Chapter 11
Nelson & Quick

Power and Political Behavior
Concept of Power

**Power** - the ability to influence another person

**Influence** - the process of affecting the thoughts, behavior, & feelings of another person

**Authority** - the right to influence another person
Concept of Power

**Zone of Indifference** - the range in which attempts to influence a person will be perceived as legitimate & will be acted on without a great deal of thought

Managers strive to expand the zone of indifference
Sources of Organizational Power: Interpersonal

**Reward Power** - agent’s ability to control the rewards that the target wants

**Coercive Power** - agent’s ability to cause an unpleasant experience for a target

**Legitimate Power** - agent and target agree that agent has influential rights, based on position and mutual agreement

**Referent Power** - based on interpersonal attraction

**Expert Power** - agent has knowledge target needs
Which Power is Most Effective?

Expert Power!

- Strong relationship to performance & satisfaction
- Transfers vital skills, abilities, and knowledge within the organization
- Employees internalize what they observe & learn from managers they consider “experts”
Information Power

-access to and control over important information
  - Formal/informal position in communication network
  - Interpreting information when passing it on
Using Power Ethically

Does the behavior produce a good outcome for people both inside and outside the organization?

Does the behavior respect the rights of all parties?

Does the behavior treat all parties equitably and fairly?
Two Faces of Power

**Personal Power**
- used for personal gain

**Social Power**
- used to create motivation
- used to accomplish group goals
Successful Power Users

- Have high need for **social** power
- Approach relationships with a communal orientation
- Focus on needs and interests of others

- belief in the authority system
- preference for work & discipline
- belief in justice
- altruism
Sources of Organizational Power: Intergroup

- Control of critical resources
- Control of strategic contingencies - activities that other groups need to complete their tasks
- Ways groups hold power over other groups
  - Ability to reduce uncertainty
  - High centrality - functionality central to organization’s success
  - Nonsubstitutability - group’s activities are difficult to replace
Power Analysis: A Broader View

Organizational Power

Coercive Power - influence through threat of punishment, fear, or intimidation

Utilitarian Power - influence through rewards and benefits

Normative Power - influence through knowledge of belonging, doing the right thing
Power Analysis: A Broader View

Organizational Membership

**Alienative Membership** - members feel hostile, negative, do not want to be there

**Calculative Membership** - members weigh benefits and limitations of belonging

**Moral Membership** - members have positive organizational feelings; will deny own needs
<table>
<thead>
<tr>
<th>Type of Power</th>
<th>Alienative</th>
<th>Calculative</th>
<th>Moral</th>
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<tbody>
<tr>
<td>Coercive</td>
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<tr>
<td>Utilitarian</td>
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Kanter’s Symbols of Power

- Ability to intercede for someone in trouble
- Ability to get placements for favored employees
- Exceeding budget limitations
- Procuring above-average raises for employees
- Getting items on the agenda at meetings
- Access to early information
- Having top managers seek out their opinion
## Kanter’s Symbols of Powerlessness

<table>
<thead>
<tr>
<th>Top Executives</th>
<th>Staff Professionals</th>
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</thead>
<tbody>
<tr>
<td>• budget cuts</td>
<td>• resistance to change</td>
</tr>
<tr>
<td>• punishing behaviors</td>
<td>• turf protection</td>
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<tr>
<td>• top-down communications</td>
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<table>
<thead>
<tr>
<th>Managers</th>
<th>First-line Supervisors</th>
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<tr>
<td>• assign external attribution - blame others or environment</td>
<td>• overly close supervision</td>
</tr>
<tr>
<td></td>
<td>• inflexible adherence to rules</td>
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<td></td>
<td>• do job rather than train</td>
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Key to overcoming powerlessness: share power & delegate decision making
Korda’s Power Symbols

**Power** - there are more people who inconvenience themselves on your behalf than there are people on whose behalf you would inconvenience yourself.

**Status** - a person’s relative standing in a group based on prestige and deference.
Political Behavior in Organizations

**Organizational Politics** - the use of power and influence in organizations

**Political Behavior** - actions not officially sanctioned by an organization that are taken to influence others in order to meet one’s personal goals
Effective Political Characteristics

What characteristics do effective political actors possess?

Challenge 11.1
Influence Tactics

Consultation
Inspirational appeals
Rational persuasion
Ingratiation
Coalition
Exchange tactics
Upward appeals
Pressure

Upward Influence: the boss
Lateral Influence: a coworker
Downward Influence: an employee
Managing Political Behavior

- Maintain open communication
- Clarify performance expectations
- Use participative management
- Encourage cooperation among work groups
- Manage scarce resources well
- Provide a supportive organizational climate
Managing Up: The Boss

Understand Your Boss and Her Context
- Her goals and objectives
- The pressures on her
- Her strengths, weaknesses, blind spots
- Her preferred work style

Assess Yourself and Your Needs
- Your own strengths and weaknesses
- Your personal style
- Your predisposition toward dependence on authority figures
Managing Up: The Boss

Develop and Maintain a Relationship that

- Fits both your needs and styles
- Is characterized by mutual expectations
- Keeps your boss informed
- Is based on dependability and honesty
- Selectively uses your boss’s time and resources

Sharing Power: Empowerment

Empowerment:
sharing power in such a way that individuals learn to believe in their ability to do the job!
Empowerment’s Dimensions

**Meaning** - fit between the work role and the employee’s values and beliefs

**Competence** - belief that one has the ability to do the job well

**Self-determination** - having control over the way one does one’s work

**Impact** - belief that one’s job makes a difference within the organization
Guidelines for Empowering

- Express confidence in employees
- Set high performance expectations
- Create opportunities for participative decision making
- Remove bureaucratic constraints that stifle autonomy
- Set inspirational and meaningful goals
Using Power Effectively

- Use power in ethical ways
- Understand and use all of the various types of power and influence
- Seek out jobs that allow you to develop your power skills
- Use power tempered by maturity and self-control
- Accept that influencing people is an important part of the management job