

# BUILDING COALITIONS

The following advice will help you to build coalitions that serve your negotiation purposes:

**1. Past affects present:** Remember that alliances previously formed can affect the current negotiation.

- Consider forming alliances early-on.
- Be sensitive to the impact of prior interactions or relationships between other parties on the current negotiation.

**2. Power comes in many forms:** Don't rely just on positional authority.

- The ability to form alliances and to de-stabilize the alliances of others is, by itself, a source of "value."
- Coalitions also are a source of power in terms of rewards, sanctions, and relationships.
- Look for opportunities to play a mediating role.

**3. Coalitions are rarely stable:** Make a habit of checking in with those in your coalition.

**4. Exclude with care:** Be wary of negative repercussions of excluding a party from a coalition.

- Exclusion easily can foster negative emotions such as humiliation or resentment.
- Unexpected coalitions can form quickly, especially if people feel aggrieved, resentful, or humiliated by a party.