

# Power & Influence

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# Power versus Authority

Authority is narrower than power

- Defined by the formal hierarchy and reporting relationships
  - 1) Authority is vested in organizational positions
  - 2) Authority is accepted by subordinates
  - 3) Authority flows down the vertical hierarchy
- Power can be exercised upward, downward, and horizontally
- Authority is exercised downward along the hierarchy

# Power and Organizations

- *Individual versus Organizational Power*

## *Formal Power*

- Legitimate Power
- Reward Power
- Coercive Power

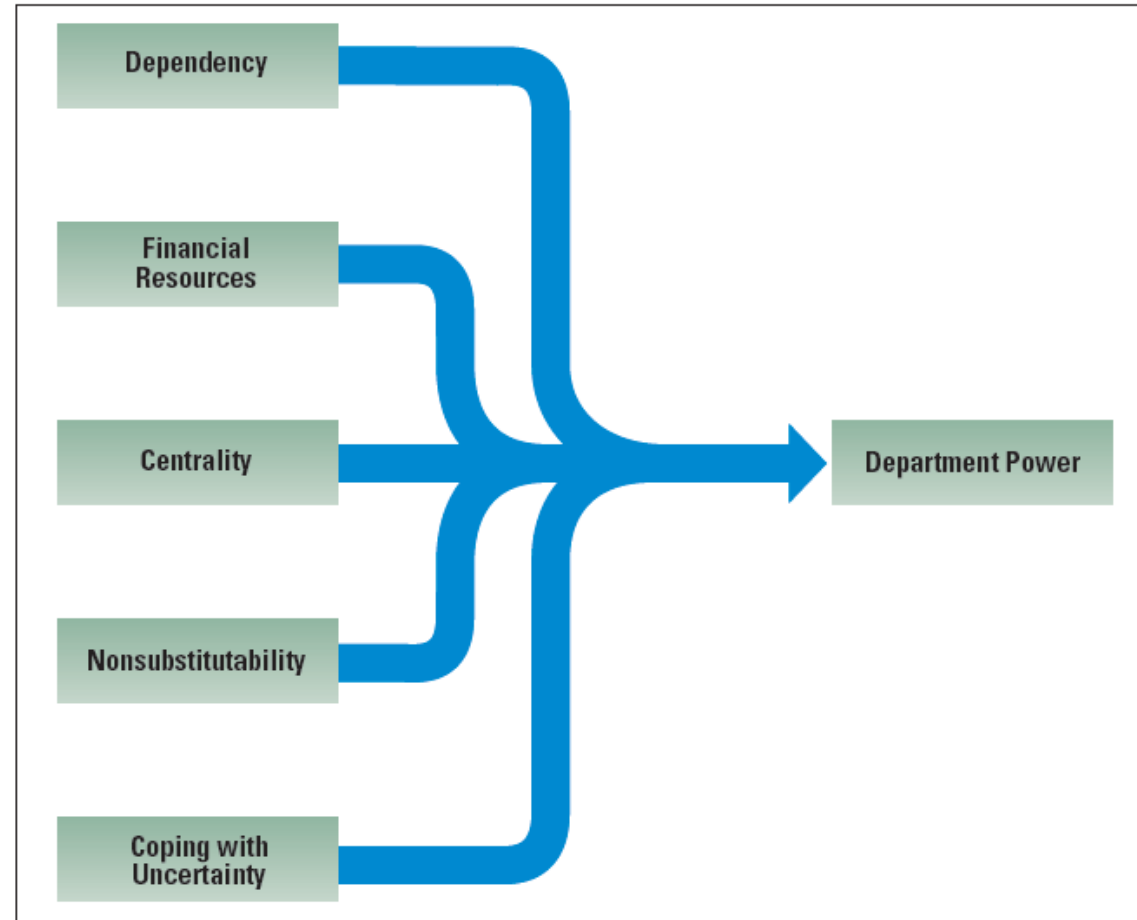
## *Personal Power*

- Expert Power (Expertise, Scarce Resources; Network Centrality)
- Referent Power (Liking, Reciprocity)
  
- Social Validation

# Departmental Sources of Power

- Relationships across departments, divisions, units
- *Strategic Contingencies* – groups most responsible for key organization issues/Events and activities that are important for the organization to reach its goals
- *Power Sources* – five power sources that departments may possess

# Strategic Contingencies That Influence Horizontal Power among Departments



# Political Processes in Organizations

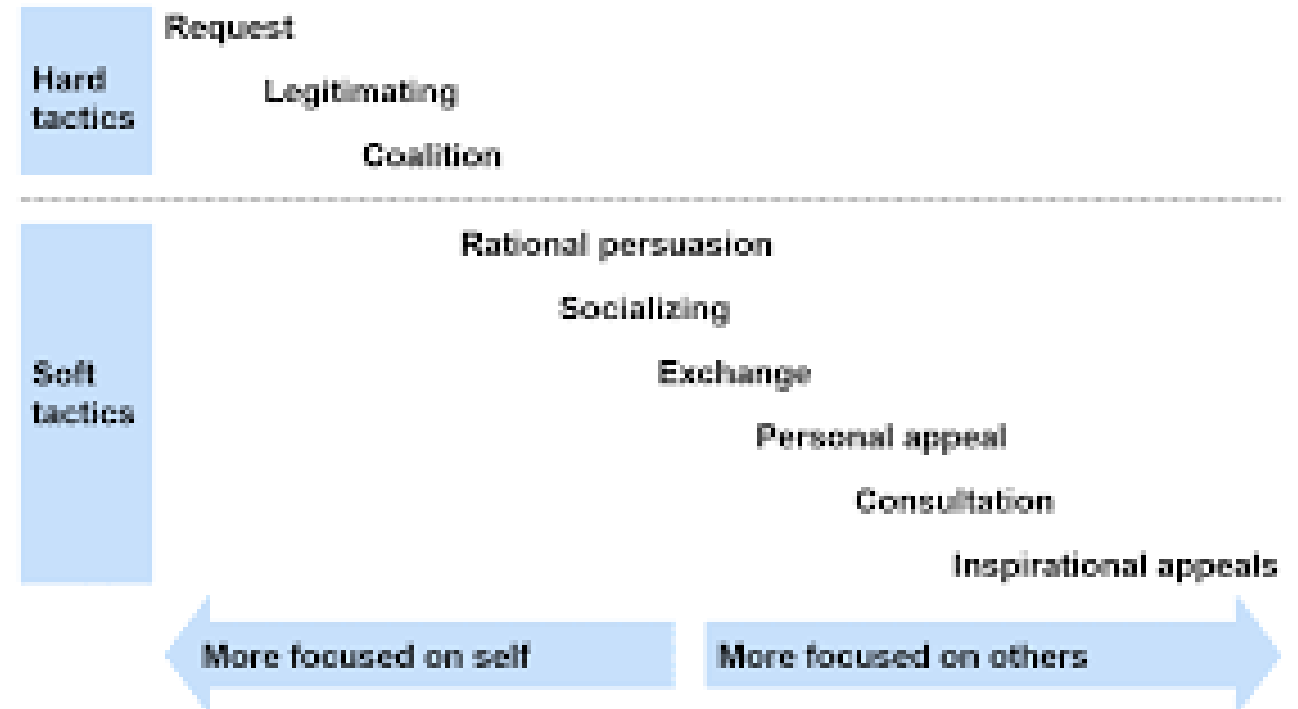
- *Politics* is the use of power to influence decisions toward goals
- *Organizational Politics* - activities to acquire, develop, and use power to influence goals

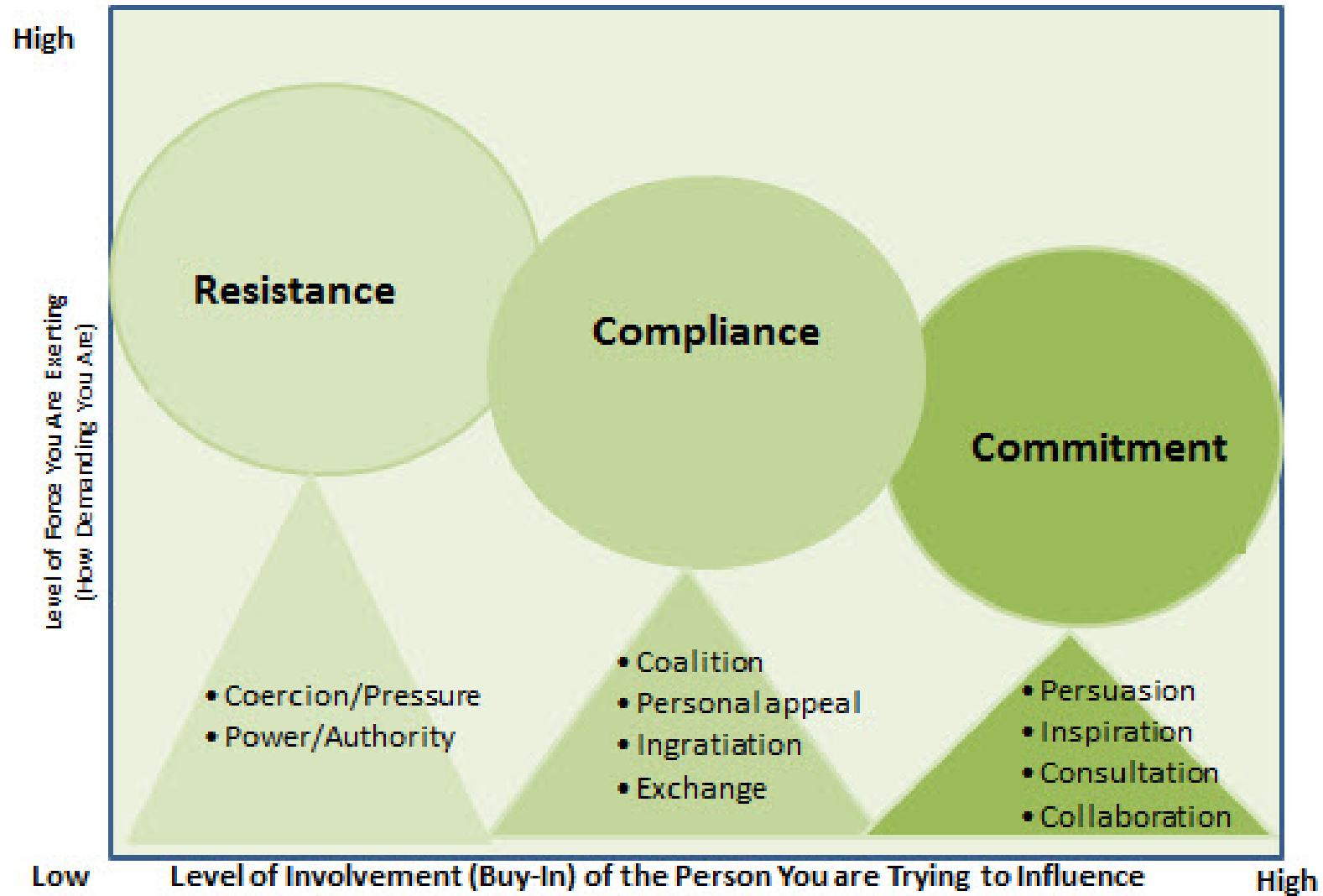
# Tactics to influence behavior

- Rational Persuasion
- Inspirational Appeal
- Consultation
  
- Personal Appeal
  
- Coalition Building
  
- Legitimizing
  
- Pressure

# Yukl & Tracey

## Influence Techniques





- *Domains of political activity:*

- Structural Change

- Management Succession

- Resource Allocation

# Ethics in Leadership

Ethics: Standard of right and wrong that influence behavior

Ethical behavior is determined by three things:

**i. Personality Traits & Attitudes**

**ii. Level of Moral Development-** Preconventional, conventional, post conventional

**iii. Situation-** highly competitive and unsupervised situations have higher use of unethical behavior