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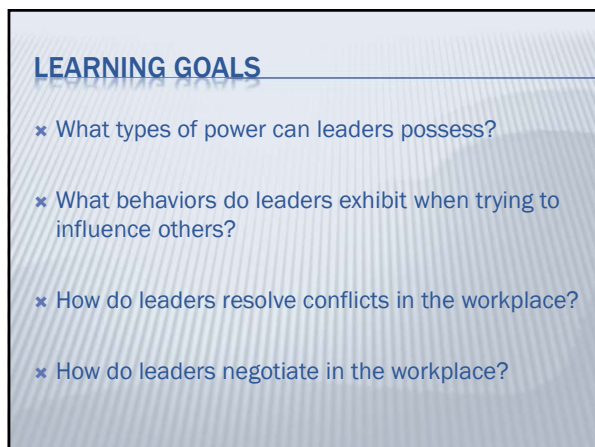
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## TYPES OF POWER



- ✖ Organizational Power
  - + Legitimate power
    - ✖ derived from a position of authority / “formal authority”
  - + Reward power
    - ✖ control over the resources or rewards another person wants.
  - + Coercive power
    - ✖ control over punishments in an organization.
- ✖ Personal Power
  - + Expert power
    - ✖ derived from a person's expertise on which others depend.
  - + Referent power
    - ✖ exists when others have a desire to be associated with a person.

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## CONTINGENCY FACTORS

- ✖ Substitutability
  - + degree to which people have alternative resources.
- ✖ Discretion
  - + degree to which managers can make own decisions.
- ✖ Centrality
  - + Importance of a person's job to others accomplishing their tasks
- ✖ Visibility
  - + how aware others are of a leader's power/position.



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## USING INFLUENCE

- + Influence can be seen as directional.
  - ✖ Downward (managers -> employees)
  - ✖ Lateral (peers -> peers)
  - ✖ Upward (employees -> managers).
- + Influence is all relative.
  - ✖ Absolute power of the “influencer” and “influencee” isn't as important as the disparity between them.



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### INFLUENCE TACTICS

✕ Rational persuasion

+ use of logical arguments and hard facts.

✕ Inspirational appeal

+ appeal to the values and ideals

✕ Consultation

+ Individual is allowed to participate in deciding how to carry out a request.

✕ Collaboration

+ used to make it easier to complete the request.

✕ Ingratiation

+ use of favors, complements, or friendly behavior to make them feel better about the influencer.

✕ Exchange tactic

+ offers a reward or resource to them in return for performing a request.

✕ Apprising

+ clearly explain why the request will benefit them personally.

✕ Pressure

+ use of coercive power through threats and demands.

✕ Coalitions

+ enlist other people to help influence the person.

✕ Personal appeals

+ ask for something based on personal friendship or loyalty.

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### INFLUENCE TACTICS AND THEIR EFFECTIVENESS

Most Effective

Rational Persuasion

Consultation

Inspirational Appeals

Collaboration

Moderately Effective

Ingratiation

Personal Appeals

Exchange

Apprising

Least Effective

Pressure

Coalitions

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### RESPONSES TO INFLUENCE ATTEMPTS

Internalization

Target agrees with and becomes committed to request  
(Behavioral and attitudinal changes)

Compliance

Target is willing to perform request, but does so with indifference  
(Behavioral change only)

Resistance

Target is opposed to request and attempts to avoid doing it  
(No change in behavior or attitude)

Most Effective

Least Effective

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## CONFLICT RESOLUTION



- ✧ There are five different styles a leader can use when handling conflict.
- ✧ The five styles can be viewed as combinations of two separate factors:
  - + how assertive leaders want to be
  - + how cooperative they are with regard to others

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## STYLES OF CONFLICT RESOLUTION



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## NEGOTIATIONS

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### NEGOTIATIONS

- + Distributive bargaining
  - × win-lose negotiating over a "fixed-pie" of resources.
- + Integrative bargaining
  - × aimed at accomplishing a win-win scenario.



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### NEGOTIATION STAGES

- + Preparation
  - × determine goals & Best Alternative to Negotiated Agreement (BATNA).
- + Exchanging information
  - × each party makes its case and puts favorable info on the table
- + Bargaining
  - × goal is for each party to walk away feeling like it has gained something of value.
- + Closing and Commitment
  - × process of formalizing an agreement reached during the previous stage.



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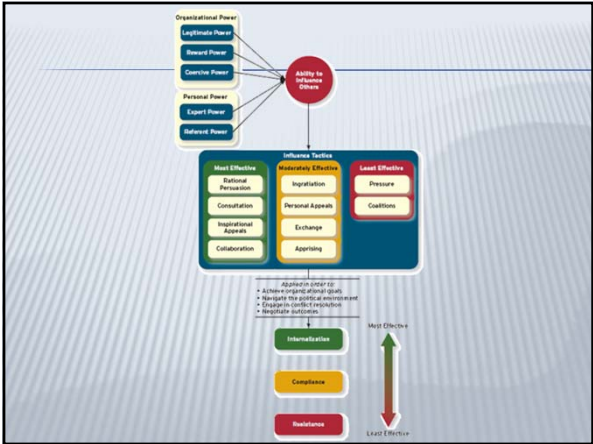
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