

A Definition of Power

Power

A capacity that A has to influence the behavior of B so that B acts in accordance with A's wishes

Dependency

Bs relationship to A when A possesses something that B requires

Contrasting Leadership and Power

➤ Leadership

- Focuses on goal achievement
- Requires goal compatibility with followers
- Focuses influence downward

➤ Research Focus

- Leadership styles and relationships with followers

➤ Power

- Used as a means for achieving goals
- Requires follower dependency
- Used to gain lateral and upward influence

➤ Research Focus

- Power tactics for gaining compliance

Bases of Power: Formal Power

Formal Power

Is established by an individual's position in an organization; conveys the ability to coerce or reward, from formal authority, or from control of information

Coercive Power

A power base dependent on fear

Reward Power

Compliance achieved based on the ability to distribute rewards that others view as valuable

Bases of Power: Formal Power (cont'd)

Legitimate Power

The power a person receives as a result of his or her position in the formal hierarchy of an organization



Bases of Power: Personal Power

Expert Power

Influence based on special skills or knowledge

Referent Power

Influence based on possession by an individual of desirable resources or personal traits



Social Influence Tactics I

- ❖ ***Rational Persuasion***: Using logical arguments and facts to persuade another that a desired result will occur.
- ❖ ***Inspirational Appeal***: Arousing enthusiasm by appealing to one's values and beliefs.
- ❖ ***Consultation***: Asking for participation in decision making or planning a change.
- ❖ ***Ingratiation***: Getting someone to do what you want by putting that person in a good mood or getting him or her to like you.
- ❖ ***Exchange***: Promising some benefits in exchange for complying with a request.

Social Influence Tactics II

- ❖ ***Personal Appeal***: Appealing to feelings of loyalty and friendship before making a request.
- ❖ ***Coalition Building***: Persuading by seeking the assistance of others or by noting the support of others.
- ❖ ***Legitimizing***: Pointing out one's authority to make a request or verifying that it is consistent with prevailing organizational policies and practices.
- ❖ ***Pressure***: Seeking compliance by using demands, threats, or intimidation.

Dependency: The Key To Power

➤ The General Dependency Postulate

- The greater B's dependency on A, the greater the power A has over B
- Possession/control of scarce organizational resources that others need makes a manager powerful
- Access to optional resources (e.g., multiple suppliers) reduces the resource holder's power

➤ What Creates Dependency

- Importance of the resource to the organization
- Scarcity of the resource
- Nonsubstitutability of the resource

Power Tactics

Power Tactics

Ways in which individuals translate power bases into specific actions

Influence Tactics

- Legitimacy
- Rational persuasion
- Inspirational appeals
- Consultation
- Exchange
- Personal appeals
- Ingratiation
- Pressure
- Coalitions

Preferred Power Tactics by Influence Direction

Upward Influence

Rational persuasion

Downward Influence

Rational persuasion
Inspirational appeals
Pressure
Consultation
Ingratiation
Exchange
Legitimacy

Lateral Influence

Rational persuasion
Consultation
Ingratiation
Exchange
Legitimacy
Personal appeals
Coalitions

Power in Groups: Coalitions

Coalitions

Clusters of individuals who temporarily come together to achieve a specific purpose



- Seek to maximize their size to attain influence
- Seek a broad and diverse constituency for support of their objectives
- Occur more frequently in organizations with high task and resource interdependencies
- Occur more frequently if tasks are standardized and routine

Politics: Power in Action

Political Behavior

Activities that are not required as part of one's formal role in the organization, but that influence, or attempt to influence, the distribution of advantages or disadvantages within the organization

Legitimate Political Behavior

Normal everyday politics

Illegitimate Political Behavior

Extreme political behavior that violates the implied rules of the game

Politics Is in the Eye of the Beholder

“Political” Label

“Effective Management” Label

- | | | |
|-----------------------|-----|-----------------------------------|
| 1. Blaming others | vs. | Fixing responsibility |
| 2. “Kissing up” | vs. | Developing working relationships |
| 3. Apple polishing | vs. | Demonstrating loyalty |
| 4. Passing the buck | vs. | Delegating authority |
| 5. Covering your rear | vs. | Documenting decisions |
| 6. Creating conflict | vs. | Encouraging change and innovation |
| 7. Forming coalitions | vs. | Facilitating teamwork |
| 8. Whistle blowing | vs. | Improving efficiency |
| 9. Scheming | vs. | Planning ahead |
| 10. Overachieving | vs. | Competent and capable |
| 11. Ambitious | vs. | Career-minded |
| 12. Opportunistic | vs. | Astute |
| 13. Cunning | vs. | Practical-minded |
| 14. Arrogant | vs. | Confident |
| 15. Perfectionist | vs. | Attentive to detail |

Source: Based on T. C. Krell, M. E. Mendenhall, and J. Sendry, “Doing Research in the Conceptual Morass of Organizational Politics,” paper presented at the Western Academy of Management Conference, Hollywood, CA, April 1987.

EXHIBIT 13-3

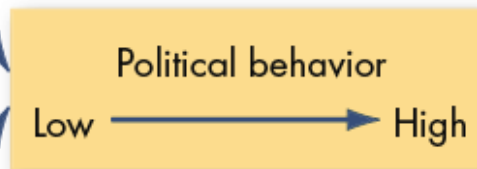
Factors that Influence Political Behaviors

Individual factors

- High self-monitors
- Internal locus of control
- High Mach personality
- Organizational investment
- Perceived job alternatives
- Expectations of success

Organizational factors

- Reallocation of resources
- Promotion opportunities
- Low trust
- Role ambiguity
- Unclear performance evaluation system
- Zero-sum reward practices
- Democratic decision making
- High performance pressures
- Self-serving senior managers



Favorable outcomes

- Rewards
- Averted punishments

EXHIBIT 14-4

Employee Responses to Organizational Politics

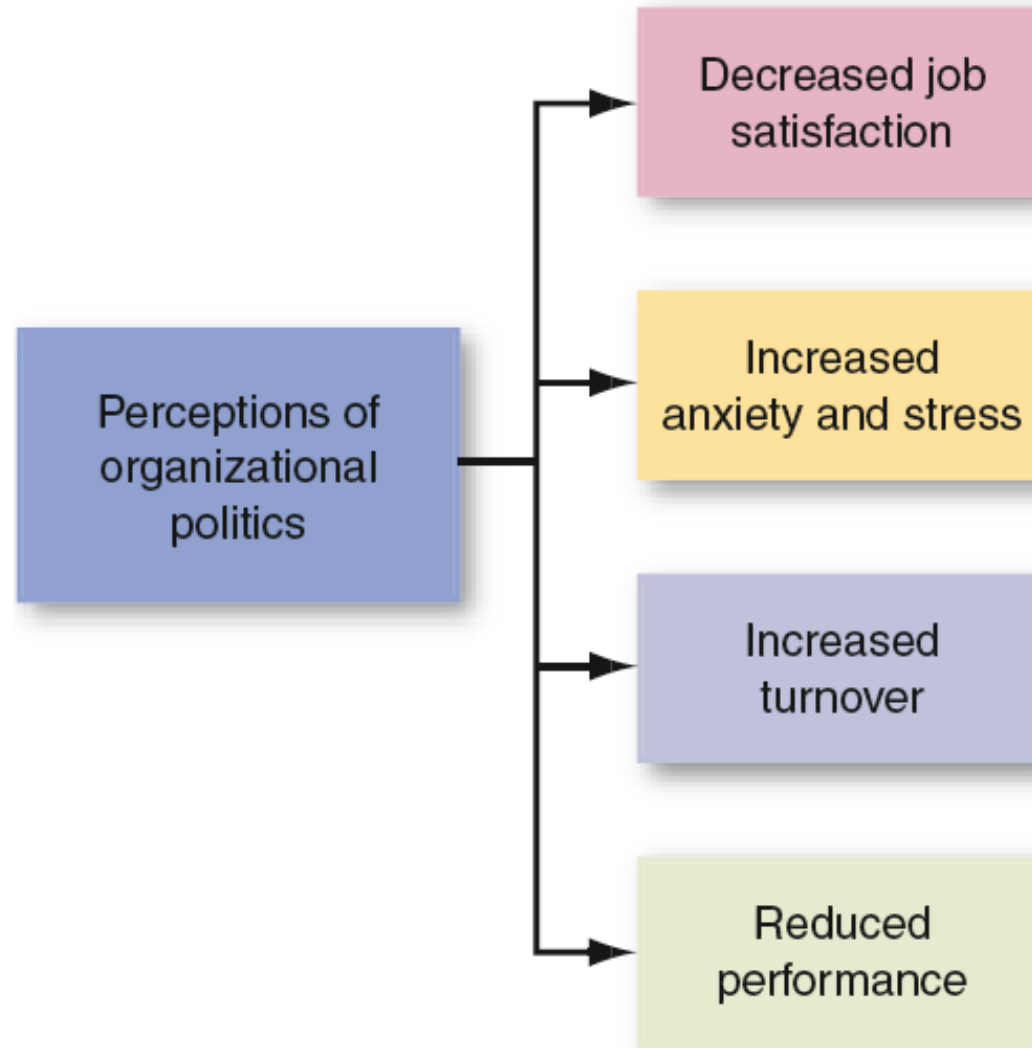


EXHIBIT 14-5

Defensive Behaviors

Avoiding Action

- Overconforming
- Buck passing
- Playing dumb
- Stretching
- Stalling

Avoiding Blame

- Buffing
- Playing safe
- Justifying
- Scapegoating
- Misrepresenting

Avoiding Change

- Prevention
- Self-protection