

QUIZ 3 Study guide: Ch. 11, 12, 13

POWER & POLITICS Ch. 11

POWER:

The Rational Model of Organizations: considers effectiveness and behavior as being driven by objective, measurable, and formal processes.

The Political Model of Organizations: recognizes that effectiveness and organizational behavior is driven by people with competing interests who are using informal social processes to achieve goals.

Power: is a measure of person's ability to influence the attitudes and behaviors of other individuals; it is based in a dyadic (two-person) relationship.

Influence: is the actual process of affecting attitudes or behavior

Managers Authority: is the formal right to influence a subordinate

Authority only influences subordinate behavior if the request falls in the *zone of indifference* (i.e., it is perceived as legitimate)

Five Norms of "Interpersonal Power" used in an organization:

1. **Reward Power:** is based on an influencer's *control over rewards desired by a target*; employee must see a clear and strong *link to the reward*
2. **Coercive Power:** is based on an influencer's *control over punishment*; target must believe conformity will *avoid punishment*
3. **Legitimate Power:** is based on *position and mutual agreement* that an influencer can affect/dictate the behavior of a target; narrow range that is specifically defined
4. **Referent Power:** is based on *interpersonal attraction and feelings of identity with an influencer*; targets will seek to behave and perceive in similar ways to influencers and may not realize the existence of referent power
 Referent Power: tends to result in Organizational effectiveness, internal change
5. **Information Power:** is based on *access to and control over the presentation of useful information*; actors framing of information can influence/bias recipients interpretation
 Information/ Expert Power tend to result in performance, satisfaction, learning

(1)Reward and (2)Coercive power work best when subordinate behavior is observable; legitimate power functions more on internal values

*Compliances: is the result of (1) Reward, (2) Coercive and (3) Legitimate power.

Groups that control "critical resources" desired by other groups, have power over those groups

Strategic Contingencies: are activities upon which other groups depend in order to complete their own activities; three factors give power over strategic contingencies:

1. Ability to cope with uncertainty
2. High degree of centrality
3. Non substitutability

Symbols of powerful people:

- Ability to intercede for someone in trouble
- Ability to get placements for favored employees
- Exceeding budget limits without reprimand
- Above-average raises for employees
- Access to information early
- Having top managers seek ones opinion

Artificial and Physical symbols of power

- Furniture (locked cabinets, rectangular desks, nice desk, etc.)
- Time Power (full calendars/planners, ignoring time, etc.)
- Standing by (people always available for you to reach them, etc.)

Symbols of powerless people:

- Under close supervision; inflexible adherence to rules
- Doing the job oneself, instead of training others
- Resist change; protect 'turf'; top-down communication (doctorial); punishing other

ETHICS

- Power can be used ethically when *influencer's are sensitive to employee concern and communicate well*

Power-Related behavior is ethical if it:

- Benefits people inside and outside of the firm
- Respects the rights of all parties
- Treats all parties equitably and fairly

Reward Power	Verify compliance. Make feasible, reasonable requests. Make only ethical requests. Offer rewards desired by subordinates. Offer only credible rewards.
Coercive power	Inform subordinates of rules and penalties. Warn before punishing. Administer punishment consistently and uniformly. Understand the situation before acting. Maintain credibility. Fit punishment to the infraction. Punish in private.
Legitimate power	Be cordial and polite. Be confident. Be clear and follow up to verify understanding. Make sure request is appropriate. Explain reasons for request. Follow proper channels. Exercise power consistently. Enforce compliance. Be sensitive to subordinates' concerns.
Referent power	Treat subordinates fairly. Defend subordinates' interests. Be sensitive to subordinates' needs and feelings. Select subordinates similar to oneself. Engage in role modeling.
Expert power	Maintain credibility. Act confident and decisive. Keep informed. Recognize employee concerns. Avoid threatening subordinates' self-esteem.

ETHICS

"Personal Power": is the use of power for personal gain without regard to others gains/losses; it can be reduced by linking personal outcomes to group outcomes – **Principled Dissent**

"Social Power": is the use of power to motivate others or accomplish group goals

Managers who use power successfully have the following four general characteristics:

1. Willingness to function within the authority system
2. Strong work ethic and conscientiousness
3. Place company needs first, then own
4. Justice is a very high priority

POWER & POLITICS Part 2

POLITICAL BEHAVIOR

Organizational Policies: is the use of power and influence to obtain desired outcomes in organizations

Rules of Policies: in any organization are often unspoken and learned vicariously/informally through experience or directly from those with political power

***Individual perception of policies is mostly "subjective": different people view different things as political**

Workers typically believe that:

- Policies at work are inevitable but necessary
- Policies are bad and unfair
- People at higher levels in an organization are more political

The Perception of Politics (POPS): is the degree to which people attribute other people's behavior to self-interested motives; it is the perception of political behaviors in one's environment

Some of the major causes of the perception of politics include:

- Uncertainty or ambiguity (low formalization)
- Biased relationships with supervisor or peers
- Having a higher position in the organization
- Lack of participation; Lack of resources
- Personality (i.e., negative affectivity)

Political Behavior: is any action **NOT** sanctioned by the organization that is taken to influence others in order to meet one's personal goals.

Political behavior can be:

- *Defensive* (reactive) or *Assertive* (proactive)
- *Tactical* (short-term) or *Strategic* (long-term)

Political behavior typically consists of either:

1. **Influence Tactics**: which directly alters the behavior and thoughts of others
2. **Impression Management Tactics**: which creates a desired image of oneself in the minds of others