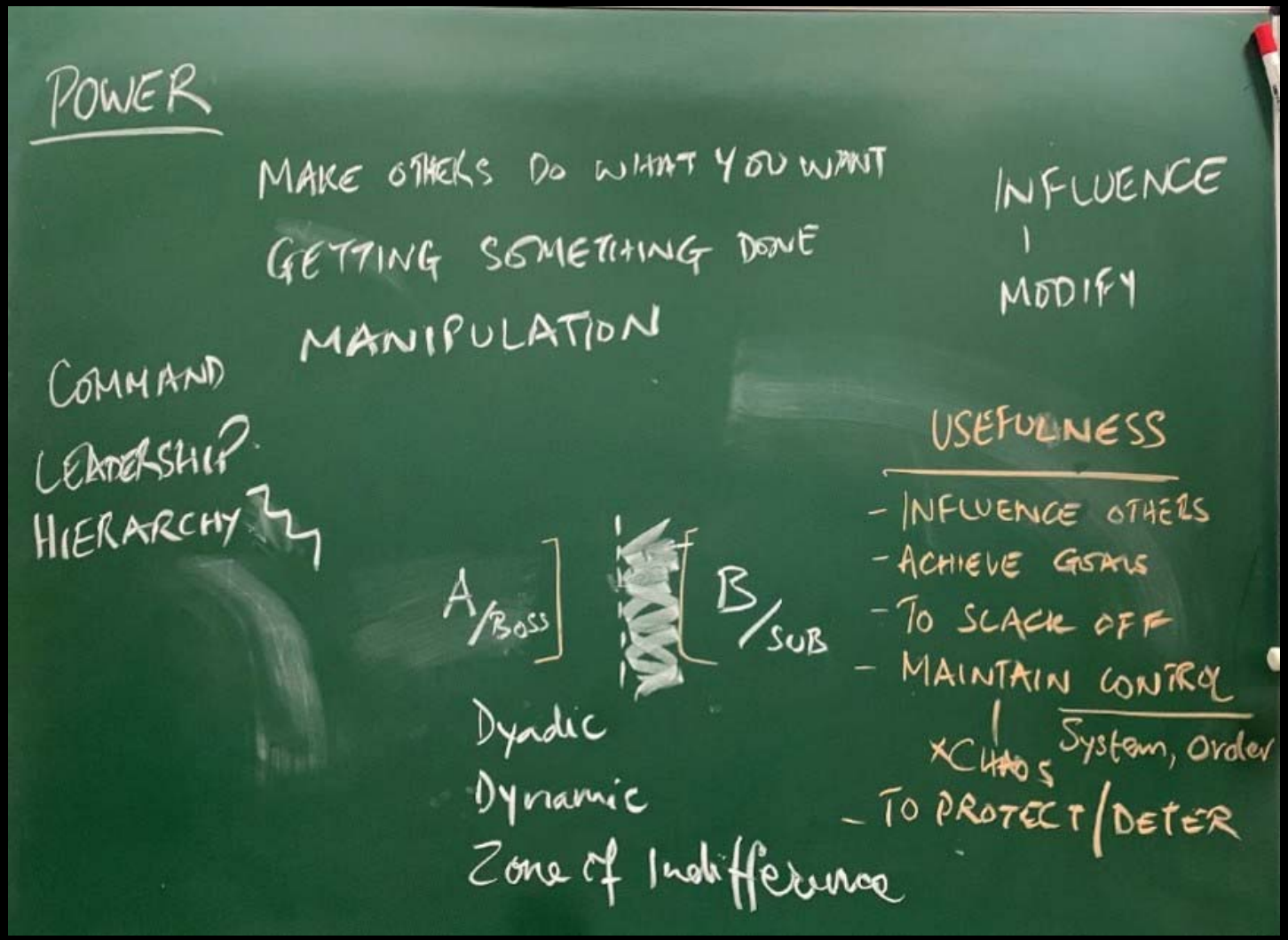
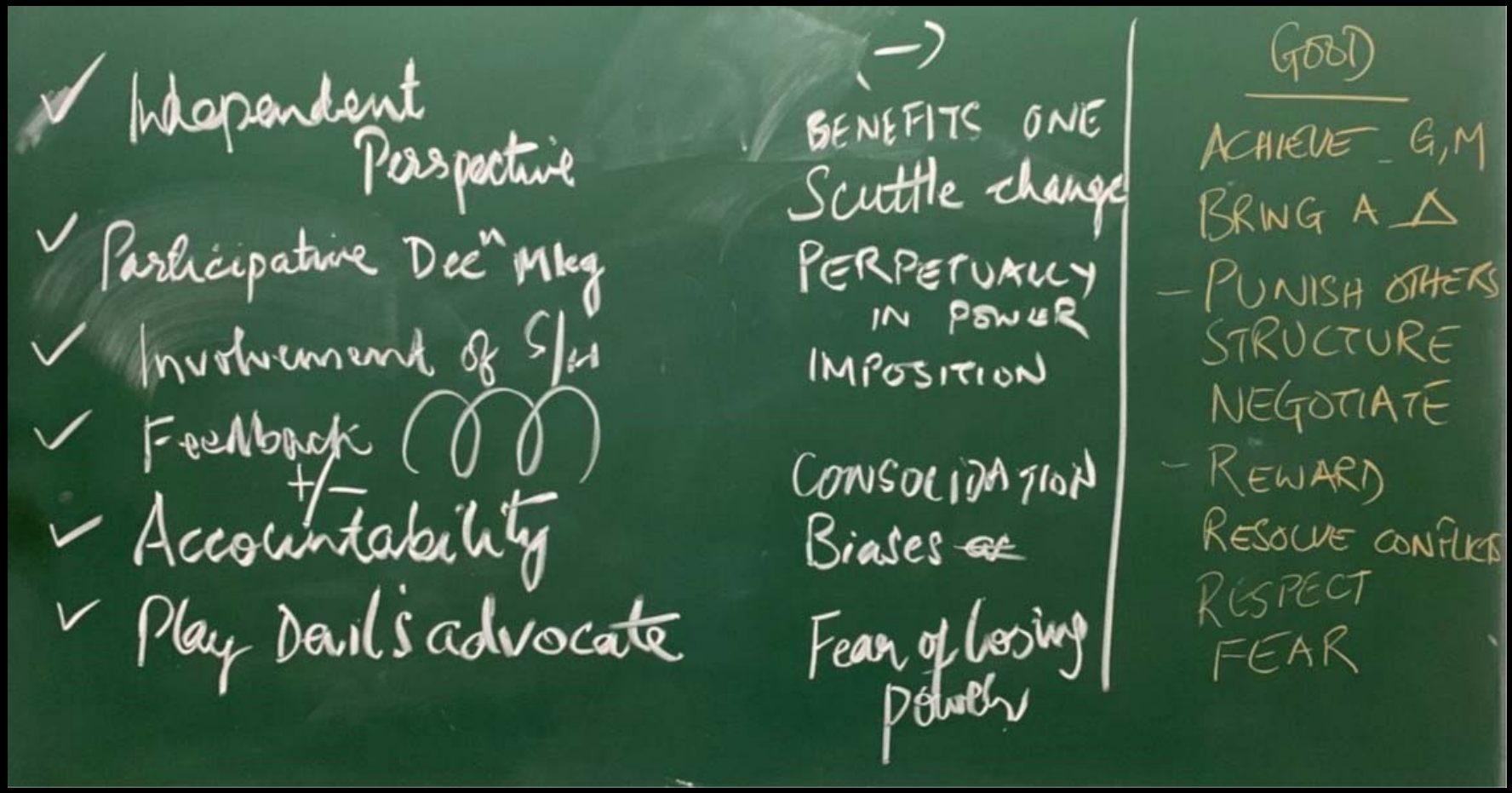
Prof. Abhishek Goel

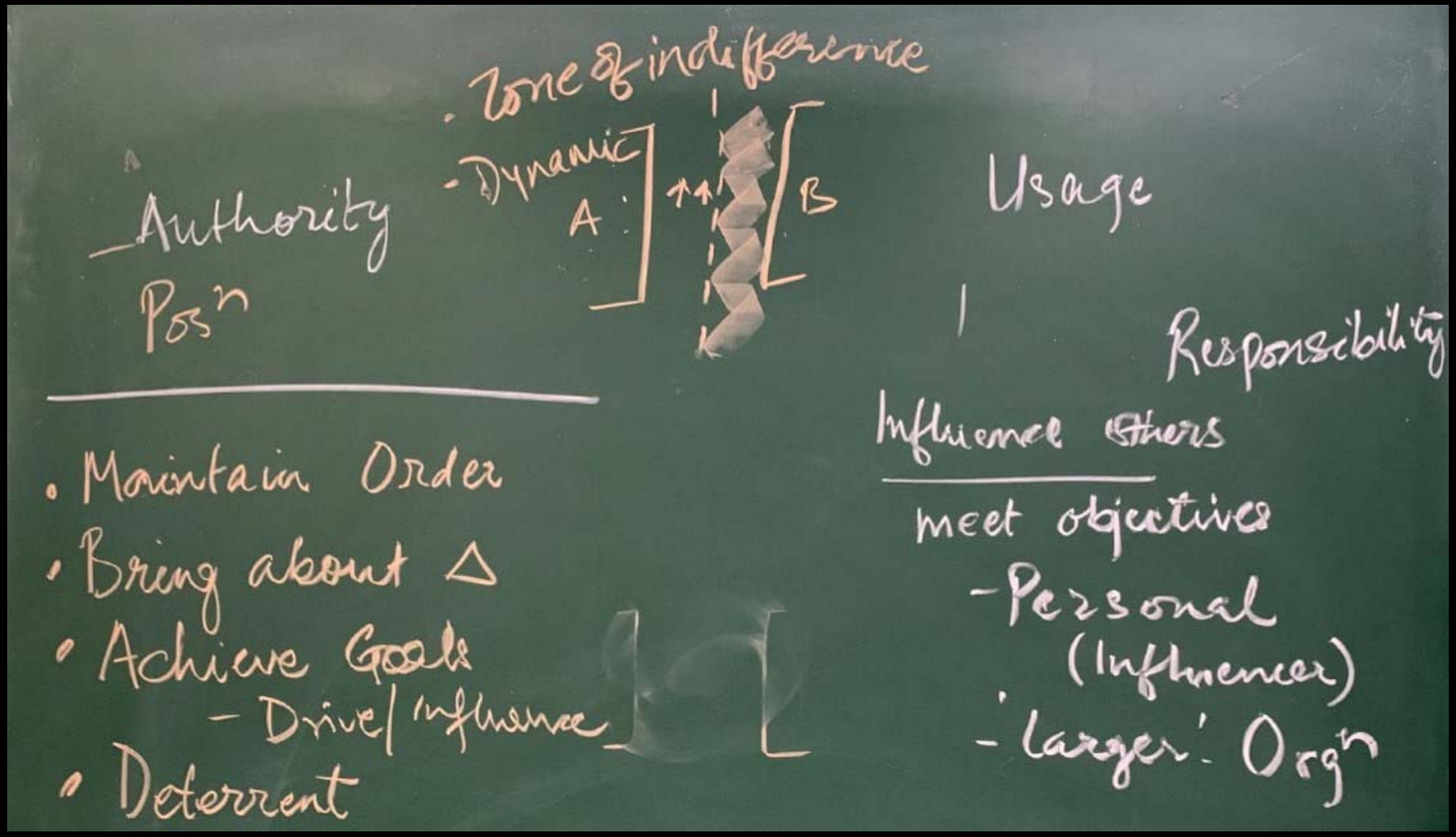
Power, Influence, and Politics


POWER
MAKE OTHERS DO WHAT YOU WANT
GETTING SOMETHING DONE
MANIPULATION
INFLUENCE
MODIFY
COMMAND
LEADERSHIP
HIERARCHY
USEFULNESS
- INFLUENCE OTHERS
- ACHIEVE GOALS
- TO SLACK OFF
- MAINTAIN CONTROL
A/BOSS
B/SUB
Dyadic
Dynamic
Zone of Indifference
X CHAOS
System, Order
- TO PROTECT/DETER

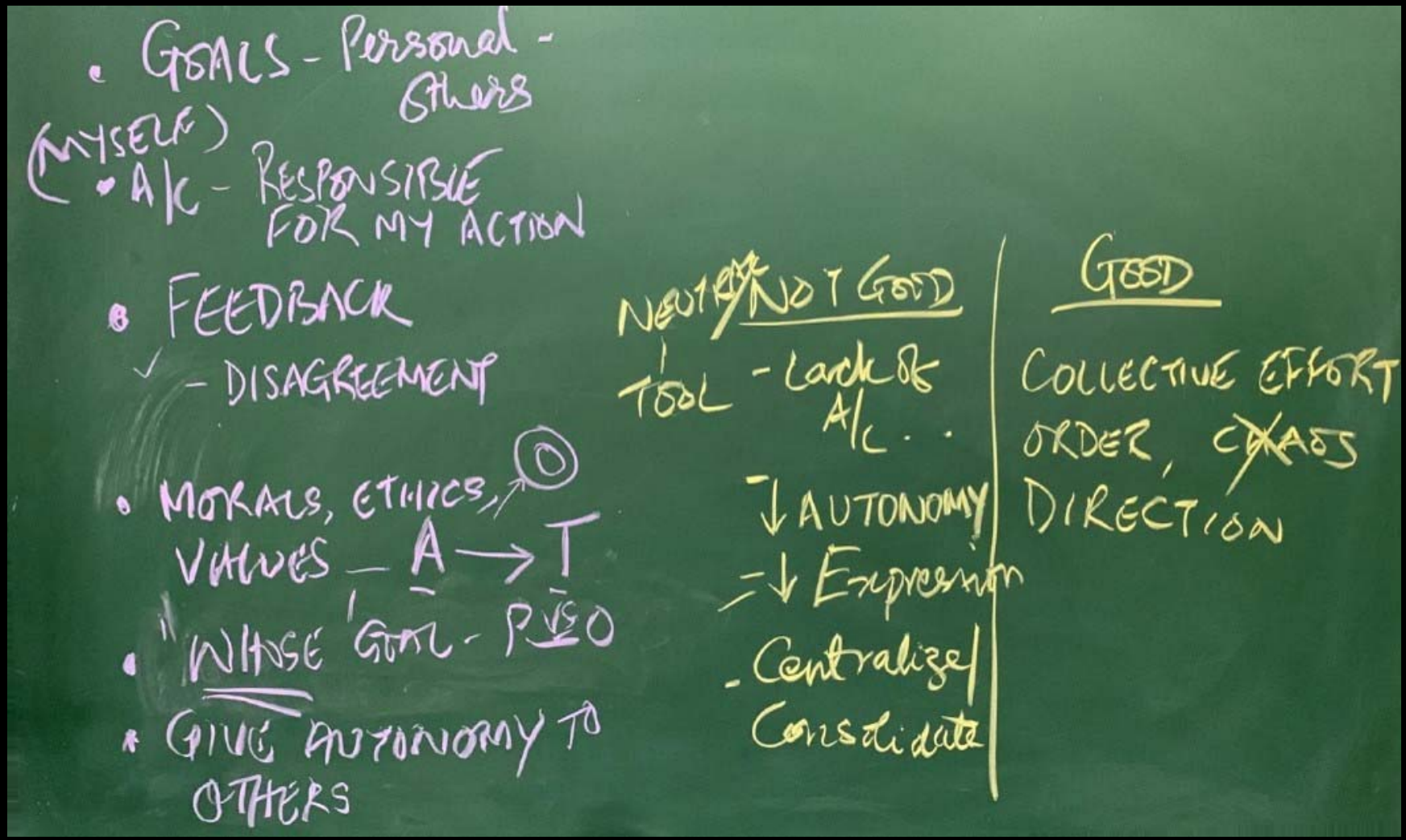
Section F


✓ Independent Perspective
✓ Participative Dec^n Mkg
✓ Involvement of S/H
✓ Feedback +/−
✓ Accountability
✓ Play Devil's advocate
(→)
BENEFITS ONE
Scuttle change
PERPETUALLY IN POWER
IMPOSITION
CONSOLIDATION
Biases
Fear of losing power
GOOD
ACHIEVE G,M
BRING A △
− PUNISH OTHERS
STRUCTURE
NEGOTIATE
− REWARD
RESOLVE CONFLICTS
RESPECT
FEAR

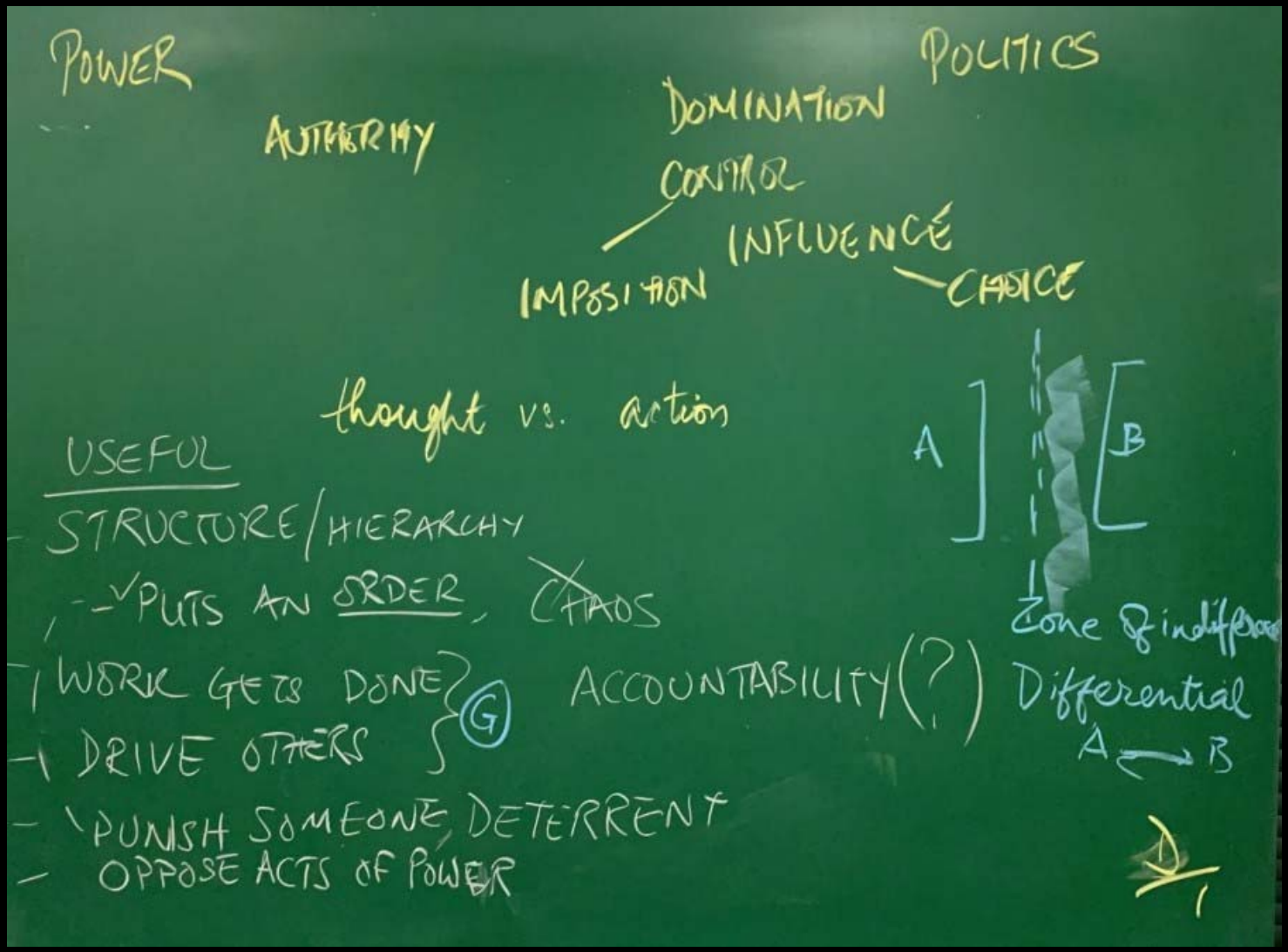
Section F


Zone of indifference
Dynamic
A
B
Authority
Posn
Usage
Responsibility
Influence others
meet objectives
- Personal
(Influencer)
- 'larger' Orgn
• Maintain Order
• Bring about Δ
• Achieve Goals
- Drive/influence
• Deterrent

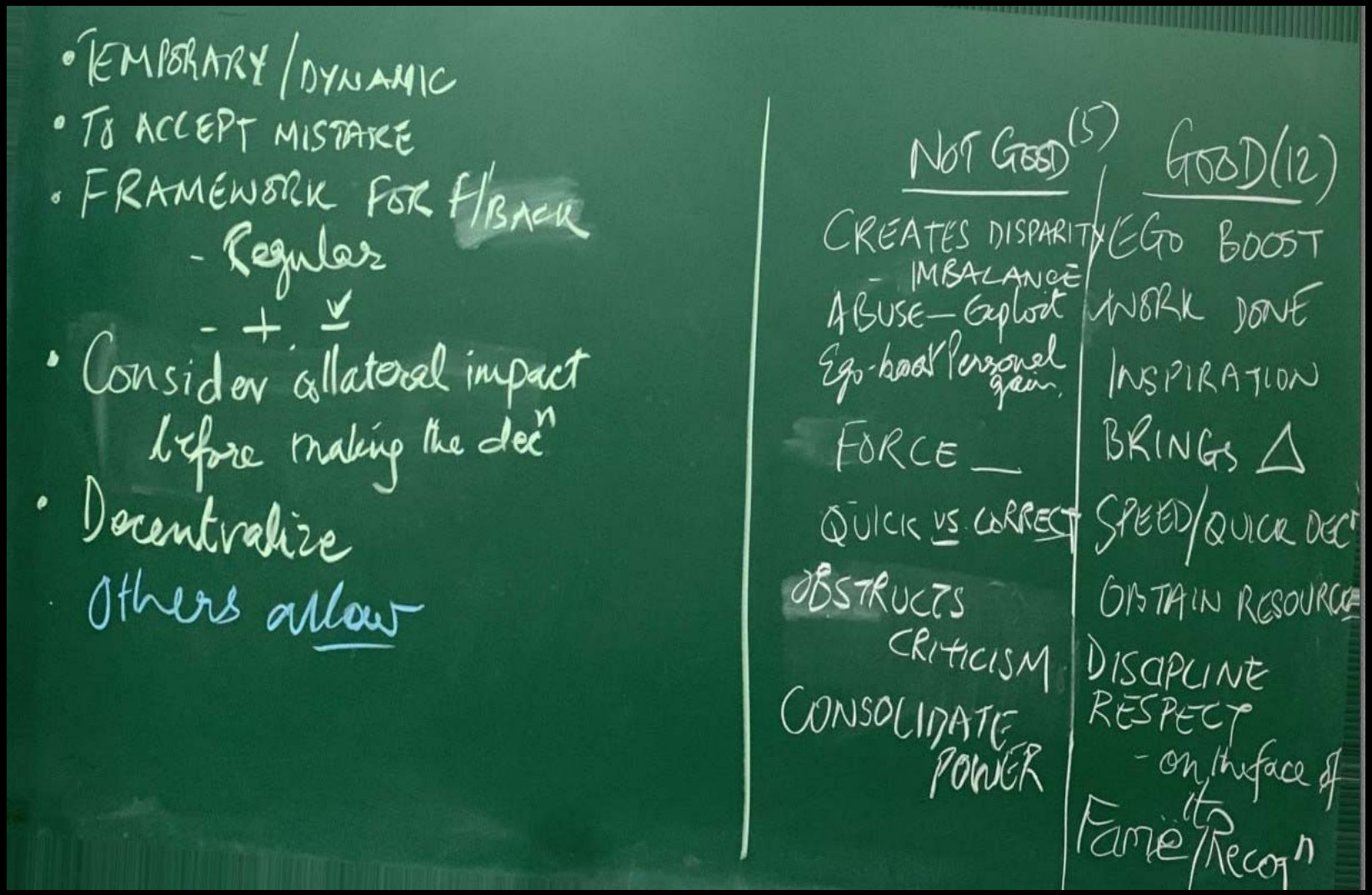
Section E


GOALS - Personal - Others
(MYSELF)
A/C - RESPONSIBLE FOR MY ACTION
FEEDBACK
- DISAGREEMENT
MORALS, ETHICS, VALUES
A → T
"WHOSE GOAL - PEO
GIVE AUTONOMY TO OTHERS
NEUTRAL/NOT GOOD
TOOL - Lack of A/C . .
↓ AUTONOMY
↓ Expression
- Centralize/ Consolidate
GOOD
COLLECTIVE EFFORT
ORDER, CHAOS
DIRECTION

Section E


POWER
POLITICS
AUTHORITY
DOMINATION
CONTROL
INFLUENCE
IMPOSITION
CHOICE
thought vs. action
USEFUL
- STRUCTURE/HIERARCHY
- PUTS AN ORDER, CHAOS
- WORK GETS DONE
- DRIVE OTHERS
G
ACCOUNTABILITY (?)
- PUNISH SOMEONE, DETERRENT
- OPPOSE ACTS OF POWER
A
B
Zone of indiff
Differential
A → B
D

Section D


• TEMPORARY / DYNAMIC
• TO ACCEPT MISTAKE
• FRAMEWORK FOR F/BACK
- Regular
- + ±
• Consider collateral impact before making the decn
• Decentralize
Others allow
NOT GOOD (5)
CREATES DISPARITY - IMBALANCE
ABUSE — Exploit
Ego-boost Personal gain
FORCE
QUICK VS CORRECT
OBSTRUCTS CRITICISM
CONSOLIDATE POWER
GOOD (12)
EGO BOOST
WORK DONE
INSPIRATION
BRINGS △
SPEED / QUICK DECN
OBTAIN RESOURCES
DISCIPLINE
RESPECT - on the face of it
Fame / Recogn

Section D

Power

- Power refers to a capacity that A has to influence the behavior of B so that B acts in accordance with A's wishes. (some variation of Dahl, 1957)

  - *f* (dependency)
    - Importance
    - Scarcity
    - Non-substitutability

  - Capacity vs Actual Influence
  - Influence on attitudes, behaviors, …
  - Willingness of the target?

  - Influence => actual action to change the attitude/behavior of the target

Raven (2008)

Power Bases

Formal

Legitimate

Formal authority to control and use org resources

Reward

Expectation of positive outcomes in case of compliance

Coercive

Fear of negative results from non-compliance

Personal

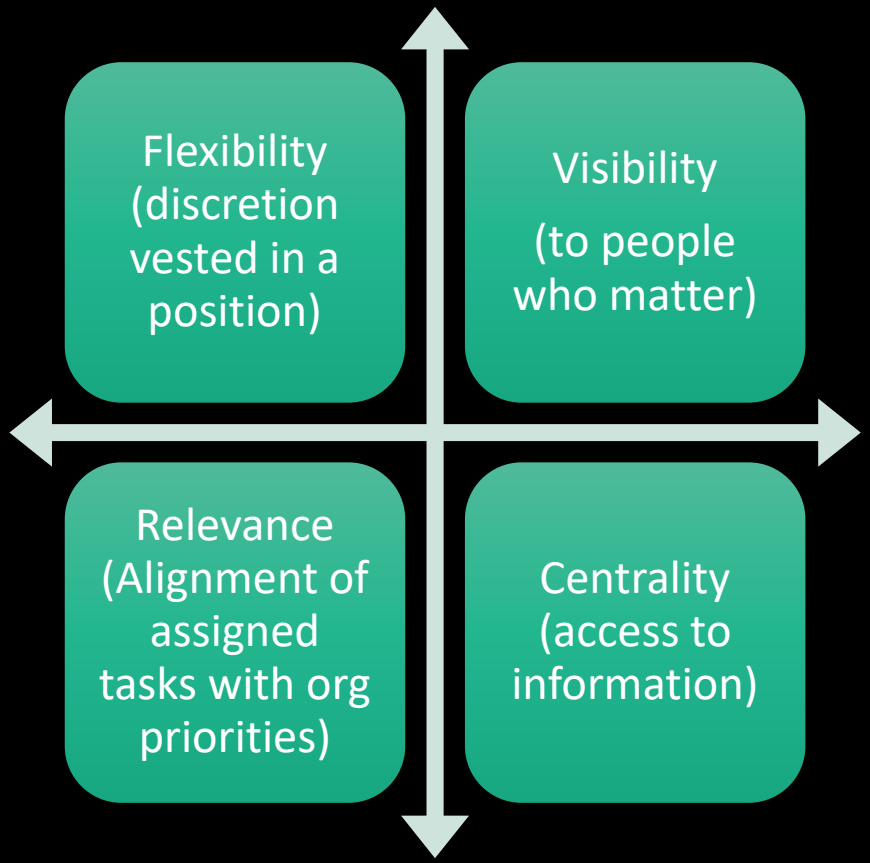
Expert

Expertise, Special Skills, Knowledge

Referent

Identification with a person who has desirable resources or personal characteristics (respect, admiration, liking)

Organizational factors that influence position power



Information Power

Information power can be used to distort or to frame information to influence others' goal directed behaviors (Lussier & Achua, 2001)

Getting results in an interaction

(Tedeschi et al., 1982)

- Activation of commitments - appeal to normative values -- ought to
- Persuasion - exchange that leads to some change in the minds of the targets without adding anything new
- Mediation of rewards
- Promises
- Non-decisions
- Probes
- Threats - source must be the manipulator of the disadvantages
- Mediation of punishments
- Modelling and social contagion
- Manipulation

Influence Tactics

Upward	Downward	Lateral
Rational Persuasion	Rational Persuasion	Rational Persuasion
	Inspirational appeal	Consultation
	Pressure	Ingratiation
	Consultation	Exchange
	Ingratiation	Legitimacy
	Exchange	Personal appeal
	Legitimacy	Coalition

Rational persuasion	The agent uses logical arguments and factual evidence to show that a request or proposal is feasible and relevant for important task objectives
Consultation	The agent asks the target person to suggest improvements or help plan a proposed activity or change for which the target person's support is desired
Inspirational appeals	The agent appeals to the target's values and ideals or seeks to arouse the target person's emotions to gain commitment for request or proposal
Collaboration	The agent offers to provide assistance or necessary resources if the target will carry out a request or approve a proposed change
Apprising	The agent explains how carrying out a request or supporting a proposal will benefit the target personally or help to advance the target's career
Ingratiation	The agent uses praise and flattery during an attempt to influence the target person to carry out a request or support a proposal
Personal appeals	The agent asked the target to carry out a request or support a proposal out of friendship, or asks for a personal favor before saying what it is
Exchange	The agent offers something the target person wants or offers to reciprocate at a later time if the target will do what the agent requests
Legitimating tactics	The agent seeks to establish the legitimacy of a request or to verify that he or she has the authority to make it
Pressure	The agent uses threats, frequent checking, or persistent reminders to influence the target to do something
Coalition tactics	The agent enlists the aid of others or uses the support of others as a way to influence the target to do something

(Curtis, 2018:3, based on Yukl *et al.* (2008))

How influence tactics work....

- Single vs. combination of tactics
- Soft → Hard
- Importance of rational persuasion in combination
- Most important: Rational persuasion and ingratiation (Higgins, Judge & Ferris, 2003)
  - Impact on performance assessment vs. on salary increase and promotion (Higgins, Judge & Ferris, 2003)
- Persuasion, Appeal, Consultation are useful when audience are highly interested in the outcomes
- Ingratiation and legitimacy can lessen negative reactions from appearing to “dictate” outcomes.
- The role of political skills

How influence tactics work....

- ✓ Individualistic countries see power in personalized terms and as a legitimate means of advancing their personal ends.
- ✓ Collectivistic countries see power in social terms and as a legitimate means of helping others.
- ✓ The politically skilled are more effective users of all the influence tactics.
- ✓ Cultures within organizations differ markedly: some are warm, relaxed, and supportive; others are formal and conservative.
  - ✓ People who fit the culture of the organization tend to obtain more influence.

Some principles at work

- Liking (genuine vs. fake)
- Reciprocity (gifts)
- Social proof (testimonials)
- Consistency (public, active commitments)
- Authority (deference to, expertise)
- Scarcity (unique, exclusive)
- Unity (referent)

Cialdini, 2016, 2001, 1991

Politics in organizations

Politicking- tips and concepts

Political Behaviors

- "… activities that are not required as part of person's formal role in the organization but that influence, or attempt to influence, the distribution of advantages or disadvantages within the organization."
- Needed or Not needed
- Can we avoid them?

Politics & Political Skills

Politics

- Activities outside one's role boundary
- Influence, or attempt to influence
- Distribution of advantages and disadvantages

Some political skills

- Appear to be sincere
- Understand people: Hidden agendas, adjusting accordingly
- Network

Understanding Influencers

- Individual factors such as:
  - Machiavellianism
  - Need for power
  - Internal locus of control
  - Self-monitoring
- Situational factors such as:
  - Organizational culture
  - Performance appraisal

Politicking

- Simply put: use of power and information to move resources toward preferred objectives.
- Is used to…
  - Obtain resources
  - Gather cooperation of people outside direct authority
- It requires….
  - Understanding of key issues and drivers in organization and industry
  - Keen interest in life of the organization
  - Exercise sound judgment
  - Cautious (not rash); careful decisions (not on impulse)

Assessing organization

- Observe and listen – Pay close attention to norms; be consistent with them
- Political organization chart (how authority actually flows) – formal roles as well as informal roles
- TAKES TIME – patience, appropriate time, gracious

Tips on reading others

- Listen intently
- Observe aggressively (keenly) – consistency
- Sensitivity – to pick up nuances
- Analyze first impressions (myth) – consistency

Politicking Strategies (Kipnis et al., 1984)

- Have positive as well as negative effect
- Based on influence tactics, and how one uses them…
  1. Assertiveness – speak up
  2. Upward appeals – demonstrate support
  3. Bargain or Exchange - compromise
  4. Reciprocation – expectation
  5. Coalition building
  6. Ingratiation
  7. Rationality
  8. Inspirational appeals
  9. Consultation

Outcomes of Organizational Politics

- **Employees' attitudes:**
  - Decreased job satisfaction
  - Increased anxiety and stress
- **Employees' behaviors:**
  - Reduced performance
  - Increased turnover
  - Longitudinal study: Impact mediated by met expectations (Vigoda & Cohen, 2001)
  - Defensive behaviors

Keeping politics in check

- Reduce task ambiguity
- Increase communication channels
- Ensure clear and consistent reward and promotion structure
- Provide sufficient resources
- Formalize the structure (Rao, Schmidt, & Murray, 1995)

Neutralizing influence attempts

I. When others put pressure
   I. Counter to shift dependence to interdependence
   II. Confront exploiting individual
   III. Actively resist
II. When others use reciprocity
   I. Examine intent of favors, gift
   II. Confront manipulators
   III. Too high pressure – disengage
III. When others use logic
   I. Explain adverse effects of compliance (on performance)
   II. Defend personal rights
   III. Firmly refuse to comply

Issue selling (Dutton & Ashford, 1993; Dutton & Duncan, 1987)

- Congruence – with own position and role
- Credibility – maintain
- Communication – get connected
- Compatibility – with org
- Solvability – should be solvable
- Payoff – long term
- Expertise - identification
- Responsibility - point out
- Presentation – succinct, clear, data, simple
- Bundling –similar issues together
- Visibility – sell issue in public (who all want it)

To conclude… What do people in power do?

This is one opinion…

This is another opinion on power…

That’s fine, but…

- What do I do with it?
- And the answer is …