Lecture - 30
Power and Political Behaviour (Contd.,)

Namaskar. Today, we will be continuing with our discussion on the topic, 'Power and Political Behaviour', and in fact, this is going to be the last session on this particular topic. This is Module VI and Lecture V. In the previous lectures, we have spoken about Power - the meaning the definition; we have contrasted Power with Leadership; we have contrasted Power with Authority and Influence. We spoke about the Basis of Power; we have also discussed Power Tactics and Coalitions; and in the previous lecture, we spoke about Political Behaviour, Factors leading to Political Behaviour in Organizations, and the Outcomes of Political Behaviour on employees. Today, we will move further, and we will be discussing the Political Strategies for Power Acquisition in Organizations, Political and Influence tactics, Guidelines for reducing or overcoming the Negative Impact of Political Behaviour in Organizations; and we shall be ending the lecture with a discussion on Impression Management. So, let us go forward and discuss these topics.
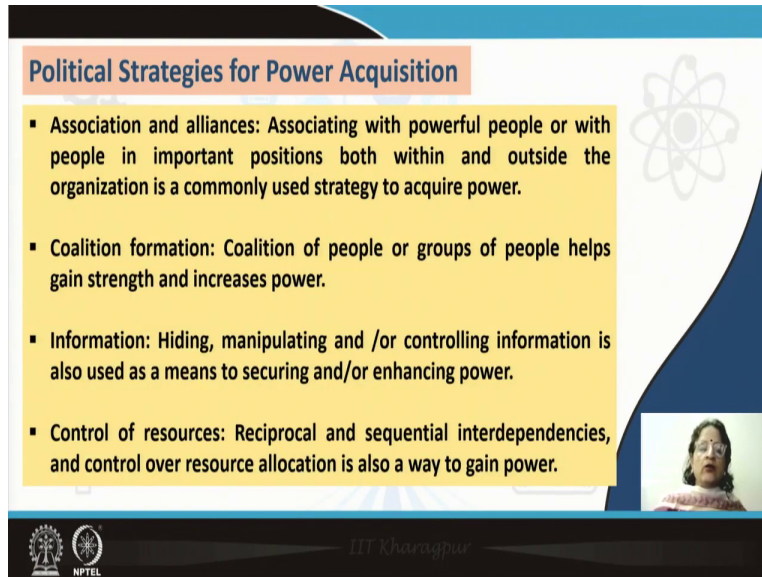
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So, we will start with a discussion on Political Strategies for Power Acquisition, followed by Political and Influence Tactics; then we shall be discussing the Guidelines for reducing or

overcoming the Negative Impact of Political Behaviour in organizations; and finally, we will be discussing Impression Management, and we will talk about Promotion Enhancement Strategies and Demotive Preventive Strategies. So, let us begin with our discussion.

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Now there are several, you know, strategies which can be used for power acquisition, and , you know, in fact, there are several political strategies which can be used for power acquisition, and we will be discussing a few of these strategies.

The first strategy that can be used by managers or by leaders or , you know , anyone in the organization for that matter is association and alliances. Now remember, we said in the previous lecture, that power flows in all directions. It is not essential that power flows are vertical - from top to bottom. No. Power could flow in all directions, and any and everyone in the organization could assume power. And so, whether it is managers, or whether it is leaders, or whether it is anybody in the organization who wants to gain power, or acquire power, and use power, can actually form associations and alliances with other powerful people. So, associating with powerful people, or with people in important positions in the organization, and outside the organization, is a commonly used strategy for acquiring power. So, I repeat here, that when we are going to talk about these political strategies for power acquisition, it would not necessarily mean, you know, strategies used by managers or by leaders; it could be, you know, strategies used by anybody who wants to , you know, feel powerful or acquire by power and control others.

So, one of the ways, you know, in which a power can be acquired is through forming associations and alliances. So, associating with powerful people, or with people, in important positions, both inside the organization and outside the organization, is a commonly used strategy. So, you know, people would try to form networks or alliances with other powerful people in the organization or outside the organization. They would want to form alliances and networks with, you know, important position holders in the organization or outside the organization. So, this is one way in which people can acquire power.

The second strategy for power acquisition is coalition formation. Yesterday, we spoke about what coalitions are, and how coalitions get formed. So, coalitions of people, or groups of people help again, you know, strength in terms of number, in terms of size of the group; in terms of bargaining power of the group, and it increases the power of the group. So, overall, what we are talking of that coalition of people or groups of people, also helps gain strength and increases power.

The third strategy that can be used for power acquisition is information. We spoke about this yesterday as well that hiding information, manipulating information, controlling information, is often used as a means to secure power, to gain power and/or to enhance power.

So, very often, you know, people use this strategy to gain power, and to, you know, enhance their power. They would hide information from others, you know, crucial information from others. Even if they share, they will share half of it. They could manipulate information, and they would control the spread of information in the organization, and try to, have, you know, try to keep all important information with themselves, confidential information with themselves; or information that could be useful or relevant to others, they would keep to themselves. So, in that way they would want to secure some power and want to control others. In other way, there may be some piece of information, which may be relevant or useful to other people, but the person here, who has this information or who has access to this information, decides not to share it with others. Although this information could have been useful or relevant for other people as well, but this person A, does not share information with B, C and D, because he wants to keep control of the information. Even if he shares the information, he shares a part of it, or he manipulates it, and in this way, he tries to increase his power, and, you know, control others. So, by not sharing information with others, or by manipulating information, and sharing that with others, Person A can be on a stronger foothold, and he has access to that important piece of

information, which he does not share with others, which could also be relevant or useful for others. In that way, he hides information or manipulates information, and tries to, you know, gain power and secure his position.

The fourth strategy for power acquisition is control of resources. Yesterday we spoke and discussed in greater length that dependency is, you know, dependency is a function of, you know, having control over the resource, which is important, which is non-substitutable, and which is scarce. So here, you know people, for example, who want to be powerful or gain power try to have a control over the resources, and they try to, you know, ensure that the resources that they possess, are scarce, are important, and unsubstitutable. And so other people would depend on them, and in this way, this person becomes powerful, or you know, gets stronger. Like, for example, again, Person A may have a control over scarce resources, or important resources, or non-substitutable resources, which Person B, C, D, E desire. So, persons B, C, D, E, depend on person A for, , you know, this resource, and thereby person B, C, D, E, become dependent on A. So, A becomes powerful. So, A tries to gain power, and secure power, by having a control over the resources, which are important to B, C, D, E, which are scarce, and which are non-substitutable.

And so B, C, D and E depend upon A. So, here, you know, very often people try to gain power and, you know through control over resources, and exercising control over the distribution of these resources. So, in cases of task interdependence again where there is reciprocal or sequential interdependency, a control over resource allocation, you know, it is also a way to gain power. So, reciprocal and sequential task independencies, and control over resource allocation, is also a strategy, which people use to gain power, and you know, secure or enhance their power.

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Another commonly used strategy to gain power is a through divide and rule. So, you know, we all know, that this is a political strategy, which is often used, you know. If there is a group of people who are powerful, or becoming powerful, then another person, or a group of persons, may try to break this powerful group, by dividing them, by dividing the members of the group, and in this way this powerful group would break, and get weakened.

So, divide and rule is a very commonly used strategy to gain power and enhance power where one person or a group tries to break the other group by trying to, you know, by dividing the members. How do they do that? They may not try to, you know, emphasize upon, you know, the very thoughts amongst group of people if any, and break the group or you know, they may try to lure the members of the group towards certain gains, and then break the group. Like, for example, if there is a Person A and he wants to break the group, you know, which is Person B, C, D and E, then he may try to create misunderstandings between B, C, D and E, or Person A may share information with some of the members and not with others, or so create a misunderstanding, or Person A may lure B, C and D with certain benefits, and E and F are left out, feel left out without those benefits. Again, the group could break. And, you know, a Person A could also emphasize upon B, C that, you know, the interests of B, C are much different to D, E and F. And so again B, C should fight a different battle as compared to others, you know, B and C should fight for different interests, and not for interests of D, E and F. So, again trying to break the group. So, very often, you know, people try to break a powerful group by dividing them, by creating a conflict within the group members; misrepresenting facts to them; creating

misunderstanding between group members; trying to make the group members feel that the interests of the group members vary, and also trying to lure some of the group members for rewards and other benefits. In this way, they could break the unity of the group and thereby divide the group and weaken the group. So, divide and rule often can be used as a strategy to gain power.

Another political strategy that can be used is, you know, embrace or demolish which means either join hands or destroy the other party. This is fundamental to the Machiavellian principle.

In yesterday's lecture, I spoke about the Machiavellian trait, when I said that this a personality trait that actually, you know, is present in people, and such people would go to any extent to serve their own interests, to become, you know more powerful, and so they may , you know, deceive others; they may , you know, destroy the other party; and they may lie; they may go to any extent to , you know, gain power for themselves, and emerge winner in the long run.

So, they in this case, you know, embrace and demolish means here, that either the person joins hands with other people and tries to become powerful, or he destroys the other people or the other groups of people - typical Machiavellian trait, where he would go to any extent to lie, to deceive, to commit forgery, to do anything unethical so that he or she, you know, can gain power and emerge winner at the end of the day.

So, such people actually only give emphasis to their own interests, to their own self-interest, and they do not mind destroying the other party. So, when we talk about embrace and demolish, this would mean either joining hands with the opponent or with the opposing group, or destroying the opponents other opponent party, or the opponent group. So, that is what we mean as embrace and demolish.

Another strategy that is used to gain, you know, power is attack and blame others for failure. Now there is a, you know, a theory which is called the Theory of Internal and External Attribution. This was proposed by Kelly, and I would request you to go through this theory if you are not aware of this concept or of this theory, and so Kelly came up and, you know, proposed this Theory of Internal and External Attribution, and he said that any and every behaviour on a person's part can actually be attributed to external causes and internal causes. And he said whether, you know, a behaviour is internally caused or externally caused, gets determined by three, you know, three dimensions - consistency, consensus, and distinctiveness.

So, based on this theory, you know, he further moved on to explain the kind of biases, perceptual biases we suffer from; and he spoke of Fundamental Attribution Error and Self-Serving Bias, where he said that it is a natural tendency of people to attribute other people or other parties or other external causes for failure, and, you know, internal happenings or internal behaviour or one's own behaviour as a cause of success. So, whenever it is a success, people like to take credit for that; but whenever there is a failure, they liked to blame the other party.

So, this was the basis of the Fundamental Attribution Error and the Self-Serving Bias, where Kelly explained that any and every behaviour can be internally and externally caused, and it is a tendency of people, to actually blame others for failure and take credit to one's own self. So, whenever a person fails in a task, or is not able to perform a task, he blames the external environment. It could be the environment, could be people, could be other people, other groups other teams. So, he blames others. But whenever there is a success, whenever somebody is able to perform a task successfully, achieve the goals - then he or she tries to attribute the success to himself or herself. So, here, what we are talking of in this point is attack and blame others for failure. So, we are talking about external attribution. People often resort to Self-Serving Bias and Fundamental Attribution Error. Self-Serving Bias is whenever they succeed, they take the credit to themselves. And Fundamental Attribution Error is when whenever there is some failure, people attribute it to external causes, but whenever there is something which is a success they take credit to themselves. So, you know, in a nutshell., what we are trying to say is that attacking and blaming others for failures, is often used as a strategy to gain power. And so while people take credit to themselves, they blame others for the failure.

So, in this way, they showcase themselves to be highly indispensable for the organization. They showcase themselves to be indispensable to the success of the organization, to the success of, you know, the group and so forth.
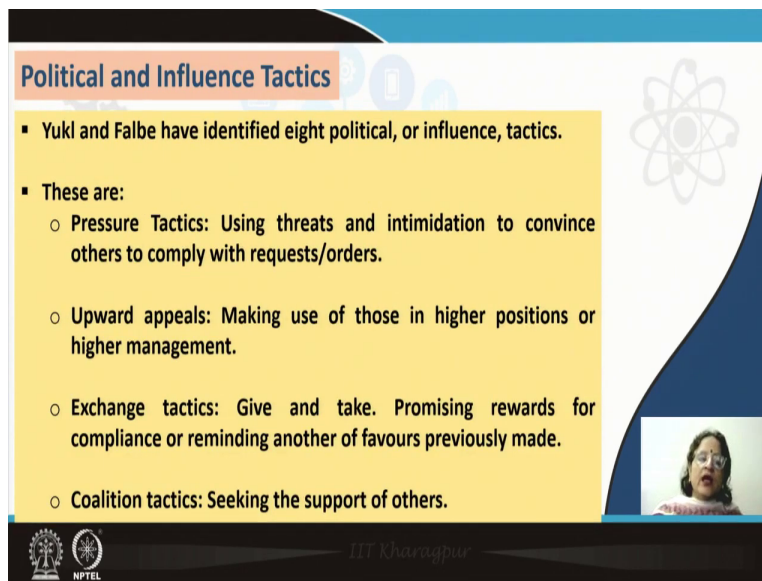
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- **Foot-in-the door; Camel's Head in the Tent:** The foot-in-the-door technique is a tactic which is used to make a person comply with a larger request by first making him agree to smaller requests. Through repetitive and successive stages of agreeing to smaller requests, the person begins to comply with consistent/similar larger requests. In this way he gains power and can control the other person.

- **Wait for the situation to get worse.**

Another technique or strategy which is used to acquire power is the Foot-in-the-Door. Now the Foot-in-the-Door is a very similar concept to the Camel's head in the tent. You may have heard a story, you know, about the Camel and the tent in the desert; that there was a camel, and he had his master, and they were spending a night in the desert, and it was very cold, and the master was in the tent while the camel was outside the tent. So, the camel told the master -Master, master, let me in; Just let me put my head into the tent; it is very cold outside; so the master allowed the camel to put his head into the tent; then the camel said, please, please, please allow me to, you know, put my head into my neck into the tent. So, you know, the master allowed him to, you know, allowed him that he could enter the tent with just the head and the neck; gradually, he said let me please put my hump in; and then gradually what happened is that the master conceded to the requests of the camel one by one, and gradually the camel was inside the tent, and the master was outside the tent. So, the Foot-in-the-Door is very similar to this, you know, that it is a tactic which is used to make a person comply with a larger request by first making him agree to smaller requests. So, through repetitive and successive stages of agreeing to smaller requests, the person begins to comply with similar, larger requests. In this way, he gains power and he can control the other person. So, what the camel had done was, gradually he made requests; became more and more powerful over the other, and he could control the decisions of the master and ultimately the master, let him in. So, this is also a technique used that a Person B may ask for small little favours from A, and gradually those small requests or small favours, turn into bigger requests and bigger favours, and Person B is able to gain immense power, and control

the decisions of A.

And lastly, another strategy that can be used is wait for the situation to get worse; wait for things to deteriorate in the organization, and finally strike the hammer, and become the leader to bring the others out of a critical situation, or to bring the organization out of a crisis. So, these are different strategies for acquisition of power.

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Now the next thing that we discuss is Political and Influence Tactics. Now Yukl and Falbe have actually identified 8 political or influence tactics. These are pressure tactics, upward appeals, exchange tactics, coalition tactics,

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ingratiating tactics, rational persuasion, inspirational appeals, and consultation tactics. Some of these tactics, you know, we had discussed earlier.

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But we go forward to discuss these tactics as proposed by Yukl and Falbe. So, these are one, pressure tactics. Now what is a pressure tactic? Using threats and and intimidation to convince others to comply with requests or with orders is a pressure tactic. Like for example, a Person A may threaten, you know, the Person B and get things done. So, in a way, what we are talking off is exercise of coercive power.

Second is upward appeals. Now upward appeals here means, making use of those in

higher positions or higher management to get things done. So, Person A or, say a Manager A, to get things done from his Assistant managers, B and C. So, if B and C, you know, are not wanting to listen to A, or have a difference of opinion with A, and B and C want to do things their own way, Person A who is the Manager, may reach out to the General Manager of the company and ask the General Manager to instruct B and C, and get the work done. So, what Person A is doing is that he is making use of an upward appeal. He is trying to take help of the General Manager, and through the General Manager, he is trying to get work done from his Assistant Manager. So, making use of those in higher positions or higher management and getting things done, is actually a political and influence tactic.

Exchange tactics. We have mentioned about exchange tactics in another session as well, which is a typically an interchange or a given take. So, making the other person do something in exchange for a reward, in exchange for a benefit. So, promising rewards for compliance or, you know, and telling them that if you do this, you know, you will be entitled to a monetary or a non-monetary benefit or an incentive, you know, will make the other person comply to your wishes. So, promising rewards for compliance and telling the other person that, you know, if you do this, you will get this. So, Person A tries to lure Persons B and C, or the Manager tries to get things done from his assistant managers, B and C, by promising them rewards, that in case you comply to my wishes, you will be entitled to monetary and non-monetary benefits and incentive. So, that is what is an exchange tactic - That I do this for you, you do this for me. So, in case you do this for me, in case you listen to me, in case you comply to my wishes, I will give you this. So, this is an exchange tactic. Now exchange tactics sometimes could be also retrospective in the sense that you remind the other person that see I did that for you, now you do this for me. Like, for example, Person A, who is the Manager may tell his Assistant Managers B and C -See you listen to me; when you had a problem, I help you; so now it is your turn to help me, and comply with what I am going to say, and, work overnight, and you know, produce the deliverables. So, , you know, say, for example, B and C, do not want to finish, , you know, a project in two days, and there is a deadline, but Person A wants them to do or complete that task and produce the deliverables, Person A can always tell B and C, that see, last time you had a problem; I helped you; I did everything that I could to support you; Now I have to report to the senior management with this project, and the deadline is just 48 hours away. So now it is your turn to help me out, and to work day and night and complete the work. So, this is what an exchange tactic is.

Coalition tactics. We discussed earlier. When a smaller group joins another smaller group, and another smaller group, and they get together, so they form a coalition group, they form a majority group, so as to be able to exercise control over other smaller minority groups or other, you know, individuals. So, that is a coalition tactic. So, two or three groups get together, and they try and exercise control over a person, or another smaller group, or a minority group, and in thereby, the coalition group is in a better position, because they are a larger in number, and they have their own strengths, which they can use to obtain a synergetic effect. So, that is how a coalition tactic can be used to influence others or to get things done from others.

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Ingratiating tactics. Again we discussed; use of flattery and praise to get another person into a positive mood state, and then get things done out of him. So Person A who is a Manager may actually, you know, use praise and flattery over Person B, who is an Assistant Manager, and then bring him into very positive mood state and get things done out of him, or make him comply to his wishes. So, Person A flatters Person B, who is an Assistant Manager, and thereby gets him into compliance mood, and makes B do something which A wanted to get done.

Another way by which you can influence others is through rational persuasion. This is also something we discussed in the previous class. Rational persuasion is when you make use of logic and facts and you try to influence another based on evidence, based on this logic and fact. So, you use logic and facts to influence the other person, or another group of persons and make them comply to your orders, or to your wishes.

Inspirational appeals. Again, we have discussed in one of the lectures. Inspirational appeal is when you make use of your vision, goals, a futuristic approach, and try to enlist the support of others by, you know, instilling in them a feeling of a confidence, you know, is actually an inspirational appeal. So, making use of a visionary appeal and, you know, enthusiasm to enlist the support of others for a better future for the people themselves and for the organization. So, the manager may or the senior management may, you know, use inspirational appeals by one, having a vision; two, long-term oriented goals; three, showcasing how achievement of those goals will bring about immense benefit to the people as well as to the organization, instilling a feeling of confidence in them, boosting their confidence to be able to achieve those goals and showing them a better future. So, in this way they can inspire the people and influence them, and get things done; they can make people comply to their wishes.

Finally, we have consultation tactics, which involves, you know, involving another to jointly implement the plan. So, generally, what happens here is that if the employees or if the subordinates are actually made a part of the goal setting or made a part of planning for execution of the decisions, or for fulfillment of the goals, they will be in a better motivated state to achieve those goals, and they can be easily, you know made to do things which the manager wants. They will be able they will be able to comply to your wishes, you know, in an easier manner because they themselves to coordinate themselves, have been a part of the goal setting, and part of the planning for execution of a decision of a fulfilment of attainment of goals. So, what we mean here is that the management say, the top management also takes suggestions and opinions of people in the middle management and lower management when they set goals or when they set plans for implementation of goals, or when they make plans for attainment of goals. So, when the people from the middle management and lower management are included in this process, when they are made to participate in this process of goal setting and planning for an implementation of decisions or attainment goals, they will be more motivated to abide by the wishes of the top management; they would be more motivated to comply to the wishes of the top management because the people from the middle and the lower management have been a part and parcel of goal setting, as well as planning for implementation; so they are more motivated and would be complying to the wishes of the top management. So, consultation tactics can also be used as an influence tactic.

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Now what are the Guidelines for reducing or overcoming the negative impact of political behaviour in organizations? We discussed yesterday that whenever there is political behaviour in organizations, there is anxiety, there is stress, there are fears; people become insecure; they get highly demotivated; productivity falls; people begin to think of a job change and attrition rate increases; and people indulge into impression management tactics, and they portray both pre-active and protective defensive behaviors. And overall, all of this is, you know, dysfunctional for the organization. So, how do you actually reduce the negative impact of political behaviour? First and foremost, have clear and transparent communication flows; provide opportunities for dialogue amongst people, amongst levels in the management hierarchy, which means between lower management and middle management, or between middle and top management, or, you know, between lower, middle and top management. So, try to provide opportunities for open dialogue for information sharing, and try to increase the scope of discussion. This would, you know, bring about a lot of clarity in people's minds, and will diffuse any kind of a situation which can either lead to a conflict, or which can lead to increased political activity in organizations.

There will be lesser chances of rumour mongering; there will be a lesser chances of , you know, wrong information getting spread; and, you know because of this open communication because of the transparency in communication flows, people will feel more, , you know, confident and the chances of fear, insecurities would reduce, and thereby any and every kind of political activity which people indulge into, to safeguard themselves will be avoided. So, this is important that there is clear and transparent communication flows in the organization.

Second is formulate and circulate policies and procedures, rules and regulations, because whenever policies and procedures, rules and regulations are clear, whenever they are non-ambiguous, it again, it builds confidence in the people about what is allowed, what is not allowed; what is right; what is wrong; , you know, and so any kind of fears on anxieties or insecurities, with respect to the job, with respect to the task, with respect to the responsibilities, with respect to the benefits that people are entitled to, will reduce. So, you know, such kind of policies and procedures will help reduce any kind of anxieties associated with, you know, with respect to the job they are performing, or with respect to the benefits that they can be entitled to.

Provide sufficient resources. Remember, when we discussed conflict - that time also, we said that when you expand the resources or when the size of the pie is increased, it is a win-win situation for all, and everybody gains. So, if you provide sufficient resources to the people, you know, then chances of people competing with each other for those resources or indulging into political activity so that they can influence the distribution of advantages of resources to their favour will reduce.

And finally, place organizational interests above self-interest. See as employees, we all have a responsibility, morally and ethically towards the organization, and towards, you know, other people in the organization, towards our managers, towards our leaders, and so we always have to understand that morally and ethically, we must safeguard, you know the interests of the organization and we must place the interests of the organization above our own self-interests.
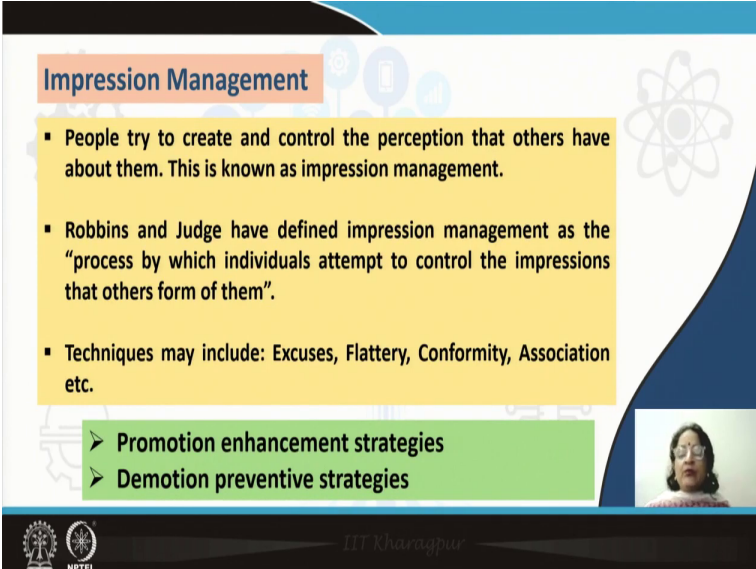
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Other ways by which you can overcome, you know, the ill-effects of political behaviour in organization is question fairness and impartiality of a judgment. If you see that there is some kind of an injustice that is being meted out to you or to people known to you, try to talk to the manager, try to talk to the management, and try to how and why that was done. Rather than keeping quiet and/or spreading rumours, it is better to clarify things with the Manager. Whenever there is change which is being brought about in the organization, manage it very strategically. Also you have to understand that politics is something which cannot be stopped; it is inevitable, and it is a normal thing, and so because politics cannot be stopped in the organization, sensitize people about being politically savvy.

Remember, in the previous lecture, I said that, you know the impact of political behaviour people gets moderated by people's political skills and the culture. So, we all know that political activity cannot be stopped, and so people should be trained to handle, you know, political activity and to manage political activity so that people, you know, do not get unnecessarily stressed out, or people do not let political behaviour affect them in a negative manner, both mentally and physically.

So, sensitize people about being politically savvy. Train them to handle political activity. So, this is how you can actually minimize the impact of political behaviour on people or on employees in the organization.

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Finally, we come to Impression Management. Now, Impression Management has been

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defined by Robbins and Judge, as a process by which individuals attempt to control the impressions that others form of them. I repeat, process by which individuals attempt to control the impressions that others form of them. So, this is what is Impression Management. Now people always try to create and control the perception that others have about them, and this is what we call as impression management. Right from our childhood, we do this. We do this at home, where we try to show to our parents, our grandparents, our relatives, our friends, our neighbourhood that we are better than the others. We try to show that I am a better student than others. I am a better person than others. I am less naughty than my brother or sister. And as we grow up, this habit or this tendency in us continues that we try to pose ourselves to be very good or very different than others, and we try and control the perception that others have about us. So, the manner in which we do that, the manner in which we try to create and control the perception that others have about us is called impression management. And this continues throughout our life. When we join organizations, also, we try to create a very favourable image about us in the minds of the Manager, or in the minds of the team leader, and, you know, we try to act out behaviours in front of them, such that they would feel, yes, you know, this person is very sincere, very good, very hardworking. So, we do this right from our childhood where we try to create and control the perception that others have about us. And the manner in which people do that, the process by which individuals attempt to control the impressions that others form of is impression management.

We do it from childhood, we do it during adolescence, we do it during adulthood, we also do it at home, and we also do it in our organization, where we try to impress upon others; we try to create an image us in other people's eyes, and we try to create and control a perception about ourselves in other people's eyes. So, this is what is impression management. Now impression management techniques could be flattery, ingratiating, making excuses, confirming to, you know, the bosses wishes, association and alliances with powerful people. So, these are different kinds of techniques which can be used to create a perception about ourselves in other people's eyes. In case we are not able to do something we make a sorry face, and we beg apology, and we make, you know, we cite a number of reasons as excuses; we praise and flatter our boss or our subordinates; we listen to whatever the boss says and yes sir, yes sir, it will be done; we will do it, sir, and so, we are confirming to your wishes. We try and form alliances and association with other people in the organization so that, you know, you know, like people will be scared of you;

ok, he is very close to the boss; he is very close to the director so, in this way, we are trying to gain power by being with other powerful people, and we are trying to create an impression that this person, he is very powerful as he has contact with top management. So, what we are trying to do is, we are trying to create an impression in the minds of the other person.

So there are two kinds of strategies that are used in impression management; we have promotion enhancement strategies, and we have the demotion preventive strategies. So, let us see what promotion enhancement strategies and demotion preventive strategies are.

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Now promotion enhancement strategies are, you know, when a person attempts at maximizing his responsibility for anything positive that has happened or , you know; so person tries to maximize his responsibility for a positive event, for a positive consequence, for a positive result, for any kind of success that the group has achieved, or that the company has achieved.

So, in this way, he tries to create a very favourable, or a very positive image about himself in the eyes of the manager, or in the eyes of the leader, or in the eyes of the top management. So, this is what we refer to as a promotion enhancement strategy. So, you are trying to create a more favourable image of yourself by showcasing that you have been responsible for this success.

So, say, for example, you have been able to attain your production targets, and you, as you know, production manager actually goes and tries to show that you have been able to do it because, you know, you were working day and night, and you were in contact with the purchase

department, R&D department, and marketing and sales department; working together day and night, day and night, , you know, taking targets and ensuring raw material is there, you know, chasing the R&D manager for proper designs, and then chasing the supervisors and workers to work; and so you are the person who has done everything, , you know; the others have been just trying to take things in a laid back attitude; you did it. So, that is how you are trying to, you know, maximize your responsibility for attainment of those targets on time; or for example, there is a Branch Sales Manager; he has five salesmen who have been working day and night trying to get the sales target, but when it comes to, you know reporting to the Regional Sales Manager, the Branch Sales Manager says that, yes. sir, I was able to get the targets much ahead of time; we were supposed to get sales worth 50 lakhs in a month; we got sales worth 50 lakh only in 20 days, and we were able to do it, because, you know, I was always working with my team day and night, every day reporting, you know, every day, going to the field, trying to sell the product, trying to, you know, ensure that, you know, we are in constant touch with , you know, our clients, and making sales calls, , you know, making sales calls, making presentations; I made a wonderful presentation to the client, and the client gave me a big order of say 30 lakhs. So, I was very happy with that; So, I was a person who went there; and I have been following up with that client all the time; Truth would have been that it is maybe two or three of his sales persons who have been toiling day and night, you know, and trying to get the order. So, in this way, the Branch Sales Manager is trying to take credit, and he is trying to maximize the responsibility for attainment of the sales targets in 20 days rather than 30 days. So, in this way, he is trying to enhance, he is trying to create a favourable image about himself. And he is trying to use a strategy which we call as a promotion enhancement strategy.

Now promotion enhancement strategies can be a four different kinds - entitlement, enhancement, obstacle disclosures and association.

So, what is an entitlement? When a person uses entitlement as a promotion enhancement strategy, he or she tries to showcase that he or she has not been given the credit or enough credit for the positive event or the consequence. For example, once the incentives are announced, the Sales Manager gets an incentive of 20000, and his team members get just about say, 5000 each. So, what the Sales Manager will try to show is that he has not been given credit, or enough credit; After all, it was his, you know, direction and his leadership quality that made the other sales people work. But he has just been given 20000, and the rest of the 30000 as incentive has

been given to the 5 sales people or the 5 sales persons. So he tries to show that, it is just 20000 that he has got; the other 30000 went to the sales persons. The second is enhancement. In the case of enhancement, the person who has received the credit, points out that he put in much more effort, and created a much bigger impact than originally thought to. The sales manager here, the Branch Sales Manager would say, that I got 20000; I guess I should have got much more; I mean 20000 is nothing for the kind of effort I have put in, and I thought I would get much more, but I just got 20000. So, this is an enhancement. So, there is there is some kind of an overlap between entitlement and enhancement. In entitlement, the person feels that he has been given credit; but that credit is not enough because the others have also been credited. But in enhancement what he feels is that he should have been given much more.

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The third is obstacle disclosure. Here, the person makes mention of the kind of problems he faced, and the pressures he had to deal with, at the personal front, at the professional front to accomplish task and so he deserves a lot of credit. So, the Sales Manager here goes around, telling people I had so much of effort to put in to get that, , you know, to get that client; that client is a new client for us; he gave us an order of 30 lakhs, but he is a new client, and we had to make 10 sales call over the past 6 months, to actually get that order because the client was very loyal to our competitor's products, and the client always and always was buying competitors' products and he was a competitors client for 20 years; I have been able to break him; I have been able to break his loyalty, and I have been able to get him into our fold;

I have been able to sell our company's products for him, and for that I had to make 10 sales calls personally; for the past six months, I had to make more than 100 phone calls; and so I put in a lot of effort; I forgot my other tasks, my other jobs, and, you know, I did not give time to my family, and I had a lot of, you know, sacrifices to make to be able to get it; so that is how he tries to show that he has done a big job.

And association is when the person ensures that he or she is seen with powerful people. So a person may be seen, , you know, with other people, other important position holders in the top management, and because this Person A moves with other top people B, C, D and E, he tries to show that he is powerful, he has strong networks, he is well connected; and in this way he tries , you know, enhance his social standing in the organization; and he tries to show that he has huge power; he is seen with others; he is seen with the General Managers, or the he is very close to the Director of the company or the Deputy Director of the company, or the CEO; or other important people in the company, and so he has a day-to-day contact with them, which means that he has a higher social standing, and he must be good. That is why he has that contact, he has that kind of a rapport - that is the reason the top management relies on him. So, definitely this Person A must be good.

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Then we have demotive agreement of strategies wherein the person tries to minimize the responsibility for a negative event or a negative consequence so that nobody will blame him for the failure, and he would be able to stay out of trouble. And if the blame comes in, it goes to the

other people. So, in this way he is trying to safeguard his image in the eyes of the management, or in the eyes of the other people; he is trying to totally absolve himself from the failure, or he is trying to absolve himself from the mistake; and he is trying to , you know, showcase that he was in no way responsible for that failure, and it is the others who would be responsible; so in this way, what he is trying to do is, he is trying to prevent his image from getting affected negatively; he is trying to , you know, practice what we say as a demotion preventive strategy. So, he is trying to, you know, ensure that an unfavourable impression about him does not get created. In the previous, you know, strategies, the promotion enhancement strategies, what the person was trying to do was, he was trying to enhance his image, you know, better his image, but here in the demotive preventive strategy, the person tries to prevent his image from getting tarnished, prevent his image from getting, you know, unfavourable.
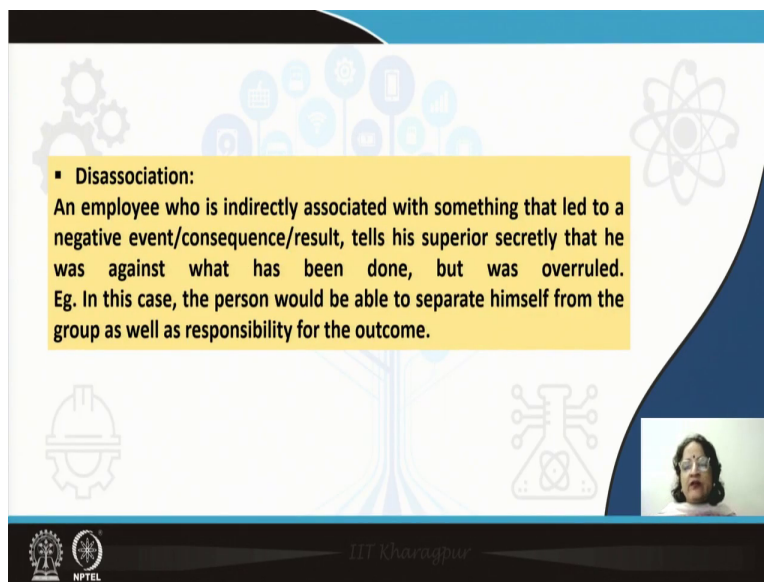
In the first, in the promotion enhancement, person was trying to create a favourable image. In the demotion preventive, the person is trying to prevent the formation of an unfavourable image. So, again, here three strategies may be used - accounts, apologies and disassociation.

In accounts as a demotion preventive strategy, the employee attempts to excuse him or tries to justify his action. Like, for example, he says that that Person B who is an Assistant Manager was supposed to, you know, give two Person A, who is a Manager, you know, he was supposed to, you know, provide the Manager with a project report with a deliverable, but he was not been able to provide it on time. So, the Assistant Manager, Person B, you know tells to the Manager, Person A, that I missed out on this deliverable because there was another important assignment that I was completing. So, Sir, I am sorry, you know. I was not able to complete this task because I was doing something else, and that something else was also very, very important. And I thought that I will be able to complete the other assignment by, you know, by day before yesterday, and then I will start working on this assignment, but I could not complete the previous assignment; it took a longer time, and I was only able to start working on this assignment, this report last night. And that is why I am not able to provide you with the output right now I need another day to complete it. So, in this way, he is trying to tell the manager, that he has not been able to submit the project report in time, because he was working on another assignment. So, in this case, he is trying to, you know, protect his interests and try to protect his image by telling the

manager that he was not able to complete the task because he was working on another important task. So, naturally, the manager would say, okay, does not matter; you can now give it to me latest by tomorrow.

The second is apologies. Now here, what the employee does, he apologizes to the superior for a negative consequence, or for a negative event, like, you know again, coming to the same example. If a Person B, who is an Assistant Manager is not able to, you know, provide to Person A, who is a manager, a project report on time, Person B would just plainly apologize. Sir, I am sorry, I could not do it; this will never happen again. I ensure you that next time onwards, all the deliverables expected from me will be on time. I will produce timely deliverables. I will ensure that the project report reaches you well in time. So, in this way, he begs apology.

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And finally, we have disassociation. In disassociation, the employee who is indirectly associated with something, which led to a negative consequence or a failure, tells the superior secretly, that sir, from beginning, I was against this decision; From beginning, I was against this plan nut nobody listen to me; nobody listened to me in the group. So, say, for example, a group has been given a task by a manager. And the group members have been working hard, but they have met with failure. They have not been able to complete the task successfully, or the work that has been done is something which is not right. So, when the work is presented, there are a lot of faults in that. So, one of the persons in the group, who wants to to protect himself and safeguard himself from blame, will say, I told everybody else do not do it in this way, but nobody

listened to me; So, I was telling them from the beginning, that do this in this way, but nobody listened to me, and so I had to go by what the group decided; so in this way, this person is able to separate himself from the group as well as the responsibility of the failure. Like, for example, there is a sales presentation, and there are four or five people who are, you know, preparing the presentation. But when the work is presented, or when the presentation is made in front of the clients, the client is not happy, and the sales team does not get the order. So, when the sales manager questions the sales team, one of the members in the team says, , you know, quietly, secretly goes to the boss, or tells the sales manager or tells the boss, sir, I was telling from beginning, do not do; he, you know, should not present in this way or we should not do this; the flow of presentation should be different; or, we should not be quoting the price right now; or we should not be talking about the competitors products right now, but these people did not listen to me, and you see what happens. So, he very quietly, very secretly goes and tells the manager. In this way what he does is, he is able to successfully separate himself from the group, as well as from the responsibility for the failure. So, in this way, he disassociates himself, and he uses this association as a strategy to prevent an unfavourable impression about him being created in the mind of the manager.

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So, with this I come to an end of this lecture, and I also, come to an end of this topic, and we shall be starting with the next topic, which is 'Decision Making,' next week. Thank you.