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
Manchester, New Hampshire
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

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.