A Definition of Power

- **Power:** The 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 that it is a function of **dependence**

Contrasting Leadership and Power

Differences	Leadership	Power
Goal Compatibility	Requires goal congruence	Only needs dependence
Direction of Influence	Focuses on downward influence	Concerned with influence in all directions
Research Emphasis	Emphasizes leadership style	Broader topic: focuses on tactics used by individuals and groups

Formal Bases of Power

- **Formal power** is based on an individual's organizational position
    - **Coercive Power:** Complies from fear of the negative results
    - **Reward Power:** Complies due to desire for positive benefits
    - **Legitimate Power:** From the formal authority to control and use organizational resources

Personal Bases of Power

- Personal power stems from an individual's unique characteristics

  - **Expert:** Influence wielded as a result of expertise, special skill, or knowledge

  - **Referent:** Based on identification with a person who has desirable resources or personal traits

    - Charisma

13-4

Effective Power Bases

- Expert and referent power are positively related to performance and commitment

- Reward and legitimate power are unrelated to organizational outcomes

- Coercive power is negatively related to employee satisfaction and commitment

Power Tactics

- **Power tactics:** Used to translate power bases into specific actions that influence others
  - Some are more effective than others

Nine Influence Tactics

1. Legitimacy
2. Rational persuasion
3. Inspirational appeals
4. Consultation
5. Exchange
6. Personal appeals
7. Ingratiation
8. Pressure
9. Coalitions

Influence Tactic Effectiveness

- Most effective:
  - Rational persuasion
  - Inspirational appeals
  - Consultation
- Least effective:
  - Pressure
- Combining tactics increases effectiveness
- Direction, sequencing, individual skill, and organizational culture modify effectiveness

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

Global Implications

- Culture affects preference for power tactics
  - Individualistic cultures
    - See power in personalized terms and as a legitimate means of advancing personal ends
    - Engage in more self-enhancement behaviors
  - Collectivistic cultures
    - See power in social terms and as legitimate means of helping others

Political Skill

- **Political skill:** ability to influence others to enhance one's own objectives
  - Politically skilled are more effective users of all the influence tactics
  - Political skill is more effective when the stakes are high
  - Those with political skill can exert their influence without others detecting it

How Power Affects People

- People with power:
  - Put their interests ahead of others
  - Objectify others
  - React to threats against their competence
  - Tend to be overconfident
- But there can be positive effects of power
  - Depends on personality

Organizational Politics

- **Political behavior**: consists of activities that are not required as part of an individual's formal role but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization

The Reality of Politics

- Politics arise in organizations because of:
    - Conflicting interests
    - Limited resources
    - Ambiguity in decision making

- Politicking: Twisting facts to support one's own goals and interests

Individual Factors Contributing to Political Behavior

- Traits that encourage political action:
  - High self-monitors
  - Internal locus of control
  - High need for power
- Situational influences leading to illegitimate political actions
  - Lower organizational investment
  - Greater number of perceived alternatives
  - Greater expectations of success

Organizational Factors Contributing to Political Behavior

- Organizational resources declining or distribution shifting
- Opportunity for promotion exists

- Organizational culture issues
  - Low trust
  - Role ambiguity
  - Zero-sum reward allocation
  - Democratic decision making
  - High performance pressures
  - Leading by poor example
  - Unclear performance evaluation systems

Responses to Organizational Politics
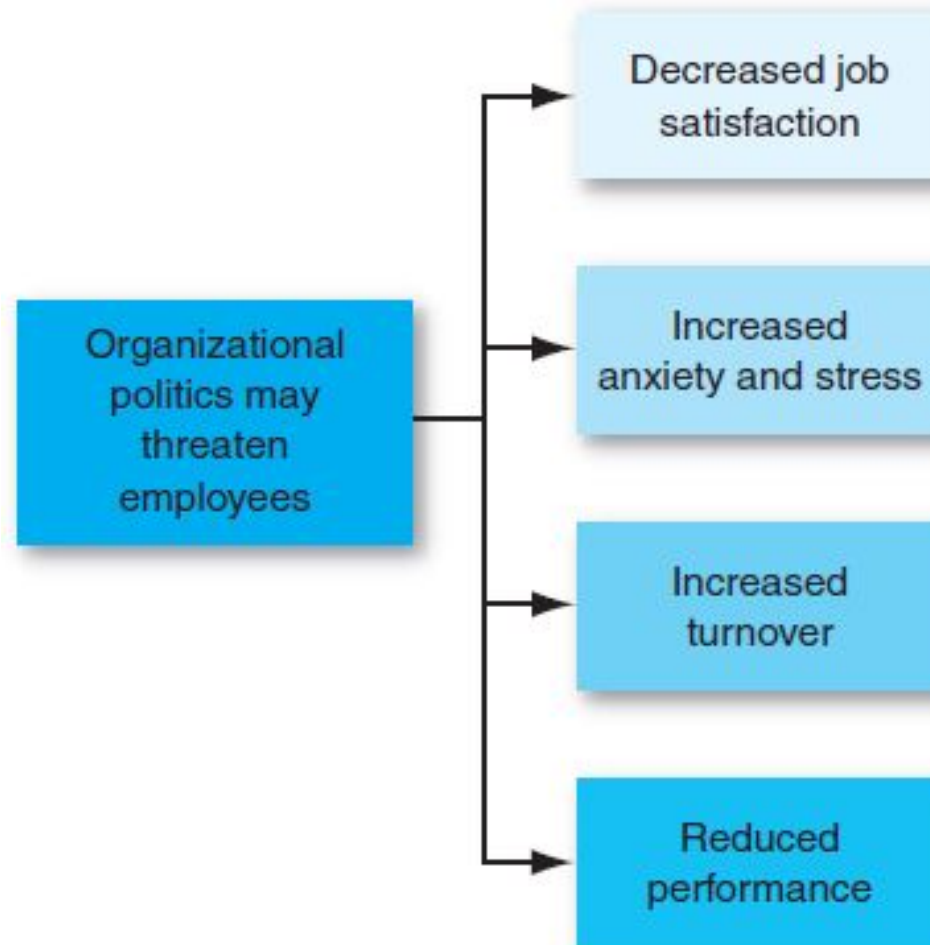
Qualifiers to Responses to Organizational Politics

- The politics-performance relationship is moderated by individual's understanding of who makes decisions and why they were selected
- Political behavior at work moderates the effects of ethical leadership
- When politics are perceived as a threat, people respond with **defensive behaviors**

Impression Management

- **Impression Management:** The process by which individuals attempt to control the impression others form of them
  - People may misrepresent themselves in situations of high uncertainty or ambiguity
  - Misrepresentations may discredit the individuals – seen as insincere or manipulative

# Using Impression Management

- IM and interviews:
  - Self-promotion and ingratiation work well
- IM and performance evaluations:
  - Ingratiation positively related
  - Self-promotion is negatively related

The Ethics of Behaving Politically

Questions to consider:

1. What is the utility of engaging in politicking?

2. How does the utility of engaging in the political behavior balance out any harm it will do to others?

3. Does the political activity conform to standards of equity and justice?

Mapping Your Political Career

13-22
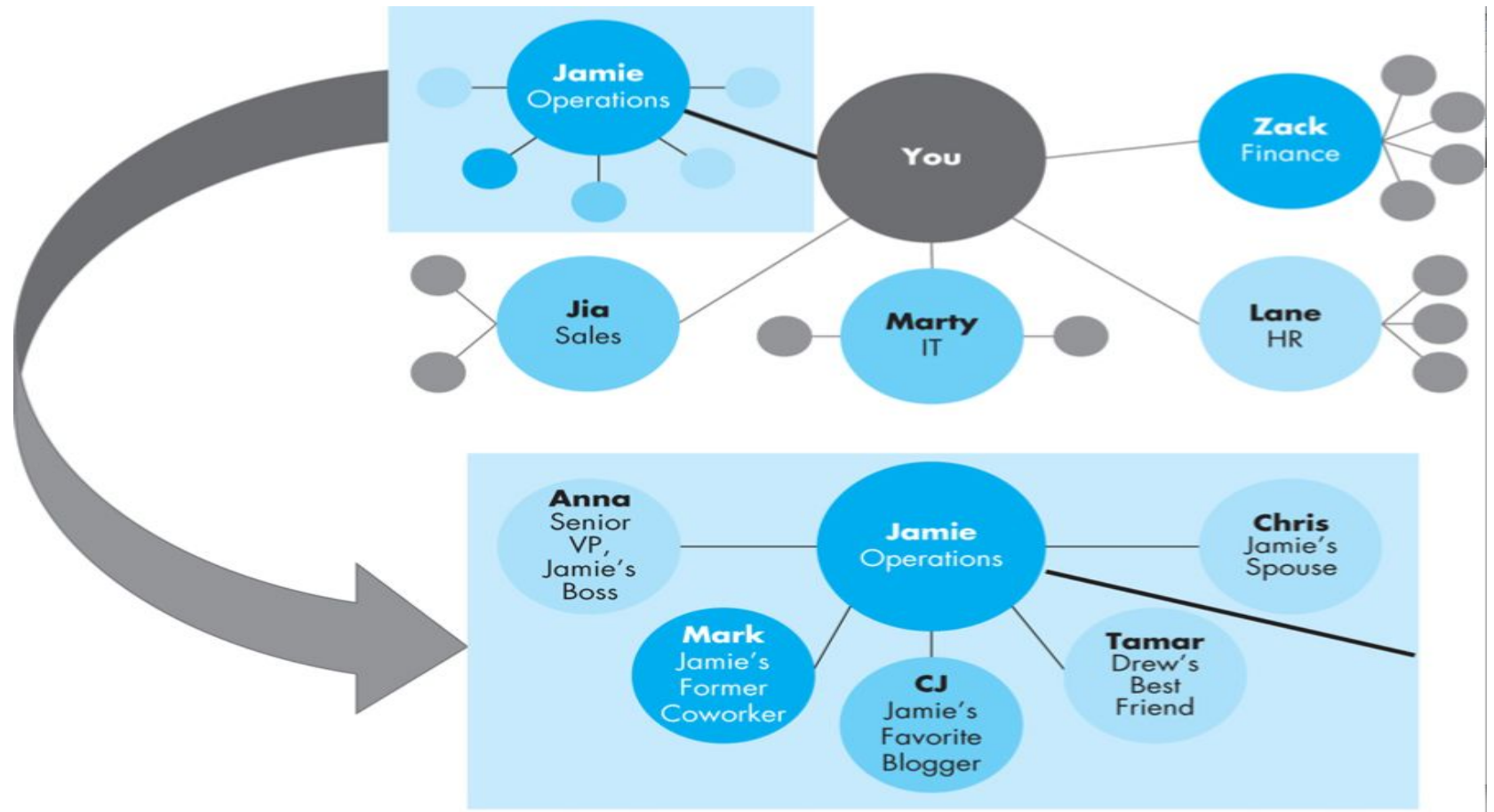
Implications for Managers

- As a manager who wants to maximize your power, you will want to increase others' dependence on you.
- You will not be alone in attempting to build your power bases.
- Try to avoid putting others in a position where they feel they have no power.
- By assessing behavior in a political framework, you can better predict the actions of others and use that information to formulate political strategies that will gain advantages for you and your work unit.
- Help others understand the importance of becoming politically savvy.

Keep in Mind...

- Informal, expert, and referent power are the most important
- Use consultation and inspirational appeals
- The effectiveness of IM techniques depends on the setting