

Power





Power structures are unavoidable.



- Understand basic forms of power, and engage as you choose.
- Develop insight and choose how/whether to change your behavior.

What is Power?

The capacity for coordinated change in an organization

The ability to bring about intended consequences in the behavior of others

Access to resources that others want but do not have the ability to obtain

A right or authority given or delegated to a person or body

A person or organization that is strong within a particular context



What is Power?

The ability to direct or influence both the behavior of others and the course of events.



Why Should You Care About Power?



Why Should You Care About Power?



Having power relates to longer, healthier life.

Power can produce wealth (although it need not be monetized).

Power is part of leadership, and is required to get things done.

A Major Stumbling Block

Cognitive Bias

- People get what they deserve.
- Good people are likely to be rewarded; bad people are likely to be punished.

Good performance does not ensure success (or power). Poor performance does not ensure failure.

It's called the Just World Fallacy.



Risks of the Just World Fallacy?

The just world fallacy hinders your ability to learn from all situations and all people, including those whom you **do not like or respect**.

It also lets you ignore potential career land mines . . . and the need to **build your own power base**.

What Do We Think About Power?

“Getting things done requires power. The problem is that we would prefer to see the world as a kind of grand morality play, and the good guys and the bad ones easily identified.”

“We are troubled by the issue of means and ends. We are perplexed by the fact that “bad” people sometimes do great and wonderful things, and that “good” people sometimes do “bad” things, or often, nothing at all.”

Jeffrey Pfeffer, *Managing with Power* p. 343-344

Sources of Power

Formal Power

Coercive Power:

ability to punish or use threats to get compliance

Reward Power:

ability to compensate for compliance

Legitimate Power:

others believe your right to make demands and be obeyed

Informational Power:

ability to control info that others need



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Come up with two examples of your assigned formal power

Sources of Power

Personal Power

Expert Power:

Based on your skill
and knowledge

Referent Power:

Likability-driven;
perceived
attraction,
worthiness

Charismatic Power:

Charm, appeal;
others comply due
to internalization
(believe it's their
own idea)



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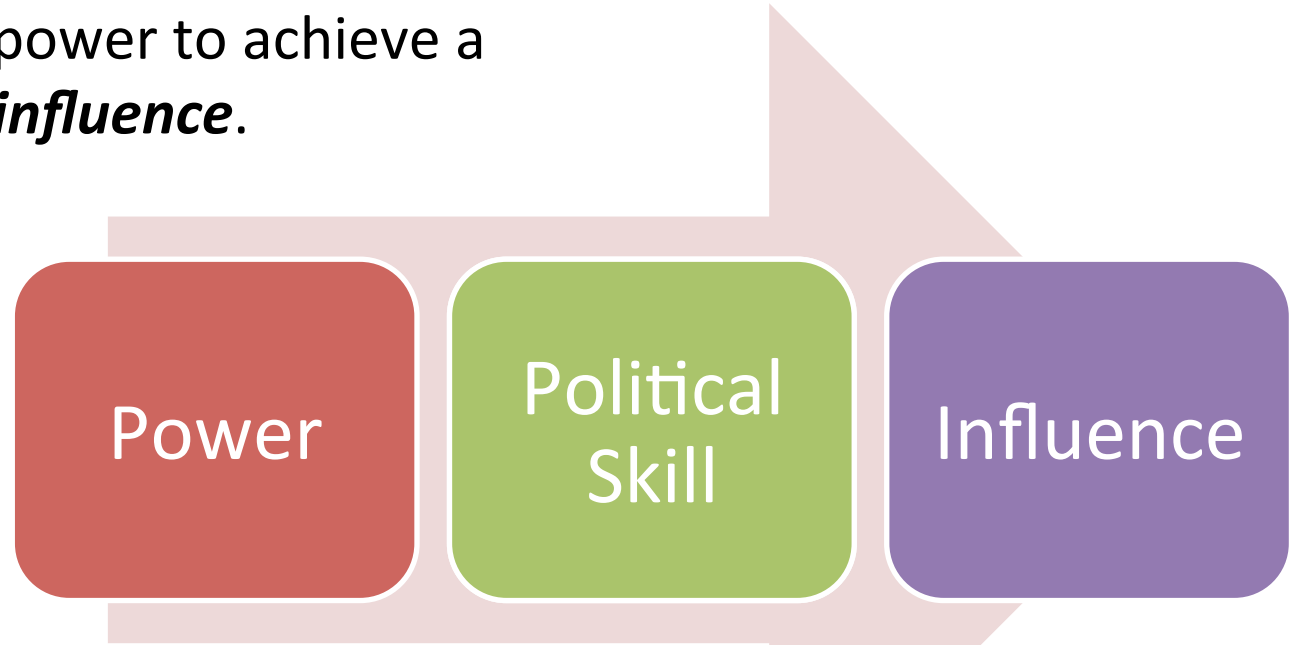
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Influence

The application of power to achieve a specific purpose = *influence*.



Influence Requires Political Skills

“If you have political skill, you appear not to have it. Truly skillful execution [of political skill is] perceived as genuine, authentic, straightforward and effective. Leaders who are not politically skilled come off as manipulative or self-serving.”

Gerald Ferris

No. 1-4
 $x \div 4$

- 1. _____
- 2. _____
- 3. _____
- 4. _____

I spend a lot of time and effort at work networking with others. (NA)*
I am able to make most people feel comfortable and at ease around me. (II)†*
I am able to communicate easily and effectively with others. (II)*
It is easy for me to develop good rapport with most people. (II)†*

No. 5-9
 $x \div 5$

- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____

I understand people very well. (SA)†*
I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done.
I am good at building relationships with influential people at work. (NA)*
I am particularly good at sensing the motivations and hidden agendas of others. (SA)*

No. 10-15
 $x \div 6$

- 10. _____
- 11. _____
- 12. _____
- 13. _____
- 14. _____
- 15. _____

When communicating with others, I try to be genuine in what I say and do. (AS)*
At work, I know a lot of important people and am well connected. (NA)*
I spend a lot of time at work developing connections with others. (NA)*
I am good at getting people to like me. (II)*
It is important that people believe I am sincere in what I say and do. (AS)*
I try to show a genuine interest in other people. (AS)*
I am good at using my connections and network to make things happen at work. (NA)*

No. 16-18
 $x \div 4$

- 16. _____
- 17. _____
- 18. _____

I have good intuition or savvy about how to present myself to others. (SA)*
I always seem to instinctively know the right things to say or do to influence others. (SA)*
I pay close attention to people's facial expressions. (SA)*

Political Skills Inventory

Social
Astuteness

No. 1-4

Interpersonal
Influence

No. 5-9

Networking
Ability

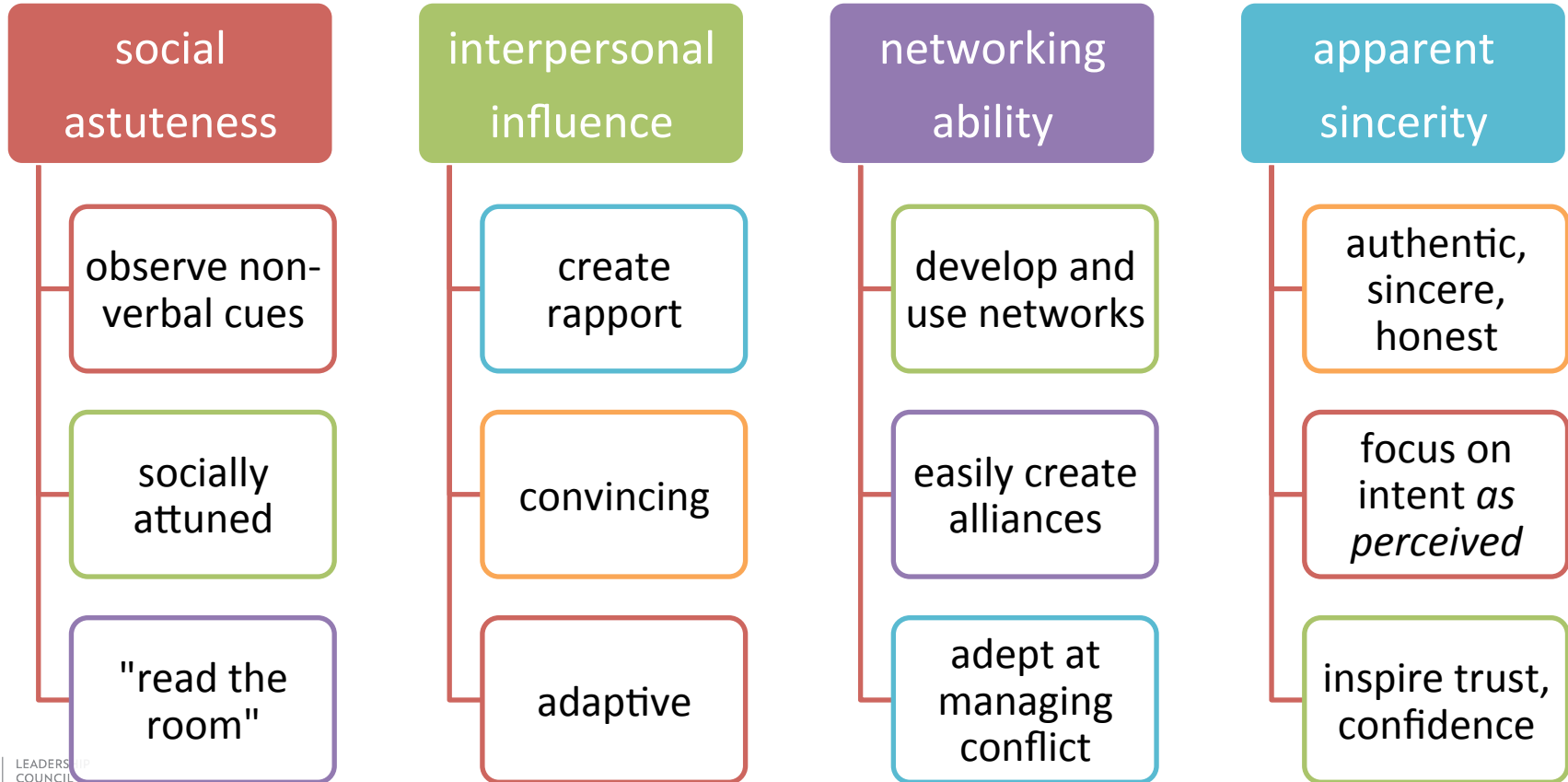
No. 10-15

Apparent
Sincerity

No. 16-18

Note your average score for each section

Political Skills Inventory



Political Skills Inventory

You can build these skills. How?

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Astuteness

No. 1-4

Interpersonal
Influence

No. 5-9

Networking
Ability

No. 10-15

Apparent
Sincerity

No. 16-18



Get Noticed

- Those at higher levels need to know what you are accomplishing.
- How? Tell them.
- You may not have the same ideas as those in power: ask them what they care about most.
- Worry about the relationship with your superiors as much as you worry about your job performance

Getting What You Want

- Get over the idea that you need to be liked by everyone.
- Be willing to put yourself forward.
- Ask for what you want: people underestimate the chances of others helping them. High social pressure to say “yes.”

“Building power and influence skills is not about changing who you are or becoming someone else. It is about adding a set of activities and skills to your repertoire to become more effective and successful. So stop making excuses and get on with it.”

Jeffrey Pfeffer