STRONGER ROOTS WORKSHOP
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Negotiation and Leverage – in Collaboration with Stakeholders



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Definition?

What is „leverage” in a negotiation?

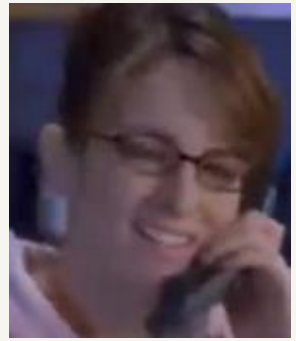




Sherry - babysitter



Jack – dad (Avery and Liddy – mother and baby)



Liz – colleague of dad

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Definition?

What is „leverage” in a negotiation?

It's about **positioning, perception, and preparation**.

Leverage has been called “negotiation's prime mover,” conferring power to reach agreement “on your terms.”

positive **leverage**, allowing you to improve margins and close more deals

leverage is **the power that one side of a negotiation has to influence the other side** to move closer to their negotiating position

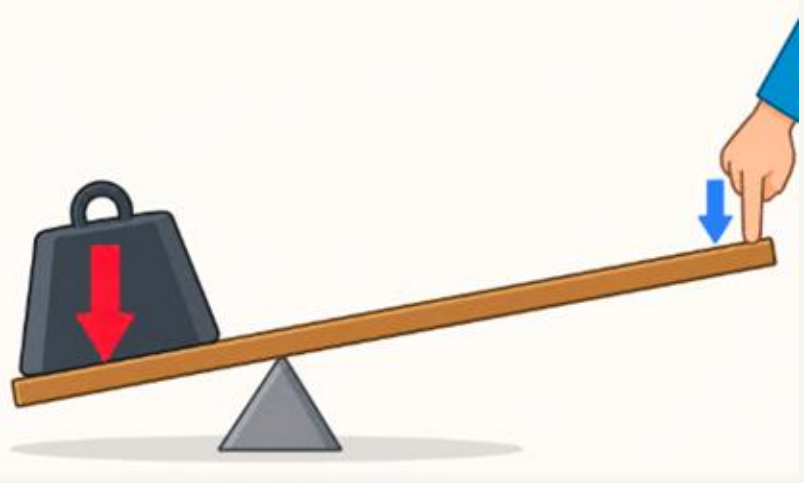
leverage is **the power that one side of a negotiation has to influence the other side** to move closer to their negotiating position

It relates to two factors: **how much each party needs that deal relative to the other**, and the relative value of each party's Plan B

Leverage is nothing more than **baggage — your own baggage — that you bring to the negotiation**

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What is a „leverage”?







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AGENDA

Three layers of a negotiation

1 Actual Leverage:
- That makes others want to work with you
- That allows you to withdraw from a negotiation

Actual conditions of yours outside the negotiation room.

2 Communication – signaling leverage at the table

How you ‚sell' your leverage at the table.

3 Leverage in the Structure of the Negotiation

How you build further leverage during the negotiation.

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Four sources of actual leverage

Source	CSO example
Resources	Time, money
Information	Local insight, specialist data
Relationships	Coalitions, reputation, trust
Alternatives	Other partners, a feasible solo route

How to maximize leverage?

How to gain leverage	Being / appearing to be an attractive partner	Preparing alternatives to a negotiated agreement
Questions to ask myself	What can I bring to this relationship? What **resources, information or relationships** make working with us valuable?	What will we do if no agreement is reached? **What alternatives do we have?** Which is our best alternative (BATNA)?
How does this affect my negotiating position?	Gives the other party more reason to work with us. Increases our influence because they value our contribution.	Reduces the pressure on us to agree. Gives us the option to walk away. Helps us assess whether a proposed agreement is good enough.

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BATNA and the best achievable agreement

BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT - Outside this deal

BATNA

The best feasible course of action if this negotiation fails

BEST ACHIEVABLE AGREEMENT - Inside this deal

Best achievable agreement

The strongest feasible package with this counterpart

BATNA is one source of leverage. It informs what we can accept.

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BATNA DRILL 1

The exclusive

A CSO has verified air-quality findings. A local editor can offer a prominent article if given 24-hour exclusive advance access before publication. The CSO has confirmed access to its own newsletter and website. It must publish publicly by Friday noon. The editor can publish Friday morning.

1 What is the BATNA?
2 What is the best achievable agreement?

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BATNA DRILL 2

The cats

An animal-welfare CSO wants an adoption day for 20 cats. A confirmed shelter event could accommodate 10. The municipality can supply space for 20 and publicity, but asks for a mayoral speech. The CSO permits a short nonpartisan welcome, with no campaign branding.

1 **What is the BATNA?**
2 **What is the best achievable agreement?**
3 **Which fact would you add or remove?**

BATNA DRILL 3

Nobody wants to write the minutes

2 CSOs meet every month. Anna's organization always writes the minutes, but they no longer have time. Barbi's organization wants detailed minutes.

1 What is Barbi's organization's BATNA?
2 What is the best achievable agreement?
3 Which fact would you add or remove?

BATNA DRILL 4

Meeting

A network coordinator insists on meeting at 6 p.m. Your CSO's staff finish work at 5 p.m. You can submit written input and receive the decisions afterwards, although you would prefer to participate in the discussion.

1 **What is your BATNA?**
2 **What is the best achievable agreement?**
3 **Which fact would you add or remove?**

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BATNA – main points to remember

It defines your absolute bottom line. You cannot make a rational decision to say "yes" without knowing the exact value of your "no."

Prepare your BATNA outside the room to lift pressure inside the room. Strengthening your best alternative before the negotiation is the most reliable way to increase actual leverage.

Your BATNA sets the value bar that any proposed deal on the table must clear to be acceptable.

A stronger BATNA, a more attractive deal

Strengthen actual leverage

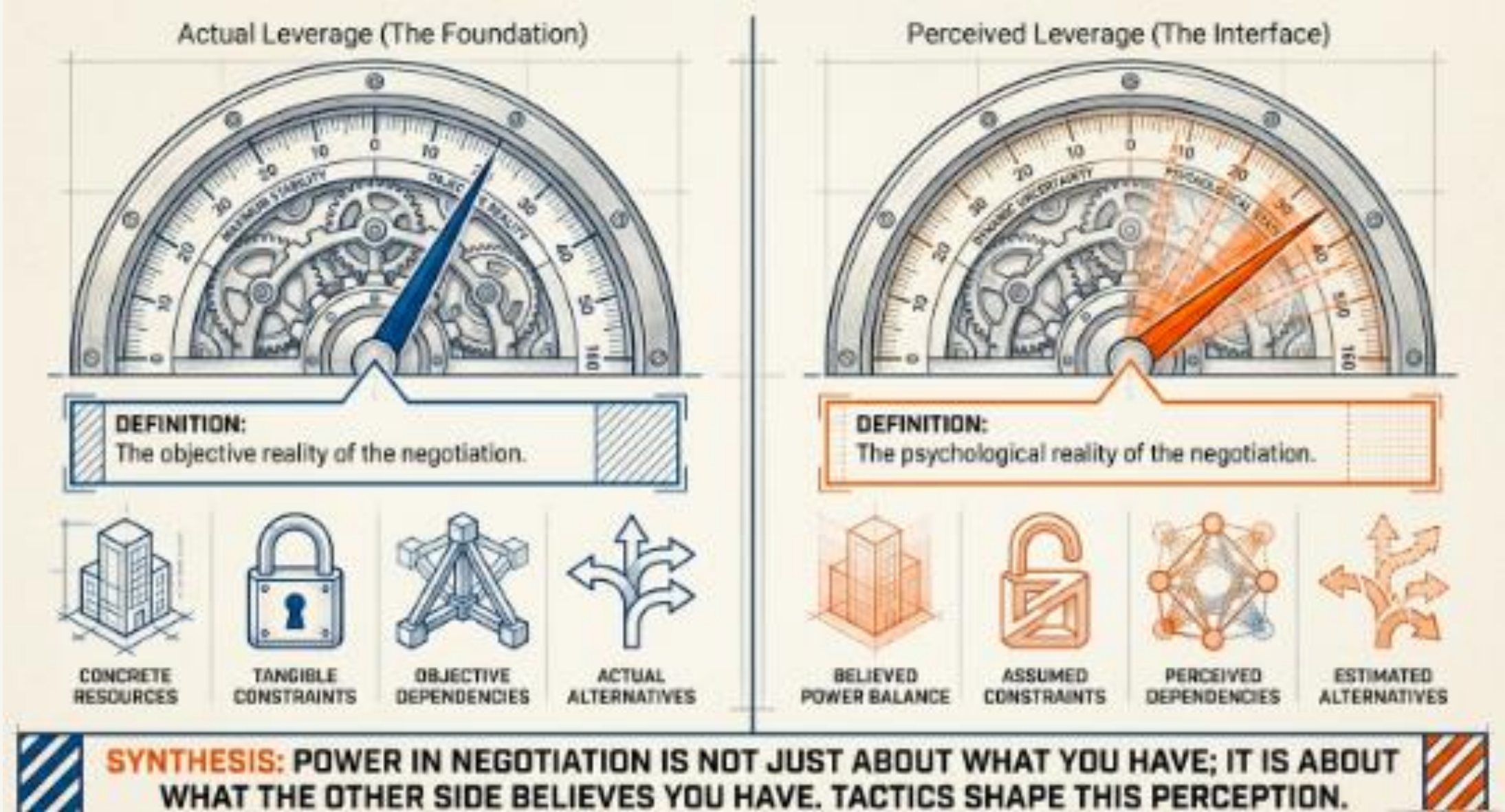
Secure a feasible fallback
Confirm resources and permission
Reduce dependence

Improve the deal and its credibility

Meet the other side's real needs
Make costs and commitments clear
Show evidence of reliable delivery

What is real? What is believed? What needs verification?

Tactical communication



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The tactical communication toolbox

Tool	A possible line	What it can reveal or signal
Active listening	“What is hardest about this?”	Attention to constraints and interests
Mirroring	“Another consultation?”	An invitation to explain key words
Labeling	“It sounds as if trust is a concern.”	Recognition, with room for correction
Paraphrasing	“You need capacity and credibility?”	A shared understanding to test

COMMUNICATION

Silence and anchoring

Silence

A deliberate pause after a question or proposal

Space to think, explain or reconsider

Anchoring

An opening position with a credible rationale

A reference point for the exchange

Break

10 minutes

STAGES

The negotiation skeleton

1	2	3	4
Opening statements	**› Agenda-setting**	**› Main exchanges**	**› Caucuses**
Purpose, roles and mandate	Issues and their order	Information and proposals	Check, align and return

Stages can repeat. A pause can change the next exchange.

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Participant insight sharing

Groups of 4–5. One negotiation stage per group.

Share brief experiences and choose one example.
Identify the procedural move and whose leverage changed.
Distinguish actual conditions from perceptions.
Agree on one useful insight, choose a spokesperson.

PLENARY DISCUSSION

The plenary share-back

One top insight from each stage

What happened?

The situation and the procedural move

What changed?

Whose leverage changed? Actual or perceived?

What travels?

A lesson another organization could apply

Your next negotiation

Pre-negotiation	Process design	At the table (The Toolbox)
Identify your BATNA and use it to establish your minimum acceptable agreement.	Set the opening frame and anchor expectations.	Mirror and paraphrase to build rapport and gather information.
Assess your actual leverage: resources, information, alternatives and relationships.	Sequence the agenda and information sharing to allow trade-offs across issues.	Label emotions to help defuse tension.
	Plan when and why you might call a caucus.	Use deliberate silence to invite a response and allow reflection.
		Shape how the other party perceives the deal/no-deal balance.

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INDIVIDUAL REFLECTION

Your next negotiation

1. What is our BATNA, and what must we verify or strengthen before negotiating?
2. What underused resource, information or relationship makes us an attractive partner?
3. Which communication tool do I use well, and which will I deliberately practice?
4. Which opening, agenda choice, information sequence or caucus could improve our next negotiation?

CLOSING REFLECTION

One action before the next meeting

“Before our next negotiation,
I will _____
so that _____.”