





Office Politics

**Organizational Politics**

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- **Organizational Politics**
  - The activities managers engage in to increase their power and to use power effectively to achieve their goals or overcome resistance or opposition.

# **Organizational Politics**

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- **Political strategies**
  - Specific tactics used to increase power and use it effectively to influence and gain the support of other people while overcoming resistance



# Organizational Politics

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- **Politics**
  - Can be viewed negatively when managers act in self-interested ways for their own benefit.
  - Is also a positive force that can bring about needed change when political activity allows a manager to gain support for needed changes that will advance the organization.

# The Importance of Organizational Politics

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## **Strategies**

<b>Controlling Uncertainty</b>	Reduce uncertainty for others in the firm
<b>Being Irreplaceable</b>	Develop valuable special knowledge or skills
<b>Being in a Central Position</b>	Have decision-making control over the firm's crucial activities and resources
<b>Generating Resources</b>	Hire skilled people or find financing when it is needed
<b>Building Alliances</b>	Develop mutually beneficial relations with others inside and outside the organization

# **Political Strategies for Gaining and Maintaining Power**

## **Strategies**

### **Relying on Objective Information**

**Providing impartial information causes others to feel the manager's course of action is correct.**

### **Bringing in an Outside Expert**

**Using an expert's opinion to lend credibility to manager's proposal**

### **Controlling the Agenda**

**Influencing those issues included (and those dropped) from the decision process.**

### **Making Everyone a Winner**

**Making sure that everyone whose support is needed benefits personally from providing that support.**

# **Strategies for Exercising Power**

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- You cannot shake hands with a clenched fist.

Indira Gandhi



# Interpersonal Skills

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Interpersonal skills require that we are aware of our behaviour and of our counterparts in the negotiations.



The four basic styles of behaviour gives an indication of how people react and respond to situations

# Interpersonal Skills

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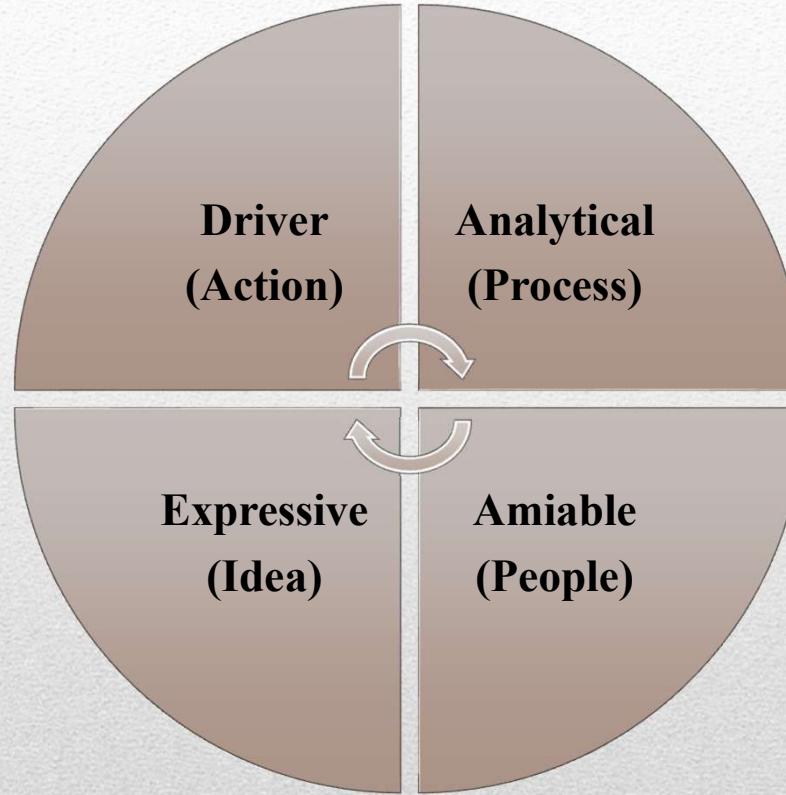
No one style is superior to the other style, and no one person can be all four styles.



To improve your negotiation, know who and how to deal with the various people, and who you are.

# Interpersonal Skills

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# Interpersonal Styles

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- Avoider: dislikes conflict
- Compromiser: fair-minded people interested in maintaining relationships
- Accommodator: resolve interpersonal conflicts by resolving the other person's problem
- Competitor: winning is the main thing
- Problem-Solver: seeks to find the underlying problem, use brainstorming to solve

# Interpersonal Skills

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- *Be unconditionally constructive. Approach a negotiation with this—‘I accept you as an equal negotiating partner; I respect your right to differ; I will be receptive.’*
- *Some criticize my approach as being too soft. But negotiating by these principles is a sign of strength.”*

## Few Advices

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## ***The negotiator is a chess player***

"You have to have the ability to look at the big picture and set concrete goals. Then from those goals devise not only the strategy, but also the tactics for achieving the goals. It's the rare ability to combine the big things with the small, to see the forest and the trees"

*Avi Gil, Oslo Process negotiator*

- confident

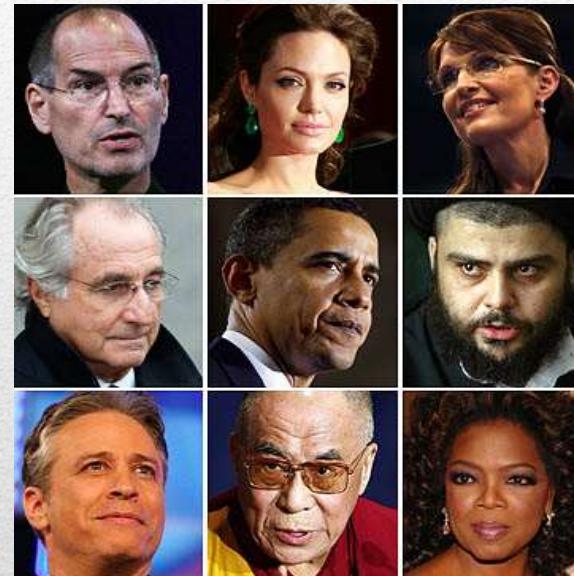
- trustworthy

- positive

- focused

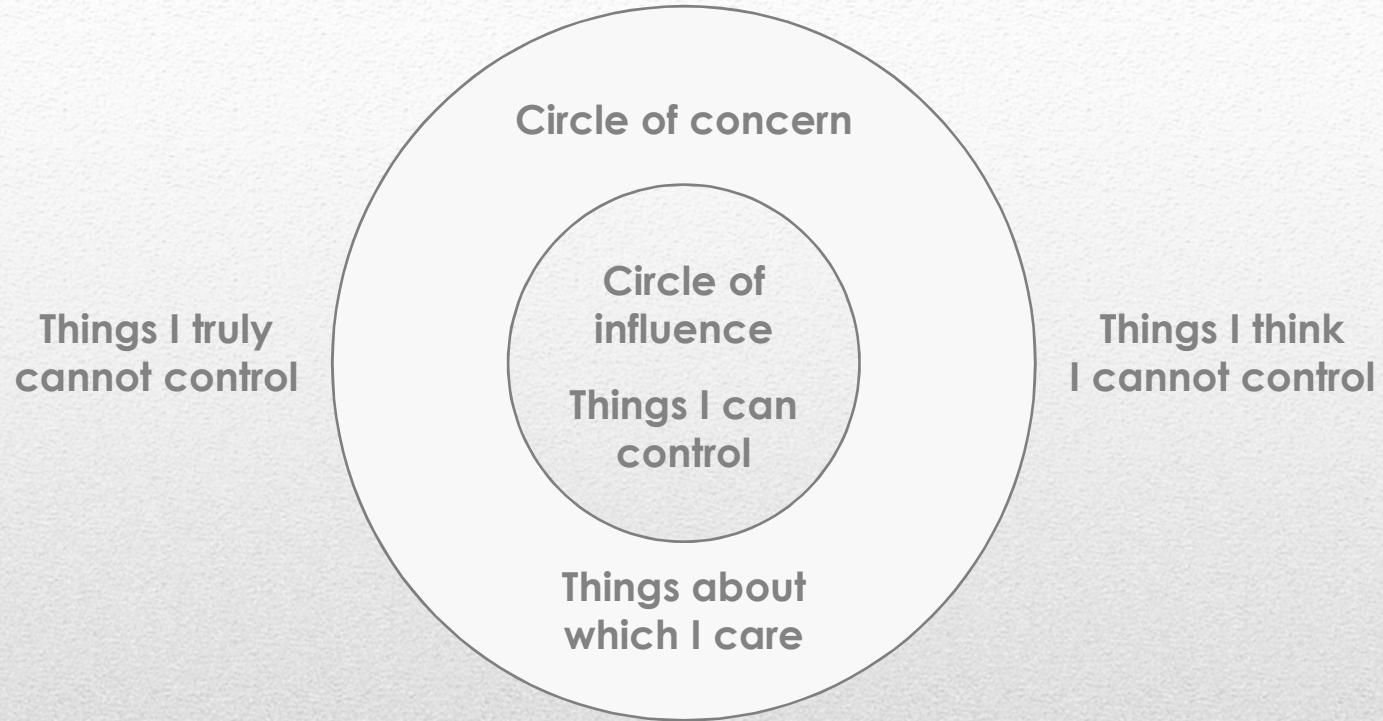
- goal oriented

- action oriented



# Influential people are:

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# Circle of concern and influence

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# Perspectives

Your  
own



Objective  
observer's

Other  
person'  
s

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- ‘Always get to know the other party. Never negotiate with a stranger.’



# Rapport

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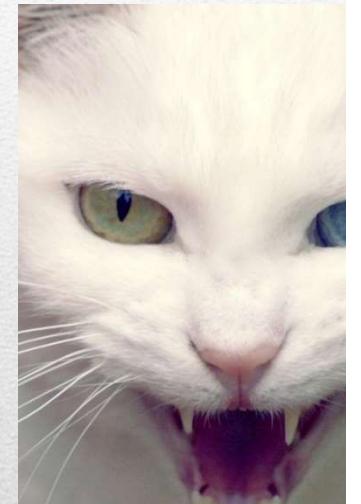
# **Passive people:**

- **do not express their views, feelings and beliefs**
- **make it easy for others to disregard their views**
- **put themselves down to accommodate others**
- **avoid confrontation at all costs**
- **place themselves only in easy situations**
- **let others make decisions**
- **expect others to know what they want or mean**



# **Aggressive people:**

- set out to win at the expense of other people
- put others down or override their wishes, feelings or views
- believe their needs are more important
- express themselves in unsuitable, inappropriate ways
- are verbally or physically abusive
- frequently use authoritarian words such as should or must



# **Passive-aggressive people:**

- respond indirectly and control others by manipulation
  - make others feel guilty, awkward or inadequate, to get what they want
  - use insincere flattery, sarcasm, barbed humour or telling body language
  - appear to think highly of others but disapprove underneath
  - use silence as an intimidation strategy
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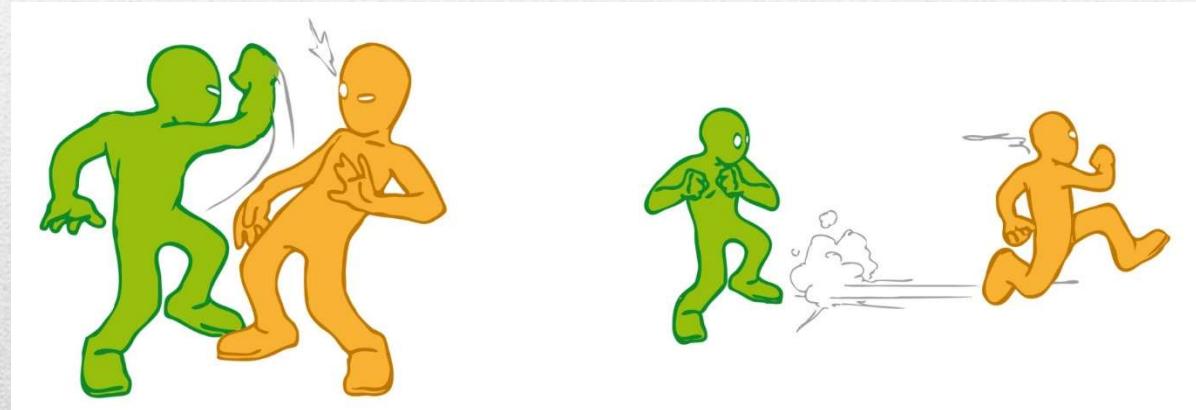
- Respond assertively.
- Refuse to participate unless the other party modifies their behaviour.



## Dealing with aggression

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- Thicken your skin, make a joke, be assertive.



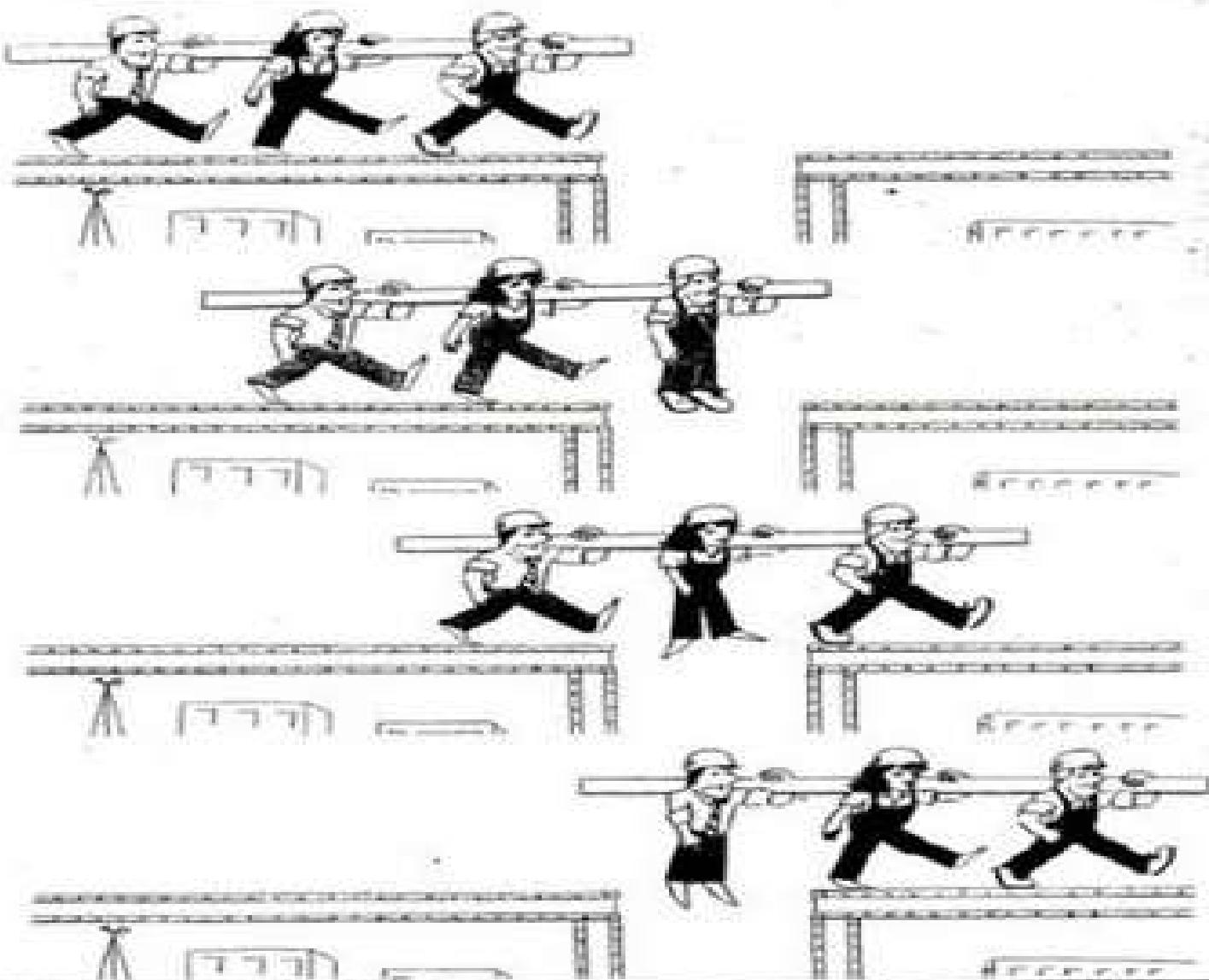
# Fight or flight instinct

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# Work together

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**Every member in a Team, has times when they need support - - > > >**

# How well do you know yourself?

- Personal Inventory workshop



- Extraverts
  - Need to think aloud
  - Great explainers
  - May overwhelm others
- Introverts
  - Need time to process
  - Great concentration
  - May not be heard

## Relevance to Teams (E/I)

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- iNtuitive
  - Great at big picture
  - See connections
  - May make mistakes in carrying out plans
- Sensor
  - Great executors
  - May miss big picture, relative importance

## Relevance to Teams (N/S)

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- Thinker
  - Skillful at understanding how anything works
- Feeler
  - Knows why something matters

## Relevance to Teams (T/F)

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- Judger
  - Good at schedules, plans, completion
  - Makes decisions easily (quickly)
  - May overlook vital issues
- Perceiver
  - Always curious, wants more knowledge
  - May not get around to acting

## Relevance to Teams (J/P)

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# Characteristics of an Effective Team

Effective teams operate in an environment in which there is **two way trust** in an environment of open and honest communication



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# Characteristics of an Effective Team

Feedback on "performance" should be two-way and constant.

It should provide information to all members of the team on how their work supports the specific and overall effort of the team and the practice.

**Listening** is a feature of that communication.



# Characteristics of an Effective Team

**Teams accept responsibility and not "blame"** one another for team mistakes, nor should they spend useless time in personal justifications.



# Characteristics of an Effective Team

Good teams look upon **first time mistakes as opportunities for learning**, rather than criticism and punishment. They are, however, tough on repetitive errors, just as they encourage appropriate risk and innovation.



# Characteristics of an Effective Team

Good teams honor the contribution that each member makes to the total work of the team.



You, as the leader are the team's expert in a particular area of responsibility (leadership): your secretary is the expert at word processing and office procedures, and your receptionist the expert in client relations. **Each is as important as the other in the application of their expertise!**

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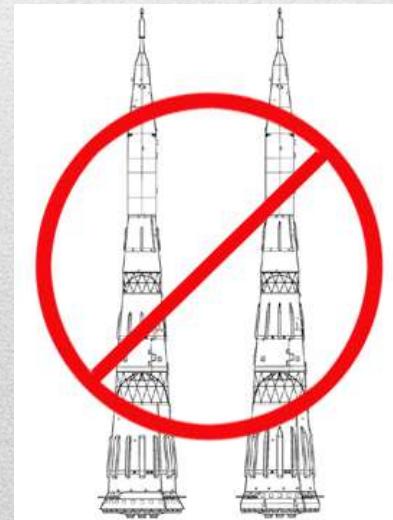


**TEAMWORK  
MAKES THE  
DREAM WORK**

"When the sum of parts is  
Less than the whole"

# Apollo Syndrome

The *Apollo Syndrome* is a phenomenon discovered by Dr. Meredith Belbin and is described as a condition where teams of highly capable individuals can, collectively, perform badly.



"You can do  
what I cannot  
do. I can do  
what you  
cannot do.  
Together we can  
do great  
things."

— Mother Teresa

# DECISION MAKING

*“A decision is a judgment. It is a choice between alternatives. It is rarely a choice between right and wrong. It is at best a choice between “almost right” and “probably wrong”.-Drucker*

*“A manager by profession is a decision maker; Uncertainty is his opponent, overcoming it is his mission.”*

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Decision making is not easy.

- It must be done amid -
  - ever-changing factors
  - unclear information
  - conflicting points of view



# Decision Making

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- Programmed Decisions (routine, almost automatic process)
  - Situations occurred often enough to enable decision rules to be developed and applied in the future  
(There are rules or guidelines to follow)
  - Made in response to recurring organizational problems (managers have made decision many times before)

Example: deciding to reorder office supplies

# Categories of Decisions/Types

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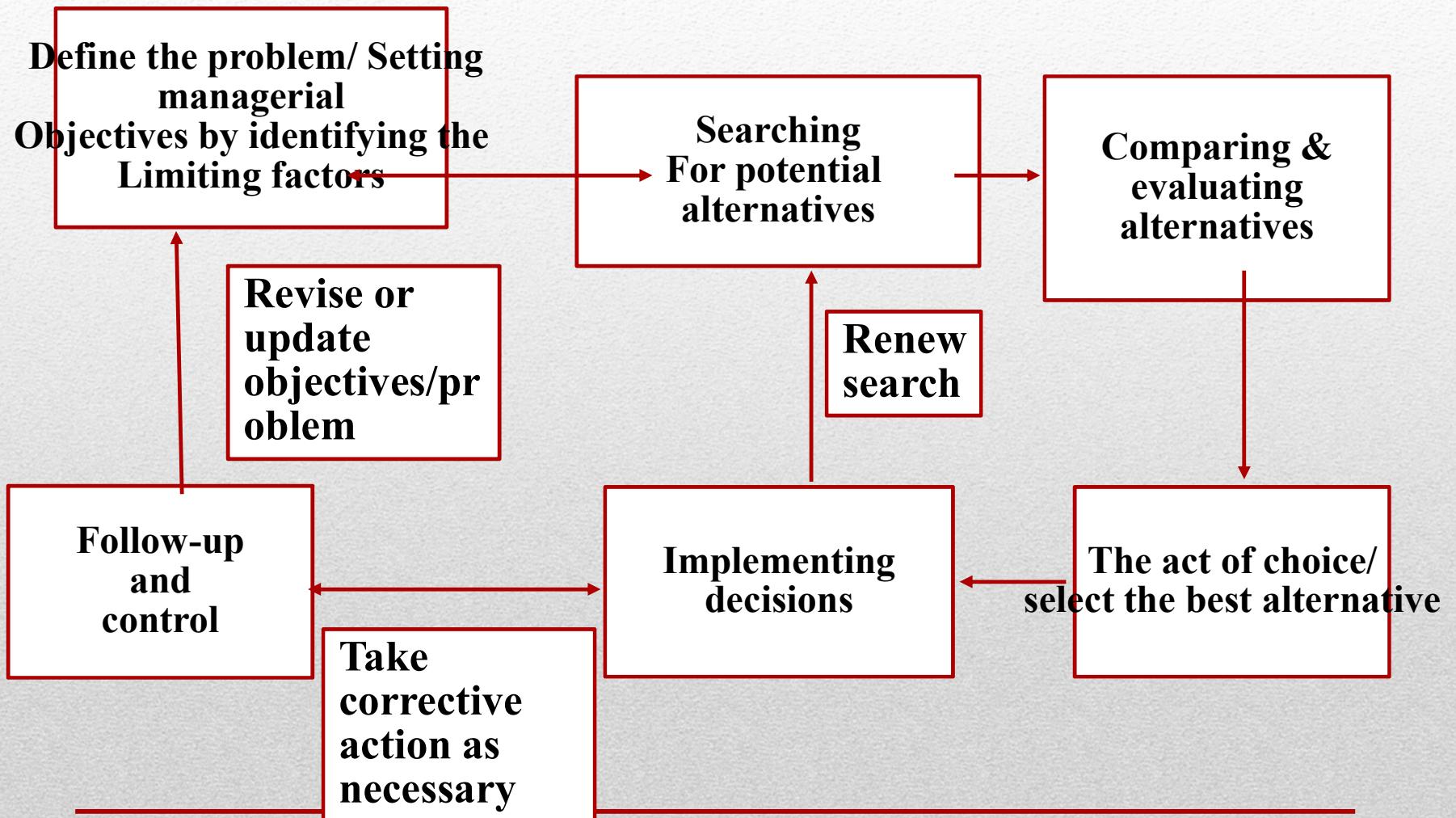
# Categories of Decisions/Types

- Non-programmed Decisions – (Unusual situations that have not been often addressed)
- In response to unique, poorly defined and largely unstructured, and have important consequences to the organization
- No rules to follow, since the decision is new
- These decisions are made based on information, and a managers intuition and judgment

Example: should the firm invest in a new technology?

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# The Decision-Making Process





# 1. Define the problem

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- Realistically, managers operate in an environment that normally doesn't provide ideal resources.
- For example- they may lack the proper budget or may not have the most accurate information or extra time.
- So they must choose to satisfice-to make the best decision possible with the available information, resources and time available.

# Identifying the limiting factor



- A manager should think through and investigate several alternatives solutions to a single problem before making a quick decision. one of the best methods for developing alternatives is through **brainstorming**(where a group works together to generate ideas and alternative solutions)

## 2.Develop potential alternatives

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## **2.Develop potential alternatives**

- Although **brainstorming** is the most common technique to develop alternative solutions, managers can use several other ways to help develop solutions. Here are some examples-
- **nominal group technique** (it's a structured meeting, with an agenda, restricts discussion during the decision making process)
- **Delphi technique**- ( participants never meet, but a group leader uses written questionnaire to conduct the decision making

- >Groups provide a broader perspective
- >Employees are more likely to be satisfied and to support the final decision
- >opportunities for discussion help to answer questions and reduce uncertainties for the decision makers.

## **Advantages of group decision making**

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# **3. Analyze the alternatives**

- >Decide the relative merits of each idea
  - >Identify the advantages and disadvantages of each alternative solutions
  - >Perform a cost benefit analysis for each alternative
  - >Rank/give weights/ to each alternative
  - >A manager needs to evaluate each alternative in terms of-
    - Feasibility (can it be done)
    - Effectiveness (how well does it resolve the problem situation?)
    - Consequences ( what will be its cost to the organization?)
-

- Decides which alternative is-  
the most feasible and effective  
less cost to the organization  
chances of success

A manager simply selects the alternative with the highest probability of success



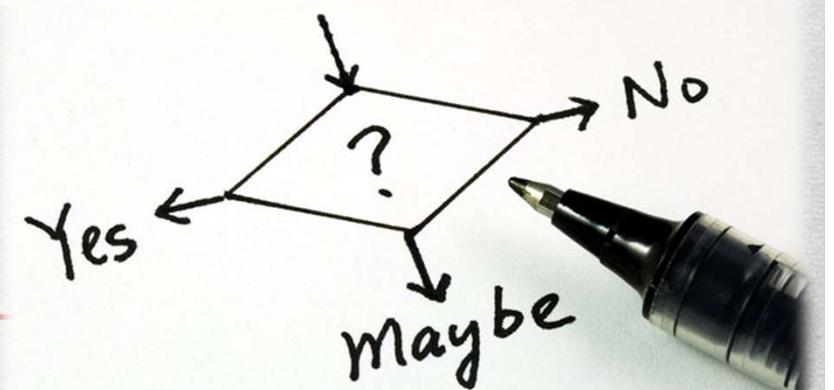
## 4. Select the best alternative

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5. Implement the decision
  6. Establish a control- Actions needs to be monitored. An evaluation system should provide feedback on how well the decisions is being implemented, what are the results, what adjustments are necessary to get the results etc...
-

# Selecting a Decision Making Model

- Depends on the manager's **personal preference**
- Whether the decision is **programmed or non-programmed**



# **Three Decision-Making Models**



- ① Classical Model**
- ② Administrative Model**
- ③ Political Model**

# Classical Model

Logical decision in the organization's best economic interests

## Assumptions

- Decision maker operates to accomplish goals that are known and agreed upon
  - Decision maker strives for condition of certainty – gathers complete information
  - Criteria for evaluating alternatives are known
  - Decision maker is rational and uses logic
-

# Administrative Model

How nonprogrammed decisions are made--uncertainty/ambiguity

- ✓ Two concepts are instrumental in shaping the administrative model
  - **Bounded rationality**: people have limits or boundaries on how rational they can be
  - **Satisficing**: means that decision makers choose the first solution alternative that satisfies minimal decision criteria



# Administrative Model

- Managers actually make decisions in difficult situations characterized by non-programmed decisions, uncertainty, and ambiguity
- Decision goals often are vague, conflicting and lack consensus among managers;
- Rational procedures are not always used
- Managers' searches for alternatives are limited
- Managers settle for a satisficing rather than a maximizing solution
- intuition, looks to past experience

# Political Model

Closely resembles the real environment

- Closely resembles the real environment in which most managers and decision makers operate
  - Useful in making non-programmed decisions
  - Decisions are complex
  - Disagreement and conflict over problems and solutions are normal
  - **Coalition** = informal alliance among managers who support a specific goal
-

# **Characteristics of Classical, Political, and Administrative Decision Making Models**

<b>Classical Model</b>	<b>Administrative Model</b>	<b>Political Model</b>
Clear-cut problem and goals	Vague problem and goals	Conflicting goals
Condition of certainty	Condition of uncertainty	Condition of uncertainty/ambiguity
Full information about alternatives and their outcomes	Limited information about alternatives and their outcomes	Inconsistent viewpoints; ambiguous information
Rational choice by individual for maximizing outcomes	Satisficing choice for resolving problem using intuition	Bargaining and discussion among coalition members

- Stay with the status quo
  - Change as little as possible
  - Delay and avoid making the decision
  - Choose the first likely solution
- 
- Encourage considered and thoughtful decision making where all of the alternatives are given a fair and thorough hearing

## **Typical Approaches to Decision Making**

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- Resources utilized effectively
- Time well used
- High quality decision (if possible to know)
- Implemented by all group members
- Problem solving ability of group enhanced (or not lessened).

## **Effective Decisions**

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- Advantages of group decision making
  - Process gain
  - More likely to identify and reject incorrect solutions
  - More accurate memory of facts and events
  - Greater informational resources
  - Increased commitment for implementation
- Disadvantages of group decision making
  - Time
  - Groupthink

## Individual vs. Group Decisions

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# Groupthink

- Groupthink- syndrome of bad decision-making

## Factors leading to groupthink

- ▶ High level of group cohesiveness
- ▶ Isolation of group from outside information or influences
- ▶ Dynamic, influential leader
- ▶ High stress from external threats

## Characteristics of groupthink

- ▶ Feeling of invulnerability
- ▶ Belief that group is completely right
- ▶ Tendency to ignore or discredit information contrary to group's position
- ▶ Strong pressure on group members to conform
- ▶ Stereotyping of outgroup members

Very poor decisions  
(decisions with a low probability of success)

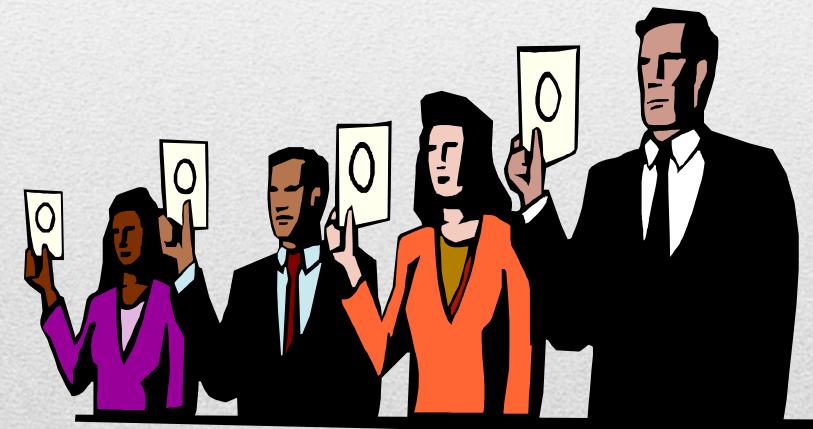
- Lack of group maturity
  - Social loafing
  - Free riding
  - Defensive avoidance
  - Groupthink
  - Poor conflict management
  - Egocentrism
  - Lack of heterogeneity
  - Premature closure
  - Lack of individual incentives
- 
- How can we avoid these problems?

## **Factors Hindering Group Decision Making**

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# Decision Making Procedures

1. Standard agenda
2. Brainstorming
3. Nominal Group Technique
4. Consensus
5. Voting
6. Ranking



Linear process of six steps

1. Identifying the problem
2. Analyzing the problem
3. Identifying minimal criteria for solution
4. Generating solutions
5. Evaluating solutions and selecting best one
6. Implementing the solution

## **Standard Agenda**

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Helps group generate ideas to improve productivity and creativity

1. State as many alternatives as possible
2. Encourage creative ideas
3. Examines ideas for improvement or combination
4. Accept all ideas without criticism
5. Evaluate ideas after idea generation is complete

# Brainstorming

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- Independent idea generation phase
  1. Members silently write ideas
  2. Facilitator records ideas
- Interactive phase to discuss ideas
  3. Group discusses each for clarification
  4. Vote to narrow number of ideas
  5. Discuss ideas that received most votes
  6. Repeat steps 4 & 5 until one idea remains

# Nominal Group Technique

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Discussion to achieve agreement to support the group's decision

1. One member facilitates the discussion
2. Facilitator uses discussion ideas to formulate proposals
3. Recorder writes down each proposal
4. Throughout discussion, recorder reads proposals
5. Recorder reads aloud final decision for approval or modification

# Consensus

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Group casts votes in support of or against a specific proposal

1. Group members discuss to produce clear proposals
2. Decide how vote will be taken
3. Decide how many votes needed to decide an issue
4. Restate proposal before voting

# Voting

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Reveal member preferences by assigning numerical value to each alternative

1. Discuss ideas to produce clear proposals
2. Each member assigns numerical value to each alternative
3. Sum individual ranks; total for the group
4. Read final decision aloud for approval or modification

# Ranking

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- Select procedure or combination of procedures that:
  - Meets group's communication needs
  - Satisfies five functions of group decision making
- Analyze type of task
- All member must agree to using a procedure for benefits to be achieved

# Choosing a Procedure

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- Procedures take time
- Members may resist using procedures if they are unaccustomed to using them
  - Practice can help
  - Tailor procedures to group's needs
  - Consider an external facilitator to guide your group the use of a new procedure

# Paradox of Using Procedures

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- Autocratic – “I will decide”
- Bureaucratic – “Let the system decide”
- Democratic – “Let the team decide”

## **Leadership in Decision Making**

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- Directive – low motivation, low skill
- Coaching – moderate motivation, low skill
- Supportive – low/ moderate motivation, high skill
- Delegation – high motivation, high skill

## **Leadership style in making decision**

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# *Why Leaders Don't Delegate*

- Insufficient time
- Perception that the job is too important
- Leader's belief that he/she can do it better
- Leader enjoys doing the job
- Lack of confidence in subordinates
- Fear subordinates might do job better

# **Ethics in Decision Making**

## **Different Views of Ethics**

### **\* Utilitarian**

**Decisions are made solely on the basis of their outcomes.**

**The greatest good for the greatest number.**

### **\* Rights View**

**Decisions emphasize respecting and protecting the basic rights of individuals.**

# **Decision Making Exercises**



# Lost at Sea: A Consensus Seeking Task



Subgroup	Average individual score	Score of most accurate individual
1		
2		
3		
4		
5		
6		
7		

Subgroup	Score for subgroup consensus	Gain/ Loss over average individual	Gain/ Loss over most accurate individual	Synergy
1				
2				
3				
4				
5				
6				
7				

- How much time do people spend in meetings, on the phone, and responding to e-mails?
- At many companies the proportion hovers **around 80%....**
- **Performance suffers.....**



## Collaboration Overload

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- In most cases, **20% to 35% of value-added** collaborations come from only **3% to 5% of employees.**
- People are capable and willing to help. They are extra-milers.
- Sometimes, extra milers can contribute more than all the team members combined.



# Extra Miler

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- Extra helping hands increase the demand for extra help and collaboration.
- It starts as a virtuous cycle soon turns vicious.
- Soon helpful employees become institutional bottlenecks: Work doesn't progress until they've weighed in.



# Escalating Citizenship

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- *Informational* resources are knowledge and skills—expertise that can be recorded and passed on.
- *Social* resources involve one's awareness, access, and position in a network, which can be used to help colleagues better collaborate with one another.
- *Personal* resources include one's own time and energy.

## Collaborative Resources

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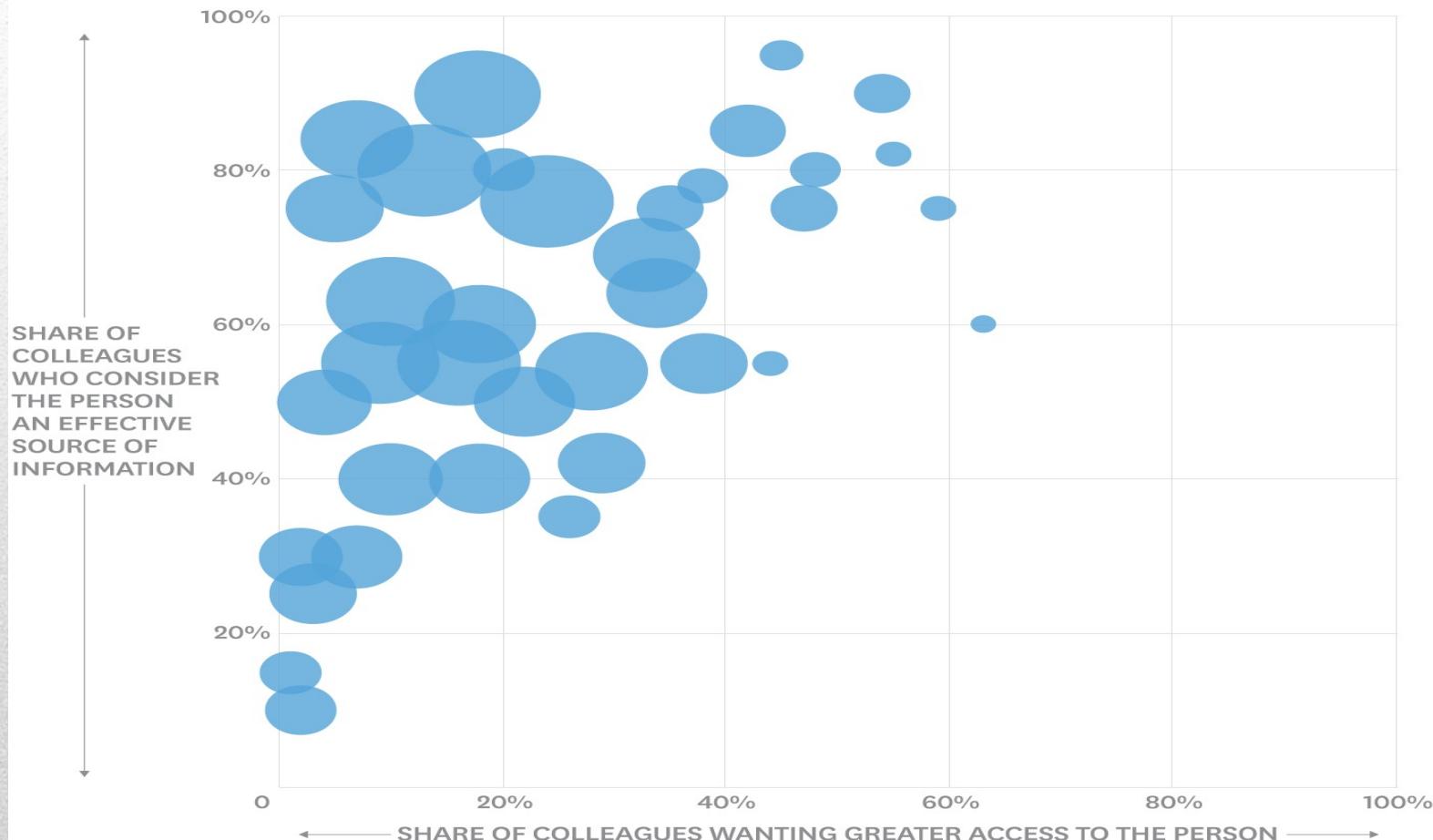
- Informational and social resources can be shared.
- But an individual employee's time and energy are finite.
- Unfortunately, personal resources are often the default demand when people want to collaborate.
- An exchange that might have taken five minutes or less turns into a 30-minute calendar invite that strains personal resources on both sides of the request.

## Precious Personal Resources

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## In Demand, Yet Disengaged

Data on leaders across 20 organizations shows that those regarded by colleagues as the best information sources and most desirable collaborators have the lowest engagement and career satisfaction scores, as represented by the size of their bubbles.



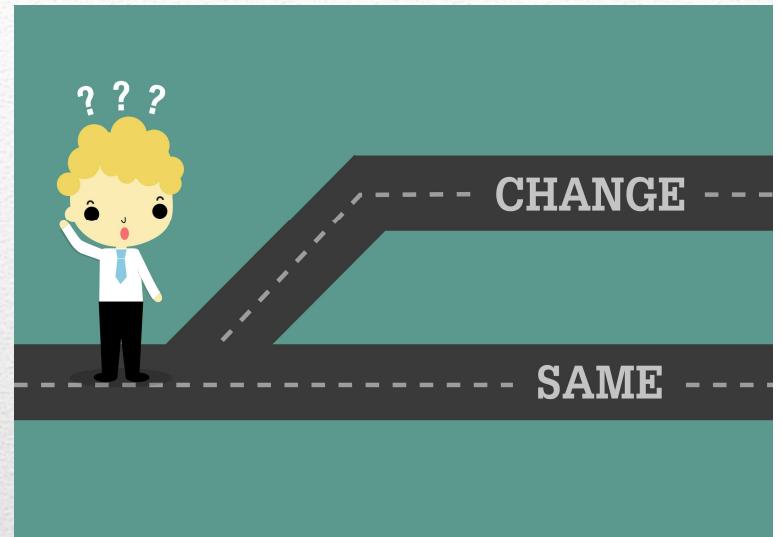
- Understand the existing supply and demand.
- Identify the people most at risk for collaborative overload.



## Redistributing the Work

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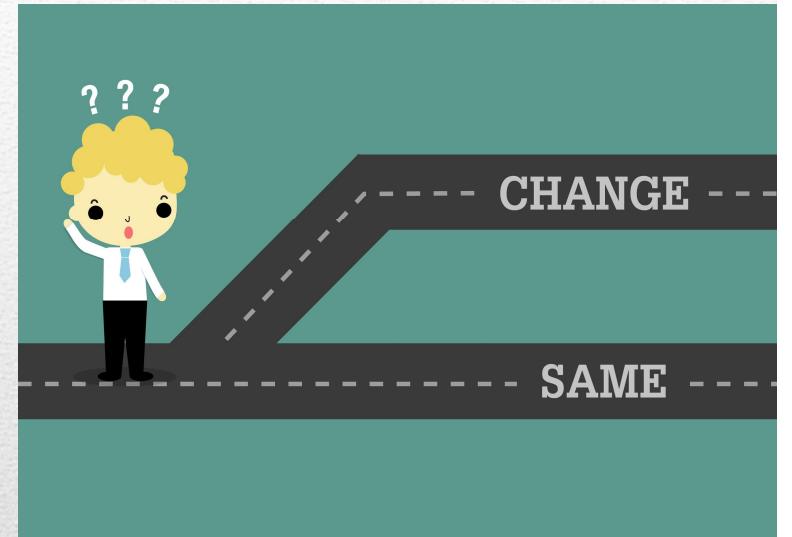
- Show the most active and overburdened helpers how to filter and prioritize requests.
- Give them permission to say NO.
- Do things that are energizing rather than exhausting.



# Encourage Behavioral Change

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- Reassess the necessity of all gatherings.
- Make meetings shorter and follow agendas.
- Leverage technology.



## Encourage Behavioral Change

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- Allow lower level executives some bill authorization capabilities.
- Many hospitals now assign each unit or floor a **nurse preceptor**, who has no patient care responsibilities and is therefore available to respond to requests as they emerge.
- Designate “**utility players**”—which could lessen demand for the busiest employees.

## Consider structural changes

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- Roughly 20% of organizational “stars” don’t help; they hit their numbers but don’t amplify the success of their colleagues.
- Leaders must learn how to spot and reward people who do both collaboration and achievement.
- Managers must also ensure that men and women get equal credit for collaboration.

## Rewarding Effective Collaboration

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- In USA, men share 36% of informational resources, while women share 66% of their personal resources.
- The lion's share of collaborative work tends to fall on women.
- Women experience greater emotional exhaustion than men.
- One important solution to this problem is to encourage women to invest different types of resources in collaboration.



# Why Women Bear More of the Burden?

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- Football – they don't just consider goals, they also track assists.
- Efficient sharing of informational, social, and personal resources should also be a prerequisite for positive reviews, promotions, and pay raises.



# Goal and Assists

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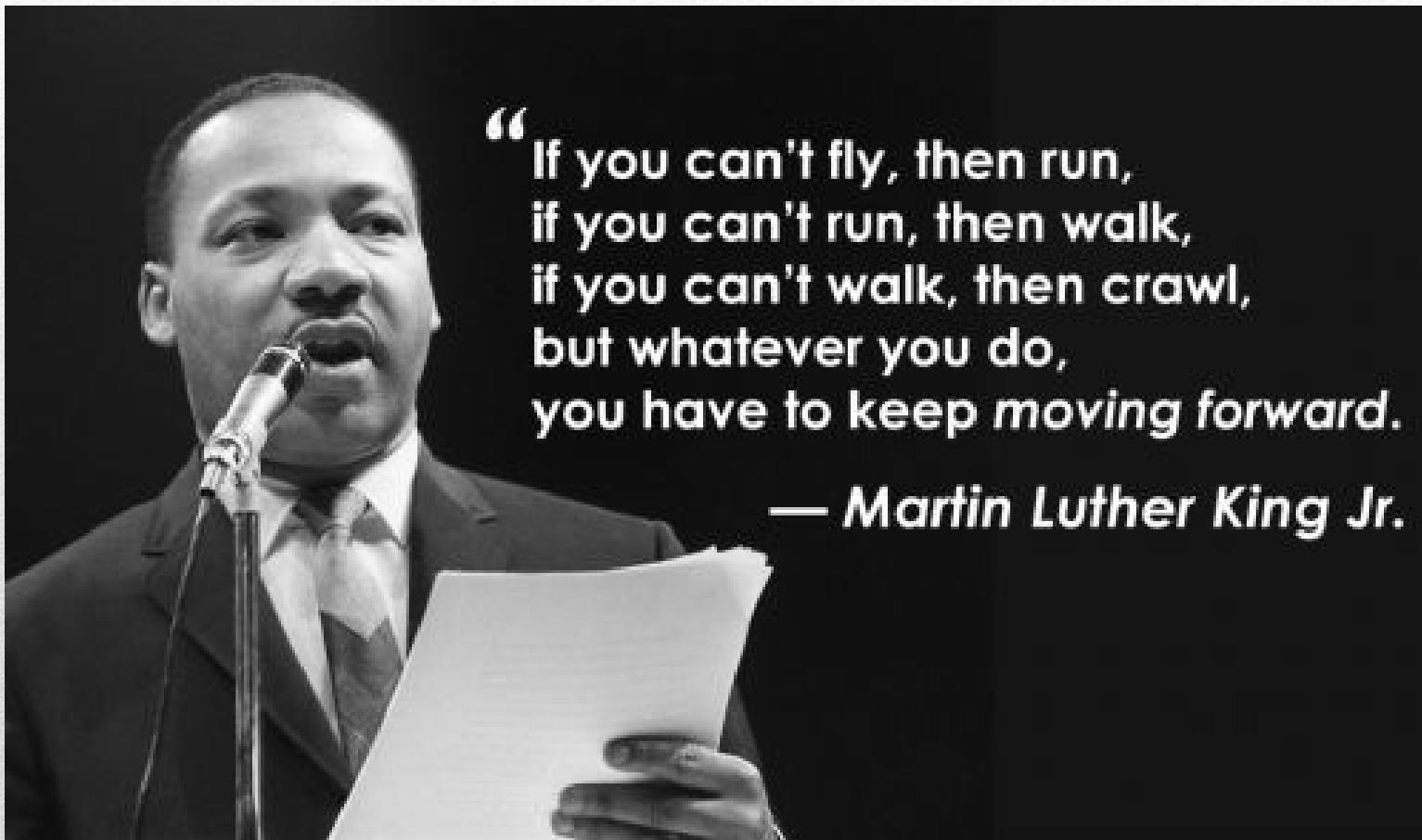
- Collaboration is indeed the answer to many of today's most pressing business challenges.
- But Managers need to balance and prioritize.
- Time may have come for organizations to **hire chief collaboration officers**.
- Leaders can send a clear signal about the importance of managing teamwork thoughtfully and provide the resources necessary to do it effectively.

## Last but not the least

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# Understanding Leadership



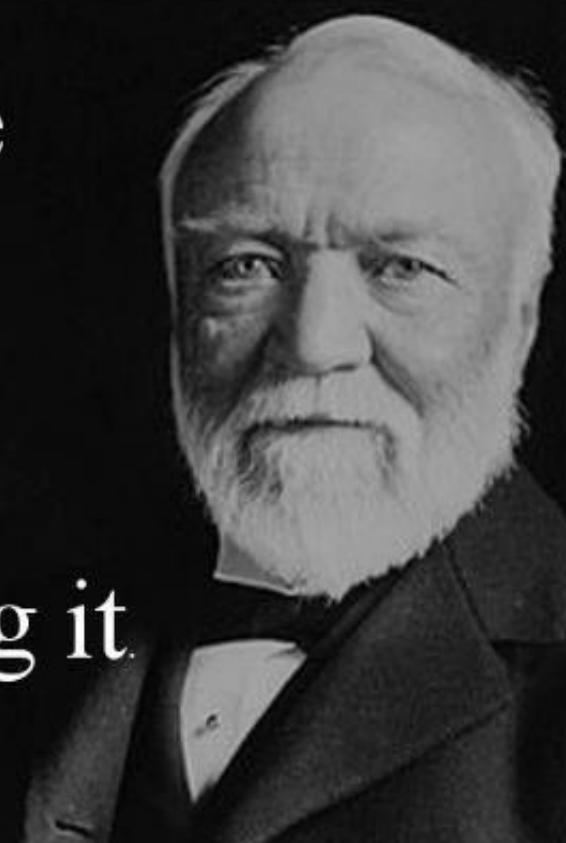
**“If you can't fly, then run,  
if you can't run, then walk,  
if you can't walk, then crawl,  
but whatever you do,  
you have to keep moving forward.**

*— Martin Luther King Jr.*

# Understanding Leadership

No man will make  
a great leader who  
wants to do it all  
himself or get all  
the credit for doing it

- Andrew Carnegie



# Understanding Leadership



“

Success isn't about  
how much money  
you make, it's  
about the  
difference you  
make in people's  
lives.

Michelle Obama  
First African-American First Lady of the United States



# Leadership Theory

## Great Man Theories

- Leaders are exceptional people, born with innate qualities, destined to lead
- Term 'man' was intentional - concept was primarily male, military and Western

## Trait Theories

- Research on traits or qualities associated with leadership are numerous
  - Traits are hard to measure. For example, how do we measure honesty or integrity?
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# Leadership Traits

## Individual Exercise:

- Choose leaders YOU admire
- Write one word why do you want to be like him?





A leader is one who knows the way,  
goes the way, and shows the way.

*John C. Maxwell*

# Understanding Leadership

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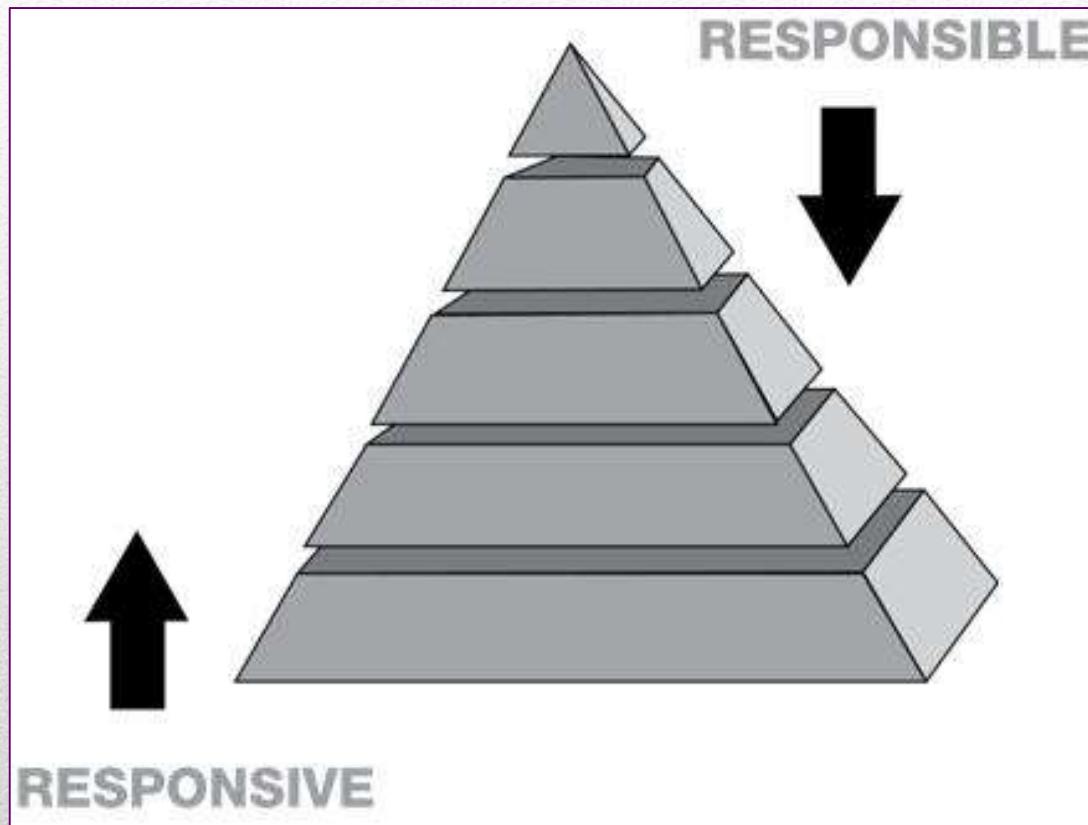
The greatest glory in living  
lies not in never falling,  
but in rising every time we fall.

”

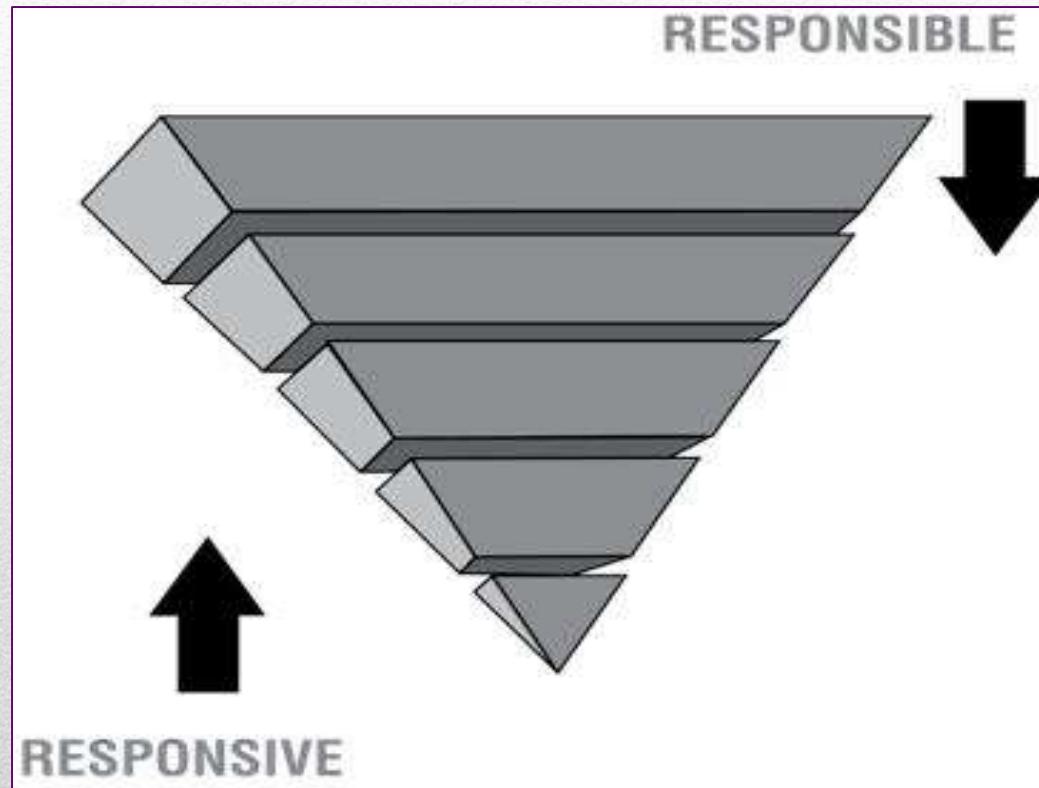
~ Nelson Rolihlahla Mandela



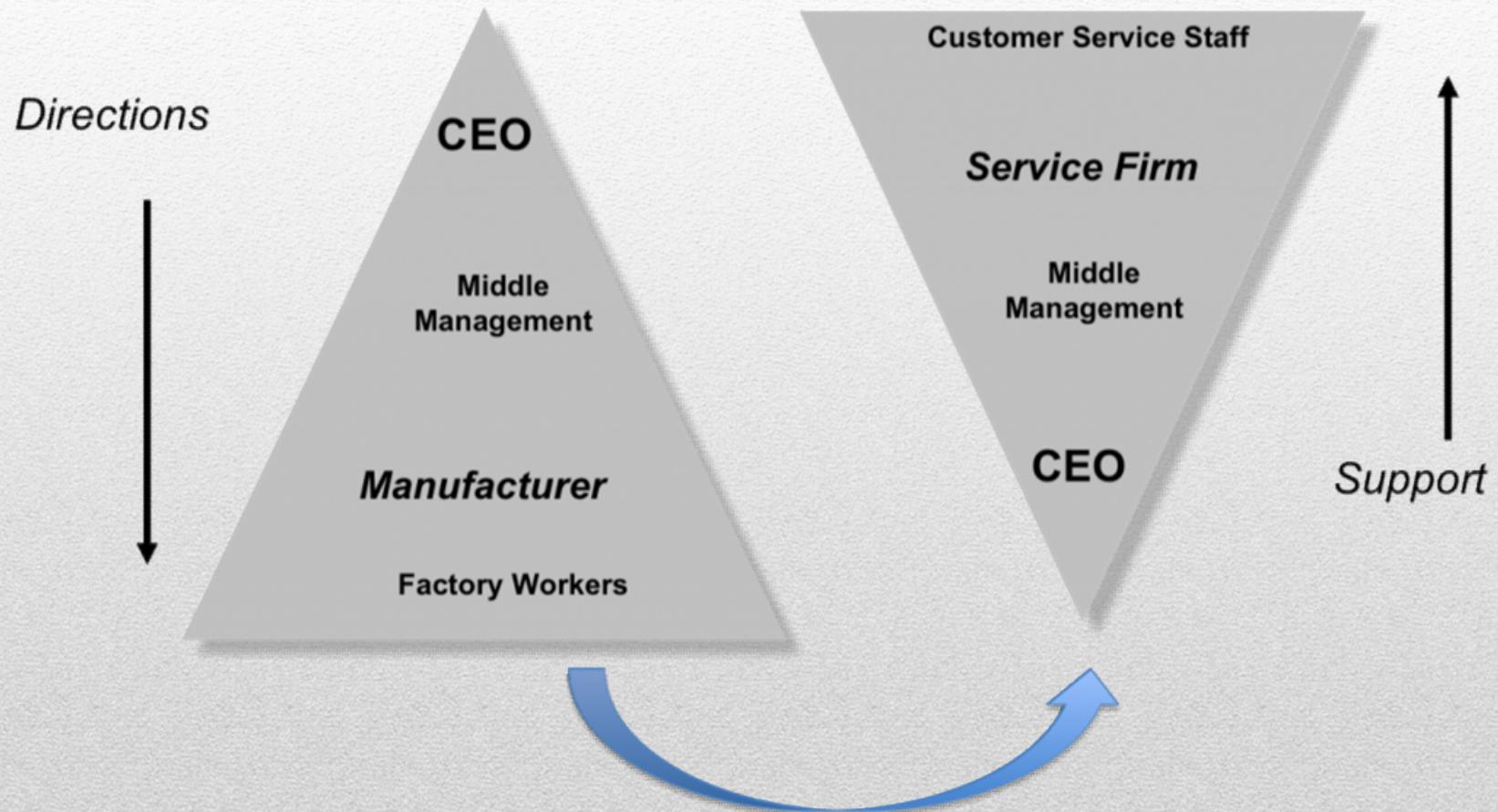
# Inverting the Pyramid



# Inverting the Pyramid



# Inverting the Pyramid





*Don't find fault,  
find a remedy.*

**Henry Ford**

# Different Types of Leadership



# Situational/contingency Leadership

<b>Competency</b>	Low competence	Some competence	High competence	High competence
<b>Motivation</b>	Low commitment/ Unable and unwilling or insecure	Variable commitment/ Unable but willing or motivated	Variable commitment/ Able but unwilling or insecure	High commitment/ Able and willing or motivated
<b>Leadership style</b>	<b>DIRECTIVE (Telling)</b>	<b>COACHING (Selling)</b>	<b>SUPPORTIVE (Participating)</b>	<b>DELEGATORY (Observing)</b>

# Transformational Leadership

- Leaders inspire individuals, develop trust, and encourage creativity and personal growth
- Individuals develop a sense of purpose to benefit the group, organisation or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty.



# Key Team Leader Responsibilities

- 1. Guide/coordinate team** members – encourage teamwork and motivate individuals
- 2. Provide structure** for team – set mission and purpose, clarify roles and responsibilities, allocate tasks and set objectives
- 3. Clarify working methods**, practises and protocol
- 4. Focus on performance** – anticipate challenges, monitor performance, delegate and provide CPD support



# Great Leaders Inspire Action

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# **Leadership is NOT a destination, It is a journey.....**



**Ready to begin your  
leadership journey?**



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# How to improve your leadership skills

- Reflect and identify the skills YOU need to lead effectively and create your action plan to develop them
- Ask for feedback from work colleagues, line managers, tutors, your ‘followers’
- Practise! Take on responsibility (work, volunteering, clubs & Societies) and reflect on your performance
- Find a mentor – learn from positive leadership role-models
- Attend further leadership and management training

# **Review your performance as a Leader**

- 1. Assess yourself as a Leader**
    - Conduct a SWOT analysis - Strengths, Weaknesses, Opportunities, Threats
  - 2. Develop an Action Plan to improve as a leader**
    - list 2 actions you will undertake to address Weaknesses or capitalise on Opportunities identified
    - Apply SMART targets to your actions – Specific, Measurable, Achievable, Realistic, Time-bound
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# Team Exercise of the day

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- A scientist - 1
- A religious leader - 2
- A married couple – 3 and 4
- A five year old girl - 5
- An army officer - 6
- A disabled person – 7
- A doctor -8

# We have 8 people (roles)

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- World War III has just occurred
- 8 of you find yourselves to be the only people left on the earth in a bunker
- If 3 of you wish to survive, 5 of you will have to leave soon.
  - If all of you stay, then all will die in 2 months

## Team exercise scenario

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- Sewage system
- Water
- Seeds
- Some clothes
- A few books
- Some medical facilities but no operating material
- A greenhouse

# Your bunker contains

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- Allow each person to speak
- Decide whether some will leave and the others stay
- Decide who will leave and who will stay
- Identify team spokesperson

## **What you need to do**

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- Explain the reasons for making the choice
- What influenced decision making?
- Did anyone emerge as a leader? (Why?)
  
- How did this influence the choices of people that stayed or left ?

# Debrief

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- Get a Team working together
  - Have the team make decisions together
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- Identifying team leader
  - Influence of the leader in the decision making

## Purpose of this exercise

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# Q&A Session

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Live as if you  
were to die  
tomorrow.

Learn as if  
you were to  
live forever

*mkgandhi*

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