



Further Reading

Kerr, S. (1995) On the folly of rewarding A, while hoping for B. *Academy of Management Executive*, 9, 7-14.

Cross, R. & Thomas, R. J. (2008) How top talent uses networks and where rising stars get trapped. *Organizational Dynamics*, 37, 165-180

Saunders, D. M., et al. (2003) *Essentials of Negotiation*. Irwin/McGraw Hill. Used copy: https://www.thriftbooks.com/w/essentials-of-negotiation_roy-j-lewicki_david-m-saunders/251062/#edition=3394655&idq=1781880

Eisenhardt, K., Kahwajy, J. & Bourgeois, L. (1997) How management teams can have a good fight. *Harvard Business Review*, 75, 77-88.

Pearce, J. L. & Sowa, J. (2014) *Organizational Behavior and Management Real Research for Real Public and Nonprofit Managers*. Irvine, CA: Melvin & Leigh. [...]

For Medical School-specific advice:

Clayman, R. V. (2016) *The Compleat Dean*. <https://www.amazon.com/Compleat-Dean-Academic-Leadership-Uncertainty/dp/1537377132>

Excerpt from Chapter 9 from

Organizational Behavior
Real Research for Real Managers

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Melvin & Leigh, Publishers

Irvine, California

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ISBN-13: 978-0-9786638-1-0

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9. Mastering Power

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Application – Build Power to Support Organizational Authority

Politicking

Manipulation

Application – Defend Yourself from Manipulation

Effects of Politicking and Power

Power Can Be Used for Good or Bad

Application – Eradicate Bad Uses of Power Without Destroying Its Good Uses

Sources of Organizational Power and Politics

Power Comes from Dependence

Scarcity Leads to Politicking

Conflict Leads to Politicking

Application – Manage Conflicting Views

Ambiguity and Uncertainty Lead to Politicking

Centralized Power Reduces Politicking

Application – Successful Empowerment

Some Enjoy Politics More than Others Do

Application – Diagnose Politicking in Your Organization

Why Do Another's Bidding

To Get the Organization's Work Done

To Be Liked

Application – Manage Impressions in Conversation

Why Defiance?

Application – Successful Resistance

Political Strategies and Tactics

Solve Others' Most Important Problems

Have Valued Resources

Application – Information Systems and Politicking

Be an Expert

Application – Use Outside Consultants Effectively

Create Social Capital

Application – Build Alliances

Hold Formal Positions of Authority

Application – The Politics of Executive Succession

Application – Interpret Symbols of Power

Writing (and Avoiding) the Rules

Control the Agenda

Application – Use Committees Effectively

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Mastering Power

Power is an essential tool of management. No organization is a command-and-control machine that gives every manager the authority to get others to do all of the things necessary to meet their responsibilities. Organizations and people are too complex, change too often, and are too concerned with their own goals for that to ever happen. Managers need to enlist the cooperation of bosses, peers, subordinates, and those outside the organization because they cannot do it all alone. They are responsible for getting work done, and that means they need to obtain resources, permissions, and authority from others to do that work. Power is how you get organizational work done.

For these reasons it isn't surprising that those managers who have mastered power have been more successful in their careers.¹ In fact, one of the most common misconceptions is the one in the inset box: All you need to do is present your clever idea to the world, and the world will rush to implement it. It never happens this way. Others are focused on their own wants and clever ideas, and they will not drop everything they care about to work on someone else's project without a good reason. Their support and effort must be enlisted and directed, and that is done through the understanding and effective use of power. This is why employees report that the most effective leaders are the ones who can protect them and get them the resources they need, not the nicest and most considerate bosses.² No manager can be successful without enlisting others' support.

True or False?

Good ideas sell themselves.

Traditionally, managers have been taught about power under the label **leadership** with a focus on how to exert effective influence over their subordinate employees. However, managers also need to enlist the support of peers, bosses, vendors, contractors, and suppliers, as well as that of their employees. Managers

depend on the cooperation of more than the few employees who report to them, and they need to know how to enlist that support to do their jobs well.

This chapter introduces what research can tell us about power. Because power is complex, ambiguous, and so often mismanaged, this chapter begins by laying a foundation for the diagnosis of organizational power. The foundation begins by clarifying what power is and distinguishing it from similar ideas such as authority and manipulation. Next we'll look at a description of some of the most important bases of power in organizations and common reasons for organizational politicking. This section ends by discussing what research can tell us about why people submit or resist others' attempts to wield power over them. With this foundation in place, managers can become more adept at diagnosing and understanding the power and politics in their workplaces. The chapter then continues by introducing some of the most common and successful political tactics available to managers.

Warnings you have found throughout this book about the importance of careful diagnosis are particularly important for mastering power: Normative expectations about the use of power vary dramatically from organization to organization, and what might be seen as competent management influence in one organization could be seen as back-stabbing betrayal in another. The effective use of power is critically dependent on careful and nuanced diagnoses of situations. The need for careful diagnoses in the exercise of power is especially important to keep in mind when reading popular management advice books on exercising power. The inset boxed advice, taken from one of those books,³ may be true if you are waging a shooting war or seeking to poison an early Han emperor, but in the kinds of organizations in which most of you find yourselves, if you follow such popular advice to lie, mislead, and sabotage, you will get into serious trouble. There are organizations in which the worst is required of anyone seeking to survive, but those places are rare. While popular power advice books can be a lot of fun to read, research suggests that there is a real danger that risky power plays can make things worse. Here less risky and more reliable practical approaches to mastering power in organizations are described.

True or False?

Keep people off-balance and in the dark by never revealing the purposes behind your actions.