12 Power, Influence, and Politics,

How Can I Apply Power, Influence, and Politics to Increase My Effectiveness?

1.   12.1, POWER AND ITS BASIC FORMS

MAJOR QUESTION: What are the basic forms of power and how can they help achieve my desired outcomes?

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This chapter focuses on power and influence. Not only are these two concepts group/team-level processes in the Organizing Framework for Understanding and Applying OB see **Figure 12.1,** but they are arguably two of the most important concepts you'll study in this book. The reason for this bold assertion is that you are being influenced by and attempting to influence others all day and almost every day of your life, especially at work. Understanding and applying knowledge related to power, influence, empowerment, political tactics, and impression management are extremely valuable to you personally. You'll see support for this claim in the Organizing Framework, where power and influence relate to most outcomes across all levels of OB. Many different person and situation factors are related to power and influence, but our primary focus is on understanding the power and influence processes themselves and the numerous outcomes they affect.

Person Factors	Individual Level	Individual Level
• Personality • Skills and abilities • Values • Ethics **Situation Factors** • Relationship quality • Leadership	• Conflict and negotiation • Emotions • Perceptions • Motivation • Trust • Communication • Psychological empowerment **Group/Team Level** • Group/team dynamics • Conflict and negotiation • Decision making • Power, influence, and politics • Performance management • Leadership • Trust • Structural empowerment • Impression management **Organizational Level** • Human resource policies and practices • Leading and managing change and stress • Impression management	• Task performance • Work attitudes • Citizenship behavior/counterproductive behavior • Turnover • Career outcomes • Stress **Group/Team Level** • Group/team performance • Group satisfaction • Group cohesion and conflict **Organizational Level** • Accounting/financial performance • Customer satisfaction • Reputation

Winning at Work

Make Meetings Work for You

As one business writer put it: If you had to identify, in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be 'meetings.'[1] This cynical and funny quote resonates with employees everywhere. You've probably never heard anyone plead for more meetings. One estimate is that the average worker spends four hours a week in meetings and feels that at least half that time is wasted.[2] A sample of CEOs revealed they spend on average of 18 hours per week in meetings.[3] Yet despite the pain, we know people need to meet, and when managed effectively, groups and teams of people can accomplish great things. We therefore give you practical tools to get the most out of your meetings, your colleagues, and your time. Three of the most common complaints about meetings are that they:

1. Are unnecessary.
2. Don't accomplish much.
3. Are too long.

What to Do to Improve Meetings,

1. Make and distribute an agenda. Do more than simply state purpose, day, time, and location. Also tell participants specifically what they need to do to prepare.
2. Set and communicate a goal for the meeting. Explain in advance what you want to accomplish by the time you conclude the meeting, such as a decision or plan of action. Tell participants your goal again at the beginning of the meeting.
3. Assign responsibilities. Assign roles and responsibilities for the meeting itself, and then assign follow-up or next steps.

4. Set a time limit. Some experts suggest that meetings be limited to no more than 45 minutes. There are at least two benefits to this practice: 1 people typically schedule calendar items to begin on the hour, and a 45-minute limit gives them time to get to and prepare for their next appointment; and 2 tasks expand to fill the time you give them, and allowing only 45 minutes will help keep you disciplined and on task.
5. Match complaints with solutions. Establish the expectation that someone who raises an issue or complaint must also provide a potential solution.
6. Control the conversation. Some people ramble, others complain without offering solutions, and still others wander off on tangents. You don't want to be rude, but you must control the meeting. To a rambler, say:, Interesting comment, Taylor. Let's talk about it after the meeting., Complainer:, Robin, we've heard your issue. What solution do you recommend?, Tangents:, Sylvia, you've taken the discussion off the agenda. Is there something we're missing or something bothering you?,
7. Be concise. Tell everybody you expect comments that are concise and on topic, and reinforce this by modeling the same behavior.
8. Stick to a schedule. Start on time and end on time.

What's Ahead in This Chapter

The purpose of this chapter is to give you a survival kit for the rough-and-tumble side of organizational life. We explore the interrelated topics of power, empowerment, influence and persuasion, organizational politics, and impression management. These topics are in the group and team section of the book because they are about influencing others individuals and groups. They also are important group-level processes in the Organizing Framework for Applying and Understanding OB. The way you influence others affects their response and your effectiveness. Appropriate, skilled, and ethical use of the knowledge in this chapter will not only help set you apart from your peers, but it will also close the gap between you and those with more experience and bigger titles.

12.1 Power and Its Basic Forms,

MAJOR QUESTION

What are the basic forms of power and how can they help me achieve my desired outcomes?

THE BIGGER PICTURE

You try to influence people all day, every day of your life, sometimes with great effort and other times without even being aware. And others are doing the same to you. To influence people, you draw on various types of power depending on the situation. You might simply tell a subordinate to do what you want, or you might inspire a coworker with your charismatic personality and persuasive prowess. The way you choose to influence others, and the types of power you use, can have important implications for the responses you get. We will help you gain and apply knowledge to boost your effectiveness at managing outcomes across the levels of the Organizing Framework for OB.

Power must be used because managers must influence those they depend on. Power also is crucial in the development of managers' self-confidence and willingness to support subordinates. From this perspective, power should be accepted as a natural part of any organization. Managers should recognize and develop their own power to coordinate and support the work of subordinates; it is powerlessness, not power, that undermines organizational effectiveness.

To make our discussion of power more practical, we distinguish five common forms or bases of power.

Power is the discretion and the means to enforce your will over others. Defined this way, power is all about influencing others. The more influence you have, the more powerful you are, and vice versa. To skeptics, Lord Acton's time-honored declaration that, power tends to corrupt, and absolute power corrupts absolutely, is truer than ever. However, like it or not, power is a fact of life in modern organizations. According to one management writer,

Five Bases of Power,

A popular and useful distinction is made between five bases of power: legitimate, reward, coercive, expert, and referent. See Figure 12.2. Each takes a different approach to influencing others and has advantages and drawbacks. Let's learn more.

Legitimate Power,

Legitimate power is what most people think of as authority and is anchored to a formal organizational position. Thus, managers who obtain compliance primarily because of their formal authority to make decisions have legitimate power. Legitimate power may be expressed either positively or negatively.

Positive legitimate power focuses constructively on job performance. The Priceline Group board utilized this form of power when it ousted CEO Darren Huston for having an inappropriate relationship with another employee, which violated the company's code of conduct. The board not only punished the CEO, but it sent a strong signal to the rest of the organization that policies are enforced consistently from top to bottom and reinforced its legitimate power.

Negative legitimate power, in contrast, tends to be threatening and demeaning to those being influenced, if not simply an exercise in building the power holder's ego. Many US politicians have used their legislative position power to name various monuments after themselves, from the Charles Rangel Center for Public Service New York to the Ted Stevens Airport Alaska. The late Robert Byrd from West Virginia had more than 30 monuments named after him. More recently, Mylan Pharmaceuticals purchased office space for a new headquarters from a development company run by its vice chairman and compensation committee chief, Rodney Piatt. The large, mixed-use development is also named after Piatt. Mylan did not publicly disclose Piatt's interests, which violates Securities and Exchange Commission SEC regulations.

Board members and especially compensation committee members have special reporting requirements.

Reward Power,

Individuals or organizations have reward power if they can obtain compliance by promising or granting rewards. Pay-for-performance plans and positive reinforcement practices rely on reward power. The relationship between Exide Technologies and Walmart provides an example. When Exide's products and services were attractive to Walmart, the company was rewarded with more than $100 million of annual business. But when Walmart withdrew its business and went to a competitor, Johnson Controls, Exide was forced into bankruptcy.

Coercive Power,

The ability to make threats of punishment and deliver actual punishment produces coercive power . The Federal Trade Commission FTC filed a lawsuit against DeVry University, one of the largest for-profit colleges in the United States. The FTC charged that the company falsely claimed 90 percent of its graduates gained employment within six months of graduation and earned 15 percent higher salaries a year after graduation than graduates of all other colleges.

Expert Power,

Valued knowledge or information gives an individual expert power over those who need such knowledge or information. One way the power of supervisors is enhanced results from knowing about work assignments and pay raises before their employees do. Many also possess expert power due to their past experience and performance.

Referent Power,

Referent power comes into play when our personal characteristics and social relationships are the reason for others' compliance. Charisma is commonly associated with referent power, but you do not need to be the life of the party to possess referent power. In Asian cultures, for instance, characteristics such as age, gender, or family name are sources of social status and referent power. One often-overlooked and underestimated source of referent power is your network of relationships. For instance, say a coworker calls and asks whether you can help her with a project. You tell her you don't have the knowledge or skill yourself, but that Susan, a member of another department whom you happen to know, can provide the help your coworker requires. You make the introduction. Because you introduced your coworker to somebody who helped her, you have referent power by virtue of your relationships.

Referent power drives the success of a number of marketing schemes, such as those used by Tupperware and Mary Kay. These companies and others use independent contractors to throw home parties to display and sell goods to friends and families. More recently, the solar power industry has been using referent power to expand its business. Companies such as SunWize, SmartPower, and SolarCity assume that some of the best salespeople are those that are happy customers. Some of those customers may be more willing to share their experiences and enthusiasm with people they know if they are paid a referral fee on resulting sales. The solar companies have found this approach is an easy and effective means of finding new customers, demonstrating that people are more trusting of and more easily influenced by people they know.

Reputation is another aspect of referent power. Many companies hire new CEOs in part to reap the benefits of the executive's reputation. Valeant, a pharmaceutical company that had a meteoric rise and crash in 2015 and 2016, replaced CEO Mike Pearson with Joseph Papa, the

former chief executive of Irish drugmaker Perrigo, known for effectively leading companies through tough times and for having high ethical and operational standards. All these were needed at Valeant, whose fall was largely the result of a barrage of congressional and SEC probes into its accounting practices and business model, both attributed to Pearson.

APPLYING OB

From Teammate to Manager: Taking Charge

If you've been promoted to manage your group, you suddenly have more legitimate power. But to be an effective manager, you need to exercise that power carefully, in a way that doesn't alienate but instead motivates your former peers.

Satya Nadella confronted such challenges at Microsoft. Assuming the CEO role made him every employee's boss, including other executives who had been his peers. The transition was not easy, and some executives left the company while others were promoted. The following advice can help you influence former peers who are now subordinates:

(1) Don't show off. It might be tempting to strengthen your leadership role with an aggressive, dominating style, overseeing every detail. But that approach stirs resentment.
(2) Do accept responsibility.
(3) Don't try to remain buddies if it will undermine your ability to get the job done.
(4) Collaborate when it's the best way to accomplish goals, not to save a friendship.
(5) Do your homework. Work with your new supervisor to define goals for yourself and your team.
(6) Strengthen your network of mentors to improve your management skills.
(7) Meet with your staff to go over your vision and expectations.
(8) Setting a direction for the team enhances your credibility via expert power.
(9) Pay attention to team members' concerns.
(10)   Show them how meeting the group's goals will put them on track toward meeting their own needs.

What do you think would be the greatest challenge to being promoted and having to manage your peers? Imagine, for example, that you are suddenly responsible for grading classmates. Explain how you would apply the four recommendations given above.

OB IN ACTION

Former Government Officials Wielding Influence at Consulting Group

Many employees of consulting firm Promontory Financial Group are former government regulators of the US financial industry. One is Mary Shapiro, former head of the Securities and Exchange Commission. The firm helps banks challenge regulatory rules and influence reforms, such as the Volker rule that, among other things, puts curbs on risky trading by banks.

One bank executive said banks sometimes hired Promontory to appease regulators, who think highly of the firm's expertise. Given that the executives at Promontory are themselves former regulators, it is no surprise they have the knowledge to influence today's regulators.

However, they boost their expert power significantly by also drawing heavily on the relationships or referent power gained in their previous positions in government. Promontory Financial Group is not alone. As a recent report by the Sunlight Foundation indicated, the number of lobbyists with former government experience has nearly quadrupled since 1998.…

Those revolving door lobbyists, mostly from Capitol Hill, accounted for nearly all of the huge growth in lobbying revenue during that period, which increased to $1.32 billion [in 2012] from $703 million in 1998. Lobbying revenues increased another 25 percent between 2012 and 2015.

Position vs. Personal Power,

The first three forms of power, legitimate, reward, and coercive, are often referred to as position power because the source of influence is associated with a particular job or position within an organization. Managers, for instance, have legitimate, reward, and coercive power because they control your pay, your work assignments, your hiring and firing, and your evaluations. In contrast, expert and referent are forms of personal power, which you possess independent of your position or job. See Figure 12.3.

Power, but for What Purpose?

Asserting power is a necessary and sometimes even a subconscious activity in our lives. However, we often overlook the potential outcomes. People tend to have three primary reactions to our attempts to manage and otherwise influence them, resistance, compliance, and commitment.

(1) Resistance. You know what resistance is, but have you ever thought of the many forms and degrees? People can simply be indifferent, be passive-aggressive, or actively resist, to the extent of purposefully undermining or even sabotaging your efforts. The degree and form of resistance thus matter.
(2) Compliance. Those who comply do only what is expected, nothing more. They exert no extra effort and provide no extra input.
(3) Commitment. Those who are committed believe in the cause and often go above and beyond to ensure its success.

Using Power Responsibly, Ethically, and Effectively,

Leaders who do not use their power responsibly risk losing it. This has been shown time and again in political uprisings and the ouster of government leaders, as well as in the persistent waves of scandals in business and resulting downfalls of executives. Research is mounting that pro-social employees who ascend to leadership and use their position to benefit the group outperform pro-self individuals who become leaders and use the position to benefit themselves.

These same pro-social leaders were also more effective at fostering contributions from their teams.

As a senior level commander, General Wesley Clark needed to influence people all of the time. Of course, he had considerable position power as a general, which in many instances enabled him to get others to comply with his wishes and orders. However, he also knew that sometimes he needed others to actually buy-in and commit. He therefore chose the bases of power accordingly to be more effective.

For managers who want to avoid the potential pitfalls and wield power responsibly, a step in the right direction is understanding the difference between commitment and mere compliance. Responsible managers strive to use power for the good of others, rather than simply for personal gain. General Wesley Clark, former NATO commander, put it this way:

How Do the Five Bases of Power Relate to Commitment and Compliance?

- Reward, coercive, and negative legitimate power tend to produce compliance and sometimes resistance.
- Positive legitimate power, expert power, and referent power tend to foster commitment.

Once again, commitment is superior to compliance because it is driven by internal or intrinsic motivation. Committed employees tend to be self-starters who do not require close supervision. Intrinsically motivated self-starters are success factors in today's flatter, team-oriented organizations. In contrast, employees who merely comply require frequent jolts of power from the boss to keep them going.


Bases of Power and Outcomes in the Organizing Framework,

Research gives us some insights into how different bases of power affect important outcomes in the Organizing Framework, such as job performance, job satisfaction, and turnover. These relationships also are summarized in Figure 12.5.

Expert and referent power have a generally positive effect.

Reward and legitimate power have a slightly positive effect.

Coercive power has a slightly negative effect.
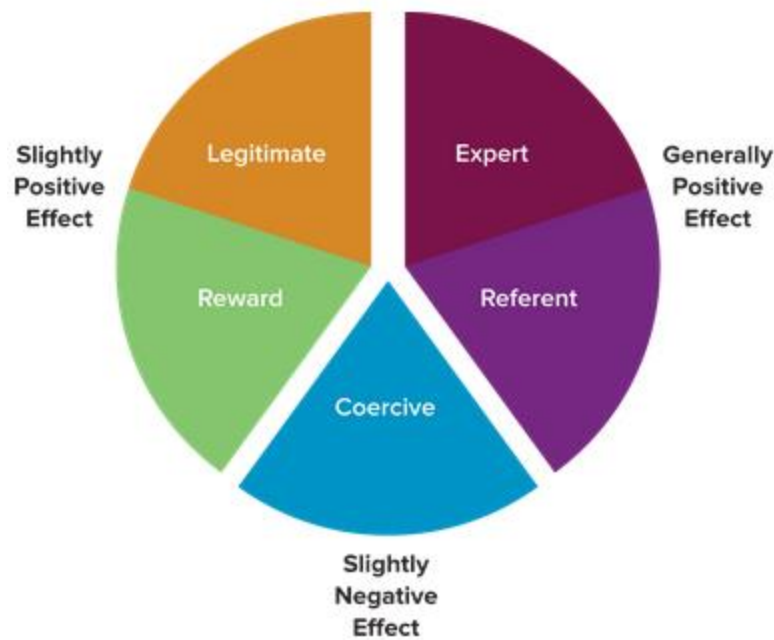
12.2 Power Sharing and Empowerment,

MAJOR QUESTION

How can sharing power increase my power?

THE BIGGER PICTURE

How much do you like being told what to do? Chances are you didn't like it as a kid and like it even less as an adult at work. Thankfully, many managers and organizations are looking to employees to solve problems and make decisions, instead of always telling them what to do and how to do it. This increased participation and sharing of authority is the result of empowerment. We explore different forms of empowerment structural and psychological, various degrees of empowerment, and ways to foster it in individuals, teams, and organizations.

Empowerment consists of efforts to, enhance employee performance, well-being, and positive attitudes., Empowerment has been shown to favorably influence many outcomes in the Organizing Framework, such as job satisfaction, organizational commitment, performance, turnover, and employee stress.

Besides these benefits, empowerment is becoming a necessity. Time-management research done by Bain & Co. revealed that executives today receive on average of 30 thousand electronic communications per year up from a mere one thousand in the 1970s. At this rate executives will soon spend more than one day every week managing electronic communications. Some already spend the equivalent of two days a week in meetings. This means no individual, executive or not, can accomplish all the necessary tasks alone. You must share the load. To help in this effort, research and practice related to empowerment have focused on two general forms structural and psychological.

Structural Empowerment,

Structural empowerment transfers authority and responsibilities from management to employees. Some popular ways to do this are via the job design and job characteristics forms of motivation. Managers and their employers can boost employee empowerment by changing policies, procedures, job responsibilities, and team designs. Any of these that increase the effectiveness of

employee decision making are likely also to increase their performance, well-being, and job-related attitudes. To better understand and apply this knowledge about empowerment, it is necessary to think about the issue correctly.

Thinking the Right Way about Empowerment,

Effective empowerment does not include giving decision-making authority to just any employee in every situation. That would be both foolish and irresponsible, and would not be empowerment. Instead, decision-making authority and other broader responsibilities should be shared only with those who are competent to do what is necessary. There are two pitfalls to avoid:

1. Empowerment is not a zero-sum game in which one person's gain is another's loss. Sharing power, via empowerment, is a means of increasing your own power. As Frances Hesselbein, the woman credited with modernizing the Girl Scouts of the USA, put it:, The more power you give away, the more you have., Authoritarian managers who view employee empowerment as a threat to their own power are missing the point because of their win lose thinking.
2. Empowerment is a matter of degree, not an either–or proposition. Figure 12.6 illustrates how power can be shifted to the hands of nonmanagers step by step. The overriding goal is to increase productivity and competitiveness in organizations. Each step in this evolution increases the power of organizational contributors who traditionally were told what, when, and how to do things.
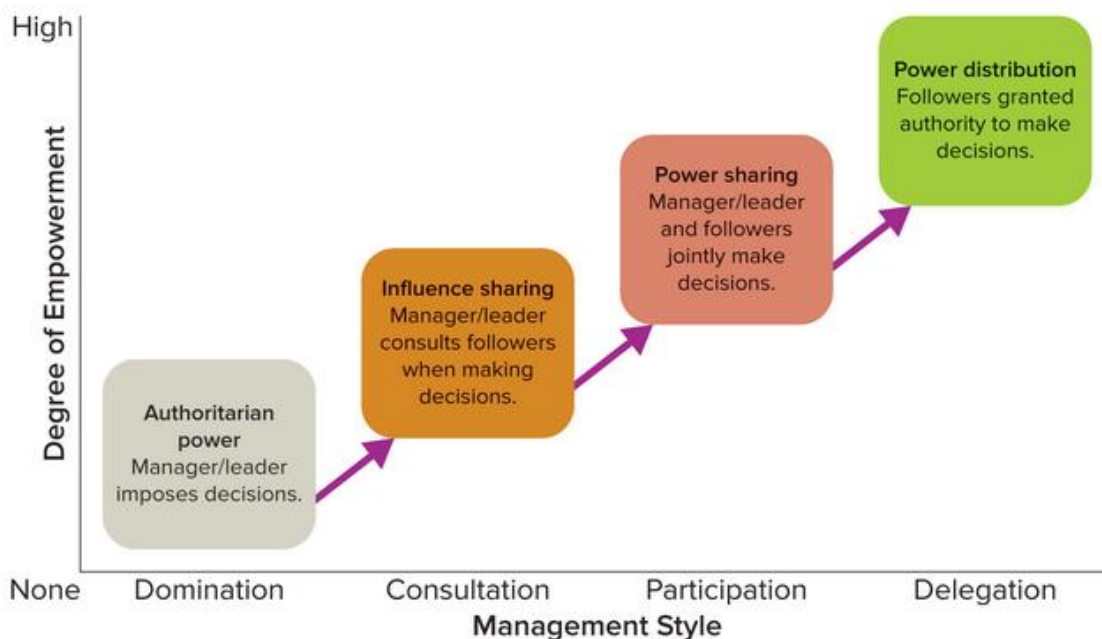
Sharing Power to Increase Your Power and Performance,

A common element of empowerment is pushing decision-making authority to lower levels. This is illustrated in Figure 12.6. At the level of least empowerment, managers and leaders practice domination, characterized as authoritarian power wherein they make all of the decisions and then hand them down to employees. Next is consultation, which occurs when employees are asked for their input, but managers ultimately make the decisions themselves. Participation is when managers and employees jointly identify problems and solutions power is shared more or less

evenly. Finally, delegation occurs when managers turn over decision-making authority to employees and remove themselves from the process. It is important to note that one level of empowerment is not necessarily better than another. Like many other things related to OB, the degree of power sharing should match the needs of the situation and the capabilities of the individuals or teams involved.

Twitter, for example, embodies its belief in empowerment in its mission statement: To give everyone the power to create and share ideas and information instantly, without barriers. This sounds like a definition of empowerment, and Twitter emphasizes this not just with its customers but also with its employees. Brian Schipper, vice president of human resources, said, When we're building the platform and developing new products and policies, we want to empower individuals and be a force for good in the world. This is both empowering and inspiring.

Homewood Suites, part of Hilton Hotels, offers a 100 percent money-back guarantee if a guest isn't satisfied. Any employee from housekeeper to manager can make good on that guarantee; no manager's approval is needed. And the guest doesn't have to go through a chain of command to have a complaint resolved. The return we get on every dollar refunded is 20 to 1, said former executive Frank Saitta, based on repeat business and referrals from those refunded guests. The return on engaged employees is much higher.

Psychological Empowerment,

Psychological empowerment occurs when we feel a sense of:

(1) Meaning, is a belief that our work values and goals align with those of our manager, team, or employer.
(2) Competence, is our personal evaluation of our ability to do our job.
(3) Self-determination, is the Sense that we have control over our work and its outcomes.
(4) Impact at work, is the feeling that our efforts make a difference and affect the organization.

How Do Structural and Psychological Empowerment Differ?

While structural empowerment draws on job design and characteristics, psychological empowerment is related to self-efficacy and intrinsic motivation. It is less concerned with the actual transition of authority and responsibility but instead focuses on employees' perceptions or cognitive states regarding empowerment. Put simply, if you feel that your work has meaning, that you are competent, and that you have some control self-determination, you are very likely to feel highly efficacious and perform at a high level.

It therefore is necessary to do more than simply delegate responsibilities if you wish to psychologically empower others. For instance, assume you're a janitor and you clean sinks, and you do it very well. Would you feel empowered if your manager said, Because you clean the sinks so well, now I'd like you to clean the toilets too. Empowered? No. Where is the sense of meaning or impact? This is simply delegating more work to you similar to simple job enlargement. Put plainly, don't feel too confident that you're empowering others if they don't feel empowered!

Psychological Empowerment at the Team and Organizational Levels

Both research and practice show that the same four elements that empower individuals meaning, competence, self-determination, and impact also foster psychological empowerment on teams.
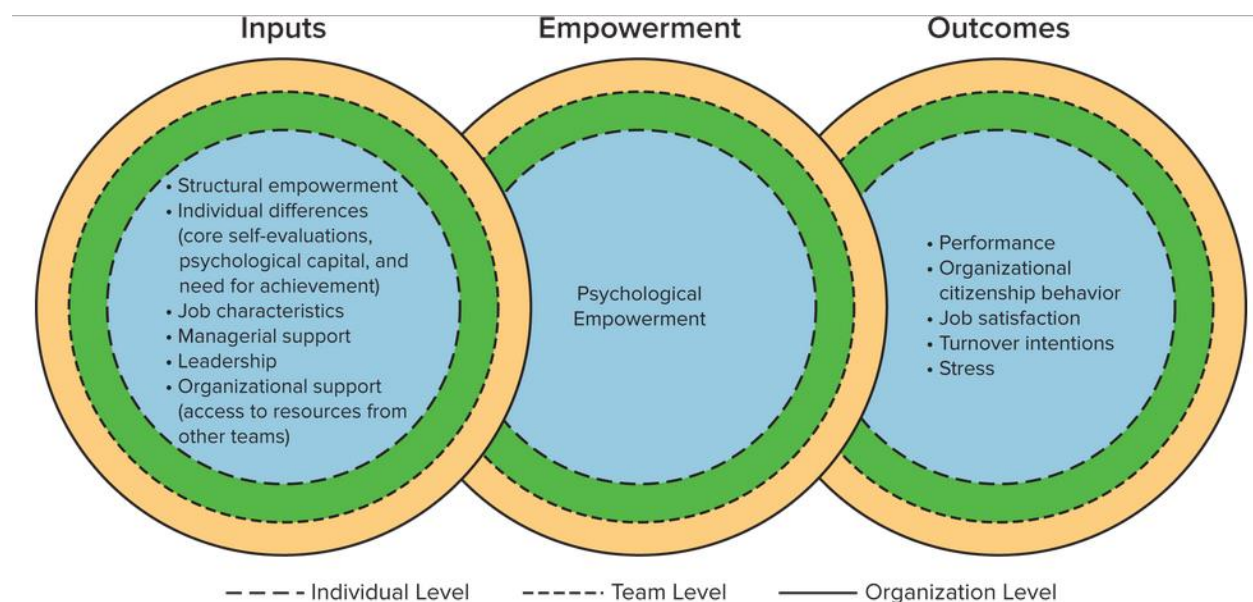
Moreover, the benefits to individuals also apply to teams and organizations higher performance and satisfaction and more positive emotions within the team.

Toyota has successfully empowered teams for decades. In the company's manufacturing facilities, for example, teams are expected to identify and solve problems as they occur and not simply pass them along to management to fix. Employees are also encouraged to make efficiency and quality-improvement suggestions to management. These are typically reviewed by management, but the problems are often assigned to employee teams charged with identifying and implementing solutions. Toyota's practices have been so effective that they have been adopted by not only other auto companies, but also manufacturers in many other industries the world over.

Since we've explored different forms of empowerment and its various degrees and levels, let's conclude this section with a discussion of how to increase or develop empowerment in individuals, teams, and organizations.

How to Empower Individuals, Teams, and Organizations

Empowering others is not simple, but what makes it easier is that the same levers operate across all levels of an organization. Figure 12.7 illustrates some key inputs to empowering others and their resulting outcomes. Notice how many are also elements in the Organizing Framework.

Inputs	Empowerment	Outcomes
• Structural empowerment • Individual differences (core self-evaluations, psychological capital, and need for achievement) • Job characteristics • Managerial support • Leadership • Organizational support (access to resources from other teams)	Psychological Empowerment	• Performance • Organizational citizenship behavior • Job satisfaction • Turnover intentions • Stress

‒ ‒ ‒ ‒ Individual Level   ‐ ‐ ‐ ‐ ‐ Team Level   ——— Organization Level

Empowerment Inputs,

Structural empowerment is an input to psychological empowerment. This makes sense because job characteristics, policies, and practices can either facilitate or impede feelings of empowerment for individuals and teams. In one case, hospital policies and practices were changed structural empowerment that helped nurse leaders find greater meaning in their jobs and provided more participative decision making and less bureaucracy. These changes in turn increased the nurses' feelings of psychological empowerment and their actual empowering behaviors.

Similarly, the extent to which employees have positive self-evaluations, such as core self-evaluations and positive psychological capital, likely enhances their sense of empowerment. Your knowledge of motivation also is helpful in understanding and fostering empowerment across levels of the Organizing Framework. Specifically, job characteristics that generate

intrinsic motivational states sense of meaningfulness and responsibility clearly can help, as can leadership. Finally, if teams have access to resources such as the people and ideas in other teams, then they too are more likely to be empowered.

Empowerment Outputs,

Like many of the topics covered in this book, empowerment is valuable because it positively influences performance for individuals, teams, and organizations. Past and current research consistently show this. But the benefits extend beyond performance and also include citizenship behaviors, job satisfaction, turnover intentions, and creativity. Empowerment also reduces stress for individuals and teams.

Empowering a Team of Your Peers,

Jennifer was a highly regarded and top-performing marketing associate at an international pharmaceutical company. Due to her exceptional performance and other skills and abilities, she was promoted to manager. This transition meant she was now the supervisor of her former peers.

Her first assignment was a new product to be launched in a foreign market. To formulate and ultimately execute a successful product launch, Jennifer and her team would need to gather market data, learn and share information about the competition, analyze financial details, coordinate with other product managers, hire and work with an advertising agency, and secure regulatory approval.

Jennifer had personal experience and success doing most of these things, but now she had to do them on a much larger scale and in the context of a team she managed. Being a high performer, she was determined to get all the details right. Therefore, when any element was late, done poorly, or just not up to her expectations, she stepped in and did it herself. Her work life quickly expanded to 15-hour days and weekends.

Jennifer's involvement in so many aspects of the product launch prevented her from mentoring and developing her team members in the ways they clearly needed. They seemed to lack a sense of accountability, knowing that if their work wasn't up to speed the boss would step in and complete or correct it. Jennifer noticed this and feared her team was not learning to produce high-quality work on its own. Not only would this hurt the current project, but other departments and teams would come to know it and be less willing to work with them in the future, damaging Jennifer's own performance and interests and those of her team.

Jennifer was extremely reluctant to go to her boss for help, because she had been told she'd earned her new position, and it was a test for another role with still greater responsibility.

12.3 Effectively Influencing Others,

MAJOR QUESTION

How do influence tactics affect my personal effectiveness?

THE BIGGER PICTURE

How do you get others to do as you wish? Do you attempt to dazzle them with your knowledge and logical arguments? Or do you prefer a less direct approach, such as promising to return the favor? Whatever approach you use, the crux of the issue is social influence. Many of our interpersonal interactions are attempts to influence others, including parents, bosses, coworkers,

professors, friends, spouses, and children. Let's start sharpening your influence skills by exploring influence tactics and their effective and ethical application.

In a perfect world, individual and collective interests would be closely aligned and everyone would move forward as one. But the world isn't perfect. Instead we often find a rather messy situation in which self-interests override the collective mission of the department or organization. Personal and hidden agendas are pursued, political coalitions are formed, false impressions are made, and people end up working against rather than with each other. Managers, and you, need to guide diverse individuals, all with their own interests, to pursue common objectives. At stake in this tug-of-war between individual and collective interests is effectiveness at the personal, group, and organizational levels. Your tools for managing such challenges are influence tactics.

Common Influence Tactics,

Influence tactics are conscious efforts to affect and change behaviors in others. The nine most common ways people try to get their bosses, coworkers, and subordinates to do what they want are listed in Table 12.1, beginning with the most frequently used.

What follows is a list of influence tactics and a description of each.

1. Rational persuasion,

Trying to convince someone with reason, logic, or facts.

2. Inspirational appeals,

Trying to build enthusiasm by appealing to others' emotions, ideals, or values.

3. Consultation,

Getting others to participate in planning, making decisions, and changes.

4. Ingratiation,

Getting someone in a good mood prior to making a request. Being friendly and helpful and using praise, flattery, or humor. A particular form of ingratiation is brown nosing.

5. Personal appeals,

Referring to friendship and loyalty when making a request.

6. Exchange,

Making explicit or implied promises and trading favors.

7. Coalition tactics,

Getting others to support your efforts to persuade someone.

8. Pressure,

Demanding compliance or using intimidation or threats.

9. Legitimating tactics,

Basing a request on authority or right, organizational rules or policies, or explicit/implied support from superiors.

These are considered generic influence tactics because they characterize social influence as we use it in all directions. Research has also shown this ranking to be fairly consistent regardless of whether the direction of influence is downward, upward, or lateral.

In mid-2015 Taylor Swift asserted her immense power and influence and successfully changed one of Apple's policies. Before the launch of Apple Music, the company said it intended not to compensate musicians for their music used during the free trial of its new subscription service. Swift, who often speaks on behalf of other musicians, threatened to withhold her new album from Apple, now the largest single retailer of music. She said, We don't ask for free iPhones. Please don't ask us to provide you with our music for no compensation. Apple quickly changed its policy and compensated musicians for the use of their work during the free trial and since. Which tactics and bases of power did Swift use to influence Apple?

Hard vs. Soft Tactics,

Some refer to the first five influence tactics, rational persuasion, inspirational appeals, consultation, ingratiation, and personal appeals, as, soft, tactics because they are friendlier than, and not as coercive as, the last four tactics, exchange, coalition, pressure, and legitimating tactics, which are, hard, tactics because they exert more overt pressure.

Match Tactics to Influence Outcomes,

Research and practice provide some useful lessons about the relative effectiveness of influence tactics.

- Rely on the core. Core influence tactics, rational persuasion, consultation, collaboration, and inspirational appeals, are most effective at building commitment. Do not rely on pressure and coalition tactics. In one study, managers who were not very effective at using downward influence relied most heavily on inspiration an effective tactic, ingratiation a moderately effective tactic, and pressure an ineffective tactic.
- Be believable and trustworthy. Credible people tend to be the most persuasive.
- Consult rather than legitimate. Some employees are more apt to accept change when managers rely on a consultative strategy and are more likely to resist change when managers use a legitimating tactic.
- Expect little from schmoozing. Ingratiation improved short-term sales goal achievement but reduced it in the long term in a study of salespeople. Schmoozing can help today's sales but not tomorrow's.
- Be subtle. Subtle flattery and agreement with the other person's opinion, both forms of ingratiation, were shown to increase the likelihood that executives would win recommendation to sit on boards of directors.
- Learn to influence. Research with corporate managers of a supermarket chain showed that influence tactics can be taught and learned. Managers who received 360-degree feedback on two occasions regarding their influence tactics showed an increased use of core influence tactics.

Influence in Virtual Teams,

Work is increasingly done from a distance and mediated by technology, so it's worth knowing which influence tactics are used most in virtual teams and how. Researchers have found the following were the most common in order of use: pressure, legitimating, rational persuasion, consultation, and personal appeals. These tactics obviously overlap with those used in face-to-

face interactions, but putting the word urgent in the subject line of an e-mail or typing the entire short message there provides a quick jolt of pressure, as does marking a message as high priority. Highlighting text also is another way of focusing attention and asserting pressure.

Reducing ambiguity emerged as a unique influence tactic in virtual teams. Virtual team members do three things to reduce ambiguity:

1. Share information. Of course we share information face-to-face as well, but in virtual teams, sharing ensures that members have the information necessary to complete their work or fulfill a request. This differs from rational persuasion since it is not meant to persuade someone to act, but instead it helps overcome the lack of nonverbal and other cues in face-to-face interactions that communicate useful information.
2. Create accountability. Accountability is often more explicit in virtual interactions because a written record is created. It can both clarify and confirm performance expectations deliverables and timelines.
3. Provide examples. Attachments and screen sharing are common ways in which virtual team members share examples. Again, examples are not a form of rational persuasion intended to convince a team member of a particular position, but they instead are a means for clarifying intended messages and providing guidance.

Let's not forget emoticons. They convey friendliness or soften an otherwise stern text or e-mail message. You can further enhance your ability to persuade others by understanding and applying the six principles of persuasion. Let's explore these now.

Six Principles of Persuasion,

Experiments by Robert Cialdini and others have identified six principles for influencing people. They are based on the idea that people have fundamental responses, and if your efforts align with these responses, your influence increases. Learn the following and see what you think.

1. Liking. People tend to like those who like them. Learning about another person's likes and dislikes through informal conversations builds friendship bonds. So do sincere and timely praise, empathy, and recognition.
2. Reciprocity. The belief that both good and bad deeds should be repaid in kind is virtually universal. Managers who act unethically and treat employees with contempt can expect the same in return, and their employees are likely to treat each other and their customers unethically and with contempt. Managers need to be positive and constructive role models and fair-minded to benefit from the principle of reciprocity.
3. Social proof. People tend to follow the lead of those most like themselves. Role models and peer pressure are powerful cultural forces in social settings. Managers are advised to build support for workplace changes by first gaining the enthusiastic support of informal leaders who will influence their peers.
4. Consistency. People tend to do what they are personally committed to do. A manager who can elicit a verbal commitment from an employee has taken an important step toward influence and persuasion.
5. Authority. People tend to defer to and respect credible experts. Too many managers and professionals take their own expertise for granted, as did one hospital's physical therapy staff that grew frustrated by the lack of follow-through by patients. No matter how much these professionals emphasized the importance of continuing therapy, many patients stopped once they returned home. An investigation of the causes revealed that patients were unaware of the professional/clinical qualifications of their therapists.

Once they were informed, and diplomas and certifications were hung on the walls in the clinic, patient compliance increased a remarkable 34 percent!

6. Scarcity. People want items, information, and opportunities that have limited availability. Special opportunities and privileged information are influence-builders for managers.

Cialdini recommends using these six principles in combination, rather than separately, for maximum impact. Because there are ethical implications to using your influence, your goals need to be worthy and your actions need to be sincere and genuine.

Apply Your Knowledge,

We conclude this section by giving you an opportunity to apply your knowledge in a familiar scenario and recognize that effective influence starts with a plan. Follow these steps to create your own influence plan.

Step 1: Set a goal and get a clear idea of what you want to achieve.

Step 2: Identify the person or persons who can help you achieve that goal.

Step 3: Decide what type of influence outcome, compliance or commitment, you want or need from the persons identified in Step 2.

Step 4: Decide which bases of power and tactics are most appropriate for the influence outcome you desire. Be realistic about which are available to you.

Step 5: Explicitly describe how you will apply the bases of power and tactics you chose.

Now apply this approach to the following scenario. Assume you want to get a job at Salesforce, a leader in cloud-based customer relationship management services and No. 23 on Fortune's 2016 Best Companies to Work For. Ideally, you'd get a job in the product development group. This is your goal.

To do this, you'll want to learn more about the organization and its decision makers. Fortunately, you learn that two years ago Salesforce hired Elizabeth, who went to your school. You plan to contact her on LinkedIn in the hope that she will share her experiences and put you in touch with the hiring manager in product development.

You do not need Elizabeth's enthusiastic commitment to your employment efforts, since she doesn't even know you. But what you would like is her compliance with your request for more information and an introduction to the product development group manager. She is probably willing to do this, if for no other reason than she is an alumna of your school, and you were very charming in your e-mail and phone communications. Now you need to decide which of the bases of power and influence tactics you have available with Elizabeth, and which of these are most appropriate for gaining her compliance.

12.4 Political Tactics and How to Use Them,

MAJOR QUESTION

What are the many forms of politics, and how can understanding them make me more effective at school, at work, and socially?

THE BIGGER PICTURE,

Politics are not all bad. To make this point, and to increase your effectiveness at school, at work, and socially, we explore this important and interesting topic in terms of causes, tactics, and levels. You'll also learn how to manage politics in your favor. All this will help you better understand and manage this ever-present aspect of organizational life and key group-level process in the Organizing Framework.

Before we learn about organizational politics, let's get a sense of how political you are. This is another one of those personal attributes, similar to trust, about which people often think more highly of themselves than others do. Complete Self-Assessment 12.3 and learn about your own level of politics. This particular self-assessment also taps into ethics and manipulation. It could be telling to have some friends complete this same assessment in terms of how they see you!

Organizational Politics, The Good and the Bad,

When you hear the word politics, what comes to mind? The president, a deadlocked Congress, or a conniving boss or coworker? Whatever the case, it is unlikely that a smile comes to your face. Likewise, people typically view organizational politics as consisting of negative or counterproductive behaviors such as manipulation, controlling of information, and undermining. But organizational politics also includes positive behaviors, such as persuading others to accept your point of view and aligning people to efficiently execute strategic objectives. If you understand organizational politics you can realize its upside and avoid or manage the downside.

Organizational politics are intentional acts in pursuit of self-interests that conflict with organizational interests. The critical aspect of this definition is the emphasis on self-interest, which distinguishes politics from other forms of influence. Managers are endlessly challenged to achieve a workable balance between employees' self-interests and organizational interests. When a proper balance or alignment exists, the pursuit of self-interest may also serve the organization's interests.

When Are Politics Good?

There are at least two common situations in which organizational politics are positive. The first occurs when political action helps an organization adapt. An organization's leadership, policies, practices, and/or strategies may be taking the organization in the wrong direction. In such situations, if an individual or coalition operates counter to the organization's stated goals, perhaps because they have more relevant information about the market and competition, this political action will ultimately be positive for the organization.

The second situation occurs when bad actors, such as destructive leaders, create organizational goals and objectives to suit their own interests their egos or their personal legacies. Political tactics that counter these interests are likely to be positive for the organization.

When Are Politics Bad?

Organizational politics can negatively affect outcomes across all three levels in the Organizing Framework. At the individual level, politics can increase stress and turnover intentions and reduce job satisfaction, organizational commitment, and organizational citizenship behaviors. Undesirable effects on the group and organizational levels include wasted time and resources, diverted decision-maker attention, and restricted and distorted information flow among decision makers.

Major Causes of Political Behavior,

The causes of political behavior also occur at all three levels of the Organizing Framework. For instance, negative emotions and a lack of trust are the strongest individual- and group/team-level causes, and a perceived lack of justice is the strongest organizational-level driver of political behavior. Underlying most of these causes is a more fundamental or root cause uncertainty.

Uncertainty Triggers Political Actions,

Unfair performance appraisal procedures and outcomes generate uncertainty about your performance ratings and pay. Lack of trust in a boss or coworker can boost uncertainty about whether he or she will support or undermine you. Research shows that political maneuvering is triggered by five common sources of uncertainty within organizations:

1. Unclear objectives.
2. Vague performance measures.
3. Ill-defined decision processes.
4. Strong individual or group competition.
5. Any type of change.

Performance, Change, and Politics

Closely related to the second item of the above list, vague performance measures, is the significant problem of unclear performance reward linkages. More than 10, thousand employees were asked to respond to the statement:, Employees who do a better job get paid more., While 48 percent of the responding managers agreed, only 31 percent of the nonmanagers did. Besides being a sad commentary on performance management and motivation, these results matter because employees tend to resort to, politicking, when they are unsure about what it takes to get ahead.

Related to the fifth factor any type of change an organization development specialist noted, Whenever we attempt to change, the political subsystem becomes active. Vested interests are almost always at stake and the distribution of power is challenged.

The World Economic Forum in Davos, Switzerland, has become one of the premier events on the planet for building political influence via networking. Leaders from politics, business, government, and many other arenas meet with the goal of improving the state of the world. Individuals are selling products, services, ideas, and themselves by utilizing many or most of the tactics listed in Table 12.2, such as networking, making friends with influential others, associating with power brokers, making a favorable impression, and praising others.

Frequently Used Political Tactics,

Anyone who has worked in an organization has firsthand knowledge of blatant politicking. Although there are many different ways to describe and categorize political tactics, Table 12.2 shows some of the most commonly used political tactics and a description of each.

Table 12.2 lists the most commonly used political tactics followed by a description.

Building a network of useful contacts, described as:

Cultivating a support network both inside and outside the organization.

Using key players to support initiatives, described as:

Getting prior support for a decision or issue; building others' commitment via participation.

Making friends with power brokers, described as:

Teaming up with powerful people who can get results.

Bending the rules to fit the situation, described as:

Interpreting or not enforcing rules to serve your own interests.

Using self-promotion, described as:

Blowing your own horn, but not doing the same for others' accomplishments.

Creating a favorable image also known as impression management, discussed next , described as:

Dressing for success; adhering to organizational norms and drawing attention to your successes and influence; taking credit for others' accomplishments.

Praising others ingratiation , described as:

Making influential people feel good brown nosing.

Attacking or blaming others, described as:

Avoiding or minimizing association with failure; scapegoating; reducing competition for limited resources.

Using information as a political tool, described as:

Withholding or distorting information; obscuring an unfavorable situation by overwhelming superiors with information.

You may view some of the tactics in the table very favorably, such as building a network of useful contacts. In fact, many management experts and career counselors agree that it is wise to build, maintain, and use networks both inside and outside your organization. This is a positive use of politics. However, let's explore another common and not-so-positive political tactic blaming others.

Blame and Politics,

You may have noticed that politicking often occurs when things don't work out, that is, in situations of underperformance. People often look to assign blame, in part, to help preserve their influence with others. Research in the United States showed that 70 percent of employees tend to assign blame for failures in one of three ways:

1. Blame others,
2. Blame self,
3. Deny blame.

Blaming ourselves can be useful in some situations. Consider serial entrepreneurs who may fail in one venture yet go on to start another. Recent research suggests it is critical for them to accurately identify the appropriate reason for their business failures, such as industry conditions or personal strategy or leadership. If they mistakenly attributed blame to the industry, they are likely to start their next venture in a different industry but repeat the same personal errors strategy or leadership and fail again. In contrast, if blaming the industry is correct, then they are likely to start their next venture in the same industry and use what they learned from failure.

Therefore, assigning blame correctly is important not only to preserve your influence, but also to help guide your future behavior.

Three Levels of Political Action,

Figure 12.8 illustrates three levels of political action: the individual level, the coalition level, and the network level. Each level has its distinguishing characteristics. At the individual level, we pursue our self-interests. The political aspects of coalitions and networks are not so obvious, however, and thus require a bit of explanation.
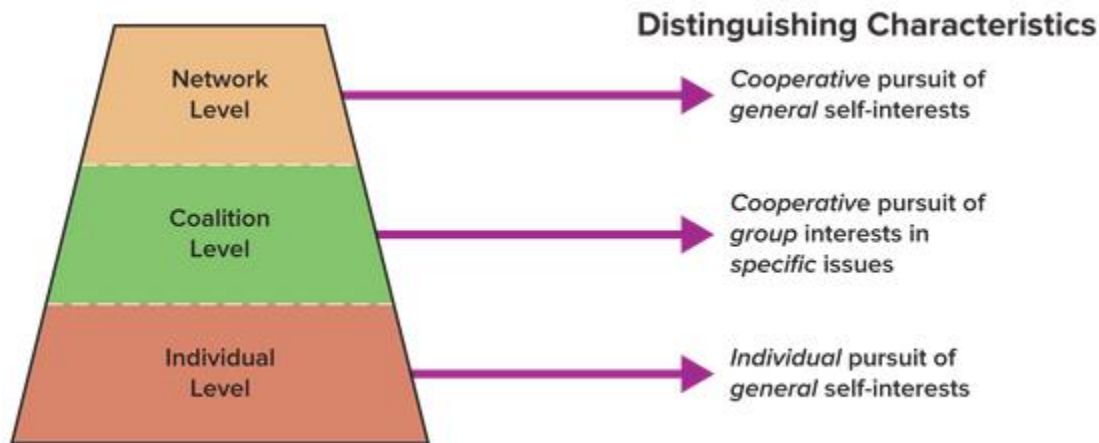
Coalition-Level Politics,

A coalition is an informal group bound together by the active pursuit of a single issue. Coalitions may or may not coincide with formal group membership. When the coalition's target issue has been resolved when a sexually harassing supervisor is fired, for example, the coalition disbands. Political coalitions have, fuzzy boundaries, meaning they are fluid in membership, flexible in structure, and temporary in duration. Coalitions are a potent political force within and between organizations.

A coalition of nine major companies, including Johnson & Johnson, Procter & Gamble, Starbucks, and Walmart, has promised to set long-term goals of powering their operations entirely with renewable energy. Procter & Gamble, the global leader in consumer products, set a goal to convert to 30 percent renewable energy by 2020, which contrasts with 7 percent today. The members' motives are to save money by reducing their use of energy derived from fossil fuels, and to respond to pressure from customers and the changing expectations of younger generations.

The ice bucket challenge was a sensation in the late summer of 2014. Besides boosting financial donations to research for ALS nearly fourfold, it also was an excellent example of political tactics and levels of political action. For instance, many celebrities were challenged to participate, which brought attention to the cause and demonstrated the power of influential others political tactic No. 2 in Table 12.2. And because so many people joined to support a common cause ALS, it also illustrated coalition-level political action.

Network-Level Politics,

Unlike coalitions, which pivot on specific issues, networks are loose associations of individuals seeking social support for their general self-interests. Politically, networks are people-oriented,

while coalitions are issue-oriented. Networks have broader and longer-term agendas than do coalitions. For instance, many former Goldman Sachs executives Hank Paulson, Stephen Friedman, Josh Bolten, and Robert Rubin went on to high-level government jobs. Many people have alleged that this large and powerful network has protected the interests of Wall Street firms generally and those of Goldman Sachs in particular.

Using Politics to Your Advantage

We close this section by highlighting the point that people's perceptions of politics matter, not just actual acts of politics. For instance, studies including more than 25, thousand employees showed that as employees' perceptions of the level of politics increased, their job satisfaction and organizational commitment decreased, while their job stress and intentions to quit increased.

Do these results suggest that managers should attempt to stop people from being political? Good luck. Organizational politics cannot be eliminated. A manager would be naïve to believe this is possible. But political maneuvering can and should be managed to keep it constructive and within reasonable bounds. One expert put it this way:, People can focus their attention on only so many things. The more it lands on politics, the less energy, emotional and intellectual, is available to attend to the problems that fall under the heading of real work.,

Not Too Much and Not Too Little

An individual's degree of political engagement is a matter of personal values, ethics, and temperament. People who are either strictly nonpolitical or highly political generally pay a price for their behavior. The former may experience slow promotions and feel left out, while the latter may run the risk of being called self-serving and lose credibility. People at both ends of the political spectrum may be considered poor team players.

A moderate amount of prudent political behavior is generally considered a survival tool in complex organizations. Experts remind us that political behavior has earned a bad name only because of its association with politicians. On its own, the use of power and other resources to obtain your objectives is not inherently unethical. It all depends on what the preferred objectives are.

How to Build Support for Your Ideas

Our discussion of politics might leave you asking,, What should I do? How do I avoid the bad and take advantage of the good?, Here are eight recommendations backed by research and practice:

1. Create a simple slogan that captures your idea.
2. Get your idea on the agenda. Describe how it addresses an important need or objective and look for ways to make it a priority.
3. Score small wins early and broadcast them widely. Results build momentum and make it easier for other people to commit.
4. Form alliances with people who have the power to decide, fund, and implement.
5. Persist and continue to build support. Persuading others is a process, not an event.
6. Respond and adjust. Be flexible and accepting of other people's input; the more names supporting your idea, the more likely you are to succeed.
7. Lock it in. Anchor the idea into the organization through budgets, job descriptions, incentives, and other operating procedures.

8. Secure and allocate credit. You don't want your idea to be hijacked, nor do you want to blow your own horn. You need others to sing your praises to ensure you get the credit you deserve.

12.5 Impression Management

MAJOR QUESTION

Do I seek only to impress, or to make a good impression?

THE BIGGER PICTURE

We all want to look good in the eyes of others, and to do this we often engage in impression management. Like the other topics discussed in this chapter, impression management consists of techniques for influencing others in all arenas of life. To help you manage your own impressions, we define impression management and discuss what it means to make good and bad impressions, as well as how to remedy bad impressions and make effective apologies. You will see how practical knowledge in this area helps boost your effectiveness across levels of outcomes in the Organizing Framework.

We pursue the basic human desire to impress others not only because it makes us feel good about ourselves, but also because others can often provide what we desire, such as a job, a good grade, or a date. Many of our attempts to influence others in such ways are impression management.

What Is Impression Management?

Impression management is any attempt to control or manipulate the images related to a person, organization, or idea. It encompasses speech, behavior, and appearance and can be aimed at anyone, parents, teachers, peers, employees, and customers are all fair game. For instance, by positioning themselves as socially responsible, companies can create positive impressions with many stakeholders, such as potential customers, and in turn boost sales. Let's dive into good and bad impressions in more detail.

Good Impressions

Research conducted in the context of job interviews shows that impressions are formed very quickly and often subtly. Interviewers gather information about job candidates based on their handshake, smile, and manner of dress. All this information is communicated before any questions have been asked. These same factors were also related to ultimate job offers.

How to Make a Killer First Impression

You've undoubtedly heard the saying, you have only one chance to make a good first impression., Some argue that people judge you within one second of meeting you. Researchers tested this belief and found that after viewing only a microsecond of a video of a political candidate, subjects predicted with 70 percent accuracy who would win an election. Table 12.3 provides recommendations to help you overcome the pressure and ensure that people's snap judgments of you are favorable.

Table 12.3, how to make a killer first impression.

(1) Set goals, when you're preparing for an event a meeting, social event, or conference, think of whom you'd like to meet and what you'd like to achieve from that introduction. Then plan your energy, introduction, and comments accordingly.

(2) Consider your ornaments,   we're not talking about Christmas trees or party favors, but instead about your jewelry, makeup, and clothes. This advice is for both men and women. Many people will draw conclusions from the type of watch you wear and how well it aligns with your clothes sporty, gaudy, trendy. Makeup and jewelry are judged similarly. Be sure they match your personality and your intended message.

(3) Remember your body speaks, we've all heard that body language makes a difference, so pay attention to nonverbals. Find a way to video yourself in a social setting. Use this evidence to help you manage your body language habits in the future.

(4) Bust bad moods and bad days, if you're in a bad mood before an important event, find a way to snap out of it play some of your favorite music, work out, go shopping or reschedule or stay home. People will pick up on your mood, and you don't want your body language to convey: Hello, my name is Bad Mood Bob.

(5) Be interested to be interesting, the best way to appear interesting is to appear interested. People tend to like people who like them; at least this is a good place to start. Rather than blather on about yourself, an excellent way to show interest is to ask questions about the other person. You may be able to do research ahead of time about the person or persons you'll meet, and then make it part of your goal to ask them about what you learned.

Reciprocity and Impression Management

Recall our discussion of reciprocity earlier in this chapter, Six Principles of Persuasion, and the benefits of giving in order to receive. Research tells us that when a CEO makes positive comments about another executive and the other executive's company, Wall Street analysts give more favorable reports of both the CEO and the company even when they come up short of earnings forecasts. Put another way, saying something positive in the media means Wall Street analysts are likely to be more forgiving if your performance is low. This is obviously a powerful form of influence one that really pays. The following OB in Action box illustrates how the entire venture capital industry has changed its attitudes and behaviors related to impression management.

OB IN ACTION,

Impression Management, Venture Capital Style,

Marc Andreessen left and Ben Horowitz right entered the venture capital industry with a bang. They embraced self-promotion and other impression management techniques and achieved greater growth than any other VC. Their tactics and performance also garnered great status and influence. They are now seen as the most desirable source of financing for entrepreneurs in San Francisco and New York.

Self-promotion by venture capitalists, VCs, was frowned upon until about 2009. Those who used it were criticized and called parade jumpers. But since 2009, VC firms old and new such as Bessemer Venture Partners and Founders Fund, respectively have actively engaged in impression management with investors, the media, and other VC firms. Today some of the founders and lead rainmakers in VC firms are celebrities with publicity, status, and influence to match their often-immense wealth. Below are two of the reasons VC firms across the industry now pursue impression management with enthusiasm.

Knocking on doors. Increased competition has motivated VCs to reach out to investors and entrepreneurs and differentiate themselves, in contrast to the recent past when investors and entrepreneurs needed an inside connection to get a meeting with a VC firm.

Self-promotion. Andreessen & Horowitz, a VC firm started by the founder and an executive of Netscape one of the first web companies, entered the market in 2009 with a completely different approach. Marc Andreessen and Ben Horowitz courted entrepreneurs, used social media blogs and Twitter, and marketed themselves aggressively. Their approach was motivated by the belief that each year 15 deals account for 97 percent of all venture capital profits. To be successful, they would have to pursue those 15 companies. And they would do it by aggressively marketing their expertise to the reporters and bloggers who follow start-ups. To execute this strategy, they didn't just hire a PR firm; they made the PR firm's founder Margit Wennmacher a partner in Andreesen & Horowitz and quickly became the fastest-growing VC firm in the industry.

Favorable Upward Impression Management Tactics,

On a positive note, both research and practice have revealed three categories of favorable upward impression management techniques:

1. Job-focused, tactics that present information about your job performance in a favorable light.
2. Supervisor-focused, praise and favors for your supervisor.
3. Self-focused, an image of yourself as a polite and nice person.

Recent work highlights two additional ways of impressing your boss. The first is to associate yourself with so-called stars, those on the fast track who already have the attention of management. The second is to work on key projects that need help or refinement. In both instances, managers have more positive emotions about the employee and perceived him or her as more promotable.

Other research shows that both interviewers and coworkers are especially poor at knowing whether a candidate is honest and humble, qualities increasingly valued in the workplace. Employees lacking these characteristics are known to engage in more counterproductive work behaviors and have lower performance. Of course, we encourage you to be ethical, present your true self, and use the other knowledge in this chapter and book to be more influential and impress interviewers.

Let's be clear: a moderate amount of upward impression management is a necessity today, but not all forms are effective and none are effective all the time. For example, ingratiation can slightly improve your performance appraisal results and make your boss like you significantly more. Engage in too little impression management and busy managers are liable to overlook some of your valuable contributions when they make job assignment, pay, and promotion decisions. But do too much and you run the risk of being branded a schmoozer, a phony, and other unflattering things by your coworkers. Consider, for instance, that the application of noticeable flattery and ingratiation can backfire by embarrassing the target person and damaging your credibility.

Impression Management and Job Interviews,

Job interviews probably epitomize our experiences of impression management. In few other instances in life are we more determined to make a good impression. Researchers provide a number of insights.

Deception Detection,

Many people are deceptive in interviews, and interviewers' abilities to detect such tactics vary greatly. One study found that experienced interviewers were no better at detecting deception than novices.

Ethics aside, bending the truth in an interview can cause an organization to hire the wrong person for the job. Deception that leads to bad hires can be very costly. Organizations are wise to train their interviewers to identify the common impression management tactics used in interviews, such as self-promotion, image repair, image protection, and image creation. This is the first step in making them aware of the deceptive techniques candidates often use.

Other research shows that both interviewers and coworkers are especially poor at knowing whether a candidate is honest and humble, qualities increasingly valued in the workplace. Employees lacking these characteristics are known to engage in more counterproductive work behaviors and have lower performance. Of course, we encourage you to be ethical, present your true self, and use the other knowledge in this chapter and book to be more influential and impress interviewers.

Interviewers' Attempts to Impress You

There's another angle on the story interviewers are trying to impress interviewees. Especially in tight labor markets, employers compete intensely for top talent. This means they must impress candidates in order to attract and hire the best, representing the organization favorably with a broad range of tactics, including:

Verbal, what they say and how they say it.

Nonverbal, laughing, smiling, leaning in.

Artifactual, dress, appearance of interview venue, visual and promotional items.

Administrative, timing of communication, confirmation that application was received, feedback, and follow-up.

How to Create Bad Impressions,

Some people actually try to make a bad impression. But because they are rare, we instead focus on the common and sometimes unwitting ways you can make a bad impression at work and how to avoid them:

(1) Doing only the minimum. Many employees aren't aware that not making the often simple effort to fulfill a coworker's request can be costly. Going the extra mile to check the status of a report, for instance, can quickly convey a strong positive impression.

(2) Having a negative mind-set. Most of us think we're positive spirits all the time, but others may see us differently. When presented with a new initiative, for instance, do you immediately point out the potential pitfalls or complain? If so, others may see you as negative. Managers prefer people who are supportive, not necessarily, yes men and women, but those who are constructive rather than eternal naysayers.

(3) Overcommitting. Initiative is often good, but biting off more than you can chew means you might choke. Failing to deliver on-time or high-quality work is a sure way to make a bad impression. Prioritize and deliver, which requires saying no sometimes.

(4) Taking no initiative. The opposite of overcommitting, failing to take action when something needs to get done, can also make you look bad. If coworkers including your

boss frequently come to you with the same questions or challenges, step up and try to proactively resolve the issue.

(5) Waiting until the last minute to deliver bad news. Of course, you shouldn't report to your boss about every little hiccup in your work. But don't wait until just before a deadline to say you are having difficulties. This puts your boss in a bad spot too. Be smart; put yourself in the other person's shoes and consider whether and when you would want to know the information you have.

Ethics and Impression Management,

It's one thing to cast yourself in the best possible light, but it is quite another to lie. Therefore, the ethics of impression management focuses on the gray area in between. One way to help decide whether your favorable light is too bright has gone too far is to imagine that you have to explain what you said or did on the evening news. Would you be comfortable with portraying that same impression to the entire community? Would people that know you well, friends or coworkers past and present, agree? Asking and answering these two questions can help you navigate the ethics of impression management. Research also provides some guidance and interesting details to consider.

A study of more than 600 companies surpassing $100 million in revenues showed that unfavorable analyst comments prompted the CEOs to say their companies do have policies and practices that are in shareholders' best interests. Related research showed that CEOs also routinely said their own compensation plan was aligned with shareholder interests, although in both instances they regularly misrepresented the issues. For example, their companies often made job and R&D cuts that undermined the long-term health of the company counter to shareholder interests, and their personal compensation often increased even when the share price of their company plummeted.

Consider this story of impression management from a large bank:

EXAMPLE, After 7 pm, people would open the door to their office, drape a spare jacket on the back of their chair, lay a set of glasses down on some reading material on their desk and then go home for the night. The point of this elaborate gesture was to create the illusion that they were just out grabbing dinner and would be returning to burn the midnight oil.

No one is always right. Sometimes an apology is necessary to save, repair, or even enhance the impressions other have of you. Let's look at how this is best done.

Apologies,

One way to remedy or at least reduce the impact of bad impressions, negative uses of power, or poor performance is an apology. Apologies are a form of trust repair in which we acknowledge an offense and usually offer to make amends. It is a widely held norm in US and other cultures such as in Japan to apologize when our action, or lack of action, causes harm to another, intentionally or not. And while harm can be perceived or actual, it is always real to those harmed.

June 2015 was the month of apologies from executives of some of Japan's largest companies. Among them were Shigehisa Takada, the CEO of Takata, the maker of defective airbags responsible for the recall of over 60 million vehicles worldwide. Electronics giant Toshiba overstated profits by more than a billion dollars over a number of years. Its CEO, Hisai Tanaka, resigned along with a number of board members. An especially deep and public bow is a sign of apology in the Japanese culture.

Apologies are effective to the extent they restore trust and positively affect your ability to influence the offended party in the future. Table 12.4 describes the primary reasons leaders should apologize to others along with their associated motives.

TABLE 12.4,   REASONS FOR LEADER APOLOGIES AND DESIRED OUTCOMES

(1) Individual, Leader offended another. Motive for apology, to encourage followers to forgive and forget.
(2) Institutional, Follower offended another organizational member. Motive for apology, to restore functioning within the group or organization.
(3) Intergroup, Follower offended an external party. Motive for apology, to repair relations with an external group.
(4) Moral, A wrongdoing is genuinely regretted. Motive for apology, to request forgiveness and redemption for regrettable inaction.

Table 12.4 can be helpful for non-leaders too. Whether the apology is from a leader or not, to be effective it should have four characteristics:

1. Acknowledgment of wrongdoing.
2. Acceptance of responsibility.
3. Expression of regret.
4. Promise that the offense will not be repeated.

It also is helpful to consider that a failure to apologize, or to do so in a timely manner, can turn a bad situation worse and damage how others see you.

You are now far better equipped to influence people in many arenas of life. We close this chapter with a reminder: You don't need to have a fancy title or corner office to have power. You typically have more power than you think. We encourage you to be more purposeful and accurate in your application of power, empowerment, influence, politics, and impression management. Doing so will dramatically increase your effectiveness across levels of the Organizing Framework. Besides, you'll get your way more often!