Person Factors
- Personality
- Skills and abilities
- Values
- Ethics

Situation Factors
- Relationship quality
- Leadership

Individual Level
- 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

Individual Level
- 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

Three of the most common complaints about meetings are that they:

Are unnecessary.

Don't accomplish much.

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.

12.1 Power and Its Basic Forms

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,

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.

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.

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.

- 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.
- Compliance. Those who comply do only what is expected, nothing more. They exert no extra effort and provide no extra input.
- 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,

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,

12.2 Power Sharing and Empowerment,

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.

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.
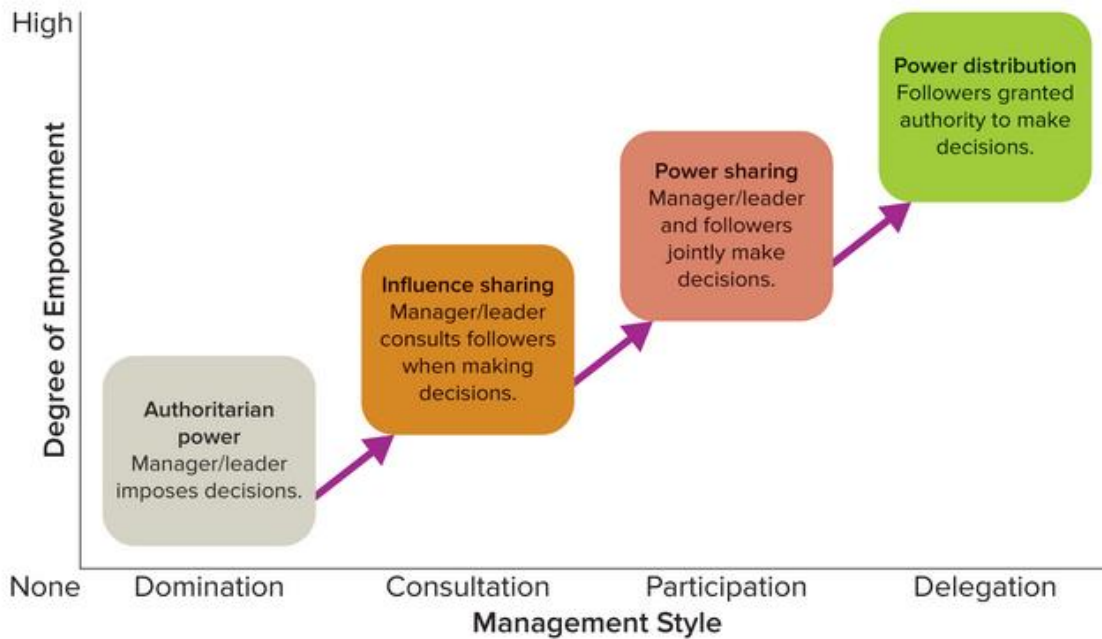
Psychological Empowerment,

Psychological empowerment occurs when we feel a sense of:

- Meaning, Belief that our work values and goals align with those of our manager, team, or employer.
- Competence, Our personal evaluation of our ability to do our job.
- Self-determination, Sense that we have control over our work and its outcomes.
- Impact at work, Feeling that our efforts make a difference and affect the organization.
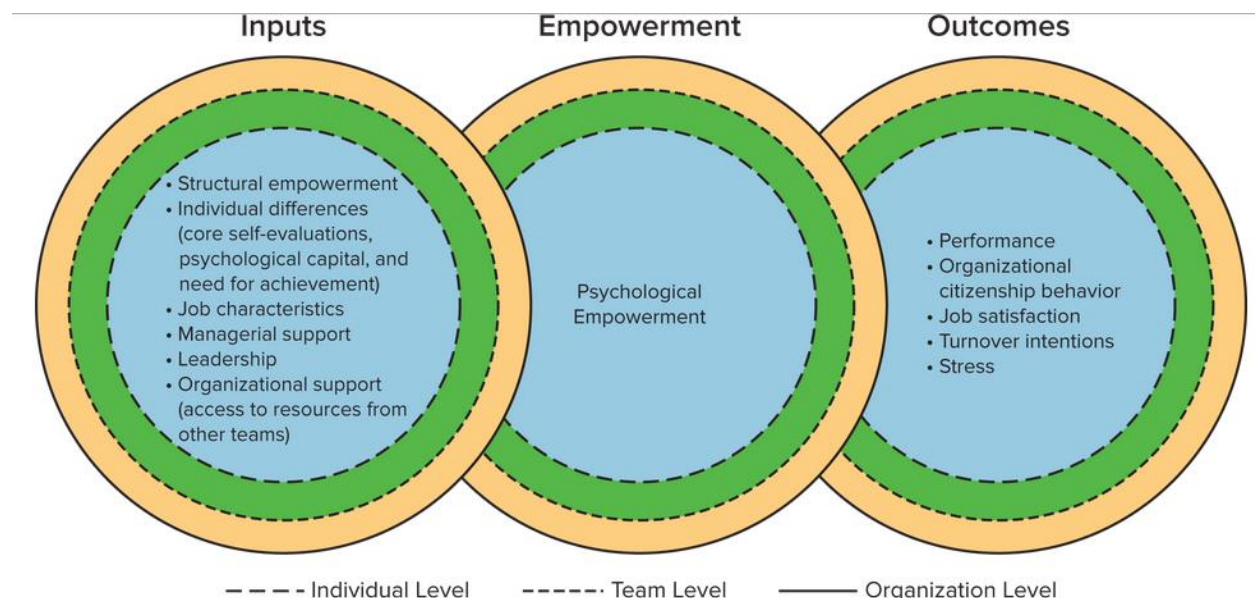
Empowerment Inputs,

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.

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.

12.3 Effectively Influencing Others,

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.

Influence in Virtual Teams,

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

- 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,44 but instead it helps overcome the lack of nonverbal and other cues in face-to-face interactions that communicate useful information.

- 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).
- 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.

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.

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 person(s) 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.

12.4 Political Tactics and How to Use Them

Organizational Politics, The Good and the Bad,

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.

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 10,000 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.

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.

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,

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.
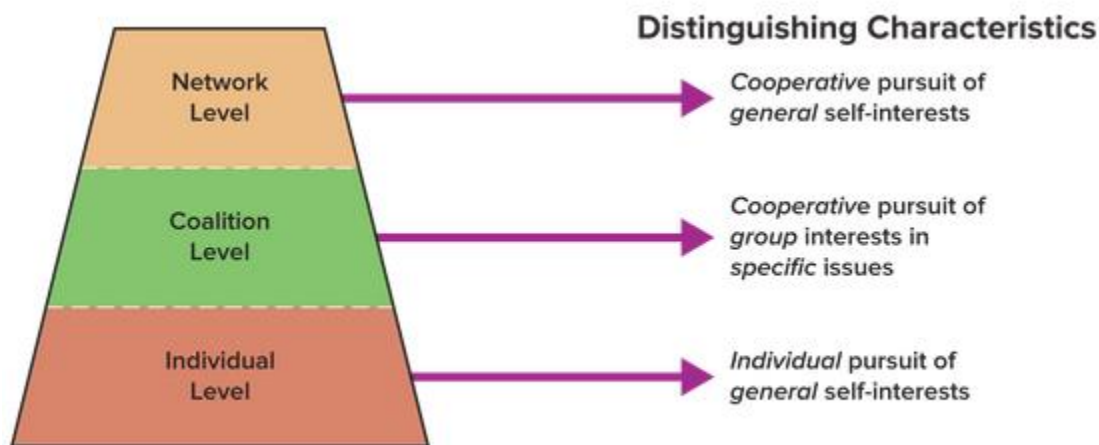
Coalition-Level Politics,

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.

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 25,000 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.

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

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.

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.

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.

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.

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:

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.

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.

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.

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.

Waiting until the last minute to deliver bad news.

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. 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 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!