



Power

15.665

Power and Negotiation



Agenda

- Turn in Paper B
- The Coleman Account Video Case
 - power analysis
- Break
- Panel Speakers
- Best Self Paper returned

Coming Up

- Next week: Group Pre-exercise Due
- Two Weeks: Distributive Neg. Challenge
 - No more Mr./Ms. Nice Guy!!

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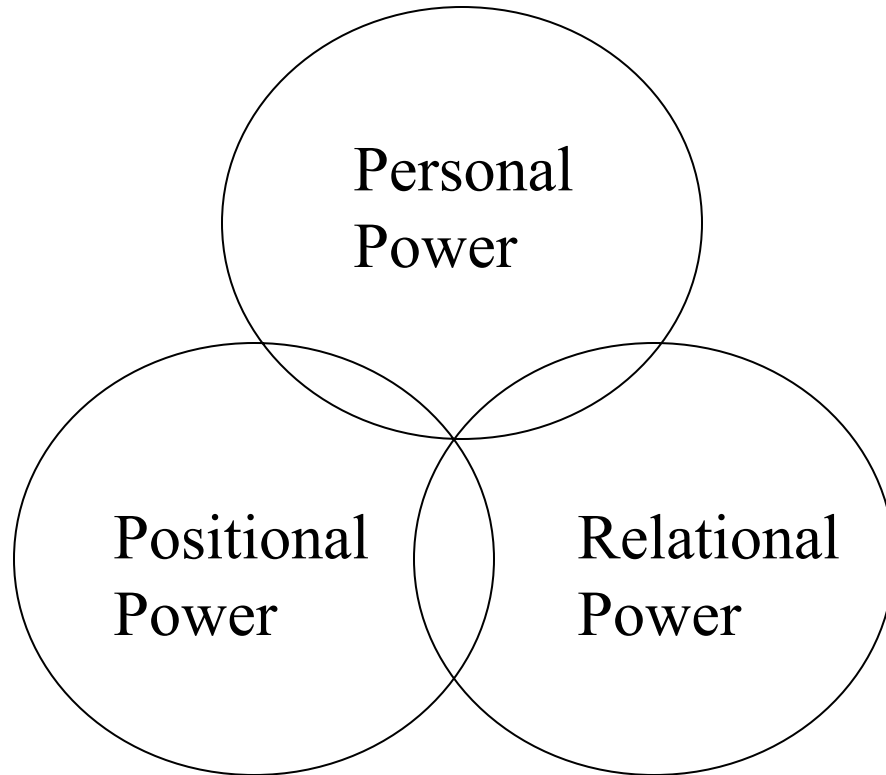
Power

Power is the ability to influence the actions of others.

- potential force
- social relation
- situational
- exists in a social system
- dynamic

Power

-Valley



Personal Power

-Valley

1. **Power to create cooperation**

Sensitivity, empathy
benevolence
flexibility

2. **Power to compete and win**

energy and stamina
focus
tolerance for conflict
expertise and confidence

3. **Power to gain support**

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Personal Power

-Valley

3. Power to gain support

charisma

linguistic ability

track record

Positional Power

-Formal Role

-Valley

1. Formal hierarchical power-

hierarchical position, authority, rewards power (tangible and intangible)

2. Controlling strategic resources

3. Legitimate power-legal power, normative power

Relational Power

-Valley

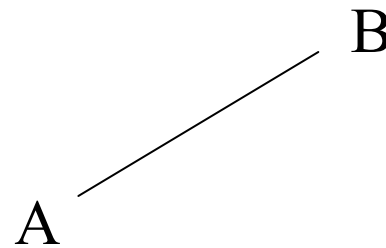
Dyadic-emotional support, advice, information,
material resources, political protection, visibility

Relational Power

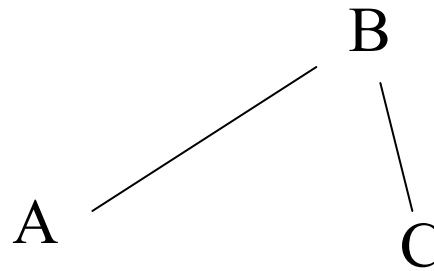
-Valley

Networks

Your direct ties



Your indirect ties



Relational Ties

Density-how well do people in your network know one another

Structural Holes-how many people in you network have ties to people that you do not know

Homophily- what gender are the people in your network

Centrality-do you know who is tied to everyone
(Accurate perceptions)

Content matters- sparse information network but a dense buy-in network are advantageous

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The Coleman Account

1. Take Frank's Perspective?
2. What are his sources of power?
3. What should he do?



6 Principles of Persuasion

-Cialdini

- **Liking**
- **Reciprocity**
- **Social Proof**
- **Consistency**
- **Authority**
- **Scarcity**

Principles of Persuasion

-Cialdini

- **Liking-** people like those who like them. A weaker argument will convince people who like you.
- **Reciprocity-** people repay in kind. In general, this goes for cooperation, trust, empathy, help.
- **Social Proof-** people follow the lead of similar others. (Social comparison Theory)
- **Consistency-** people fulfill written, public, and voluntary commitments

Principles of Persuasion

-Cialdini

- **Authority- people defer to experts.**
- **Scarcity-people value what is scarce. Framing that highlights losses or lost opportunities can be very persuasive**



Best Self Paper Assignment Statistics:

Paper

Mean	90
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Standard Deviation	3
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Minimum	85
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Maximum	97
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Take Aways

- 1. Power exists in recognizing implicit negotiations**
- 2. Understand your sources of power**
 - Power analyze can give you confidence in dispute/distributive and integrative situations
 - Recognizing your power is as important as having it
- 3. Think about how to persuade**
 - 6 principles
 - (Sensing/iNtuitive; Thinking/Feeling)

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Speakers After Break

Ron Kermisch, Bain

Jonathan Powell, Learning Bridge