name other than their own.

Everyone then circulates trying to find the student who matches up with the nickname they pulled out of the hat. Quick interview to discover real name, type of student (JD, MSL, other), and rationale for the superhero nickname. Interviewer then introduces that person to the class.

A few fun ones from this semester:

Super Pie Expander; The Manipulative Marvel; “Split the Difference My Way” Man; The Equalizer; The Balancer; The Terminator; The MindBender; BATNAMan; ToolKit; The Allwininator

After introductions are concluded, I ask everyone to stand, think of their superhero nickname and then power pose for 10 seconds. I then very briefly lecture about mood and provide youtube link to Amy Cuddy’s popular “Your Body Language Shapes Who You Are” TEDTalk (<https://www.youtube.com/watch?v=Ks-Mh1QhMcher>), as well as a link to one of

her articles on the topic (*Cuddy, Amy J.C., Caroline A. Wilmuth, and Dana R. Carney. "The Benefit of Power Posing Before a High-Stakes Social Evaluation." Harvard Business School Working Paper, No. 13-027, September 2012*). Students then do first basic negotiation of the course.

During group debrief, students can only make comments using their superhero nickname.

Ted Talks/You Tube Videos

From Ellen Waldman ellenw@tjsl.edu

I begin my Advanced Mediation class (the students have already taken a 35 our Intro to Mediation training) by asking students to watch Brene Brown's ted talk on The Power of Vulnerability at <https://www.youtube.com/watch?v=iCvmsMzlF7o>. And, then, I ask them- Why would a class on mediation begin with this lecture. What do the themes of the lecture have to do with mediation?

From Crystal Thorpe crystal@ELDERDECISIONS.COM

The 2-minute video is part of a campaign for bicycle safety, but it's an interesting way to get across the message that we often miss what we aren't looking for. The video is available by searching YouTube for "Transport for London Whodunnit"
<https://www.youtube.com/watch?v=Ak1ugStioWE>

The Monkey Business Illusion Updated [selective attention]

https://www.youtube.com/watch?v=IGQmdoK_ZfY

The Price of Shame – Monica Lewinsky

Lessons: courage, empathy, resilience, importance of instilling hope

It's Not About the Nail <https://www.youtube.com/watch?v=-4EDhdAHrOg>

Text Message Confusion <https://www.youtube.com/watch?v=naleynXS7yo> [coarse language]

Negotiating on the Back of a Cocktail Napkin [Harvard Business Review] importance of trust and creating conducive environment – features Tiziana Dearling, CEO Boston Rising
<https://www.youtube.com/watch?v=V5BTl5ao5G8>

Golden balls. the weirdest split or steal ever! [prisoner's dilemma]

<https://www.youtube.com/watch?v=S0qjK3TWZE8>

From Linda Mealy-Lohmann mealey.lohmann.mediation@comcast.net

This is an interesting example of doing an online video mediation.

<http://www.virtualmediationlab.com/virtual-mediation-lab-usa-international/example-of-online-mediation-simulation-48-min-video/>

Podcasts – Note these resources are from Heard Not Seen: Internet Radio for the ADR-Minded session led by Rishi Batra, Jean Sternlight, Richard Reuben, and Erin Archerd

Judge John Hodgman (internet justice) <http://www.maximumfun.org/shows/judge-john-hodgman>

Hidden Brain (NPR) <http://www.npr.org/podcasts/510308/hidden-brain>

Freakonomics Radio <http://freakonomics.com/>

Snap judgment (stories with a beat) <http://www.npr.org/podcasts/449018144/snap-judgment>

This American Life <http://www.thisamericanlife.org/podcast>

The Moth (helps build empathy) <http://feeds.themoth.org/themothpodcast>

Story Corps <http://www.npr.org/podcasts/510200/storycorps>

Radio Lab <http://www.radiolab.org/series/podcasts/>

Whistle Stop (historical elections) <http://www.slate.com/articles/podcasts/whistlestop.html>

NPR Ted Talks <http://www.npr.org/podcasts/510298/ted-radio-hour>

Modern Love (NPR) <http://www.wbur.org/series/modernlove>

Slate <http://www.slate.com/articles/podcasts.html>

Slate Negotiation Academy

http://www.slate.com/articles/podcasts/negotiation/2011/10/negotiation_academy_slate_s_course_on_the_art_of_haggling_.html

UCLA Mindfulness/Awareness Research Center <http://marc.ucla.edu/body.cfm?id=22>

Listen Current (podcasts with curriculum for middle school) <https://listencurrent.com/>

Dharma Stream (guided meditations) <http://dharmastream.org/>

www.PerfectApology.com

On Being (Krista Tippet) <http://www.onbeing.org/>

From 2015

The link below to a Tedx talk by Brad Heckman (the CEO of the NY Peace Institute) is a funny and inspiring introduction to mediation.

<http://tedxtalks.ted.com/video/Mediation-and-mindfully-getting>

Robert Cialdini's work on influence

www.Influenceatwork.com/videos

Negotiation episode in the Office (season 3, episode 18)

<http://www.imdb.com/title/tt0983623/>

Used to get students to start thinking about the difference between technique and process and also to reflect on efficacy

Film Clips [note: if you resolve IP issues, Hand Brake rips segments from VHS and DVDs]

As Good as It Gets

First 10 minutes illustrate different ways of dealing with conflict

Further into the movie there is another scene on active listening to someone (and the opposite)

Stepmom

Lots of good scenes for family mediation course

Love Actually

Good scenes for family mediation course

Intolerable Cruelty ("It's a Negotiation" with George Clooney)

<https://www.youtube.com/watch?v=6PpQk63iIWw>

Books

From Sharon Press Sharon.press@mitchellhamline.edu

The Rethinking Negotiation Teaching series can now be found at

<http://open.mitchellhamline.edu/dri/> All of the books are available to download for free (by chapter).

Building on Best Practices – published by Carolina Press and available as a free download on SSRN

From John Lande LandeJ@missouri.edu

Lawyering with Planned Early Negotiation: How You Can Get Good Results for Clients and Make Money, 2d Edition, includes a teacher's manual. The manual includes several syllabi using this book (including from Jill Womble and Leigh Ann Roberts as well as some of mine), simulations, teaching notes, assessment forms, and instructions for writing assessments (aka journals). The simulations include fishbowl (or "improv"), single-stage, and multi-stage simulations. You are welcome to use the manual regardless of whether you adopt the book. You can download the manual from the [webpage](#), using the password "penmanual."

ADR Competitions

St. John's/FINRA Dispute Resolution Triathlon <http://www.stjohns.edu/law/hugh-l-carey-center-dispute-resolution/securities-dispute-resolution-triathlon>. The problems can be found at the bottom of the page in the section Securities Dispute Problems 2009-2015. Contact Elayne Greenberg greenbee@stjohns.edu

InterNational Academy of Dispute Resolution (www.INADR.org) sponsors an international law school mediation tournament during the spring semester in Chicago <http://www.luc.edu/law/centers/advocacy/adr/index.html>

ABA Section of Dispute Resolution Mediation Representation Competition

http://www.americanbar.org/groups/dispute_resolution/awards_competitions/law_student_national_representation_in_mediation_competition.html

ABA Negotiation Competition

<http://abaforlawstudents.com/events/law-student-competitions/practical-skills-competitions/negotiation-competition/>

ABA Arbitration Competition

<http://abaforlawstudents.com/events/law-student-competitions/practical-skills-competitions/arbitration-competition/>

Client Counseling Competition

<http://abaforlawstudents.com/events/law-student-competitions/practical-skills-competitions/client-counseling-competition/>

International Chamber of Commerce (ICC) Mediation Representation Competition

<http://www.iccwbo.org/training-and-events/competitions-and-awards/mediation-week/>

Annual Willem C. Vis International Commercial Arbitration Moot

<https://vismoot.pace.edu/>

South Texas College of Law Energy Law Negotiation Competition

https://www.stcl.edu/fecr/Energy_Law_Negotiation_Competition.html

Vis Moot Mediation/Negotiation (CDRC Vienna)

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

7 rounds in 5 days -- Vienna

Cyber Week – Creighton University <http://www.adrhub.com/>

First week in November -- Ethics essay competition and E-mediation; lots of streamed content each year (plus archives)

OTHER ANNOUNCEMENTS

- Negotiation Journal – call for submissions
- ABA Dispute Resolution Institutes – opportunities to attend as a facilitator or assistant trainer for the negotiation institute (contact Dwight Golann dgolann@suffolk.edu) or the mediation institute (go to ABA website – or contact Jim Alfini for more details)
 - June 2 – 23 Arbitration
 - October 6 – 7 Mediation (Arizona)
 - November 5 – 6 Negotiation (DC)

And now... we need your help. Three resources were mentioned at the session but we couldn't track down them down – 1) Moffitt Studios; 2) Bill Wood, UK Mediator; 3) Linda Alvarez and value-based contracting

ATTACHMENTS

Rules for the Orange Auction Negotiation Game By J. Kim Wright

I adapted this from co-training with Barbara Davis, a mediator and trainer in Asheville, NC who is the queen of teaching games.

Instructor: You are the auctioneer. Adapt the instructions to reflect your local currency, upcoming holidays, any other information that adds reality. For example, Kim's family actually does have an orange grove in Florida and she can sprinkle facts in the process.

Before class:

Bring 1 dozen oranges.

Prepare the instructions for each team. Put them in envelopes and label each as "Confidential Instructions."

In class:

Instructions to the students:

We're going to have a negotiation game that is based on an auction.

With such a big group, we need some structure to make sure things go smoothly.

Please divide into three groups, with more or less equal number in each. Go to different corners of the room where you can work together without disturbing each other.

Please choose a representative for your group. To keep some order among the chaos, the representative will be the only one who can bid on behalf of the group.

In your team meetings, sort out how other team members will communicate with each other and the spokespeople. It might also be helpful to appoint a bookkeeper who will manage the team's budget.

You have your specific team's instructions in your envelopes.

To the "Auctioneer":

Do not give them enough time to accomplish this. Hand out the envelopes to the representatives, wait a couple of minutes and then announce that the Auction is about to begin. Conduct the auction amidst much chaos. I generally refer to the teams by their numbers of 1, 2, and 3.

Pretend not to hear questions that might give away the secret, as long as possible. At some point in the process, someone will ask if they can talk to the other teams. Ask, "Why would you want to do that?" (Remember, you win if the price of oranges is high!)

When you are tired of being auctioneer or when you have only a few oranges left, start calling the teams by their names, as a hint.

I have used as much as 45 minutes and many hints for this exercise. It is becoming more common to finish in 15 minutes or less. One group in South Africa finished in less than 3 minutes.

Debrief. Even if you finish quickly, there will be some people who took an adversarial stance immediately. The team that first contacts their “opposing teams” will be proud and have a lot to say about why they saw that as an option.

Groves Company 1

Here are your instructions:

The oranges at our location in Florida have been struck with a disease. It has really damaged our tree stock and we have to plant new ones or perish. Kim’s oranges are unique in the industry and we won’t be able to find such high quality seeds anywhere else. Somehow their seeds are powerful enough to grow more than one tree from each seed and they’re the only seeds resistant to the disease. I don’t know how that works but I do know this: We have got to have the seeds from at least seven of these oranges. If we don’t, we will go bankrupt. I hate to be so frank with you and don’t mean to put too much pressure on you but that is the truth. If we don’t have seeds from at least seven oranges, we’re dead ducks. This \$1000 is the last money we have and we’re counting on you. Don’t let us down!

Carrot Company 2

Here are your instructions:

We need the juice of at least seven high quality, organic oranges to finish our new line of mixed juices. The batch we have is really bitter and the juice of Kim’s oranges is unique in the industry in that it actually overcomes bitterness and transforms the bitter juice to sweet. We won’t be able to find such sweet and flavorful juice anywhere else. To balance the bitter juice, we MUST have the juice from at least seven of these oranges. If we don’t, we will go bankrupt. I hate to be so frank with you and don’t mean to put too much pressure on you but that is the truth. If we don’t have juice from at least seven oranges, we’re all unemployed. This \$1000 is the last money we have and we’re counting on you. Don’t let us down!

Potpourri Unlimited Company 3

Here are your instructions:

As you know, we’ve been working on a new line of potpourri that is infused with the scents of three dozen different fruits. Unfortunately, our supplier of rare organic oranges sent them to China and we are waiting for the last ingredient, the peel of these special oranges, to complete our entire batch. We must complete it this week and ship it before Friday or we will miss the Mother’s Day market. I don’t need to tell you that it would be devastating for the company if we

miss this shipment. Mother's Day is our biggest holiday, other than Christmas and the scents will have faded by Christmas. The oranges Kim is selling are unique in the industry and we won't be able to find such high quality peel anywhere else, especially not in time. We MUST have the peel from at least seven of these oranges. If we don't, we will go bankrupt. I hate to be so frank with you and don't mean to put too much pressure on you but that is the truth. If we don't have the skin from at least seven oranges, we're finished. This \$1000 is the last money we have and we're counting on you. Don't let us down!