

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.”

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◆ Rewards

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

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◆ Sanctions

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

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◆ 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.”

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◆ 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.”

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◆ 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.”

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◆ 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.”

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- ◆ 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.”

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◆ 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.”

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- ◆ 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.”

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- ◆ 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.”

