THE QUEEN CITY'S COLLECTIVE AND COMPASSIONATE APPROACH
Fighting Opioids and Homelessness in the Granite State

NEGOTIATION CASE SERIES

Agenda

- Party mapping in complex negotiations
- Sources of power in negotiation
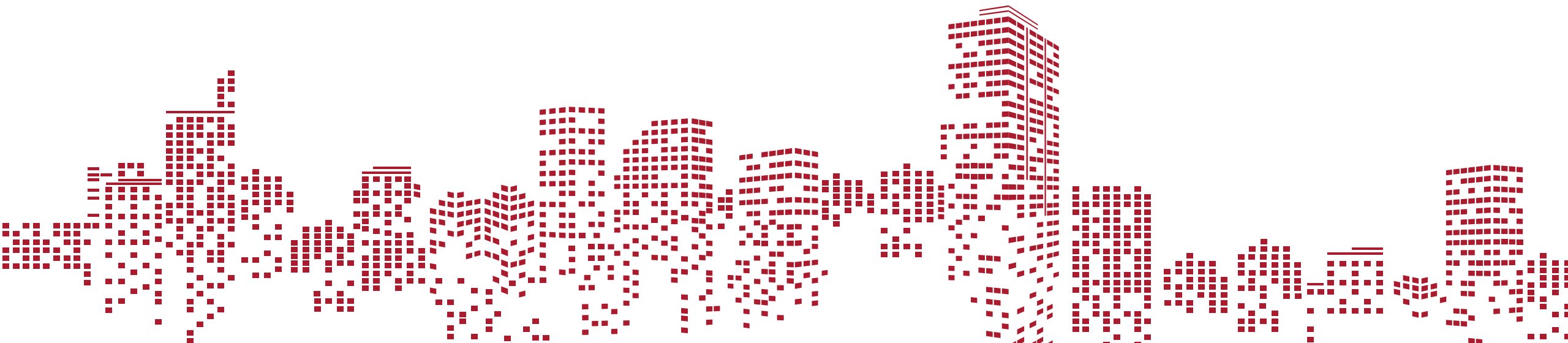- Analyzing negotiation moves
- Putting it all together: moving forward

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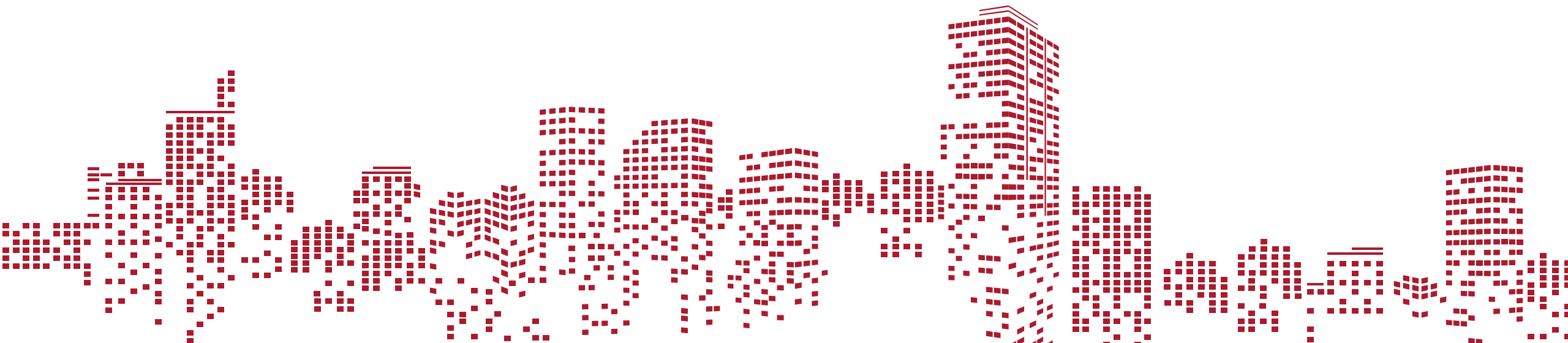
Manchester, New Hampshire

0024SD

Case Overview

- What was going on in this case?

- What was Mayor Craig's goal or objective?

- What dilemma did Mayor Craig face at the end of the case?

Case Analysis: Party Mapping

- Who were the parties in this case?

Concept Review: Two-Level Game

- A metaphor designed by Robert Putnam to explain the interplay between domestic level negotiations (Level II) and international negotiations (Level I)

- Iterative process between two separate negotiations that are influenced by one another with some stakeholders that are different and some that are the same

- Example: foreign policy (UN), US Congress

(Putnam, R. "Diplomacy and Domestic Politics: The Logic of Two-Level Games," *International Organization*, MIT Press, summer 1988, pp. 427-460)
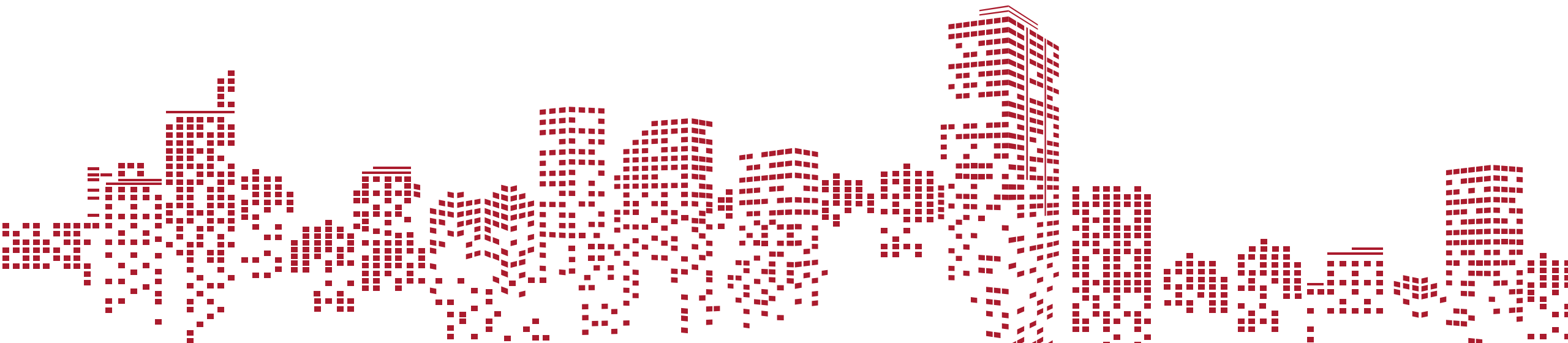
Case Analysis: Party Mapping

- What was the "two level game" in this case?
  - Level I: State-level
  - Level II: City-level
- **Working Group:**
  - What parties were involved in each level?
  - What barriers were present at each level?
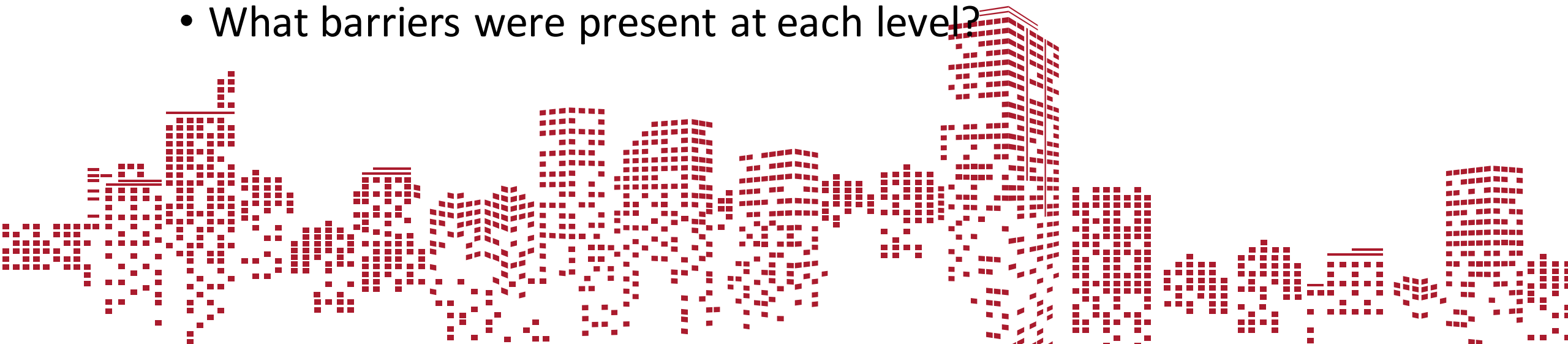
Concept Review: Power in Negotiation

Formal Power:

- Power derived from structural aspects of one's position or role within a negotiation; could include the power of an executive to hire and fire, or the power to veto a piece of legislation
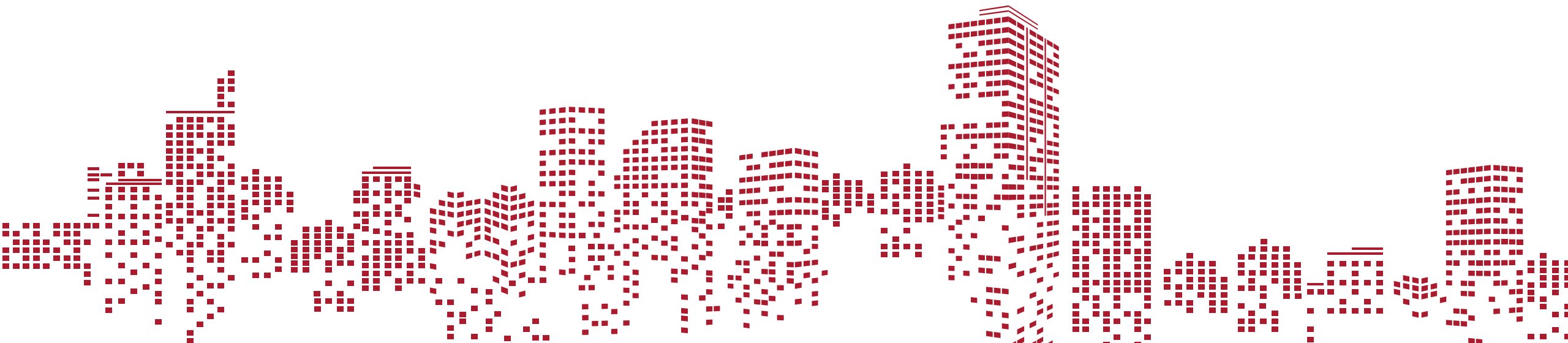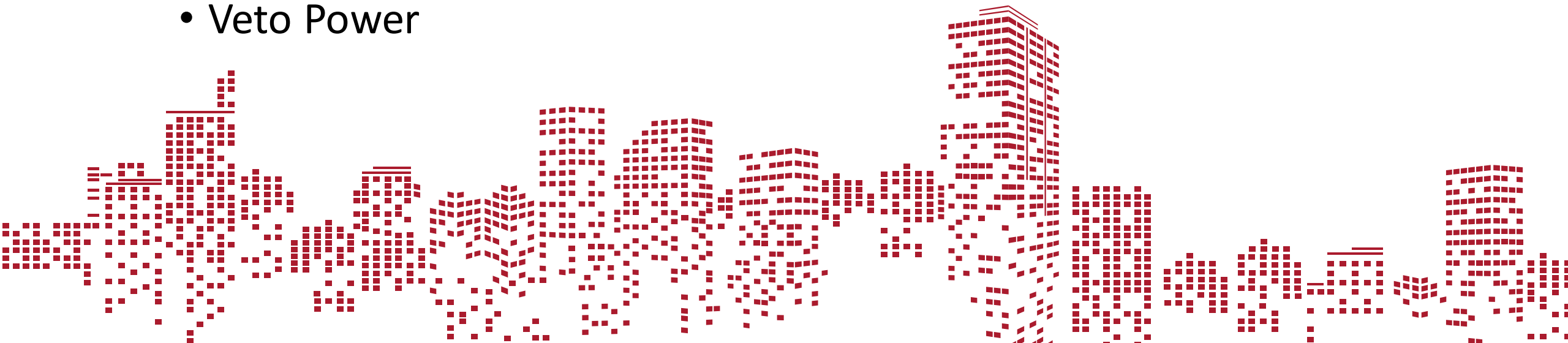
Case Analysis: Power in Negotiation

Working Group: What were sources of formal power (both in this case and more broadly)?

- Institutional Power
- Convening Power
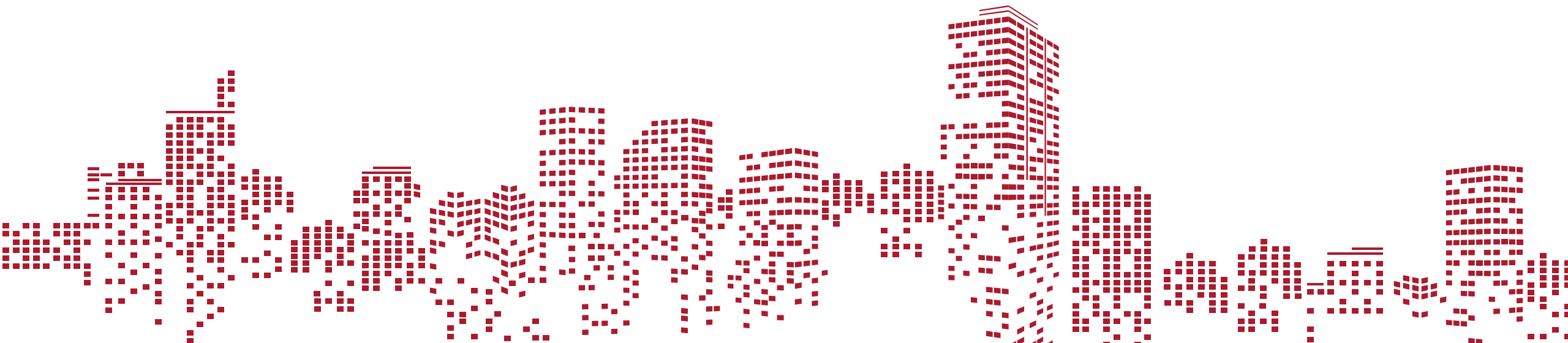- Resource Power
- Veto Power

Case Analysis: Power Mapping

Working Group: Go back to our list of parties. Who had what types of formal power?

Concept Review: Power in Negotiation

- Formal Power: Power derived from structural aspects of one's position or role within a negotiation; could include the power of an executive to hire and fire, or the power to veto a piece of legislation

- Informal Power: Power not derived from structural aspects of one's position or role; may be more relational in nature, such as the ability to convince groups to follow you

Case Analysis: Power in Negotiation

Working Group: What are sources of informal power (both in this case and more broadly)?

- Moral Suasion Power
- Nuisance Power
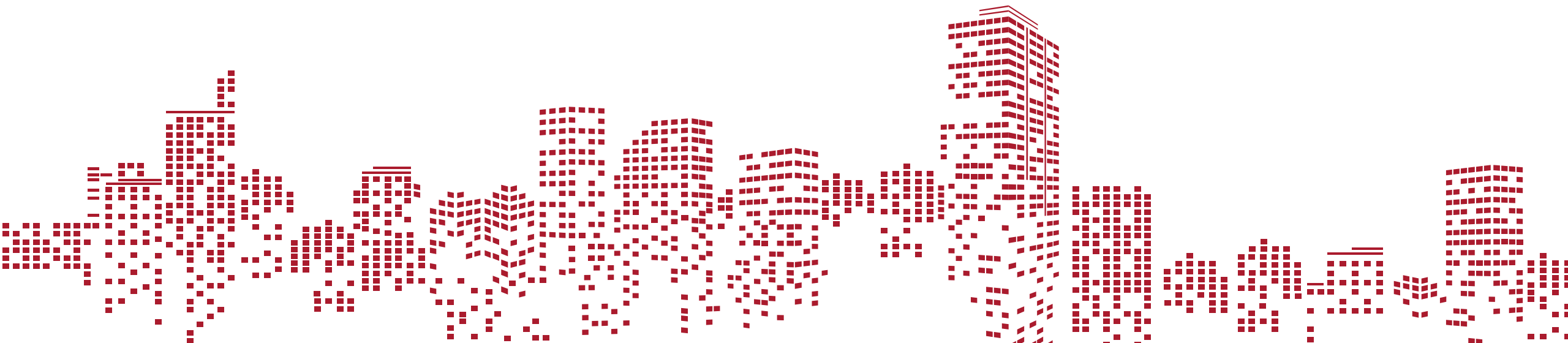- Momentum Power
- Coalitional Power
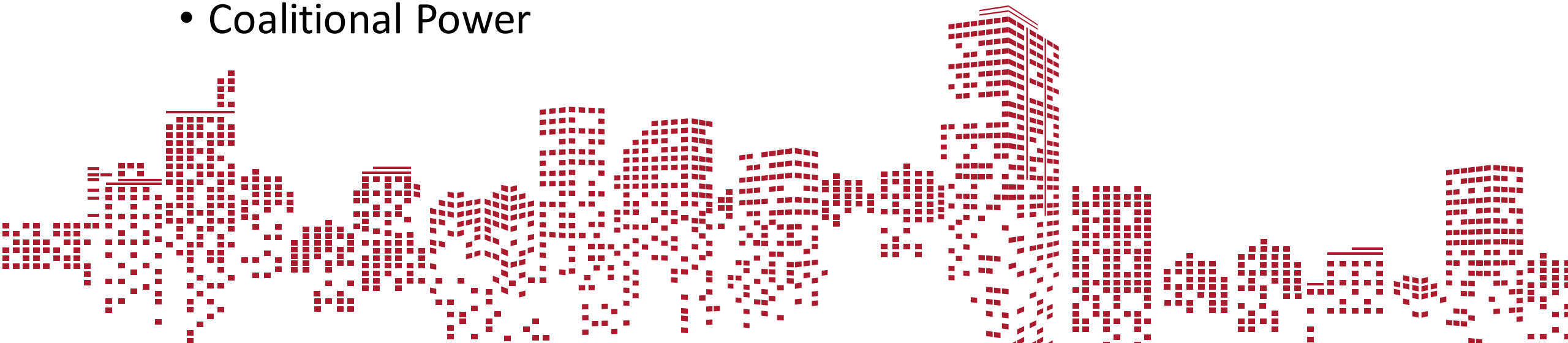
Case Analysis: Power Mapping

Working Group:

After analyzing where formal power exists and different types of informal power:

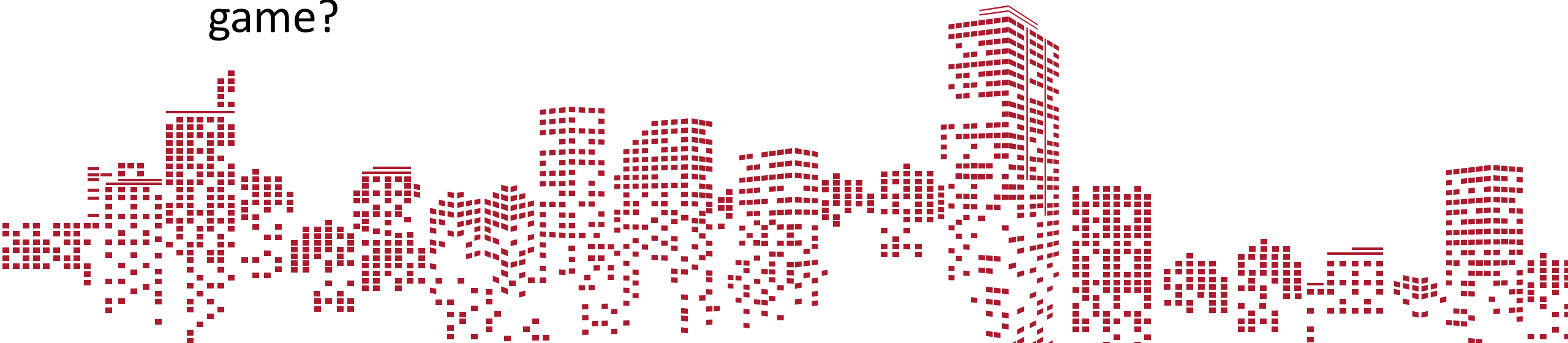What barriers exist? What opportunities?

Case Analysis: Moves

- **Working Group 1**
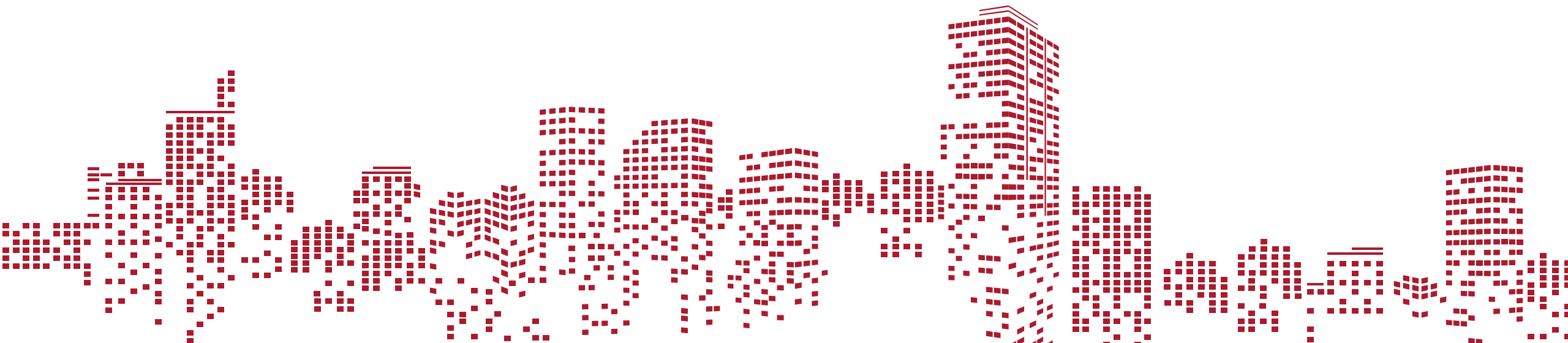 - Level I: What moves did Mayor Craig make with the Level I game?

- **Working Group 2**
  - Level II: What moves did Mayor Craig make with the Level II game?

Application: Next Steps

Working Group: What opportunities to build power still exist? What advice would you give to Mayor Craig about next steps?

Takeaways

1. Use knowledge of the two-level game to sequence moves to build power.

2. Do not assume power is static.

3. Build informal power through:
   - building coalitions,
   - making moral or emotional appeals,
   - creating momentum, and
   - amplifying your message.

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