

Sources of Power in Negotiations

- ◆ Positional Power or the Power of Legitimate Authority
 - “You do what I say because I’m the boss - that’s why!”
 - “Like it or not - that’s the law.”

Sources of Power in Negotiations

◆ Rewards

- “He bought his way in...”
- “Do whatever he says - you’ll be glad you did.”

Sources of Power in Negotiations

◆ Sanctions

- “She said she would just sue me...”
- “If you continue to make these mistakes - at very least it means a demotion.”

Sources of Power in Negotiations

◆ Force

- “I will get you...and your children, if you continue...”
- “This assignment isn’t safe for a woman - we can’t send you there.”

Sources of Power in Negotiations

◆ Information

- “He was able to get us the information we needed about what our competition is planning for the next year.”
- “You think you’re being paid fairly? Let me tell you what others are making.”

Sources of Power in Negotiations

◆ Expertise

- “She is the most important employee here - she is the only person who really knows how the data system works.”
- “I don’t care if there’s a hiring freeze. Get me someone who knows about interoperability.”

Sources of Power in Negotiations

- ◆ An Elegant Solution
 - “We were completely stymied. He walked in here with a magic wand - he fit together all the pieces of the puzzle and found us a workable answer that helps everyone at least a little and saves face for everyone.”

Sources of Power in Negotiations

- ◆ Charisma - referent authority - moral authority
 - “People would just stop what they were doing and watch him and listen to him and do their best to support whatever he wanted done.”
 - “It was scary. But I got to my feet and said, ‘You must stop this.’ And he did.”

Sources of Power in Negotiations

◆ Commitment

- “She just never gave up. She camped outside his office night and day until finally he had to listen.”
- “We will go to the mat on this one - let there be no mistake. It’s this or a strike.”

Sources of Power in Negotiations

- ◆ Relationship - power gained or power lost
 - “Friends come and go - enemies accumulate forever.”
 - “I know her and she is the only person I will deal with on this matter.”

Sources of Power in Negotiations

- ◆ BATNA - the best alternative to a negotiated agreement
 - “They had all the time in the world and lots of other customers - they did not need us.”
 - “The worst that can happen is that I will just go back where I came from. I might even like that.”

Options, Strategies and Uses of Power

	Uses of Power
Strategies	Options

	No Use of Power	BATNA	Commitment	Elegant Solution	Expertise	Force	Information	Legitimate Authority	Moral Authority and Charisma	Relationship	Rewards	Sanction
Accommodation												
Avoidance												
Collaboration												
Compromise												
Competitive												
Mixed-Motive												
Revenge and Self-injury												