Chapter 5: Gaining Power and Influence

How do you get to the top of the world?
Objectives

- Enhance personal and position power
- Use influence to accomplish exceptional work
- Neutralize inappropriate influence attempts
Is “Power” A Dirty Word?

- Does the word “power” conjure up images of domination and manipulation for you?
- Do you think that people who use power are vindictive and/or cunning?
- Does the acquisition of power prevent people from acting in the best interests of a larger group?
Some Thoughts on Power

● “The use of influence in itself is not negative....Like any powerful force – from potent medicine to nuclear power – it is the morality with which influence is used that makes all the difference.” R.L. Dilenscheider, 1990

● “Hell is knowing you have a better solution than someone else, but not being able to get the votes.”
Use and Abuse of Power

● Powerful managers:
  ■ intercede favorably on behalf of others
  ■ get more resources
  ■ get fast access to decision makers
  ■ get information early

● Derailed managers:
  ■ are insensitive to others and betray their trust
  ■ are cold, aloof and arrogant
  ■ constantly play politics to move up
  ■ cannot build a team
  ■ are overdependent on others
Power Concepts

The ability of a person or group to change the attitudes or behavior of others.

- Power is not power OVER others
- Power is the ability to GET THINGS DONE
Two Faces of Power

Personal Power
- used for personal gain

Institutional Power
- used to create motivation
- used to accomplish group goals
Sources of Personal Power

- Expertise – work related knowledge
- Attraction – charisma, agreeable behavior, physical characteristics
- Effort – doing “whatever it takes” to get the job done
- Legitimacy – taking action congruent with the prevailing value system
# Personal Power and Personal Trustworthiness

## Sources of Personal Power

<table>
<thead>
<tr>
<th>Expertise</th>
<th>Effort</th>
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<tbody>
<tr>
<td>Ability: Can they make good on their commitments?</td>
<td>Reliable Dependable</td>
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</table>

## Linking Personal Characteristic

<table>
<thead>
<tr>
<th>Attraction</th>
<th>Legitimacy</th>
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<tbody>
<tr>
<td>Motivation: Will they make good on their commitments?</td>
<td>Likeable Acceptable</td>
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Using Effort to Manage Your Boss

- Make sure you understand your boss and his/her context including:
  - Goals and objectives
  - Pressures
  - Strengths, weaknesses, blind spots
  - Preferred work style

Using Effort to Manage Your Boss

- Assess yourself and your needs, including
  - Strengths, weaknesses, and blind spots
  - Personal style
  - Relation to authority figures
Using Effort to Manage Your Boss

- Develop and maintain a relationship that
  - Fits both your needs and styles
  - Is characterized by mutual expectations
  - Keeps your boss informed
  - Is based on dependability and honesty
  - Selectively uses your boss’s time and resources
Sources of Position Power

- Centrality – establishing a network of task and interpersonal relationships
- Flexibility – freedom to exercise one’s judgment
- Visibility – interacting with influential people in the organization
- Relevance – working on the central objectives and issues in an organization
Influence Strategies

- Retribution through intimidation (pressure) or coercion (threaten)
- Reciprocity through ingratiation (obligate) or bargaining (exchange)
- Reason through appeal to values (general principles) or presenting facts (merits and needs)
When to Use Retribution

- Influencer has complete power
- Commitment and quality not important
- Tight time constraints
- Serious violations
- Specific, unambiguous requests
- Resistance to request is likely
When To Use Reciprocity

- Needs are specific and short term
- Established exchange norms exist
- There is adequate time for negotiating
- Parties viewed as trustworthy
- Commitment to broad values not critical
- Parties mutually dependent
When To Use Reason

- There is adequate time for extensive discussion
- Common goals/values
- Parties share mutual respect
- Parties share ongoing relationship
Neutralizing Retribution Strategies

- Use countervailing power to shift dependence to interdependence
- Confront the exploiting individual directly
- Actively resist
Neutralizing Reciprocity Strategies

- Examine the intent of any gift or favor-giving activity
- Confront individuals who are using manipulative bargaining tactics
- Refuse to bargain with individuals who use high-pressure tactics
Neutralizing Reason Strategies

- Explain the adverse effects of compliance on performance
- Defend your personal rights
- Firmly refuse to comply with the request
Model of Power and Influence

SOURCES OF PERSONAL POWER:
- Expertise
- Personal Attraction
- Effort
- Legitimacy

SOURCES OF POSITION POWER:
- Centrality
- Criticality
- Visibility
- Flexibility
- Relevance

Selection of Proper Influence Strategy

Power of an Individual

Assertive Responses to Inappropriate Influence Attempts

Increasing Authority via Upward Influence

Influence over Others

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Gaining Power and Influence

Behavioral Guidelines

- Enhance your personal power
- Increase centrality and criticality of your position
- Increase the latitude and flexibility of your job
- Increase the visibility of your job performance
- Increase the relevance of your tasks
Gaining Power and Influence
Behavioral Guidelines

- Use reason, reciprocity, and retribution influence strategies when and where appropriate
- Neutralize reciprocal and retribution influence strategies as needed
- Sell your issues to senior managers
- Perform in ways that benefit your boss
Dr. Brilliant vs. the Devil of Ambition

- Brilliant advice:
  - Push the envelope. Get eclectic.
  - Feel as much as you can.
  - Mix philosophy with a love of God and a love of work.
  - Take your job, not yourself, seriously.
  - Just look. The answer to “What am I doing here?” is obvious.