

Creating & Claiming Value

Instructions

When doing the reading for this class, there are the two basic kinds of information you need to understand:

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?

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 position on an issue, rather than another.

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). Free Press.

Questions

1. According to David Lax and James 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? How do Lax and Sebenius justify the following claims:
 - 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”?

To answer these questions you will have to reflect critically on what you have read and possibly re-read important passages.

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.