

Power and Influence in Organizations



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Today's Objectives

- ◆ Define authority, power, and influence in relationship to leadership
- ◆ Assess the sources of your own authority and power and evaluate key aspects of your political landscape
- ◆ Identify strategies for navigating organizational politics and increasing influence

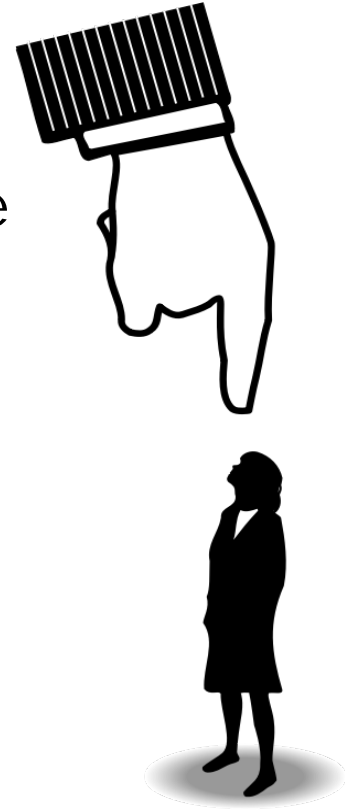


Let's chat it up...

What is authority and why
do you need it?

Authority is...

The formal **right** to act, command, give orders, set standards and make decisions with the expectation that others will follow



Authority is...

- ◆ Typically aligned with a chain of command
- ◆ Something that may be delegated
- ◆ Accompanied by the responsibility of deciding how to use or withhold power to exercise it
- ◆ Sometimes called **legitimate power** because it is legally held
- ◆ Exercised *internally* in or *externally* to organizations

Types of Authority

- ◆ **Legal** – legitimized by rules and regulations
- ◆ **Traditional** – legitimized by respect for established cultural patterns
- ◆ **Charismatic** – legitimized by personal abilities that inspire devotion and obedience

Let's check the numbers...

What is the source of the authority of the people you work most closely with?

- ◆ Legal
- ◆ Traditional
- ◆ Charismatic



Sources of Authority in Government



- ◆ The Constitution
- ◆ Statutes
- ◆ Department policy
- ◆ Delegation orders
- ◆ Authorizing memos
- ◆ Position duty statements
- ◆ Regulations
- ◆ Procedure manuals
- ◆ Tradition
- ◆ Case law
- ◆ The Constitution

Authority Provides Public Sector Benefits By...

- ◆ Protecting rights and benefits guaranteed by law
- ◆ Ensuring government programs and any benefits are administered equitably
- ◆ Ensuring public order
- ◆ Constraining the potential abuse of power
- ◆ Keeping government employees focused on organizational missions and tasks

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Delegating Authority

The online “Business Dictionary” defines delegation as:

“Sharing or transfer of authority **and** the associated responsibility, from an employer or superior (who has the right to delegate) to an employee or subordinate.”



Let's check the numbers....

Have you have experienced responsibility without authority?

- ◆ Yes
- ◆ No



Responsibility Without Authority

Receiving Role	Delegating Role
Ask for it!	Listen for feedback and uncertainty
Do not stop leading!	Communicate clear expectations and check for understanding
Scope out a plan	Provide or co-create a plan and check-in on progress
Talk about what's happening	Don't fault people for seeking clarification and taking reasonable initiative
Create a new path	Share any non-negotiable parameters

5 Levels of Delegation Authority

Level 1 - Maximum Delegation of Authority

Take Initiative, Decide, Inform Routinely If at All

Level 2 - Major Delegation of Authority

Take Initiative, Decide, Inform Immediately

Level 3 - Empowerment Begins

Research, Outline Options, Recommend, We Decide Together

Level 4 - Minimal Delegation

Research the Issue and Report Back, I Will Decide the Next Step

Level 5 - No Delegation

Do Exactly As I Tell You and Nothing More

Let's check the numbers...

As it relates to your position where are you in your level of delegation?

Level 5

Level 4

Level 3

Level 2

Level 1



Power Is...

The ability, potential and capacity of an individual or group to influence or compel others to a course of action and includes the discretion to act or not act. **It is getting someone to do what you want them to.**

It is neutral—it can be used to produce “good” outcomes or “bad” ones.

Power Can...

- ◆ Be conferred or **exercised formally** thorough authority, **or informally** through influence
- ◆ Be used to overcome resistance
- ◆ Be guided by policy or regulation, withheld or checked authority, and the leader's values, integrity and ethics



Power Cannot...

- ◆ Be delegated
- ◆ Gifted
- ◆ Rest with a person in their individual capacity, actions, and relationships



Dark Perspectives on Power

“Power tends to corrupt and absolute power corrupts absolutely. Great men are almost always bad men, even when they exercise influence and not authority;....”

- *Lord Acton, 1887*



Perspectives on Power...

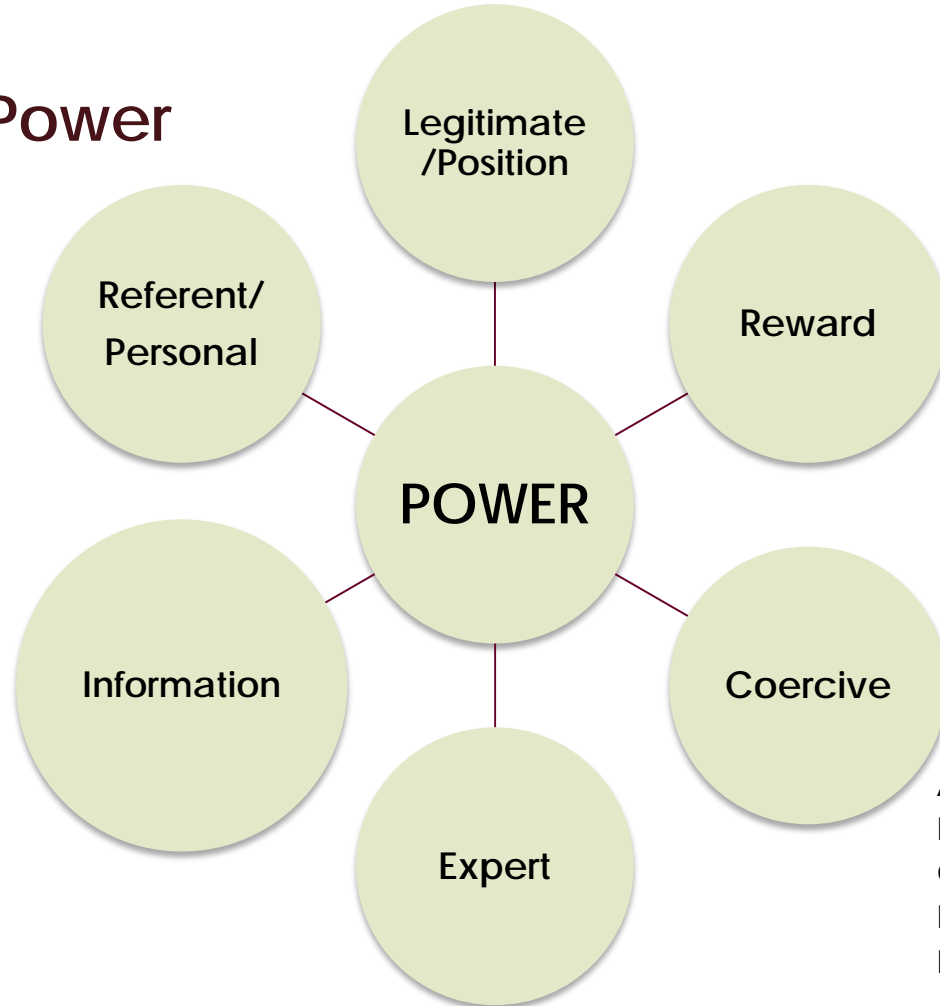
Other ways of understanding power:

- ◆ Power is neutral—neither inherently good, nor bad
- ◆ Power is present in virtually all forms of social interaction
- ◆ Whether a particular form of power is ‘good’ or ‘bad’ generally depends on your point of view

Power Versus Authority

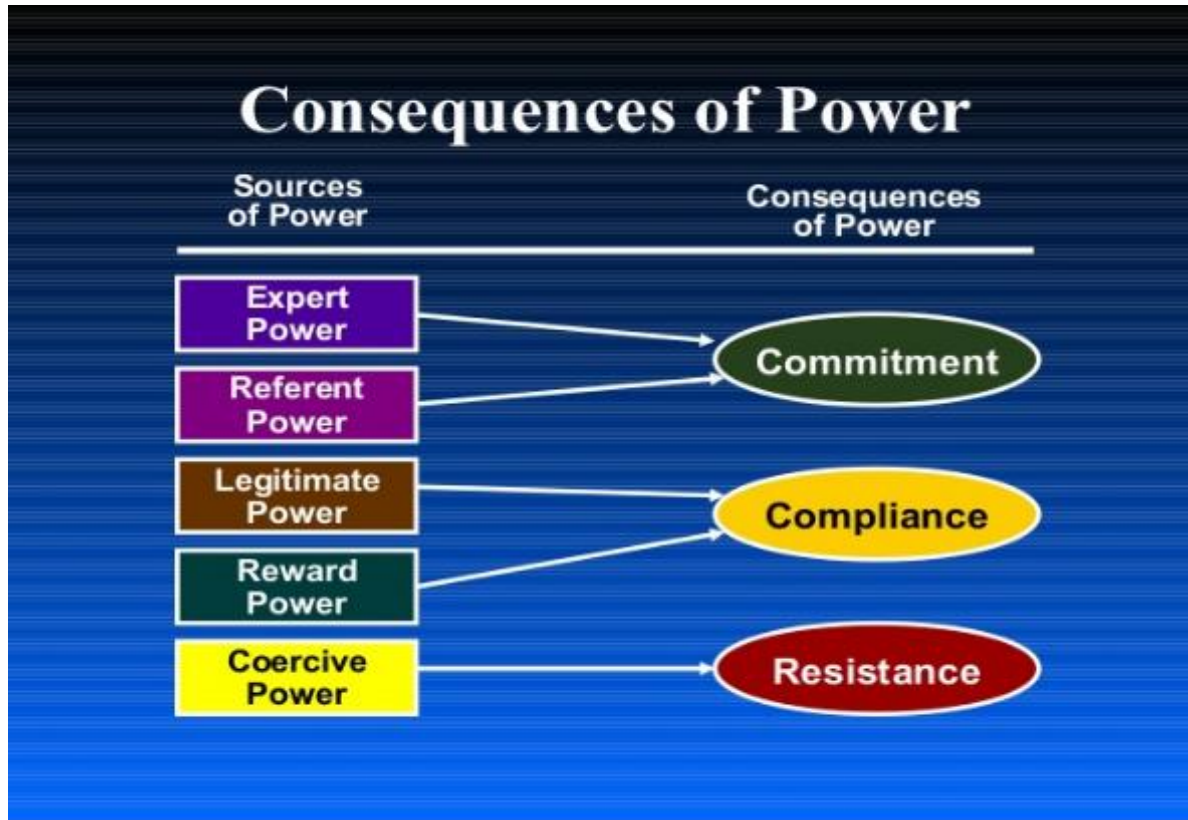
Issue	Power	Authority
Definition	The ability (or potential) of an individual to cause or prevent an action, influence others and control their actions	The legal and formal right to give orders and commands, and make decisions
What is it?	A personal trait which cannot be delegated	A formal right, given to officials and may be delegated down to others
Source	Knowledge, expertise, charisma, legitimacy	Position and office held
Hierarchy	Not connected to a hierarchy – flows in all directions	Follows the hierarchy and flows down and up with responsibility
Resides with	Person	Designation
Legitimate	No - It does not depend upon a formal or legal right.	Yes

Sources of Power



Adapted from French, J. R., Raven, B., & Cartwright, D. (1965);
Edwards, R. C., & Edwards, R. (1979).

Analyzing the Consequences of Power



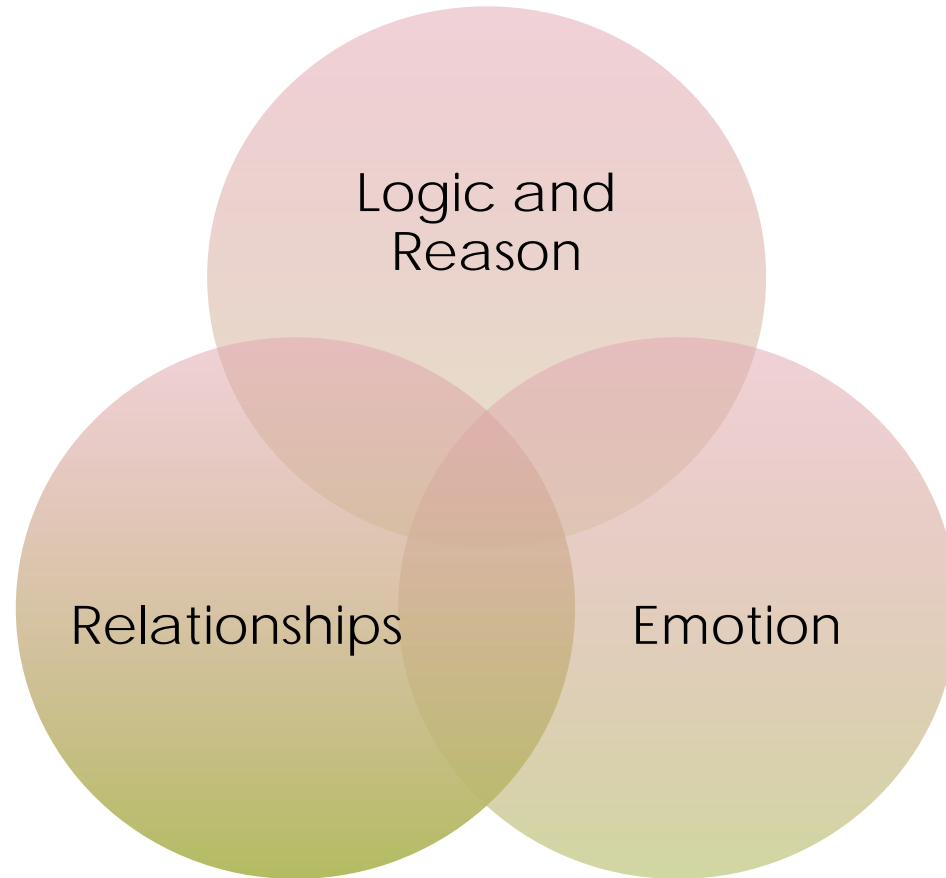
Defining Influence...

The ability **or power** of bringing about an outcome without any apparent exertion of force or direct exercise of **authority**

Influence is...

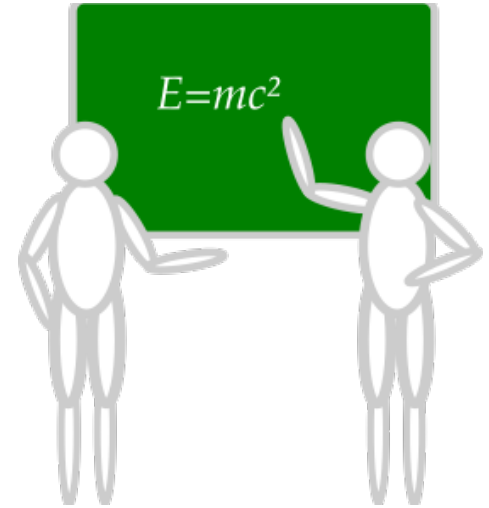
- ◆ Typically based on technical expertise, personal charisma, relationships, alliances, networks, etc., **and does not require authority**
- ◆ Always informal, but may be backed up by authority or power
- ◆ Focused on securing voluntary compliance

3 Core Sources of Influence



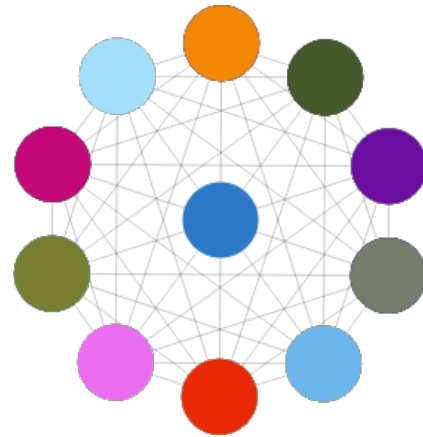
1) Logic and Reason

- ◆ Logical persuading
- ◆ Legitimizing
- ◆ Reciprocity
- ◆ Stating



2) Relationships

- ◆ Consulting
- ◆ Collaborating
- ◆ Socializing
- ◆ Appealing to (existing) relationships
- ◆ Alliance building



3) Emotions

- ◆ Appealing to values and shared goals
- ◆ Modeling



Let's check the numbers...

In your organization which source do you rely on most for influencing others?

Logic & Reason
Relationships
Emotions



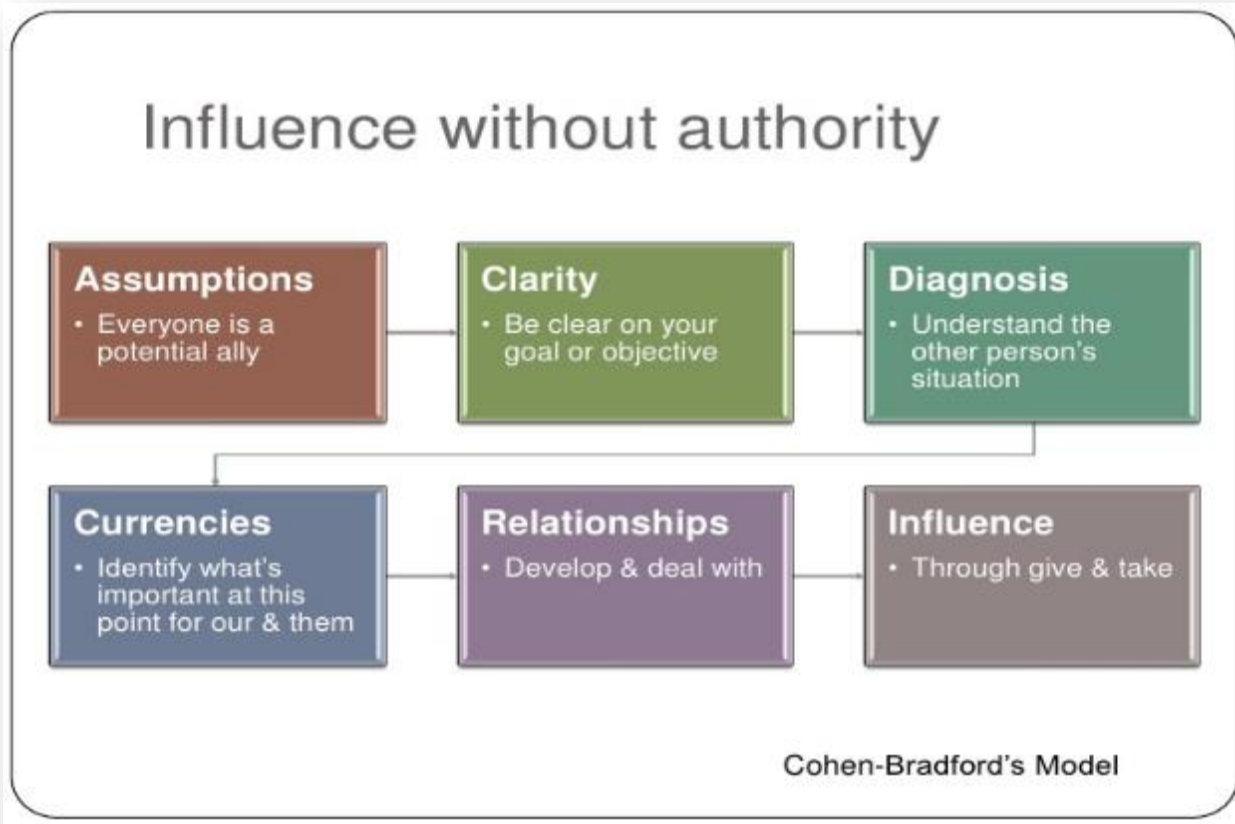
Barriers to Influence



- ◆ Different goals, objectives, and priorities
- ◆ A significant power differential
- ◆ The person you want to influence is a rival

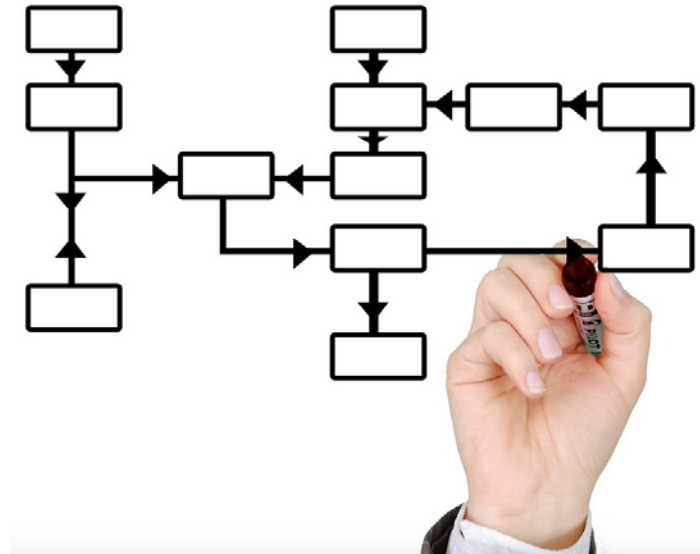
What other barriers to influence have you encountered?

Overcoming Barriers to Influence



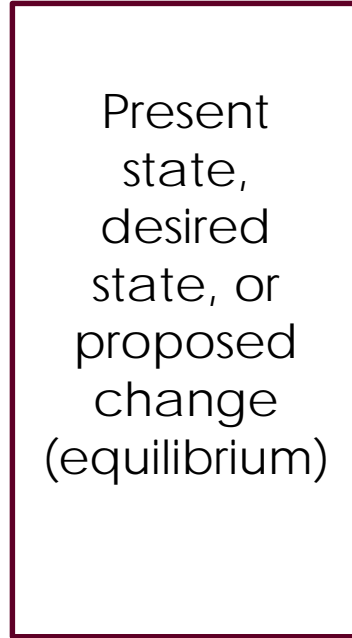
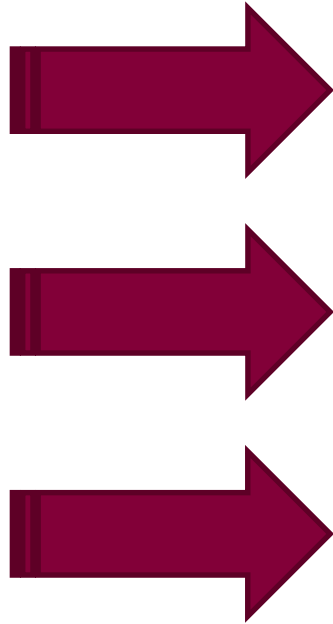
Influence Mapping

- ◆ Visual models showing groups of people who have an interest or stake in a project or decision
- ◆ Used to pinpoint who or what may need to be influenced in a given direction
- ◆ Helps to develop influencing strategies

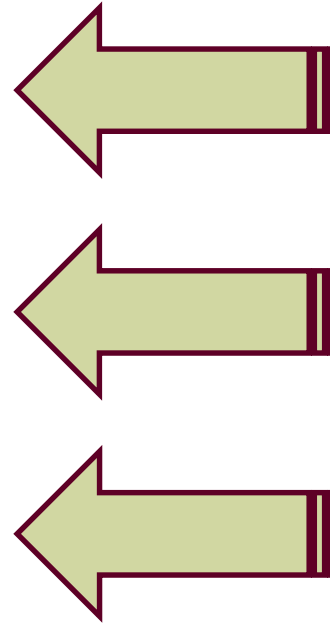


Force Field Diagram

Driving Forces (positive forces for change)

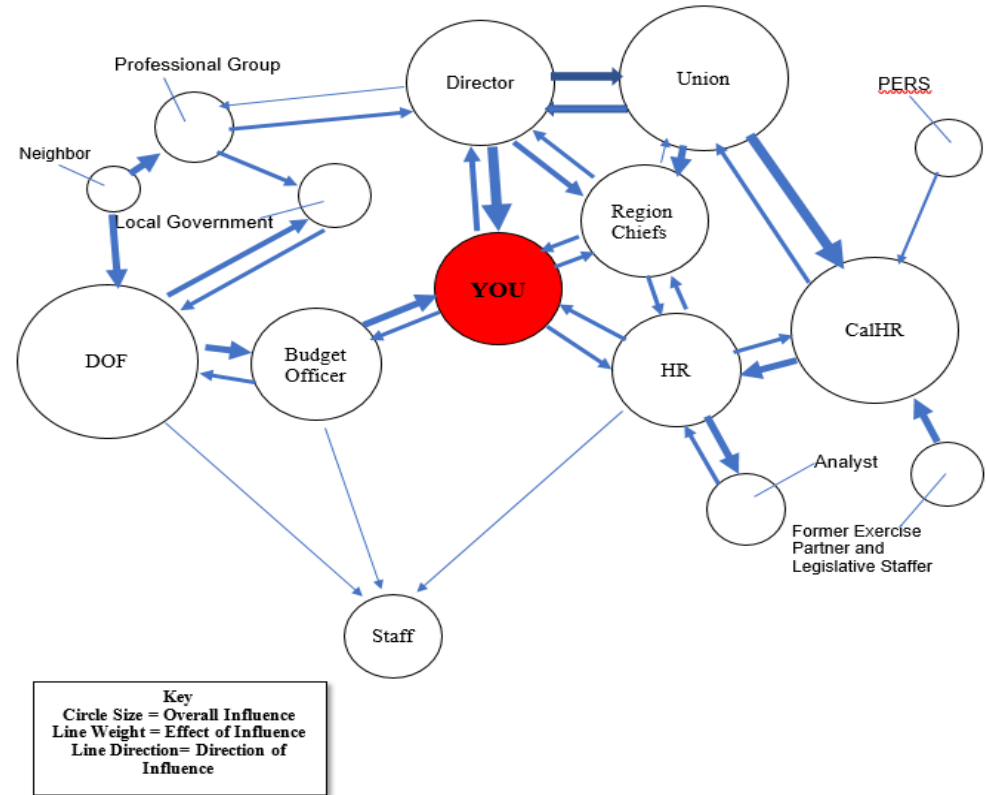


Restraining Forces (obstacles to change)



Influence Stakeholder/Network Map

An Influence Stakeholder/Network Map helps you understand how influencers relate to each other and explore the direction and weight of their influence.



Thanks!

Questions?

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