Chapter 13: Influence Tactics, Empowerment and Politics

- Organizational Influence Tactics: Getting One's Way at Work
- Social Power
- Empowerment: From Power Sharing to Power Distribution
- Organizational Politics and Impression Management

Social Power

- Social Power: ability to get things done with human informational, and material resources
Types of Power

- Socialized Power directed at helping others
- Personalized Power directed at helping oneself

Five Bases of Power

1) Reward Power
2) Coercive Power
3) Legitimate Power
4) Expert Power
5) Referent Power
Empowerment

- Empowerment sharing varying degrees of power with lower-level employees to tap their full potential

The Evolution of Power: From Domination to Delegation

- Authoritarian Power: Manager/leader imposes decisions
- Influence Sharing: Manager/leader consults followers when making decisions
- Power Sharing: Manager/leader and followers jointly make decisions
- Power Distribution: Followers are granted authority to make decisions

Degree of Empowerment

- None
- Domination
- Consultation
- Participation
- Delegation
Delegation

- **Delegation** granting decision-making authority to people at lower levels

Barriers to Delegation

- Belief in the fallacy “if you want something done right, do it yourself”
- Lack of confidence/trust in lower levels
- Low self-confidence
- Fear of being called lazy
- Vague job definition
- Fear of competition from those below
- Reluctance to take risks involved in depending on others
- Lack of controls that provide early warning of problems with delegated duties
- Poor example set by bosses who do not delegate
16-12 Figure 16-3

Personal Initiative: The Other Side of Delegation

Levels of Action

- Taking action
- Asking for approval to act
- Asking someone else to act
- Telling someone about a problem
- Noncompliance
- Apathy

Decreasing time to action to solve a problem

16-13 Figure 16-4 cont.

Tips for Personal Initiative and Taking Action

1. Go beyond the job
2. Follow through on new ideas
3. Don't be defeated by criticism; learn from it
4. Look ahead (and around)
Organizational Politics

- Organizational Politics intentional enhancement of self-interest

Uncertainty Triggers Political Behavior

- Sources of Uncertainty:
  1) Unclear objectives
  2) Vague performance measures
  3) Ill-defined decision processes
  4) Strong individual or group competition
  5) Any type of change
Levels of Political Action in Organizations

- **Network Level**
  - Distinguishing Characteristics
    - Cooperative pursuit of general self-interests

- **Coalition Level**
  - Cooperative pursuit of group interests in specific issues

- **Individual Level**
  - Individual pursuit of general self-interests

**Political Tactics**

1. Attacking or blaming others
2. Using information as a political tool
3. Creating a favorable image (impression management)
4. Developing a base of support
5. Praising others (ingratiation)
6. Forming political coalitions with strong allies
7. Associating with influential people
8. Creating obligations (reciprocity)
Impression Management

- Impression Management getting others to see us in a certain manner