

## CHAPTER 13 – POWER & POLITICS

### 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.

The most important aspect of power is its function of **dependency** - *B*'s relationship to *A* when *A* possesses something that *B* requires. The greater *B*'s dependence on *A*, the greater *A*'s power in the relationship.

### CONTRASTING LEADERSHIP & POWER

- |  |  |
|--|--|
| <p>➤ <b>Leadership</b></p> <ul style="list-style-type: none"><li>- Focuses on goal achievement.</li><li>- Requires goal compatibility with followers.</li><li>- Focuses influence downward.</li></ul> <p>➤ <b>Research Focus</b></p> <ul style="list-style-type: none"><li>- Leadership styles and relationships with followers.</li></ul> | <p>➤ <b>Power</b></p> <ul style="list-style-type: none"><li>- Used as a means for achieving goals.</li><li>- Requires follower dependency.</li><li>- Used to gain lateral and upward influence.</li></ul> <p>➤ <b>Research Focus</b></p> <ul style="list-style-type: none"><li>- Power tactics for gaining compliance.</li></ul> |
|--|--|

### BASES OF POWER

Two general groupings:

1. **FORMAL POWER** -- based on individual's position in an organization.  
-- come from the ability to coerce or reward, or from formal authority
  - a) *Coercive Power*  
A power base dependent on fear of the negative results from failing to comply.  
This power can also come from withholding key information >> people who have data or knowledge others need can make those others dependent on them.
  - b) *Reward Power*  
Compliance achieved based on the ability to distribute rewards that others view as valuable. E.g.: in financial (such as controlling pay rates, raises, bonuses) and in non-financial (including recognition, promotions)
  - c) *Legitimate Power*  
The power a person receives as a result of his or her position in the formal hierarchy of an organization

## Improvement Is A Proof!

2. PERSONAL POWER -- comes from an individual's unique characteristics  
-- 2 bases: expertise and the respect and admiration of others
  - a) *Expert Power*  
Influence based on expertise, special skills or knowledge. As jobs become more specialized, we become increasingly dependent on experts to achieve goals. Eg: tax accountant, doctor specialists
  - b) *Referent Power*  
Influence based on identification with a person who has desirable resources or personal traits. This power develops out of admiration of another and a desire to be like that person. Eg: brand-ambassador of a product

Which bases of power is more effective?

**Personal power is more effective** : both expert and referent power are positively related to employee's satisfaction with supervision, their organizational commitment and their performance; reward and legitimate power seem to be unrelated to these outcomes, and coercive power actually can backfire in that is negatively related to employee's satisfaction and commitment.

## 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; dependency relationship in the power of occupational categories
  - **Nonsubstitutability** of the resource >> the fewer viable substitutes for a resource, the more power control over that resource provides

**POWER TACTICS** -- Ways in which individuals translate power bases into specific actions.

- 9 distinct influence tactics:
  - 1) *Legitimacy* – relying on your authority position or saying a request accords with organizational policies or rules

## Improvement Is A Proof!

- 2) *Rational persuasion* – presenting logical arguments and factual evidence to demonstrate a request is reasonable
- 3) *Inspirational appeals* – developing emotional commitment by appealing to a target's values, needs, hopes, and aspirations
- 4) *Consultation* – increasing the target's support by involving him or her in deciding how you will accomplish your plan
- 5) *Exchange* – rewarding the target with benefits or favors in exchange for following request
- 6) *Personal appeals* – asking for compliance based on friendship or loyalty
- 7) *Ingratiation* – using flattery, praise, or friendly behavior prior to making a request
- 8) *Pressure* – using warnings, repeated demands, and threats
- 9) *Coalitions* – enlisting the aid or support of others to persuade the target to agree

Preferred power tactics by influence direction:

Upward Influence	Downward Influence	Lateral Influence
Rational persuasion	Rational persuasion	Rational persuasion
	Inspirational appeals	Consultation
	Pressure	Ingratiation
	Consultation	Exchange
	Ingratiation	Legitimacy
	Exchange	Personal appeals
	Legitimacy	Coalitions

Other factors that affect the effectiveness of influence:

- **Sequencing of tactics**
  - Softer to harder tactics work best.
- **Skillful use of a tactic**
- **Relative power of the tactic user**
  - Some tactics work better when applied downward or upward.
- **The type of request attaching to the tactic**
  - Is the request legitimate?
- **How the request is perceived**
  - Is the request consistent with the target's values?
- **The culture of the organization**
  - Culture affects user's choice of tactic.
- **Country-specific cultural factors**
  - Local values favor certain tactics over others.

**SEXUAL HARASSMENT** – Any unwanted activity of a sexual nature that affects an individual's employment and creates a hostile work environment.

Some ways managers can protect themselves and their employees from sexual harassment:

- a. Make sure an active policy defines what constitutes sexual harassment, in forms employees can be fired and establishes procedures for how complaints can be made
- b. Ensure employees that wont encounter retaliation if they issue a complaint

## Improvement Is A Proof!

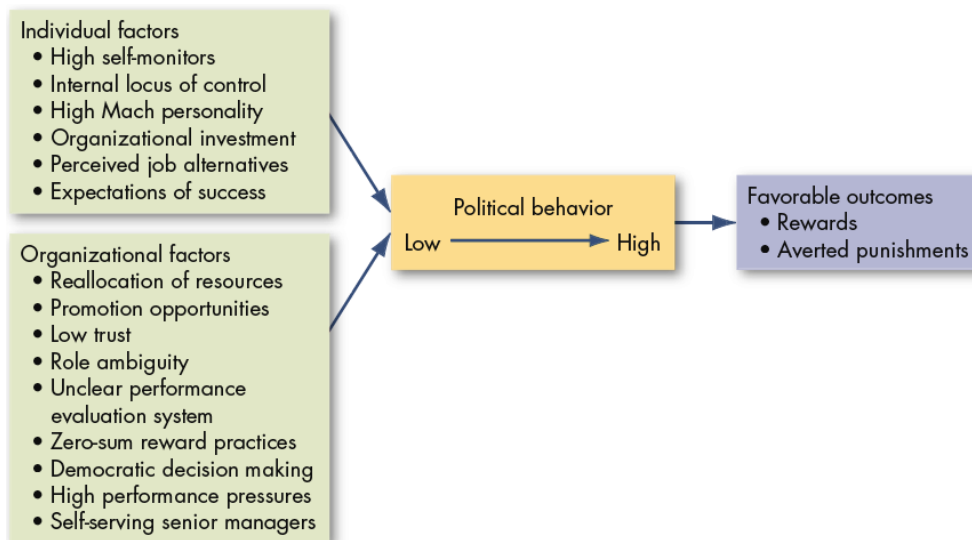
- c. Investigate every complaint and include the legal and human resource departments
- d. Make sure offenders are disciplined or terminated
- e. Set-up in house eminars to raise employees awareness of the issues surrounding sexual harassment

## 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 – complaining to your supervisor, by-passing the COC, etc
  - **Illegitimate Political Behavior**  
Extreme political behavior that violates the implied rules of the game – sabotage, whistle-blowing, etc

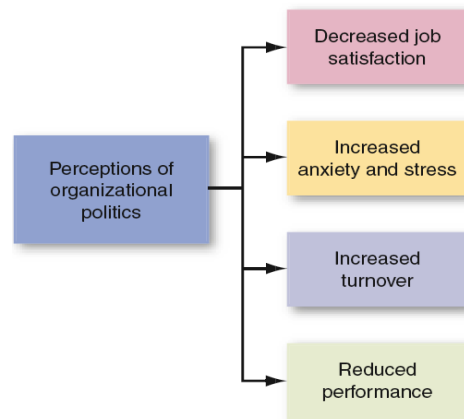
## CAUSES & CONSEQUENCES OF POLITICAL BEHAVIOR

- FACTORS CONTRIBUTING TO POLITICAL BEHAVIOR



## Improvement Is A Proof!

- EMPLOYEES RESPONSE TO ORGANIZATIONAL POLITICS



Defensive behaviours – reactive and protective behaviours to avoid action, blame, or change.

Avoiding Action	Avoiding Blame	Avoiding Change
<ul style="list-style-type: none"> <li>• Overconforming</li> <li>• Buck passing</li> <li>• Playing dumb</li> <li>• Stretching Stalling</li> </ul>	<ul style="list-style-type: none"> <li>• Buffing</li> <li>• Playing safe</li> <li>• Justifying</li> <li>• Scapegoating</li> <li>• Misrepresenting</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention</li> <li>• Self-protection</li> </ul>

**IMPRESSION MANAGEMENT (IM)** -- The process by which individuals attempt to control the impression others form of them.

IM Techniques:

- ✓ Conformity – agreeing with someone else’s opinion to gain his/her approval is a form of ingratiation
- ✓ Favors – doing something nice for someone to gain that person’s approval is a form of ingratiation
- ✓ Excuses – explanations of a predicament-creating event aimed at minimizing the apparent severity of the predicament is a defensive *IM technique*
- ✓ Apologies – admitting responsibility for an undesirable event and simultaneously seeking to get a pardon for the action is a defensive *IM technique*
- ✓ Self-Promotion – highlighting one’s best qualities, downplaying one’s deficits, and calling attention to one’s achievements is a self-focused *IM technique*.
- ✓ Enhancement – claiming that something you did is more valuable than most other members of the organizations would think is a *self-focused IM technique*
- ✓ Flattery – complimenting others about their virtues in an effort to make oneself appear perceptive and likeable is an assertive *IM technique*.
- ✓ Exemplification – doing more than you need to in an effort to show how dedicated and hard working you are is an assertive *IM technique*.