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.”

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