

BY I. WILLIAM ZARTMAN

PIN REMEMBERS ITS GODFATHER, HOWARD RAIFFA (1924 - 2016)



Howard Raiffa (1924-2016)¹

Dr Howard Raiffa was the godfather of PIN. In 1972 he became the first director of the International Institute of Applied Systems Analysis (IIASA) in Laxenburg, Austria. The first IIASA programs were negotiated by the Cold War opponents in a moment of détente. Raiffa immediately vowed to add a program on the study of negotiation. His dream was realized in 1987 after he had returned to Harvard to help set up its Kennedy School of Government. PIN kept in touch with Raiffa. Rudolf Avenhaus and I. William Zartman even dedicated their publication *Diplomacy Game; Formal Models and International Negotiations* (Springer 2007) to “Howard Raiffa: the Formal Modeler of PIN”.

¹ “Howard Raiffa, IIASA’s 1st director”, 2016, <https://youtu.be/jwRzS-jvfKA>.
I. William Zartman, ‘CaspiLog 3: Bridging Gaps Through Cooperation and Partnership’, *PINPoints* 31, 2008.

Raiffa once said to PIN: “you study negotiations, why don’t you do some of it?”. PIN had just done a roadshow at the School of International relations in Tehran where it was asked to analyze the Caspian Sea/Lake negotiations. It picked up the challenge and launched CaspiLog, an annual conference of NGOs and some diplomats from the 5 littoral countries of the Caspian to discuss common problems. The project held only 3 meetings (2006-2008) and ended due to a lack of funds. However, the third CaspiLog meeting did yield the 2008 Almaty Resolution which fed into the ongoing official meetings on the UNDP-sponsored 2007 Tehran Convention on the Caspian Environment.² I. William Zartman will report on their results during the forthcoming PIN workshop on ‘Negotiating Security in Eurasia’ at Clingendael in September 2016.

Howard Raiffa obtained his degrees in mathematics from the University of Michigan and held a chair in managerial economics at the Kennedy School. His major work on negotiation was *The Art and Science of Negotiation: How to Resolve Conflict and Get the Best out of Bargaining* (Harvard 1982), revised as *Negotiation Analysis* (Harvard 2012). He moved away from analyzing negotiation as a process to a calculation of outcomes so as to provide optimal outcomes that obviated the need for bargaining, a mechanism that found use in business. Nonetheless, the span of his creative mind, the avid interest in combining theoretical insight with practical application, the inspirational encouragement for new ventures, and the gruff mien and twinkling eye were an enormous legacy that will remain with PIN and its work as long as our memories. Howard Raiffa died on 8 July 2016 at age 92.