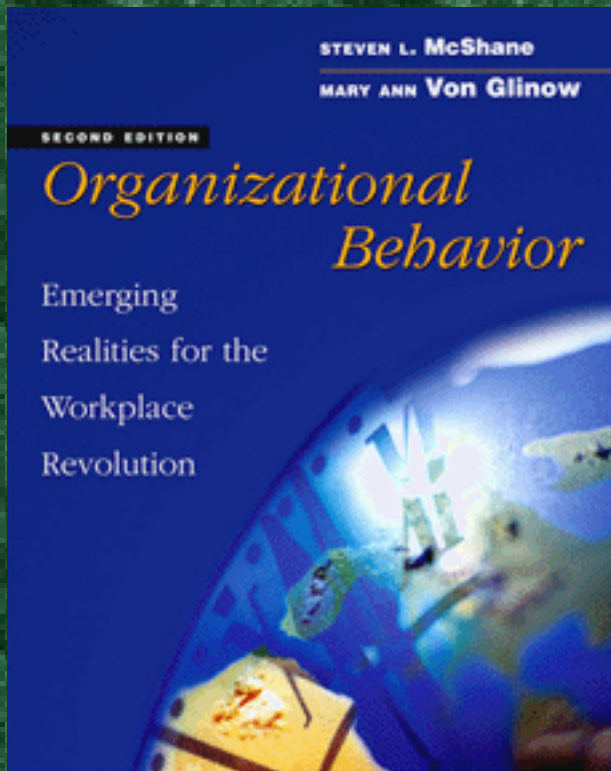
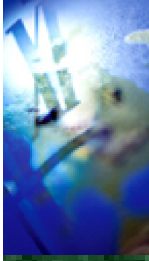


CHAPTER

12



Organizational Power, Politics, and Persuasion



Jane Buckley: Golf Networker

Networking with clients on the golf course helps Jane Buckley maintain her power at Compass Group. “Women aren't in on all the informal networks yet,” warns one consultant. “A lot goes on on the golf course, but a lot of women still aren't there.”



C. Price, Vancouver Province



The Meaning of Power

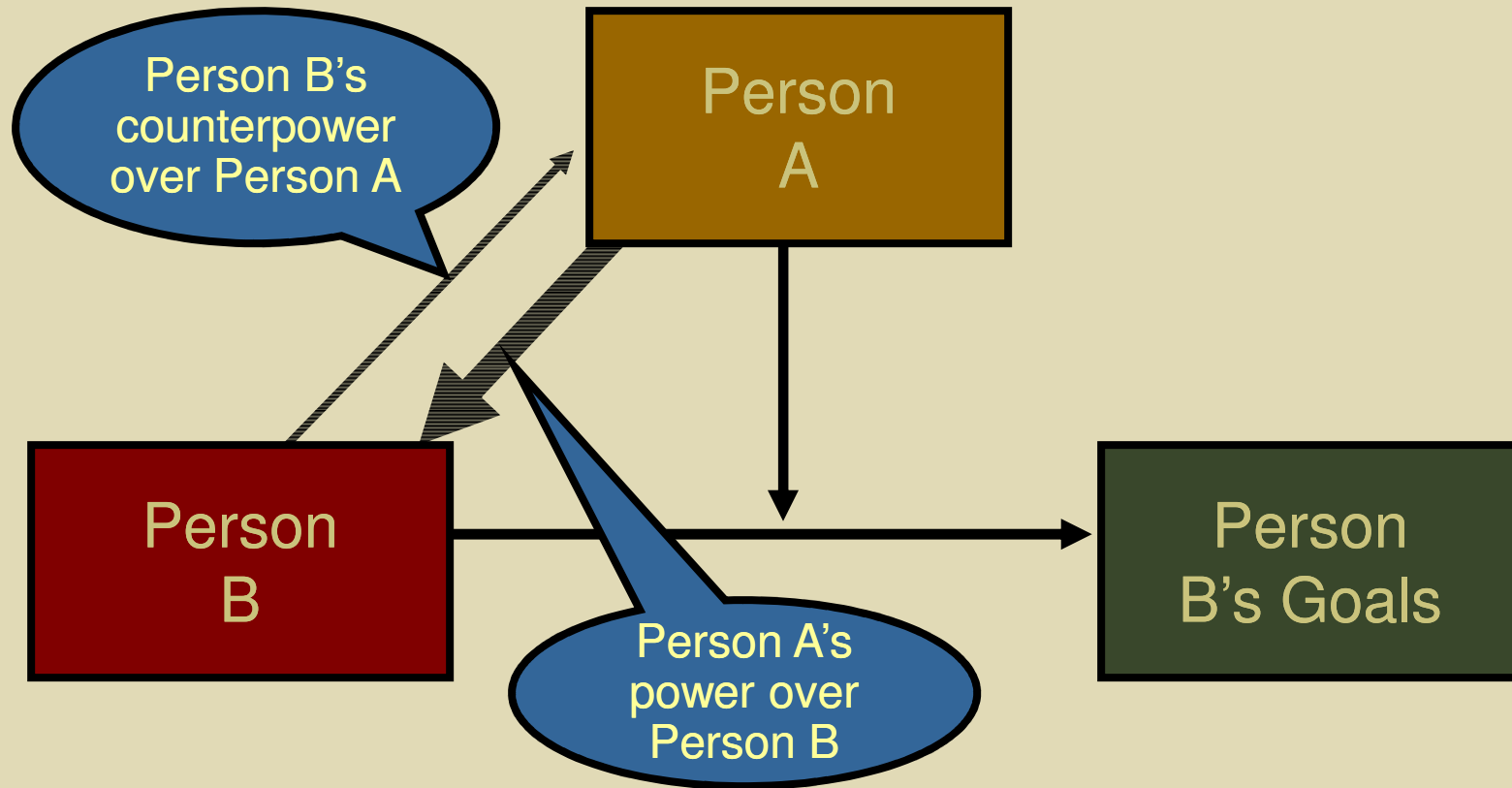
Power is the capacity of a person, team, or organization to influence others.

- The potential to influence others
- People have power they don't use and may not know they possess
- Power requires one person's perception of dependence on another person



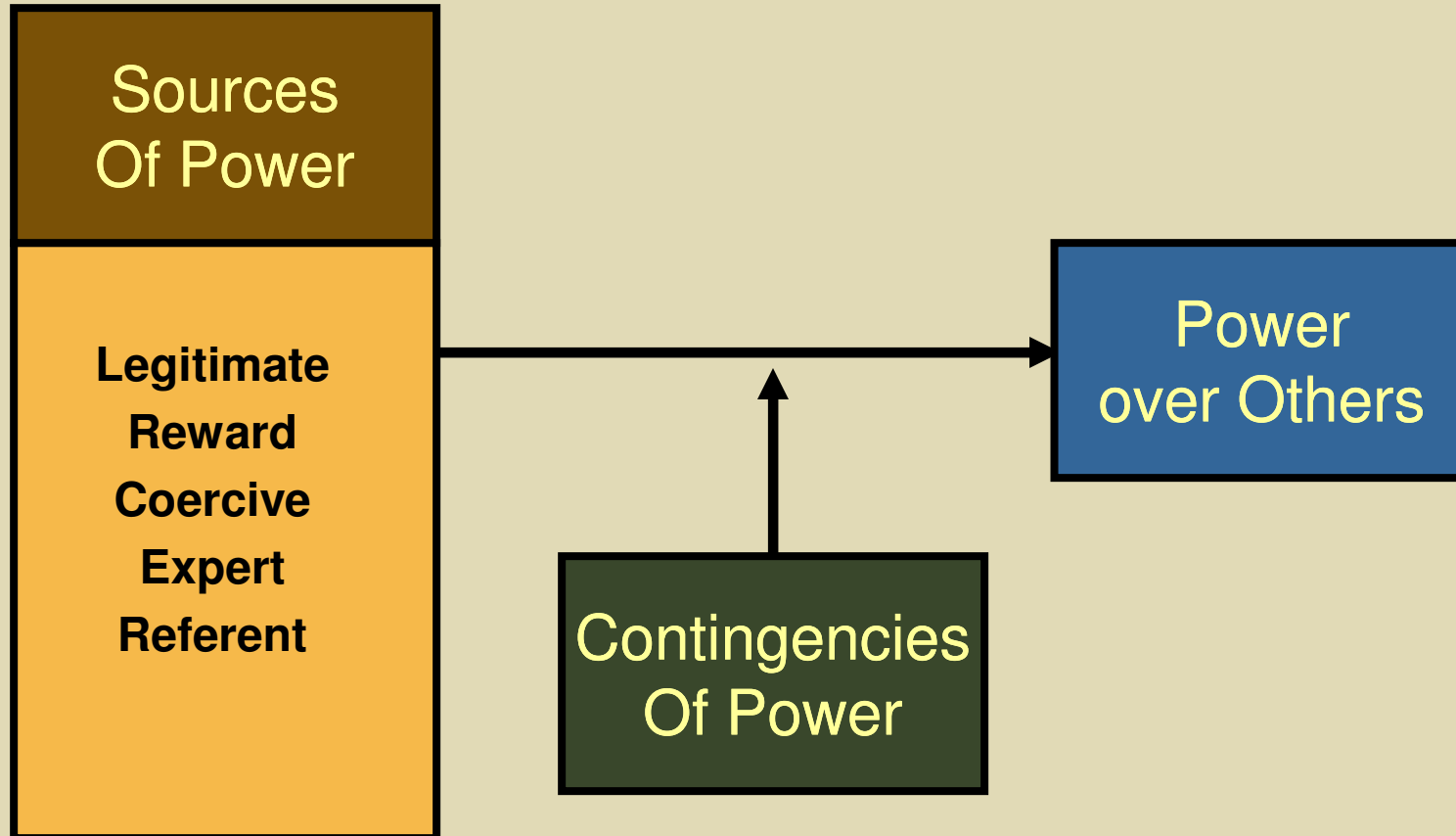
C. Price, Vancouver Province

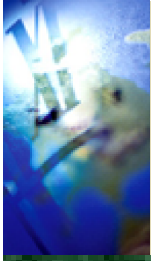
Power and Dependence





Model of Power in Organizations



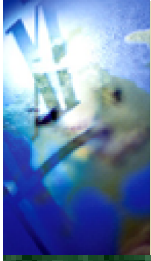


The Limits of Legitimate Power

The Caine Mutiny illustrates the limits of legitimate power in organizations. Captain Queeg (Humphrey Bogart, seated left) asked his crew to do more than they were willing to follow, so they staged a mutiny.



Reuters Archive Photos



Sources of Power

Legitimate Power

Reward Power

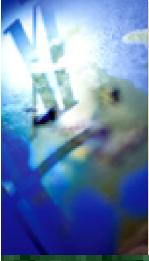
Coercive Power

Expert Power

Referent Power



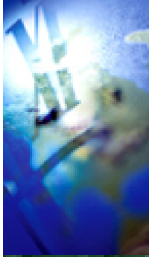
Reuters Archive Photos



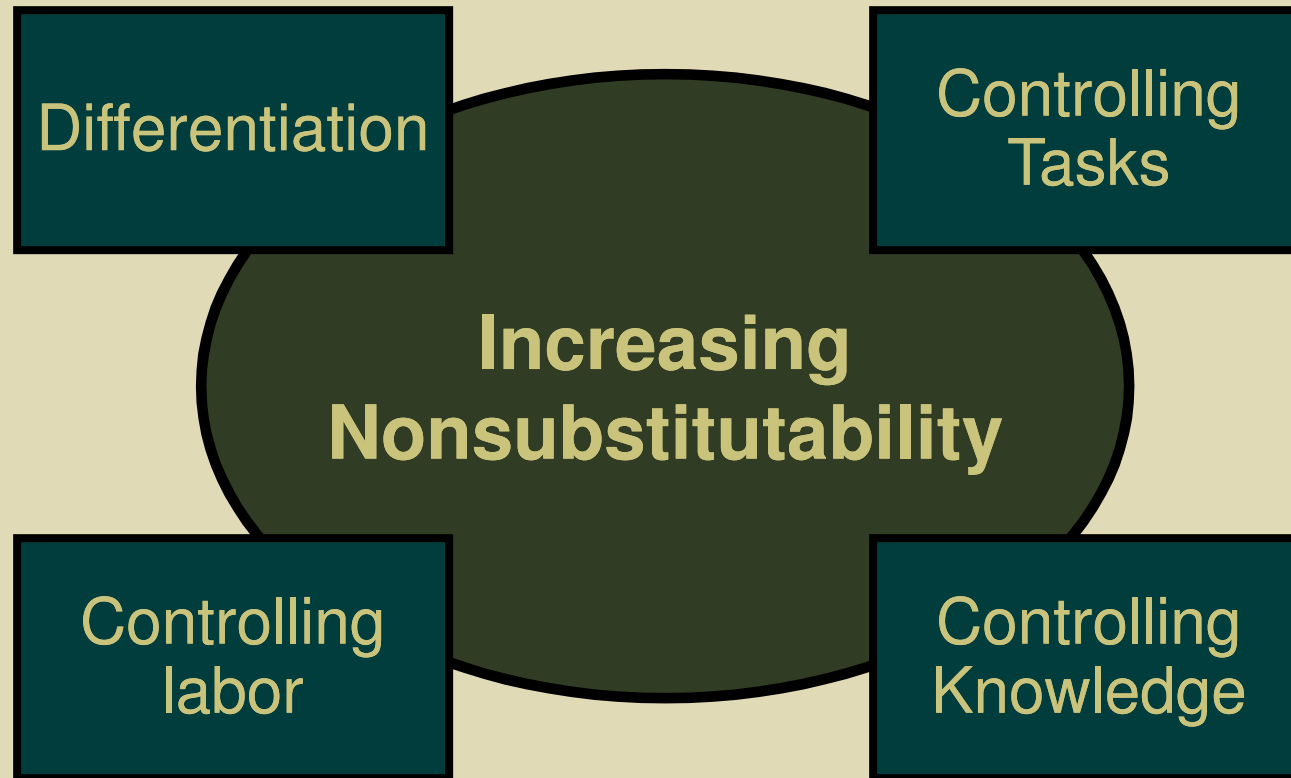
Information and Power

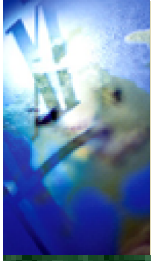
- Control over information flow
 - Based on legitimate power
 - Relates to formal communication network
 - Common in centralized structures (wheel pattern)

- Coping with uncertainty
 - Those who know how to cope with organizational uncertainties gain power
 - ▶ Prevention
 - ▶ Forecasting
 - ▶ Absorption

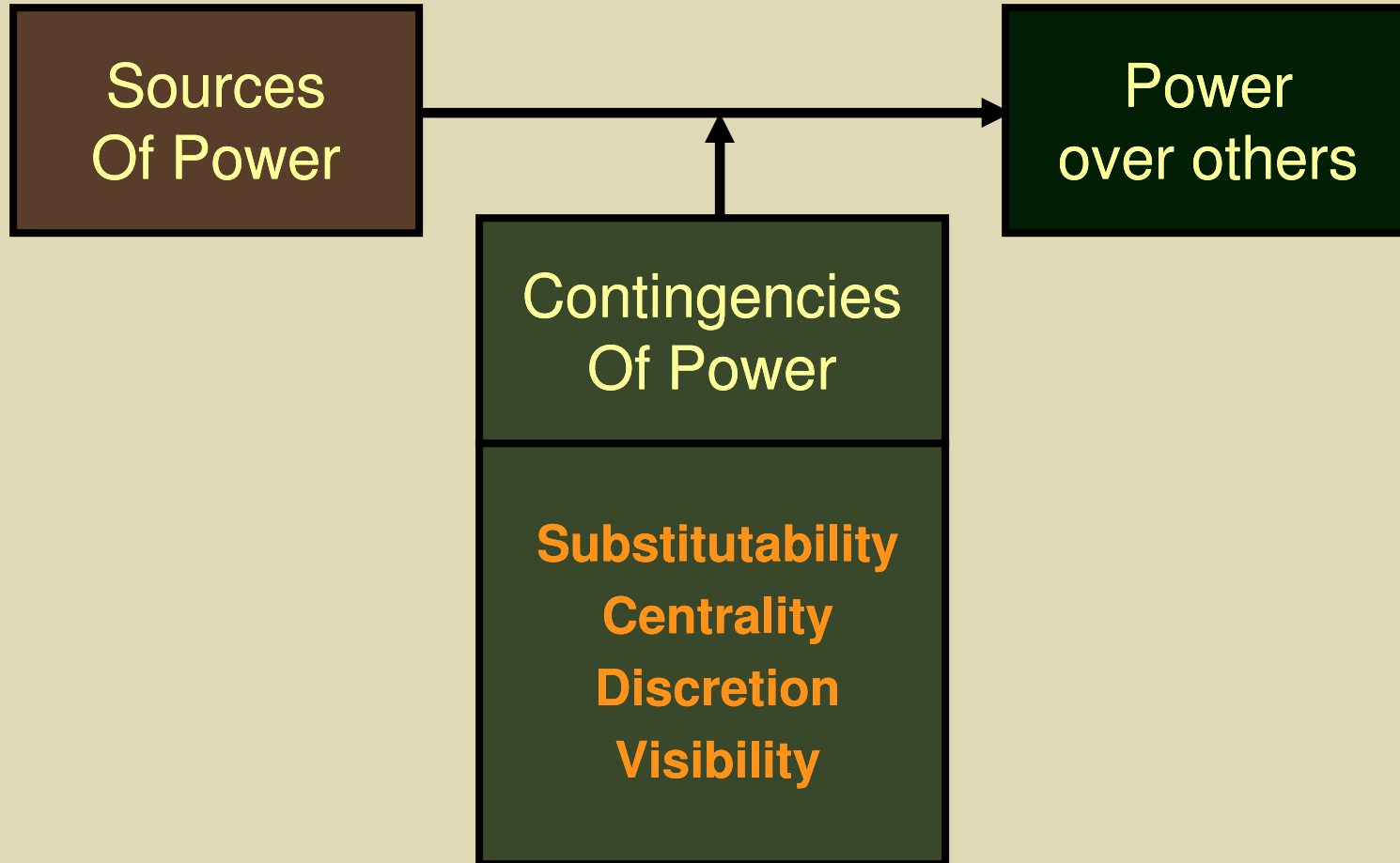


Increasing Nonsubstitutability

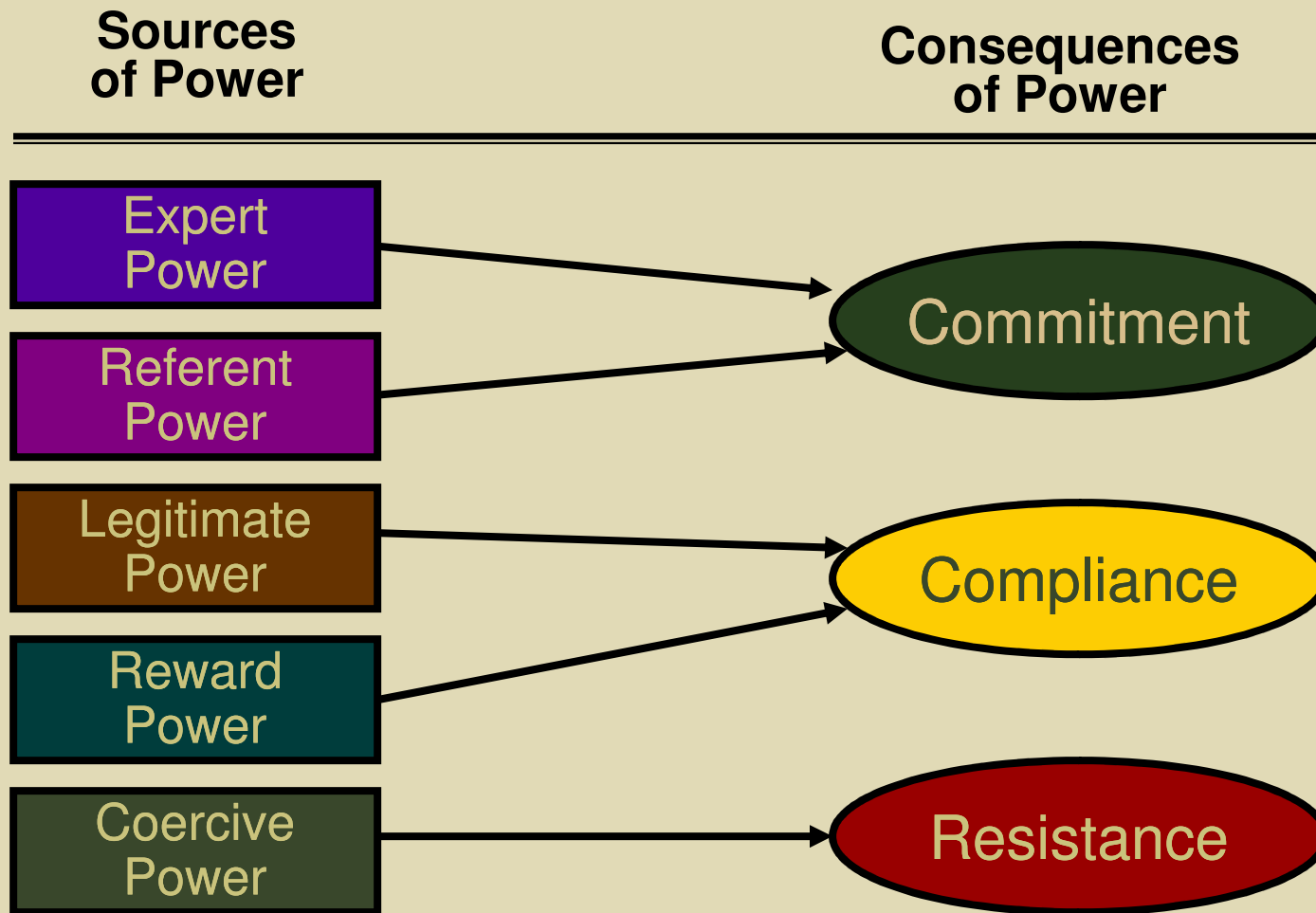


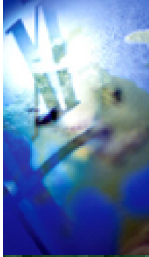


Contingencies of Power



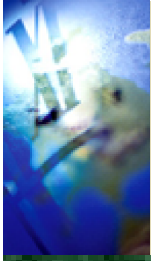
Consequences of Power





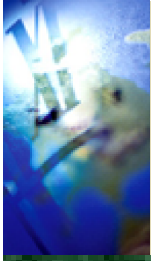
Sexual Harassment and Power

- Harasser stereotypes the victim as subservient and powerless
- Harasser threatens job security or safety through coercive or legitimate power
- Hostile work environment harassment continues when the victim lacks power to stop the behavior



Office Romance and Power

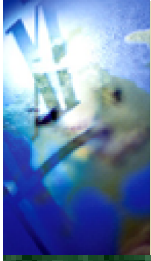
- Co-workers believe that employees in relationships abuse their power to favor each other.
- Higher risk of sexual harassment when relationship breaks off.



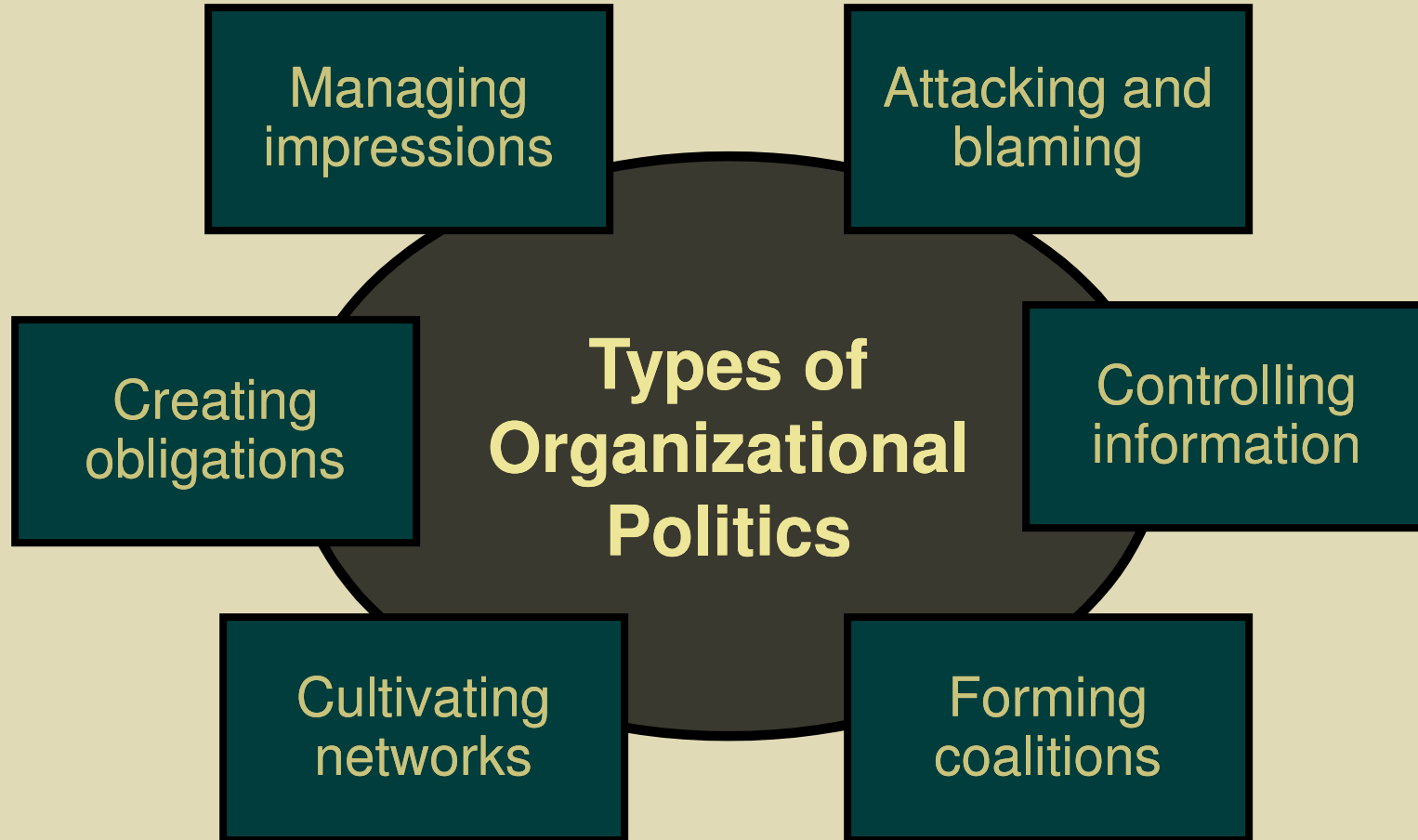
Organizational Politics

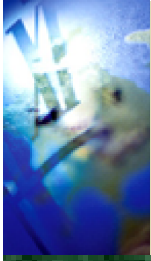
- Attempts to influence others using discretionary behaviors to promote personal objectives
 - Discretionary behaviors -- neither explicitly prescribed nor prohibited

- Politics may be good or bad for the organization

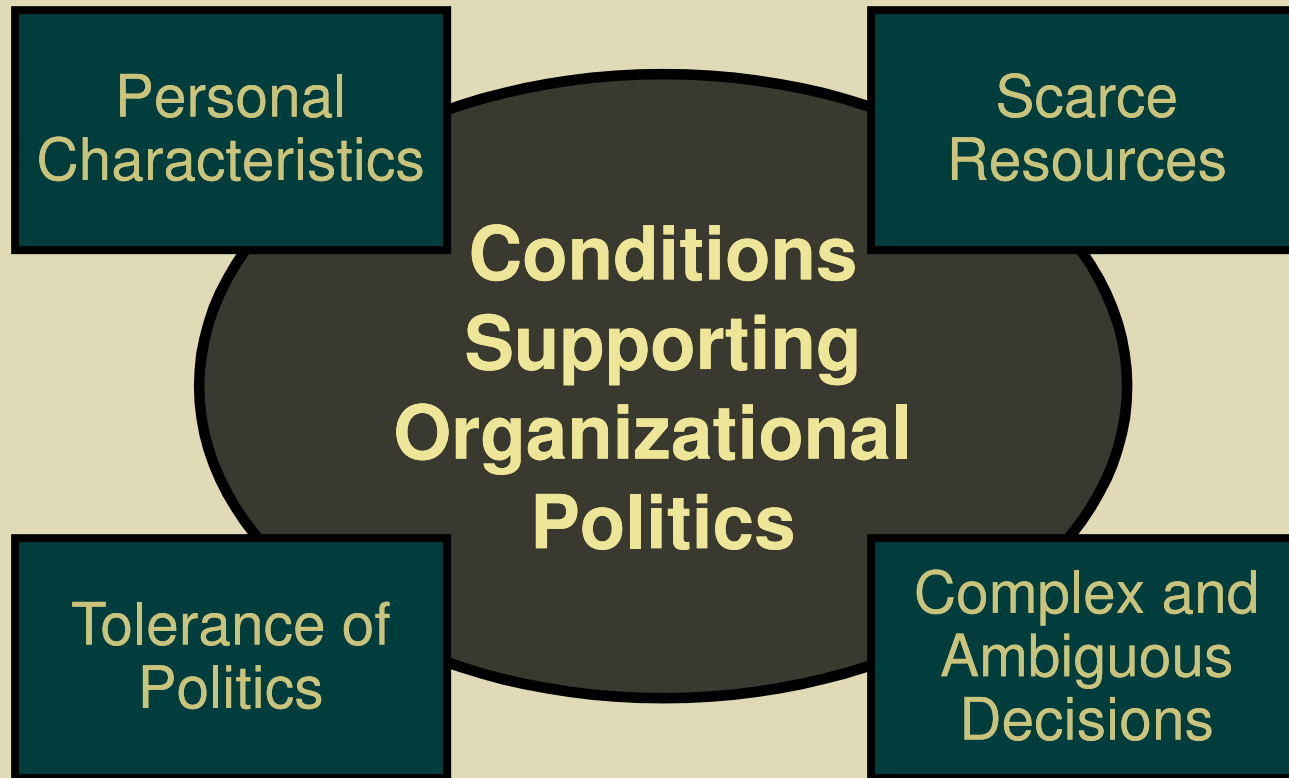


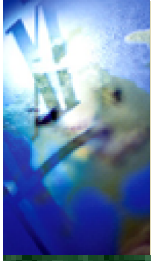
Types of Organizational Politics





Conditions for Organizational Politics





Controlling Political Behavior

Provide
Sufficient
Resources

Introduce
Clear Rules

Free Flowing
Information

Manage Change
Effectively

Remove
Political Norms

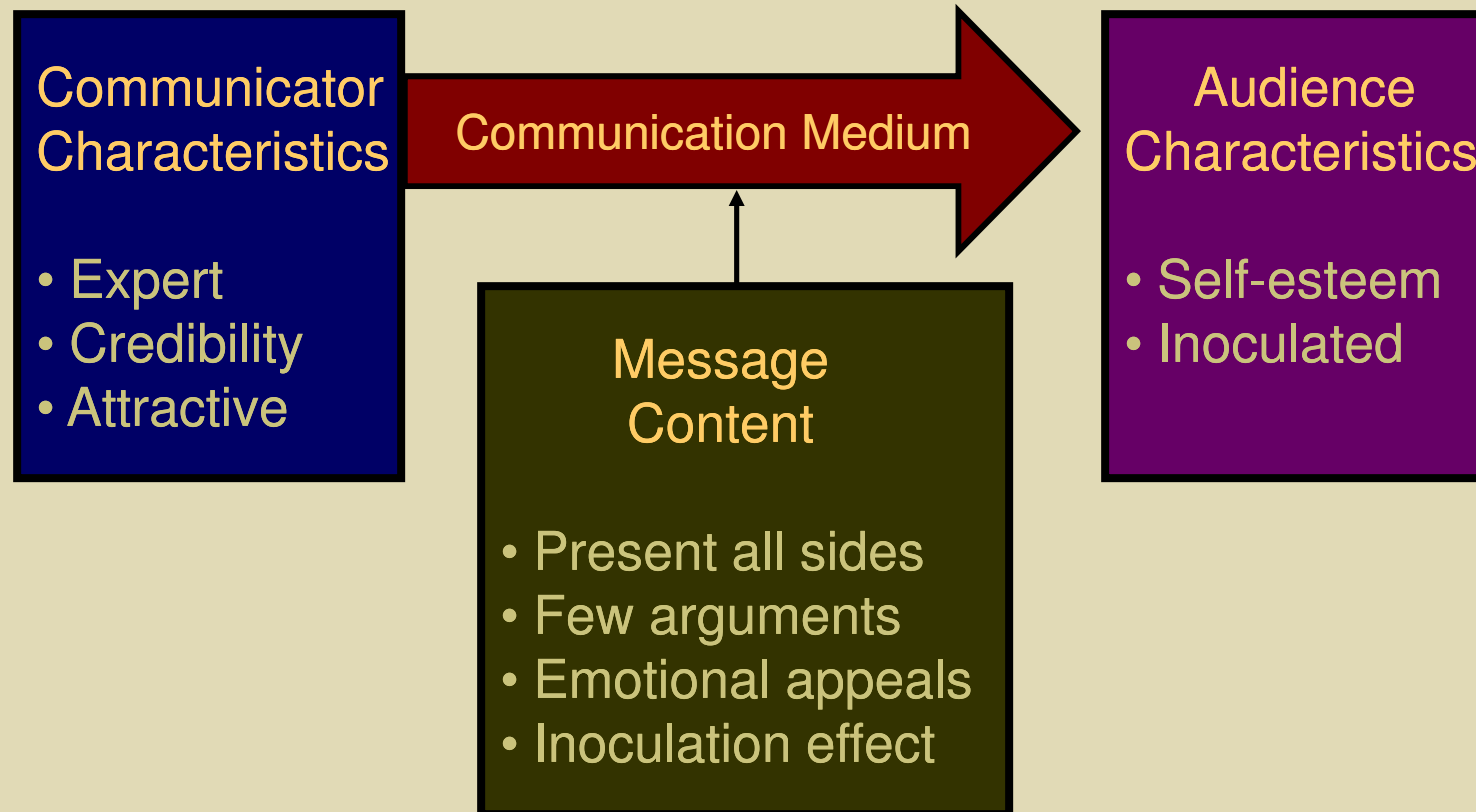
Hire
Low-Politics
Employees

Increase
Opportunities
for Dialogue

Peer Pressure
Against Politics

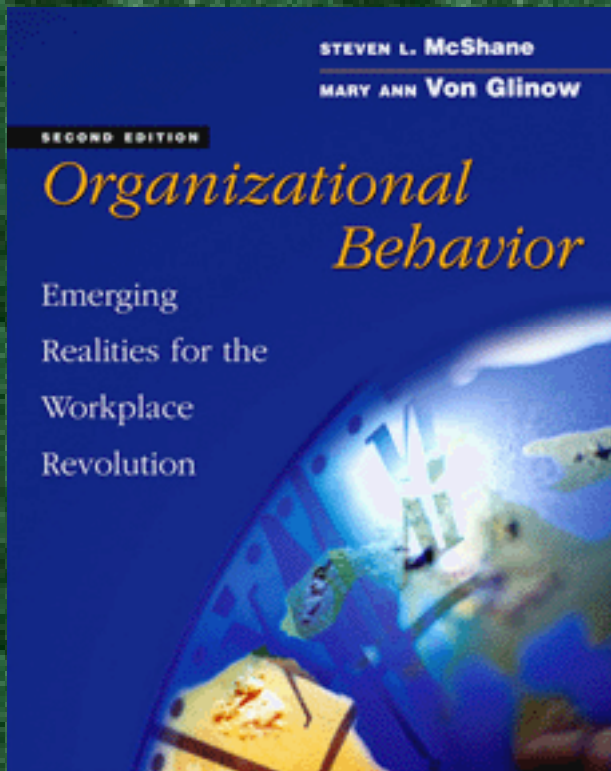


Persuasive Communication



CHAPTER

12



Organizational Power, Politics, and Persuasion