



KATHLEEN L. MCGINN

ELIZABETH LONG LINGO

Power and Influence: Achieving Your Objectives in Organizations

"The measure of a man is what he does with power."

Pittacus, Greek statesman and military leader

Power. Elusive, coveted, despised, enabling. Power speaks to the best and the worst of human nature. No matter the guise in which it is cloaked, power evokes strong visceral feelings for those who hold it and those held by it.

To understand your power is to understand multiple, sometimes redundant, forces acting in concert. You must be able to recognize these forces in stasis and recognize the triggers that will put them into play. The influence tactics you and those around you deploy when putting power into action might be superficial plays in a large, visible political game, or they might tap into deep, seldom acknowledged power structures. As you look over the embroiled tempest or the placid waters of your social environment, an understanding and respect for the subtlety and depth of power structures and influence actions will enable you to better achieve both personal and collective goals and dreams.

Power is *the potential to mobilize energy*.¹ Notice that this rather neutral definition does not address the issues of *how* to exercise power or *to what ends*. The answers to these questions determine the ultimate value of your power. This note is written to help you analyze the social system in which your power exists and your influence will be used. An analysis of your social system, and your desires and objectives within it, may help you answer the critical questions of how your power will be exercised and to what end your power will be used.

¹ Borrowed roughly from Saul Alinsky, *Reveille for Radicals* (Chicago, Ill.: University of Chicago press, 1946).

Professor Kathleen L. McGinn and Elizabeth Long Lingo prepared this note as the basis for class discussion. Subsequent references to HBS cases are provided as further information on individuals discussed in examples. These cases are in no way required for use with this note.

Copyright © 2001, 2007 President and Fellows of Harvard College. To order copies or request permission to reproduce materials, call 1-800-545-7685, write Harvard Business School Publishing, Boston, MA 02163, or go to <http://www.hbsp.harvard.edu>. No part of this publication may be reproduced, stored in a retrieval system, used in a spreadsheet, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording, or otherwise—without the permission of Harvard Business School.

The Framework for Analyzing the Social Environment

Analyzing power within a social system is a complex and challenging endeavor. To help you make sense of how you can use power to mobilize energy in your system, or to analyze how others are using power to affect your behavior, we offer the analytical framework provided in **Figure 1, Analyzing the Political Environment** (see **Figure 1**, page 23). This note will walk you through each element of this admittedly complex diagram. Before we begin our in-depth analysis, however, the basic assumptions of the framework must be laid out.

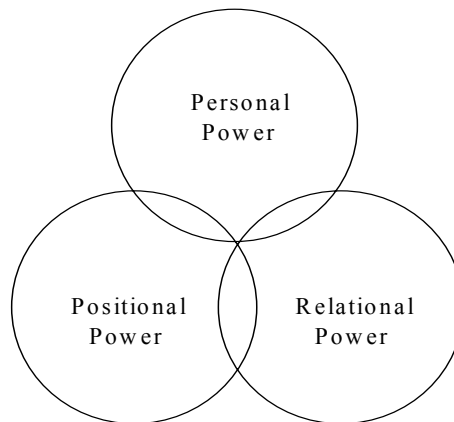
- Power is a *potential* force. To have an effect, power must be exercised. Influence is the way in which you turn potential force into kinetic energy. In your analysis of power in your social system, you will first consider your power as a potential force—your individual power, which is shown in the center of the diagram. You can then assess the influence tactics through which you can exercise your power potential.
- Power is a *social* relation. While we can represent power as something a person “has,” ultimately, power will not have an effect unless it is enacted within a social milieu. A king can be the “all-powerful” ruler of a land, but unless there are subjects who abide by his rule, his power will be worthless. Power, as defined here, can not be wielded independent of others and thus is represented within a social environment in our framework.
- Power is *situational*. It depends on the specific situation of interest. In this note, we will offer a framework for examining your potential power, given your unique social setting. While certain sources of power, such as your personal power, might be transferable to other social settings, the unique configuration of elements in a particular social setting might have radically different implications for the actions you can take and the results of these actions.
- The elements of the model comprise a social *system*. In your analysis, you should consider the multiple, often redundant, factors that exist at different levels of analysis and simultaneously determine and constrain your power. You will find it worthwhile to examine both “proximate” and “distant” aspects of your social system, since actions taken by others at any point in the system can affect your power. It is the simultaneous interaction of these factors that will affect the “rules of the game” and the range of influence tactics available to you.
- Power exists within a *dynamic* social system. Your power will not remain “static” for long. If influence tactics are used or shocks are experienced in any part of the system, potential power and options available to actors in the system might (and probably will) shift. External audiences, such as the media, are potential sources of disruption.

* * * *

This note is organized as follows: the first section explores the sources of your individual power. The next section guides you through an analysis of the contextual features that shape and constrain the power you hold. These include the formal and informal structure of the organization you are joining, the culture of the organization, and the external environment. In the third section, you will confront the influence options available to you, and consider how your alternatives, individual skills, values, personal objectives, and others’ attributions of your actions constrain your choice of influence tactics. The final section considers the paradoxical nature of your power and the ethical concerns implicit in any discussion of power.

Individual Power

Before you can use your power successfully in a dynamic context, you must first analyze your individual power in **stasis**. It might be useful to think of your social system in terms of an *opportunity structure*. When assessing the opportunity structure, examine your sources of power, how sustainable they are, and how they will enable you to act when opportunities arise.²



Individual power is derived from three sources: your **personal attributes and skills, your organizational and social positions, and your relationships**. These three power bases—**personal, positional, and relational**—should be considered in concert to see whether and how they complement or undermine each other.

Personal Power

Personal power is derived from your unique personal attributes and skills. Personal power, which is always situated within a given context, helps to determine your ability to create cooperation with others, win when competitive situations arise, and gain support from those around you.³

Creating cooperation Several key personal attributes enhance your ability to encourage others' cooperation by building trust and increasing your understanding of others' attitudes and interests. These include:

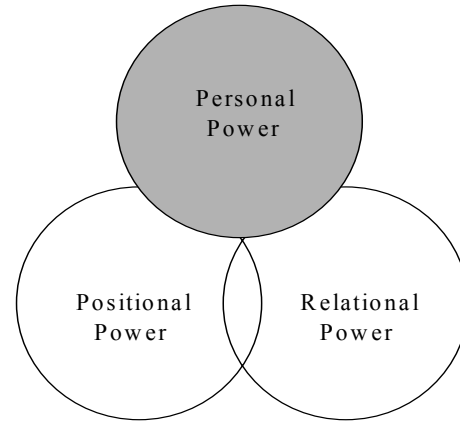
- ◆ Sensitivity—Being sensitive to others enables you to understand their beliefs and behaviors and how best to engage their cooperation given their unique characteristics.
- ◆ Submerging ego—The ability to submerge your ego enhances your ability to consider the interests of others, and to see more clearly potential bases for cooperation. Operating “without ego” also creates in others the perception that you are not acting purely in self-interest, and that

² See Tarrow, *Power in Movement* (Cambridge and New York: Cambridge University Press, 1994) for an excellent analysis of resources, tactics, and opportunity structure in the social movements literature.

³ These categories are described in more detail in the sources from which this section was adapted: Jeffrey Pfeffer's *Managing with Power* (Boston: Harvard Business School Press, 1992) and Peter Frost's “Power, Politics and Influence,” in F. M. Jablin, *Handbook of Organizational Communication* (Newbury Park, CA: Sage, 1987): 503-548.

you are willing to consider the interests of others. This in turn fosters a sense of obligation and gratitude that might facilitate cooperation and build others' trust in you.

- ◆ **Flexibility**—This allows you to focus on your “ultimate objectives and [...] to remain emotionally detached from the situation.”⁴ Flexibility makes it possible for you to adapt your style and position to suit the needs of the individuals whom you are trying to influence. Lyndon Johnson,⁵ former president of the United States, demonstrated his flexibility when he customized his approach to each politician with whom he interacted. Johnson would review data regarding each senator's political support back home as well as his voting record. Coupled with his personal information about the senator's values, style, and potential weaknesses, Johnson would craft his customized persuasive approach.



Winning in competitive environments Other critical attributes are related to your ability to endure and succeed in competitive situations. These include:

- ◆ **Energy and stamina**—These enable you to sustain the effort necessary to outpace and outlast competitors. Margaret Thatcher was Prime Minister of Britain from 1979-1990s. One of her main sources of power was her endurance.⁶ Sleeping only four to five hours per night, she was able to dedicate the extra hours necessary to do her work, keeping her one step ahead of her adversaries.
- ◆ **Focus**—Being able to remain focused is especially important in demanding, difficult, or competitive situations because there is a heightened need to channel your energies and withstand distractions.
- ◆ **Tolerance for conflict**—Conflict is inherent in competitive environments. Upping the ante is often necessary to call the bluff of competitors. Robert Moses,⁷ the influential New York City public works commissioner, was not afraid to challenge LaGuardia, the mayor of New York, about the East River ferry. Moses' willingness to raise the stakes of the conflict created his ultimate success. The willingness to engage in conflict, however, carries a caveat—it will only contribute to success when a conflictual approach is situationally appropriate. For example, Lewis Glucksman, short-lived co-CEO of Lehman Brothers, was willing to provoke conflict with his rival and co-CEO, Pete Peterson, in the power struggle at Lehman brothers,⁸ but was ultimately unsuccessful because he could not create the cooperation needed to bring the organization back together after Peterson's departure.
- ◆ **Expertise and self-confidence**—In any competitive environment, expertise, competence and self-confidence are necessary for two reasons. First, you need them to achieve substantive success

⁴ Pfeffer, *Managing with Power*, p. 176.

⁵ See “Lyndon Baines Johnson,” HBS Case No. 488-001.

⁶ See “Margaret Thatcher,” HBS Case No. 497-018.

⁷ See “Robert Moses,” HBS Case No. 800-271.

⁸ See “Power, Greed and Glory on Wall Street, Part I,” HBS Case No. 285-151; and “Power, Greed and Glory on Wall Street, Part II,” HBS Case No. 286-042.

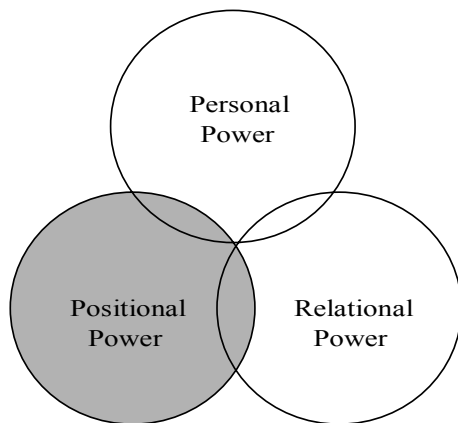
under conditions of high stress. Second, and perhaps more importantly, you need them to convey to others the worthiness of your endeavors and your ability to achieve success so that they will support you.

Gaining support This last category of attributes is related to your ability to obtain others' social support through your interpersonal attractiveness, especially under situations of high ambiguity. These attributes include:

- ◆ Charisma—Your charisma will enable you to draw people to you more easily and to convince them to believe in your cause. Martin Luther King, Baptist minister, political activists, and one of the most famous leaders of the American Civil Rights movements was the youngest man ever awarded the Nobel Peace Prize. A large part of Martin Luther King's ability to create support for his social movement was his incredible charisma.
- ◆ Linguistic ability—Having strong communication skills will enhance your attractiveness and enable you to articulate your position more effectively and persuasively. While some stayed unmoved by Martin Luther King's personal charisma, few were immune to the power of his oration.
- ◆ Track record—A strong track record will attract people to you. King, an African American, drew support not just through his attractiveness, but also through his record of achieving recognition in a white man's world.

Positional Power

While your personal power relates to your individual attributes and skills, your positional power is derived from the formal roles you hold in your organization, social system, and society. Your



success in your social environment will, in part, be determined by the extent to which you recognize and use your sources of positional power. You should analyze each of the sources of positional power, below, to determine who holds it in your social system—it could be you or someone else. Failure to recognize others' sources of positional power might blind you to power plays brewing in your environment.

Formal hierarchical position Positional power is traditionally associated with a hierarchical position. Formal hierarchical positions bestow power to those at the top of organizations and societies by conferring the formal *authority* to shape the culture, norms, vision and goals of the organization. Formal positions often grant

those within them the power to *apply or withhold explicit incentives* (such as money) and *informal rewards* (such as self-esteem, sense of accomplishment, or sense of meaning and purpose).

Controlling strategic resources Your position within the flow of resources in the organization can be as important a source of positional power as your position in the hierarchy. You can achieve positional power by controlling resources that others need. The less substitutable the goods you control, the more power you have in the social system. Dependency goes both ways—beware of organizational positions where you could find yourself dependent on others, with nothing to trade in

turn. “Resource dependency,”⁹ as this source of power is sometimes referred to, can come from controlling both tangible and intangible resources.

Coping with strategic areas of uncertainty facing the organization is a source of positional power, as long as you do not eliminate that uncertainty.¹⁰ Michel Crozier describes how the unique position of maintenance workers in a French state-owned tobacco manufacturer provided them a source of power.¹¹ Production employees needed their machines to be working at top performance in order to earn their bonuses. Since the maintenance workers were the only people who had the skills to repair the machines, the production employees were highly dependent on them. In this smoothly running manufacturing operation, the maintenance workers reaped a high degree of power by coping with one of the few uncertainties left in the organization.

One way of controlling strategic organizational resources is by *institutionalization of resource dependency*. There is a tendency for groups who control critical resources or cope with strategic uncertainty to do whatever they can to legitimate and institutionalize their positions of power, even when it is unhealthy and inefficient for the firm. Your power assessment should include examining who controls the resources in your firm, why they do so, and whether their *raison d'être* has passed its prime, since such information could be critical for exploiting changes in the opportunity structure.¹²

Legitimate power You might also derive positional power from some legitimating source, such as a licensing board (e.g., the American Institute of Certified Public Accountants) or an academic institution. Jeffrey Brown was the pastor of one of the Boston area’s largest Baptist churches. He and three other ministers co-founded Boston’s Ten Point Coalition, a program that has been credited with drastically reducing juvenile violence in Boston. Brown and the other ministers derive their formal power through the legitimized position of clergy.¹³ As a minister, Brown held a high status role imbued with trust. This societally legitimized role gave him the power to enter homes and walk the streets to engage in dialogue with community members—something that the police could not do. He then used his status to play a bridging role between community members and the city police when tension between those groups had become dangerously high. Legitimacy is passed from a central source to individuals:

- ◆ Control over entry—Licensing boards control the number and type of people allowed in their ranks. Seemingly objective and quantifiable criteria can be used to control entry, thus barring certain groups from entry. Limits on the number of licenses provided can act to keep supply below demand, increasing prices. Liquor licenses and taxicab medallions, for example, work in this way.

⁹ For a discussion of the resource-dependency view, see G. Salancik and J. Pfeffer, “The Bases and Use of Power in Organization Decision-making: The Case of a University,” *Administrative Science Quarterly* 19 (1974): 453-473, and J. Pfeffer and G. R. Salancik, “Organizational Decision Making as Political Process: The Case of a University Budget,” *Administrative Science Quarterly* 19 (1974): 135-151.

¹⁰ D. J. Hickson, C.R. Hinings, C.A. Lee, R.J. Schneck and J.M. Pennings, “A Strategic Contingencies’ Theory of Intraorganizational Power,” *Administrative Science Quarterly* 16 (1974): 216-229, looked at strategically-contingent sources of power at the sub-unit level. Earlier theorists, such as Thompson and Crozier (1964) looked at the importance of critical sources of uncertainty within the firm. See J. D. Thompson, *Organizations in Action*, (New York: McGraw-Hill, 1967).

¹¹ Crozier, M., *The Bureaucratic Phenomenon* (Chicago: University of Chicago Press, 1964).

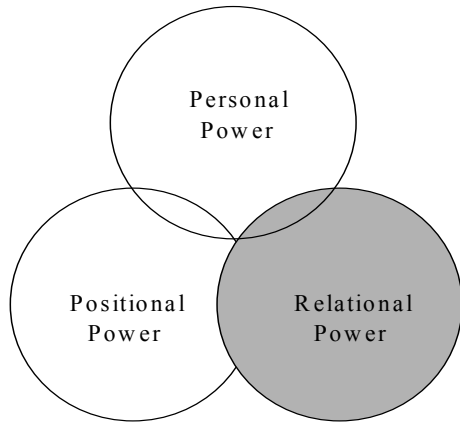
¹² See N. Fligstein, “The Intraorganizational Power Struggle: Rise of Finance Personnel to Top Leadership in Large Corporations, 1919-1979,” *American Sociological Review* 52 (1987): 44-58, for a description of how different functional roles in the organization have successively come to prominence over the past decades as their competitive and strategic importance waxed and waned.

¹³ See “Reverend Jeffrey Brown: Cops, Kids and Ministers,” HBS Case No. 801-284.

- ◆ Control over values and terms of legitimacy—Sanctioning bodies define what behavior is socially acceptable for people holding certain roles, consequently controlling values and terms of legitimacy. The American Medical Association, for example, requires doctors to have practiced surgery but does not require that they be knowledgeable about acupuncture.

Relational Power

While your personal power is derived from your unique set of attributes and skills, and positional power is derived from formal roles in your organization or society, relational power is derived from your relationships with others. Your relationships can be a source of emotional support, advice, information, and tangible resources. The coalitions you forge can be a potent source of power, while the coalitions you are not in can loom as a potential threat. Since relationships require investment and nurturing, you will have to choose with whom you will interact, how often, and on what terms—choices that will affect your relational power. Your relational power flows from relationships at three levels: direct ties, the interactions among your direct ties, and the overall structure of your network.



Your Direct Ties Consider all the people with whom you interact during the day, during the week, during the year. There might be some people to whom you give advice, some people who provide you with money or information, some people with whom you share your questions, your closest secrets, and your dreams. Some of the people you will interact with more or less frequently, some you will interact with in more than one way. When analyzing your direct ties as a source of relational power you will want to consider the strength of your ties and the content of those ties.

- ◆ Tie strength—The strength of your ties indicates the quality of the relationships you have with others. Quality, in turn, drives how a person will react to you under stress, and the quality of information and other resources that a person provides you. You will want to consider several factors in combination to determine the “strength” or “weakness” of your ties.
 - *Duration*—The strength of the tie is likely to be greater if you have known someone for a longer period of time. This can be due to a greater ability to predict the other’s behavior, the trust that has developed over time, or a sense of nostalgia (e.g., your best friend from grade school).
 - *Frequency of interaction*—In general, more frequent interaction leads to familiarity, and familiarity leads to liking and trust.¹⁴
 - *Mutual intimacy*—A mutual willingness to confide in each other, whereby each provides information that might make him or herself vulnerable, increases the sense of trust and deepens the relationship.¹⁵

¹⁴ R.L. Moreland and R.B. Zajonc, “Exposure Effects in Person Perception: Familiarity, Similarity, and Attraction, *Journal of Experimental Social Psychology* 24 (1982): 283-292.

- *Reciprocity*—If both partners are contributing relatively equally to a relationship, the tie is likely to be stronger than if only one party is committed to and investing in the relationship. Reciprocity relies on relative balance in dependency—owing too much or providing too much with no “payback” both threaten future reciprocity. Reciprocal relationships involve more prosocial behavior, such as helping and supportiveness, and exhibit greater stability than asymmetric relationships.¹⁶
- *Multiplexity*—Your relationship with a friend with whom you play racquetball, share family dinners, and collaborate on a project is multiplex, while your relationship with a work colleague you never see outside the office is simplex. The greater the multiplexity of your ties, the stronger they will tend to be. But maintaining multiplex ties might not be as easy or desirable as it sounds. Your multiple relations can be contradictory as well as complementary, presenting tradeoffs to personal integrity and consistency. Because frequency of interaction at work breeds familiarity, liking and trust, many work relationships grow into multiplex work-play relationships across time. You should consider the threats to the boundary between work and personal spheres when relations cross that boundary. Do you really want to start that business with your best friend, or would keeping friendship separate from business relations work better for you?
- ◆ Tie content—Content is simply the resource that passes along the “tie” between you and the other person. The content of your ties can range from money and information to emotions and social support. In combination with an assessment of tie strength, analyzing the content of your relationships by considering each of the following questions will give you an indication of the value of your ties in times of uncertainty.
 - *How does this relationship contribute to my understanding of the social environment?* Especially under situations of uncertainty, such as when you are new to an organization, it is important to have ties that can provide you with information about the rules of the game. Your network can play an important role in your organizational socialization and thus animate your social mobility within organizations.¹⁷
 - *Is your tie exchange- or trust-based?* Exchange-based or instrumental ties are those in which the content is primarily the exchange of information or resources that can be used to enhance your or the other’s interests. Exchange-based ties rely on direct reciprocity—money for money, invitations for invitations, information for information.¹⁸ Trust-based or expressive/affective ties rely on shared emotions such as respect or liking. While exchange-based ties tend to bring tangible resources, trust-based ties provide emotional and social support and help you develop and

¹⁵ I. Altman and D.A. Taylor, *Social Penetration: The Development of Interpersonal Relationships* (New York: Holt, Rinehart & Winston, 1973).

¹⁶ B. Fehr, *Friendship Processes* (Thousand Oaks, CA: Sage Publications, 1996).

¹⁷ See J. M. Podolny and J. N. Baron, “Resources and Relationships: Social Networks and Mobility in the Workplace,” *American Sociological Review* 62 (1997): 673-693.

¹⁸ J. Mills, and M.S. Clark, “Communal and Exchange Relationships,” in L. Wheeler (ed.), *Review of Personality and Social Psychology* (Beverly Hills, CA: Sage, 1982): 121-144.

maintain your personal identity.¹⁹ Since trust-based ties often entail caring about the outcome of the other party, and valuing the relationship for its own sake rather than for the tangible benefits it conveys, trust-based ties are likely to provide different information than exchange-based ties. Advice that you should accept a new position should carry more weight when it comes from someone who knows you well and whom you trust, than it would coming from the manager recruiting you, who has her own interests at stake.

- *How will you deal with tradeoffs?* Because there are inherent trade-offs between the amount of energy necessary to nurture and sustain different types of relationships and the benefits that derive from them, you should make informed decisions about where to focus your relational energy. Your balance of trust- and exchange-based ties is particularly critical under times of uncertainty or stress. President Lyndon Johnson was a master at deriving value from exchange relationships, but when the other party was uninterested in the resources Johnson had available for exchange, he was unable to develop the trust-based relationships that could have supported and guided him during his presidency.

The interactions among your direct ties A simplistic version of relational power considers only the resources supplied by your direct ties. A more complete analysis would also consider a broader conceptualization of your network—"one step removed" from your direct ties. The people with whom your direct ties interact make up your indirect ties. Indirect ties can be valuable sources of information, particularly if your direct tie is willing to be an informational conduit. You might want to think of your direct tie as the broker between you and the indirect tie. The fewer the connections between your ties, the greater potential for you to obtain non-redundant goods and information from your many relationships, since disconnected ties are more likely to have access to unique resource bases.²⁰

Professor Ron Burt has called particular attention to *structural holes*—the potential to span two distinct groups that are not directly connected.²¹ To the extent that some of your friends, colleagues, family and acquaintances do not interact with one another, you can enhance your relational power by brokering relationships among them. Burt suggests ways in which spanning a structural hole provides you the opportunity to set up competitions for the resources you hold. Especially if you are the sole link between groups, you will have unique brokerage opportunities that will serve as your basis of power. Whether bridging two ethnic clusters, two subunits within an organization, or two organizations, the structural hole spanner acts as translator, interpreter, and integrator for, and participant in sometimes radically opposed groups. One of the challenges of the spanner, then, is to balance the informational benefits of the position with the potential role conflicts and stress that might accompany the unique position.

The benefits of having disconnected ties raises the issue of the trade-off between the breadth of the relationships you maintain and the strength of those relationships. The broader your network, the less likely that all your colleagues and friends will be connected, offering the advantages listed above. But stronger, redundant ties are often a better source of dependable, high quality information, especially in times of stress and uncertainty, as noted above. Your decisions regarding the *trade-off*

¹⁹ H. Ibarra and S. Andrews, "Power, Social Influence, and Sense Making: Effects of Network Centrality and Proximity on Employee Perceptions," *Administrative Science Quarterly* 38 (1993): 277-303.

²⁰ See M. Granovetter, "The Strength of Weak Ties," *American Journal of Sociology* 6 (1973): 1360-1380 for further detail of Granovetter's seminal argument articulating the "strength of weak ties."

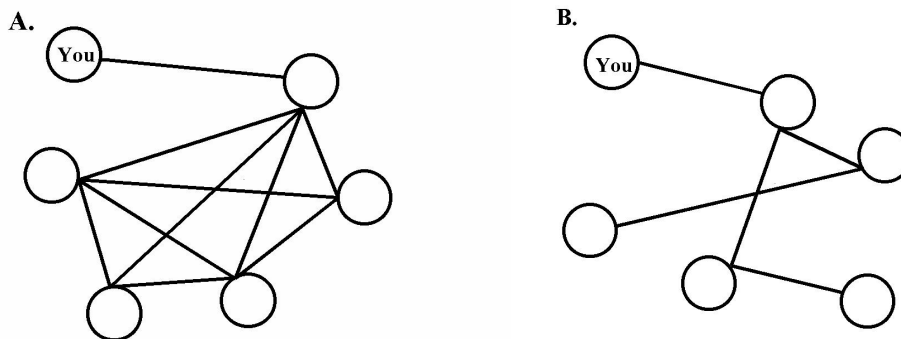
²¹ Ron Burt, *Structural Holes: The Social Structure of Competition* (Cambridge, MA: Harvard University Press, 1992).

between the breadth and strength of your relationships will be a primary factor in determining your relational power.

The overall structure of your network Having examined your direct relationships and the connections among them, you can now expand your analysis to examine the overall structure of your social system. The structural characteristics of your social system both determine and constrain the power you can wield. In this analysis, you will have to decide where to draw the boundaries of your network. Is the critical network bounded by your work group? your organization? your industry?

You should consider several factors of your network configuration, including coalitions, the density of relations across the network, and the centrality and visibility of certain actors. These factors play an important role in shaping your relational power.

- ◆ **Coalitions**—These are groups of actors that work in accord to influence others or the organization. Coalitions naturally exist around functional departments, but there also might be coalitions along professional allegiances, cross-functional teams, or interest groups within your organization. Just as your bases of power determine what you can accomplish, the bases of a coalition's power drive what that coalition can accomplish. You should attempt to have membership in multiple coalitions, and to be aware of the membership of other coalitions. Consider the links among the coalitions in your network. If some are isolated or disconnected from others, you could gain appreciable relational power by putting yourself in a position to span the structural hole between them.
- ◆ **Density**—The density of your network indicates the interconnectedness of all the people in the network. Density is a measure of the proportion of active ties among all possible relations between people. The density of a coalition or your larger network can affect the quality of information that you receive from one of its members and your ability to influence actors in the coalition. If you have a strong relationship with a member of a densely connected coalition, you could have significant influence on the entire group. If your direct tie to the coalition is weak, however, your influence is likely to pale against the cohesion within the coalition. If there is low density within the coalition, your direct tie—whether strong or weak—is likely to have little influence on the group. For example, in the diagram below, you have a tie with coalition A and another with coalition B. In coalition A, most of the members are connected with one another (high density), while in coalition B many of the possible ties are missing (low density). If you have a strong relationship with one person in coalition A, you could have significant influence on the entire group. If your direct tie to coalition A is weak, however, your influence is likely to pale against the strong relationships within the coalition. Your influence with coalition B is limited even if your direct tie is a strong one, due to the lack of connectivity within the coalition.



- ◆ **Centrality**—A straightforward way to maximize the relational power from your network is to strengthen your ties with the people who are the nuclei of coalitions that are important to you. Heidi Roizen was able to maintain a broad but deep network (optimizing on both) by dedicating energies to strong relationships with the people at the nuclei of separate clusters. In this way, she had access to information and resources across the entire social system. If you are interested in doing the same, you must consider whether you are willing to sacrifice some of the time you are spending with less central actors to nurture and maintain relationships with central actors in critical coalitions. To the extent that you could eliminate a number of weak ties and maintain the same access through a stronger tie with a key person (it helps if you like that person!), it might be a worthwhile endeavor.

In summary, while information and resources might be the foundation for some relationships, emotional support and friendship are likely to be the basis for others. Both are valuable as you build your identity and your relational power base in your career. An awareness of how power is derived from your direct relationships, your indirect relationships, and the interconnectedness of your broader network will guide you in making the choices you'll be faced with as you develop and expand your relational power.

Power in Context

You can only define your bases of power within a given context or environment. Similarly, you can only make thoughtful choices regarding influence strategies once you understand the context in which you hope to exercise your power. Some important contextual factors, such as location of critical uncertainties in the organization and the structure of the social network, have already become apparent as you examined your bases of power. To fully flesh out your opportunity structure and the rules of the power game in which you'll be operating, you must also analyze several other contextual factors that interact to shape the individual power you hold and to determine the ultimate success of alternative influence strategies.

Formal Structure

An analysis of the formal structure of your organization will provide clues about sources of power and effective tools of influence in that environment. Ask yourself the questions below:

How is information and responsibility channeled through the organization? Who needs to hear about your project before you can get it approved? Is it better to file a report or to send an email directly to the president? In some organizations, the formal path for budget or project approval is merely ceremonial, while in others it maps onto how things actually get done. The formal structure is often but a flawed reflection of deeper power structures existing within the organization. Examining the surface level information and responsibility structure, and searching for the deeper power structure that sustains it, will expose the routes you need to maneuver in the organization. It is then up to you to decide whether you will follow the existing routes or risk trying to create new routes. Those who deplore red tape or grow easily intolerant of having to do it by the book may be better off in small, flexible organizations than trying to use their personal and relational power to work around the bureaucracy of a large, staid corporation.

How do compensation and governance systems affect your individual power? Even the most altruistic of organizational players are working within a given compensation and governance system. Knowing the criteria for your own success, and identifying what will help others succeed, gives you a starting point for influence. Being cognizant of the compensation and governance system means

understanding what ends people will be striving for, and when they are most likely to make their move. Helping others at critical points in their careers not only establishes bonds of reciprocity; it also exposes the blockages and dead ends that could potentially get in your way when you are at a similarly important juncture.

Organizational Culture

Understanding the culture of the organization you are considering joining is vital to the effective development of your power and use of influence, because culture shapes what is perceived as acceptable and desirable. Culture determines the *meaning system* of your social environment, the values underlying interpretations of events and actions. Culture, and the agreed-upon organizational values, will ordain certain bases of power as legitimate and others as illegitimate. It will also drive others' reactions to your influence tactics. For example, members of a high-trust culture will respond to back-door politicking in a negative way, potentially sanctioning those who participate in it, while members of a machiavellian culture will expect nothing less.

An extremely strong culture can create such buy-in and homogeneity that the members of the organization may not even recognize the extent to which their preferences are being shaped. With a sufficiently clear, consistent, and strong culture, management needs little direct influence to achieve its objectives because employees come to internalize the values of the organization.

In the section on your personal power, we discussed the need to elicit *cooperation*, come out on top in *competitions*, and create *support* for your agenda. All three are necessary in any organization, but the most effective mix among them varies with the culture of the organization. Knowing the relative values of cooperation, competition, and support in your organization gives you an indication of which of your personal sources of power are likely to have the highest payoffs. Whether "good guys" finish first or last has a lot to do with the culture in which the guys operate.

In times of organizational or career transitions, a major consideration should be the *fit* among your bases of power, your preference for different approaches to influence, and the demands placed on you by the organizational culture. Larry Grossman,²² president of NBC News at the time of GE's purchase of NBC, failed to anticipate the change in culture that GE was going to instill at NBC. Because he ignored signs that the old criteria for decisions were no longer sanctioned, the old tactics for influence no longer effective, and the old definitions of success no longer in place, and neglected plentiful evidence that they were being replaced by new criteria, tactics, and definitions, Grossman missed the opportunity to shore up his power in the organization.

The External Environment

Actors outside your organization can also shape your power base, constrain your range of influence tactics, and alter the opportunity structure presented to you. Your political analysis should include identifying audiences for your (and others') influence attempts, and predicting, or at least being prepared for, future turbulence in the larger environment.

Audiences Because audiences can raise resistance to your influence attempts, alter the interpretation of your actions, provide constraints to your behavior, and offer alternatives to your targets, a thorough analysis of your political environment should consider external, as well as internal, audiences. As a senator, Lyndon Baines Johnson was brilliant. He understood the whims,

²² See "Larry Grossman at NBC: Excerpts from *Three Blind Mice*," HBS Case No. 497-047.

weaknesses, and desires of each of his colleagues in the Senate and identified with his constituency down in Texas. But the rise to president exposed Johnson to a broader environment and new audiences, and certain players in that environment were beyond his ken. In a delusion that cost him the presidency, Johnson assumed that those on the other side, or opposing American involvement in Vietnam, were motivated by exchange just like the senators in his old environment. He had no grasp of the idealistic values that drove Ho Chi Min and no comprehension of the emotions motivating the anti-war demonstrators in the United States.

In many organizational settings, the public press plays a critical “audience” role. The more visible the organization, the more its leaders must consider the external audience that can be drilled up by one article in the public media. The public scrutiny of the press can be a constraint, but it can also be used as an influence tool. Basil “Buzz” Hargrove, president of the Canadian Auto Workers, used his influence with the press to restart negotiation talks after the members of the local union rejected a final offer from de Havilland management.²³ When talks stalled, neither the local bargaining committee nor management was willing to come back to the table, and Hargrove had no direct access to the voting members of the local union. Hargrove’s position as president of the union provided him with enough influence over the media that the press was willing to carry his message to the membership. This facile use of power over external parties enabled Buzz to secure agreement in what looked like a doomed negotiation.

Turbulence Environmental turbulence can act as a trigger to the dynamic rearrangement of power. External jolts, such as a competitive threat or a regulatory change, might dramatically alter the balance of power within the organization. Any rearrangement of power creates new openings in the opportunity structure. Randy Komisar,²⁴ a powerful “virtual CEO” in Silicon Valley, came to California as an associate in a big, stodgy law firm. He was able to land increasingly more visible positions in high tech firms during the early explosion of the high tech industry because he was vigilant during his early days at the law firm. He saw the rising opportunities available to those versed in the software, and then the Internet revolution, and created circumstances in which he could build skills to match the demands of the new environment. Your challenge is not only to be able to read the environment, but to be prepared to take advantage of strategic opportunities when they arise. In *The Prince*, Machiavelli wrote:

[...] I think it may be the case that Fortune is the mistress of one half our actions, and yet leaves the control of the other half, or a little less, to ourselves. And I would liken her to one of those wild torrents which, when angry, overflow the plains, sweep away trees and houses, and carry off soil from one bank to throw it down upon the other. Every one flees before them, and yields to their fury with the least power to resist. And yet, though this be their nature, it does not follow that in seasons of fair weather, men cannot, by constructing weirs and moles, take such precautions as will cause them when again in flood to pass off by some artificial channel, or at least prevent their course from being so uncontrolled and destructive. And so it is with Fortune, who displays her might where there is no organized strength to resist her, and directs her onset where she knows that there is neither barrier nor embankment to confine her.²⁵

²³ See “Basil ‘Buzz’ Hargrove and de Havilland Inc.,” HBS Cases No. 899-138 and 899-176.

²⁴ See R. Komisar, “Goodbye Career, Hello Success,” *Harvard Business Review* (March-April 2000), reprint No. R00207.

²⁵ N. Machiavelli, *The Prince* (New York: Dover Publications, Inc., 1992): p. 66.

Individual Influence

We can now turn to examine the final element of the framework: individual influence. Influence tactics are the means by which you can exercise your power. What you have learned about your bases of power and the context in which you are attempting to exert influence should guide your choice of action. You need to answer one final but central question before you move to designing your influence strategy: What do you hope to achieve with your use of power?

Desired Results

The mobilization of others' actions in your interests can take the form of *compliance* to your requests, *commitment* to your goals, or *internalization* of your values.²⁶

Compliance You can employ overt and tangible tactics, causing others to comply with your requests. For example, you might use your persuasive skills or your charm to mobilize your peers' energy and support toward your preferred project. Lyndon Baines Johnson was the ultimate power broker in this sense, using his personal vigor and magnetism to create wins in the U. S. Senate.

Commitment In some circumstances, the vigilance that is required to maintain compliance is not possible or desirable. In other circumstances, you may not know precisely what you would like the others to do, only that they join you or support you in an endeavor. In such circumstances, compliance will not be sufficient—you are seeking commitment to your preferred course of action. You can elicit commitment on the part of others by building trust and reciprocity into your key relationships. Lew Glucksman erred in his influence strategy after Peterson exited Lehman Brothers. He needed the commitment of the remaining partners to support him as he engaged in realigning the organization to meet the environmental changes that had altered the balance of power between banking and trading. His influence strategies—buying partners off with bigger bonuses, reducing the bonuses of partners who did not support him, and keeping critical information secret—bought compliance but not commitment. As soon as a leak to the press made discussing alternatives acceptable, the partners withdrew their support from Glucksman and voted to sell the firm, effectively depriving Glucksman of his position as CEO.

Internalization Those in power have the ability to shape the very meaning of reality in the social environment by controlling broader social institutions, such as culture, rules, and norms. This involves shaping people's "perceptions, cognitions, and preferences in such a way that they accept their role in the existing order of things, either because they can see or imagine no alternative to it, or because they view it as natural and unchangeable. Or because they value it as divinely ordained and beneficial."²⁷ Using power in this way leads to internalization. Other people are unaware that their actions are directed toward meeting your interests, because they have assumed the same interests for themselves. Consider Tracy Kidder's exposition, in *Soul of a New Machine*, of the "Hardy Boys" who worked at Data General, a computer engineering corporation, in the 1970s.²⁸ The Hardy Boys dedicated all their waking hours to building a new computer for Data General, under intense pressure and harsh deadlines. While these employees did receive valuable experience and exposure, some would argue that the reason they worked so hard was not because they had originally planned to do so to meet their own career objectives, but because they internalized their manager's

²⁶ H.C. Kelman, "Compliance, Identification and Internalization: Three Processes of Attitude Change," *Journal of Conflict Resolution* 2 (1958): 51-60.

²⁷ S. Lukes, *Power: A Radical View*, (London: Macmillan, 1974).

²⁸ T. Kidder, *Soul of a New Machine*, (London: Allen Lane, 1982).

preferences and were willing to pay any price to get the new computer out on time. All this occurred though West, the manager, hardly spoke to the engineers on the project. As Hardy and Clegg suggest: "Power is most effective when it is unnecessary."²⁹

While you are considering how to influence others, you might also want to consider how others might be using *their* power to influence *you*. Writers addressing issues of social inequity have had to struggle with the assessment that "[f]requently, those who are relatively powerless remain so because they are ignorant of the ways of power: ignorant, that is, of matters of strategy such as assessing the resources of the antagonist, of routine procedures, rules, agenda setting, access, informal conduits as well as formal protocols, the style and substance of power. It is not that they do not know the rules of the game so much as that they might not even recognize the game, let alone know the rules."³⁰ A careful and explicit analysis that challenges your perceptions of what you can and cannot accomplish may be your best solution to identifying the sources of influence on your own behavior and goals.

* * * * *

In the analysis above, it is assumed that you (or others) are mobilizing power to create compliance, commitment, or internalization on the part of one or more individuals. In some situations, however, your objectives cannot be achieved through the support of one or even many people. In these situations, you may aspire to have a broader impact on the social situation—either to dictate the topics up for discussion or to alter the power structure itself.

Dictate the agenda You can use your power to shape the issues that get on the agenda.³¹ This form of power was evident during the U.S. presidential debates of 2000. Ralph Nader, the third party candidate, was not even permitted to participate in the debates. Participants have a voice in the questions that get asked in the debates. Al Gore and George Bush, and the political parties supporting them, used their joint power to ban Nader from the debates, and thus restrict him from shaping the questions facing the candidates.

Create meaning With sufficient power, you may even have the ability to shape the foundations of your social environment by controlling broader social institutions such as culture, laws, and norms of social justice. Creating or shaping meaning is one of the most potent results of successful influence. By shaping the meaning structure of the social system, you affect the power structure at its core. In this way, power can be mobilized not only to achieve physical outcomes, but also to give those outcomes meanings—to legitimize and justify them.³²

Influence Strategy Considerations

Once you have settled on your desired results, you can begin to design your influence strategy. Effective, long-term influence comes from following a coherent strategy—decide first on a broad strategy that capitalizes on your bases of power and fits your context, and allow your strategy to direct you to the specific influence tactics. Be sure to consider: the alternatives available to you and those you're trying to influence; your individual skills, values, and personal objectives; and the

²⁹ C. Hardy and S. R. Clegg, "Some Dare Call it Power, in S.R. Clegg, C. Hardy, & W. R. Nord, (eds.), *Handbook of Organization Studies* (London: Sage, 1996): 622-641.

³⁰ Hardy and Clegg, "Some Dare Call It Power," p. 628.

³¹ See S. Lukes, *Power: A Radical View* for further discussion.

³² See C. Hardy and S. R. Clegg, "Some Dare Call It Power," p. 630.

potential attributions others will make of your actions. With these in mind, you can make a more informed choice among influence strategies.

Alternatives Alternatives to your preferred strategy and your desired outcome create the space in which you and your influence targets maneuver. Consider your own alternatives, and employ perspective taking to think about others.' As in a negotiation, you should only engage in influence if you believe your payoffs will improve, relative to your alternatives, in the case of a successful influence attempt. A successful influence attempt begins with offering your target an opportunity better than her best imagined alternative. And imagination is critical here—alternatives often don't exist at the time you have to make a first move.

So far, you have considered the opportunity structure as a single game, if you will, with a single set of possible outcomes. Knowing your and your targets' alternatives allows you to consider multiple games simultaneously. This can provide you with autonomy and freedom from others' influence.³³ For example, in the historic power struggle at Lehman Brothers, Pete Peterson had a range of outside alternatives available to him. His track record and personal ties created opportunities for success in new domains. On the other hand, Lew Glucksman viewed himself as having only one game in which to play—the competition for leadership of Lehman Brothers. Because Peterson had desirable alternatives, he could afford to *not* use influence tactics that might allow him to maintain his role as CEO. Instead, he opted to forgo his positional power in order to retain his reputation and his personal power (along with over \$15 million). Sometimes a broader perspective on your alternatives will provide you with guidance on what games to engage in, and what games you would be better off avoiding. Knowing when to influence and when to walk away is a key to maximizing your long-term potential and success. Sometimes you have to lose the battle to win the war.

Individual Values, Objectives, and Skills While a host of tactics will be available to you, your strategy should be positively biased toward tactics that will be most in line with who you are and what you hope to achieve. Some influence tactics will be uncomfortable for you because you are not fully skilled at them yet. Michael Lewis, in *Liar's Poker*,³⁴ conveyed discomfort with many of the influence tactics his mentors suggested he use on his clients, but with practice, these tactics came to be second nature for him. Low risk settings provide opportunities to practice tactics that challenge your comfort or skill level, and practice allows you to be ready to use the tactics when they're called for in more important settings.

Other tactics might not be consistent with your personal values and might never be appropriate for you. An honest appraisal of your personal values alongside your long- and short-term objectives will help you distinguish between compromises you are willing to make and those which you are not. These are decisions, commitments to yourself, that should be incorporated into your broad influence strategy, rather than made under pressure when the situation demands action.

Partisan Perceptions

As you examine your social environment, be aware of *partisan perceptions* that might affect your interpretation of reality. Actors tend to interpret reality in an egocentric and biased way. This might lead you to erroneous attributions regarding cause and effect, the intentions of others, or the impact your actions might have. In assessing your sources of power and the impact your situational context will have on your choice of influence tactics, be sure to be cognizant of how partisan perceptions might shape your "reality".

³³ See M. Crozier, "The Problem of Power," *Social Research* 40 (1973): 218.

³⁴ M. Lewis, *Liar's Poker*, (New York: Penguin Books, 1989).

Attributions As you develop your influence strategy, try to “step into the other’s shoes” to assess how others will perceive your actions, and what the likely intended and unintended results of those attributions will be. The preferences and values of the accepted power brokers in the organization determine what observers are likely to see as legitimate and illegitimate. Influence attempts that are deemed illegitimate may generate resistance throughout the system. Crozier states, “Power is deemed good and noble if it corresponds to the officially accepted pact; it is deemed reprehensible and immoral if it is used as a means to take advantage of one’s situation in order to manipulate others outside the recognized pact.”³⁵ Thus, attributions about your influence strategy and tactics are shaped by the very social system in which you are operating.

In January 1986, NASA launched the Challenger Space Shuttle on a cold morning in Florida, when the temperature stood at less than 10°F. The seven people in the shuttle were killed when the O-ring dissolved during the launch. Several engineers had spent the previous evening arguing that the O-rings were not stable at low temperatures and the launch should be delayed until the temperature rose. But their influence attempts were perceived as signs of weakness, as indicators that the engineers didn’t share the values of NASA. Even the engineers’ own managers failed to support them in the end, asserting that the decision should be framed as a “management decision” rather than an “engineering decision.” Each unsuccessful influence attempt served to further compromise the credibility of the engineers. Had they considered their proposal from NASA’s and their managers’ points of view, the engineers could have framed their arguments in the appropriate language. Rather than arguing that the temperature criteria should be changed on an ad-hoc basis, they could have pointed out that 10°F was far below the 40°F criteria already established in NASA’s launch criteria. Aligning the basis for their proposal (to delay the launch) with their target’s point of view could have changed the target’s attributions about the arguments being presented, and might have prevented the fateful launch.

Influence Tactics

Having settled on a coherent strategy, appropriate for achieving your desired results, you can now turn to selecting specific tactics. Influence tactics can be categorized as direct one-to-one tactics, third-party indirect tactics, and indirect symbolic tactics.

Direct, One-to-one Tactics These include push, pull, and disengaging tactics, as described in your Influence Style Questionnaire.³⁶ Push tactics include persuasion (proposing and reasoning) and assertion (stating expectations, evaluating, and using incentives and pressures). Pull tactics include bridging (involving, disclosing, and listening) and attracting (finding common ground and sharing visions). Disengaging involves opting out of influence attempts for the time being. Because direct tactics are overt and explicitly attributable to you, they carry the risk of potentially depleting your power if not executed skillfully. Skillful application of the most appropriate direct influence tactic rests on an understanding of your options, and an appreciation of the costs and benefits of each approach in any given situation.

- ◆ *Persuasion* is appropriate in non-emotional, cooperative settings when objectivity is valued. This is an effective tactic if you are viewed as an expert on the topic under discussion. Proposals and reasoning should be used in conjunction with one another, with the reasons backing up the

³⁵ M. Crozier, “The Problem of Power,” p. 222.

³⁶ See SMS, *Managing Influence*, Hanover, Situation Management Systems, Inc., 1998. Readers who have not conducted their own Influence Style Questionnaire assessment should contact SMS for materials.

proposal. Recognize when you've reached the limits of a logical approach and need to turn to assertion or pull tactics.

- ◆ *Assertion* involves higher personal risk than persuasion. When you and your target both have something at stake, especially when you control resources that your target values, assertion can be effective. A key to successful asserting is to understand what motivates your target—this is an exchange-based tactic, and in order to be effective you need to offer—or threaten to withhold—the incentives that really matter. Some asserting tactics, such as stating expectations and providing incentives and positive feedback, are the backbone of good management. Asserting should be accompanied by pull tactics if the objective is to create commitment or internalization, and should be used in isolation only when monitoring compliance is possible and desirable. Pressure and negative evaluation should be used sparingly, since these tactics can create resistance in the target.
- ◆ *Bridging* provides depth and empathy to your influence strategy. Involving others in a decision process and sincerely listening for clues about their concerns and preferences is more likely to build commitment on the part of your target than any push tactic. Bridging tactics are especially important when you need your target more than your target needs you. Bridging often requires that you share your own feelings and preferences to build trust and encourage reciprocity. This set of tactics is also useful when the issue is emotionally charged. Bridging is most effective when the interaction or request is based on the information provided by the other party—there is nothing that creates resistance faster than asking someone for an opinion and then summarily disregarding it.
- ◆ *Attracting* focuses on alignment of interests between you and others, and has the potential to create an environment in which others will internalize your values and preferences. Alignment can be based on finding previously existing common ground, or on creating common ground through communicating your vision for the future. Attracting is most effective when your target already shares some of your goals, and when the other person trusts your underlying motives. While facts and logic are the keys to effective persuasion, symbolism and imagery are important ingredients in attracting others to your cause. Attracting tactics are most crucial when the success you envision can only be created through synergistic cooperation. Success will be dependent on your willingness to maintain relationships and be a model of the ideals you have shared with the other party.
- ◆ *Disengaging* is sometimes your best hope for successful influence. When the tension is becoming destructive, it is often best to step away and return with renewed energy when you've contemplated an alternative approach to mobilizing your power. At these times it is important to think creatively about new ways to engage to your target. Disengaging is also appropriate when new data comes to light—a break can provide time to evaluate the potential implications of new information. There is a meaningful distinction between disengaging and avoiding: disengaging is a constructive approach for reconstituting your influence attempt; avoiding is giving up opportunities to influence, often due to discomfort with conflict or lack of skills in the influence process.

Third-party Indirect Tactics These tactics work through the energies of your direct ties. When you do not have direct access to your target, or when you believe an influence attempt coming from a different source will be more successful, you need to engage in indirect tactics. This involves using the direct influence tactics discussed above to get someone else to influence your target.

An alternative to using a third-party broker is developing your own relationship with the target. It is worthwhile to weigh the costs and benefits of going through a third-party versus spending your

resources to create a direct tie with your target, since third-party indirect tactics carry risks. As discussed above in the section on relational power, influence tactics that rely on brokers should be based on the quality of your ties with the target and broker, as well as the tie between the two of them.

Indirect Symbolic Tactics Indirect symbolic tactics work to shape the meaning structure of an organization. The word symbol, derived from two Greek words, means literally “to draw together.”³⁷ Influencing through symbols draws people to you, so that their values come to more closely match yours. Effective influence through symbolism creates a shared attention to those outcomes that you deem as important outcomes for the organization. Influence tactics that rely on symbolism include much of what we think of as leadership—developing formal instruments (such as rules, processes, and guidelines) and articulating less tangible instruments (such as the vision, goals, language, norms, and culture of the organization). Symbolic tactics are effective because they can shape how events and actions are interpreted. Over time, indirect symbolic tactics can lead to internalization, as discussed earlier.

The influence strategy you design should be informed by your objectives, your power bases, and the critical factors in the environment. Seldom will one tactic or set of tactics be sufficient—your strategy should draw on a broad repertoire of influence tactics. The dynamic nature of power in a social system means that your influence strategy needs to be flexible and adaptable to changes in the system around you.

Power in use

When you first thought about the issue of power—wielding it and understanding its mechanics and structures—you might have found yourself hesitant to admit that power is something you are attracted to or wish to understand and use. For some, power carries a pejorative connotation, causing them to shy away from its potentiality. But power permeates every structure of human organization. Alinsky writes, “Every organization known to man [...] has only one reason for being—that is, organization for power in order to put into practice or promote its common purpose.”³⁸ Thus, the gathering of human energies together toward a common purpose requires us to deal with the issue of power head-on.

While there has been a general tendency to characterize the use of power as inextricably entwined with the abuses of it, and to condemn its application in organizations as compromising the efficiency of the modern organization, in this note we have focused on a more neutral conception of power. We have defined power as the potential to mobilize energy, and, like Kanter, suggest that power does not have to be a zero-sum game.³⁹ The more power people have and use—that is, the more energy is mobilized—the more that can get done. Frost echoes this sentiment, with a slightly different twist, “One implication is that people do not necessarily wield power in a destructive manner, so that it is possible to explore and develop the use of power in ways that are beneficial to those doing interdependent work in organizations.”⁴⁰ Nonetheless, the question of *who* defines what is beneficial to the whole often remains.

³⁷ M. Rollo, *Power and Innocence: A Search for the Sources of Violence* (New York: W. W. Norton & Co., 1972): 67.

³⁸ S. Alinsky, *Rules for Radicals* (New York, Vintage Books, 1971): 52.

³⁹ R. M. Kanter, *Men and Women of the Corporation* (New York: Basic Books, 1977).

⁴⁰ See Frost, 1987: 515.

Power carries a duality. It exists and is acted out on a tangible, tactical level—to get things done or achieve what you want. But it also exists and operates at a deep structural level. Actions can be taken to reinforce or to alter the existing meaning structure and the existing power structure. While the power structure is dynamic, it is also “sticky,” since individuals and groups often attempt to protect their advantageous power positions. Contextual elements such as formal and informal structures, rules and regulations, and deep-seated cultural norms and expectations are difficult to change. How to use one’s individual power to alter the existing locales and definitions of power is one of the most fundamental and long-argued questions of the human condition.

Energy can be mobilized for personal or collective interests, to enhance or destroy human potential. A thoughtful approach to power requires analysis of both the intended and unintended effects of influence, and the ethical implications of both the means and ends of mobilizing potential energy.

References

- Alinsky, S. (1946). *Reveille for Radicals*. Chicago, Ill.: University of Chicago press.
- Alinsky, S. (1971). *Rules for Radicals*. New York, Vintage Books.
- Altman I. and D.A. Taylor. (1973). *Social Penetration: The Development of Interpersonal Relationships*. New York: Holt, Rinehart & Winston.
- Bacharach, P. and M. Baratz (1980). *Power and Politics in Organizations*. San Francisco, Josse-Bass.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. New York, John Wiley & Sons.
- Ron Burt. (1992). *Structural Holes: The Social Structure of Competition*. Cambridge, MA: Harvard University Press.
- Crozier, M. (1973). *The Problem of Power*. In *Social Research*, **40**: 211-228.
- Crozier, M. (1964). *The Bureaucratic Phenomenon*. Chicago, University of Chicago Press.
- Dahl, R. (1957). "The Concept of Power." *Behavioral Science* **2**: 201-215.
- Emerson, R. M. (1962). "Power-dependence Relations." *American Sociological Review* **27**: 31-41.
- Fehr, B. (1996). *Friendship Processes*. Thousand Oaks, CA: Sage Publications.
- Fligstein, N. (1987). "The Intraorganizational Power Struggle: Rise of Finance Personnel to Top Leadership in Large Corporations, 1919-1979." *American Sociological Review* **52**: 44-58.
- Frost, P. J. (1987). "Power, Politics, and Influence." *Handbook of Organizational Communication*. F. M. Jablin et al., eds.. Newbury Park, CA, Sage: 503-548.
- Granovetter, M. (1973). "The Strength of Weak Ties." *American Journal of Sociology* **6**: 1360-1380.
- Hardy, C. and S. R. Clegg. (1996). "Some Dare Call it Power." In S.R. Clegg, C. Hardy, & W. R. Nord, eds., *Handbook of Organization Studies*. London: Sage: 622-641.
- Hickson, D. J., C. R. Hinings, et al. (1974). "A Strategic Contingencies' Theory of Intraorganizational Power." *Administrative Science Quarterly* **16**: 216-229.
- Homans, G. C. (1974). *Social Behavior in its Elementary Forms*. New York, Harcourt Brace Jovanovich.
- H. Ibarra and S. Andrews. (1993). "Power, Social Influence, and Sense Making: Effects of Network Centrality and Proximity on Employee Perceptions." *Administrative Science Quarterly* **38**: 277-303
- Kanter, R. M. (1977). *Men and Women of the Corporation*. New York, Basic Books.
- Kelman, H.C. (1958). "Compliance, Identification and Internalization: Three Processes of Attitude Change." *Journal of Conflict Resolution* **2**: 51-60.
- Kidder, T. (1982). *Soul of a New Machine*. London, Allen Lane.
- Lewis, M. (1989). *Liar's Poker*. New York: Penguin Books.
- Lukes, S. (1974). *Power: A Radical View*. London, Macmillan.

- Machiavelli, N. (1992). *The Prince*. New York: Dover Publications, Inc.
- Mills, J. and M.S. Clark. (1982) "Communal and Exchange Relationships," in L. Wheeler, ed., *Review of Personality and Social Psychology*: 121-144. Beverly Hills, CA: Sage.
- Moreland, R.L. and R.B. Zajonc. (1982). "Exposure Effects in Person Perception: Familiarity, Similarity, and Attraction." *Journal of Experimental Social Psychology* **24**: 283-292.
- Pfeffer, J. (1992). *Managing with Power: Politics and Influence in Organizations*. Boston, MA: Harvard Business School Press.
- Pfeffer, J. and G. R. Salancik (1974). "Organizational Decision Making as a Political Process: The Case of a University Budget." *Administrative Science Quarterly* **19**: 135-151.
- Podolny, J. M. and J. N. Baron (1997). "Resources and Relationships: Social Networks and Mobility in the Workplace." *American Sociological Review* **62**: 673-693.
- Rollo, M. (1972). *Power and Innocence: A Search for the Sources of Violence*. New York: W. W. Norton & Co.
- Salancik, G. and J. Pfeffer (1974). "The Bases and Use of Power in Organization Decision-making: The Case of a University." *Administrative Science Quarterly* **19**: 453-473.
- Tarrow, S. (1994). *Power in Movement*. Cambridge and New York, Cambridge University Press.
- Thompson, J. D. (1967). *Organizations in Action*. New York, McGraw-Hill.

Figure 1 Analyzing the political environment

