BUILDING COALITIONS

The following advice will help you to build coalitions that serve your negotiation purposes:

1. **Past affects present:** Remember that alliances previously formed can affect the current negotiation.
   - Consider forming alliances early-on.
   - Be sensitive to the impact of prior interactions or relationships between other parties on the current negotiation.

2. **Power comes in many forms:** Don't rely just on positional authority.
   - The ability to form alliances and to de-stabilize the alliances of others is, by itself, a source of "value."
   - Coalitions also are a source of power in terms of rewards, sanctions, and relationships.
   - Look for opportunities to play a mediating role.

3. **Coalitions are rarely stable:** Make a habit of checking in with those in your coalition.

4. **Exclude with care:** Be wary of negative repercussions of excluding a party from a coalition.
   - Exclusion easily can foster negative emotions such as humiliation or resentment.
   - Unexpected coalitions can form quickly, especially if people feel aggrieved, resentful, or humiliated by a party.