

**SWITCHES:  
COOPERATION AS OUTCOME  
VALUES AS INTERESTS**

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# BACK TO DECISION THEORY

Negotiation theory (NT) is rooted in decision theory (DT)

DT: how to get where you want to go  
prescriptive (not normative)

- Prepare in specific context
- Devise strategy (including competition, cooperation)

NT: how to get the most for your constituents:  
strategy to alternate between

- Creating “value” (cooperative)
- Distributing “value” (competitive)
- Seeking mutually advantageous tradeoffs

# COOPERATION AS OUTCOME

Several disadvantages for constituents:

- Mutual gains foregone
- In public disputes:
  - generic outcomes (acceptable to all)
  - Contentious issues not addressed (to secure cooperation) → cropping up later
  - Results not implementable
  - Ethical issues – trading interests for cooperation

# VALUES AS INTERESTS

DT: Decision ingredients include:

1. Preferences, values → interests
2. Perceived alternatives
3. Likelihoods of consequences
4. Context specifics

2-4 amenable to information exchanges → can be resolved  
1 is non-negotiable - at the root of intractable conflicts

Raising values to the level of interests →

- Unnecessary in most conflicts
- Leads to impasse