

# CONFLICT DISPUTE & RESOLUTION

## Creating & Claiming Value

### Instructions

As you read the material for our next class, keep these questions in mind. To answer them, you will have to reflect critically on what you have read and possibly re-read important passages. Keep in mind that there are two basic kinds of information that you need to look for in the reading:

1. What are the main points or conclusions that an author accepts with respect to a particular issue?
2. What are the reasons, important considerations, and evidence that lead the author to accept that conclusion?

For our purposes, *it is information of the second sort that will be our primary concern* since our most basic task is to *evaluate the reasons and evidence* that are offered to support accepting one possible conclusion about an issue, rather than another.

Although I strongly suggest that you write out brief answers to these questions, you do not have to turn in written responses. You do, however, need to be prepared to speak intelligently about these issues at our next class meeting.

### Reading

Lax, D. A., & Sebenius, J. K. (1986). The Negotiator's Dilemma: Creating and Claiming Value. In *The Manager as Negotiator: Bargaining for Cooperation and Competitive Gain* (pp. 29–45). New York: Free Press.

### Questions

1. According to Lax and Sebenius, what is the difference of negotiation styles between value creating and value claiming? What is their argument justifying the claim that “an essential tension in negotiation exists between cooperative moves to create value and competitive moves to claim it” (p. 33)?
2. What are some “creating tactics” for creating value? What are some “claiming tactics” for claiming value? Why do Lax and Sebenius believe that (a) claiming tactics can undermine value creation and (b) creating tactics can be exploited by claiming tactics?
3. Putting all this together, why do all these concerns create what Lax and Sebenius call the “Negotiator's Dilemma”?