Managing Leverage

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

Optional: Hewlin J. A. (2017, September 18). The most overused negotiating tactic is threatening to walk away. *Harvard Business Review.* https://hbr.org/2017/09/the-most-overused-negotiating-tactic-is-threatening-to-walk-away

Questions

1. How does Jay A. Hewlin justify his claims that your BATNA (Best Alternative to a Negotiated Agreement) may not be (A) your best source of leverage in negotiation and (B) effective for reaching an optimal agreement?
2. What four practical steps does Hewlin recommend for improving negotiation and conflict resolution? Explain how—and why—each of these is supposed to work.

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.