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## **Session 7**

# **Power, Authority and Influence**

# Power

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- Without power differentials, organizations could scarcely operate at all
  - Power is necessary and useful
  - So, where does power come from, who gets it and how, and how is it used?
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# Source of Power

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- Power is not a property of an individual, but of a relationship
  - Resources
    - Reward power
    - Coercive power
    - Legitimate power
    - Referent power
    - Expert power
  - Power comes from some mixture of the five bases
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# How Junior Employees Get Power

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- Low-ranking employees can acquire considerable power by such means
    - Expertise
    - Effort
    - Attractiveness (Charisma)
    - Position
    - Coalitions
    - Rules
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# Power in the Organization

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- How power is distributed within the organization
  - Although they are at the same level, some will be more powerful than others
  - Strategic Contingencies Theory
    - Many problems (important, uncertain)
    - Shift, freeze
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# Using Power

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- Right place/time/resources/thing
  - Target – who and what
  - Different Tactics
  - Tactics the agents used in resisting demands
    - Using Rules
    - Evading Rules
    - Personal/Political
    - Educational/Persuasive
    - Organizational
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# Using Power

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- Harsh methods tend to produce power-limiting responses
  - Power-limiting responses
    - Retaliation
    - Regulation
    - Escape
    - Opposing coalitions
    - Resource depletion
    - Substitutes
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# Power as Control of Decision Processes

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- Individual Level
    - Operate in a variety of ways
      - Who gets to make the decision
      - What alternatives are considered
      - What information is available
      - Consequence and value
  - Organizational Level
    - Contingencies theory
    - Control the decision process
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