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at the whim of their opponent. This article seeks to challenge that presumption, illustrating that all negotiators have power and a capacity to increase it. It will do so by drawing on the relevant literature to: (1) define what "power" means in the context of a negotiation; (2) identify and describe the sources of negotiating power; and (3) with reference to those sources, provide guidance on how negotiators perceived to have less power can overcome and neutralise power imbalances to affect the outcome in their favour. .............................. 186