

## Power

Types of power:

Power: ability to influence others

Organizational Power:

- Legitimate Power
  - Power as established by a systematic body
- Reward Power
  -
- Coercive Power
  - Power through having a coerce personality

Personal Power:

- Expert Power
  - Power through knowledge of a skill or the ability to perform a task well
- Referent Power
  - Power based on attractiveness, charisma, affection, admiration, moral being, e.t.c.

Contingency factors:

- Leaders are better able to use their power to influence others when they have
  - Low substitutability
    - There are no substitutes for the rewards the leader controls
  - High discretion
    - No restraint rules for the leadership
    - Person with power has too much discretion
  - High centrality
    - Centralization of power
    - Any decisions must go through a single person with power
  - High visibility.
    - Others know about the leader and the resources they control

Influence:

- The use of an actual behaviour that causes behavioural or attitudinal changes in others
  - Most frequently occurs downward (managers influencing employees)
  - But can also be lateral (peers influencing peers)
  - Upward (employees influencing managers)

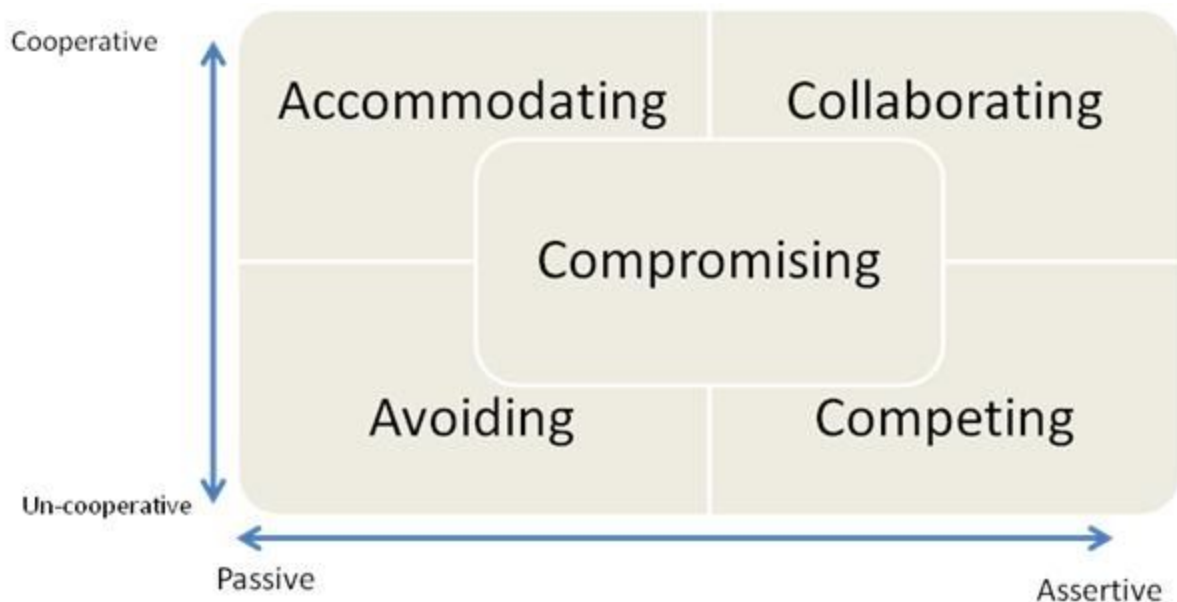
How to build your personal power:

- Develop your expertise and industriousness
  - Do extraordinary things at work
  - Build Expert and referent power
- Develop your charisma

- Do the right thing
- Enthusiastically encourage the group to achieve higher degree of success

#### Organizational politics

- Actions by individuals that are directed toward the goal of furthering their own self-interests.
- Political skill is:
  - The ability to effectively understand others at work and
  - Use the knowledge to influence others in ways that enhance personal goals



#### Negotiation Process

- A process in which two or more interdependent individuals discuss and attempt to come to an agreement about their different preferences

#### Stages of negotiation:

- Preparation
- Exchanging information
- Bargaining
- Closing and commitment

#### Negotiation Biases:

- More power vs equal power
- Emotions influence emotions

#### Example MC Question:

Your manager leaves you a voice-mail message asking you to change the way you deal with one of your main customers/ You agree that there is a need to improve your relationship with your customer, but you disagree with your manager's specific suggestion for changing your approach. In the past your manager has asked you for your opinion on how to deal with customer relation issues. What should you do to ensure all parties have their interests met: