

# Sources of Power in Negotiations

**Positional Power—Legitimate Authority:** authority derived from laws and policies, from official status

**Rewards:** including tangible and intangible rewards

**Sanctions (and Force):** including tangible and intangible sanctions, and coercion

**Information:** including open and private knowledge

**Expertise:** including understanding how to make things work, extensive knowledge and ability in a particular field

**An Elegant Solution:** a solution that provides most value and least harm to the most stakeholders, accomplished at the least cost; and often an unexpected answer to a dilemma or problem

**Moral Authority, Charisma, Referent Power:** authority premised on principles, or faith, or loyalty, rather than laws and policies; on charisma; on a personal ability to inspire and influence others.

**Relationship Power:** authority, loyalty and influence among family, friends, perceived in-groups

**Commitment:** power derived from never giving up, from unyielding persistence, “digging in one’s heels”

**BATNA**, the Best Alternative to a Negotiated Agreement: a fall back position, having an alternative, a “Plan B,” a “way out.”