

Chapter 10

Effects of Power in Negotiation

Power in Negotiation

- Personal power is the most critical power.
- Personal power comes from knowing oneself.

Types of Power

- Legitimacy—real, perceived, or imaginary
- Position—a form of legitimate power
- Expertise—real or perceived
- Reward—real or imaginary
- Coercive—real or imaginary
- Referent—the power of making others want to be like you.
- Situation
- Identification—commonalities that draw people together
- Popularity or the Power of Needs
- Persistence
- Patience

Real Versus Perceived Power

- Most powers must be permitted or enabled.
- Real coercive power is an exception.
- If someone can really hurt you, negotiation is risky.

Using Power

- Power used aggressively or to pressure, intimidate, or manipulate is to apply power-over tactics.
- Power given to or shared with others is to apply power-to tactics.
- Power-over tactics are divisive or destructive.
- Power-to tactics are constructive.

Power-To and -Over Examples

- Reasoning–power-to
- Trading–power-to
- Friendliness–power-to
- Feigned friendliness–power-over
- Drawing coalitions–power-to or power-over
- Going to high authority–power-over
- Giving sanctions–power-over

- Sometimes a person who perceives him/herself as powerless will employ power-over tactics.
- A powerless person has nothing to lose and is unpredictable.

Psychological Games

- Psychological maneuvers and stratagems are intentional patterns of behavior designed to manipulate others.
- Maneuvers are brief.
- Stratagems are prolonged.

- Con games seek immediate tangible results.
 - Head games seek emotional effects intended for ultimate tangible gain.
- Remember that most power does not exist unless you let it!

Reactance Theory

- Reverse psychology is the common name for pretending to withhold something on the assumption that we all want what we can't have.
- It is risky, but sometimes effective.

Bluffing

- Lying?
- A psychological Game at best.
- If you bluff, don't get caught!

“Let us never negotiate out of fear, but let us
never fear to negotiate.”

John F. Kennedy