Power

Chapter 12
Learning Objectives

1. Define the nature of influence in organizations and its major forms.

2. Distinguish between various forms of individual power in organizations.

3. Define empowerment and indicate how it operates among individuals and in teams.
Learning Objectives

4. Describe how the resource-dependency and the strategic contingencies models explain the nature of power among organizational units.

5. Describe how sexual harassment constitutes an abuse of organizational power and explain ways of reducing its occurrence.

6. Describe when and where organizational politics occur and the forms such behavior takes.
Power

The capacity to change the behavior or attitudes of others in a desired manner
Influence Tactics

- Rational persuasion
- Inspirational appeals
- Collaboration
- Consultation
- Ingratiation
Influence Tactics

- Exchange
- Personal appeal
- Coalition-building
- Legitimating
- Pressure
Individual Power

INDIVIDUAL POWER

POSITION POWER

Legitimate Power
Reward Power
Coercive Power
Information Power

PERSONAL POWER

Rational Persuasion
Expert Power
Referent Power
Charisma
Empowerment

No Empowerment (workers are not free to make any decisions about how to do their jobs)

Power Given to Workers

Total Empowerment (workers are free to do their jobs as they wish)

None

A great deal
Empowerment Climate

- Information sharing
- Autonomy
- Accountability

Enhanced individual Performance
Enhanced Team Performance
Enhanced job satisfaction
Resource-Dependency Model

Important Resources

Production

Accounting

Marketing

Unimportant Resources

Resources Needed

Resources Controlled
Strategic Contingencies Model

- High Organizational Centrality
- Capacity to Reduce Uncertainty
- Nonsubstitutable Activities

Subunit Power
# Sexual Harassment

## TABLE 12.1 Sexual Harassment Claims: Their High Costs to Organizations

As summarized here, the costs to organizations associated with defending themselves against a single charge of sexual harassment can be staggering. These are averages based on 2002 figures.

### Direct Costs
- Attorney fees if the case goes to trial: $250,000
- Attorney fees if the case settles prior to trial: $95,000
- Manager time expended in the claim process: 40 hours
- Employee time expended in the claim process: 40 hours
- Employee time spent investigating the claim: 60 hours
- Employee time spent preparing for trial: 60 hours
- Range of settlement costs or jury awards: $150,000 to $250,000+

### Indirect Costs
- Impact on the work group in terms of distraction and reduced morale
- Impact on the cost of insurance if company is covered and experiences losses
- Impact on stock price and reputation if there is publicity around the claim
- Potential of copycat lawsuits or other claims due to internal and external publicity
- Impact on attracting the best employees given potential negative publicity of a claim
Managing Sexual Harassment

- Have and communicate a clear policy
- Train employees about what constitutes inappropriate behavior
- Ensure clear and effective complaint procedure
- Take immediate steps to stop harassment
- Contribute personally to nonhostile environment
Political Behavior Forms

- Gain control over and selective use of information
- Cultivate favorable impression
- Build powerful coalitions
- Blame and attack others
- Associate with powerful others
- Create obligations and use reciprocity
Factors Influencing Politics

- Personal determinants
- Organizational determinants
- Human resource management activities
- Large multinational organizations