

Organizational Design Change and Transformation
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Module - 06
Lecture - 29
Managing Conflict, Power, and Politics

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The slide features a blue header with the IIT Kharagpur logo and the text 'NPTEL ONLINE CERTIFICATION COURSES'. Below this, the course title 'ORGANIZATIONAL DESIGN, CHANGE AND TRANSFORMATION' is displayed in a blue box, followed by the instructor's name 'DR. SANGEETA SAHNEY, PROFESSOR, VGSOM, IIT KHARAGPUR'. The current slide is identified as 'Module 6 Lecture 4'. To the right, there is an illustration of two business men in suits, one holding a red arrow pointing right and the other a green arrow pointing left, with a starburst effect at their meeting point. At the bottom, a yellow box contains the following text: 'Concept of Conflict; Transitions in conflict thought; Functional and dysfunctional conflict; Relationship, task and process conflict; Types of conflict; Conflict process; Conflict Management; Negotiation; Concept of power; Definition of power; Contrasting leadership and power; Bases of power; Power tactics; Political behaviour; Factors leading to political behaviour; Outcomes of political behaviour on employees; Political strategies for power acquisition, Impression management.'

[FL]. We will be continuing with our discussion on Conflict Power and Politics. And this is module 6 lecture 4. In the previous lectures, we spoken about conflict, conflict management, negotiation. We have also spoken about you know power and the bases of power.

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**ORGANIZATIONAL DESIGN,
CHANGE AND TRANSFORMATION**

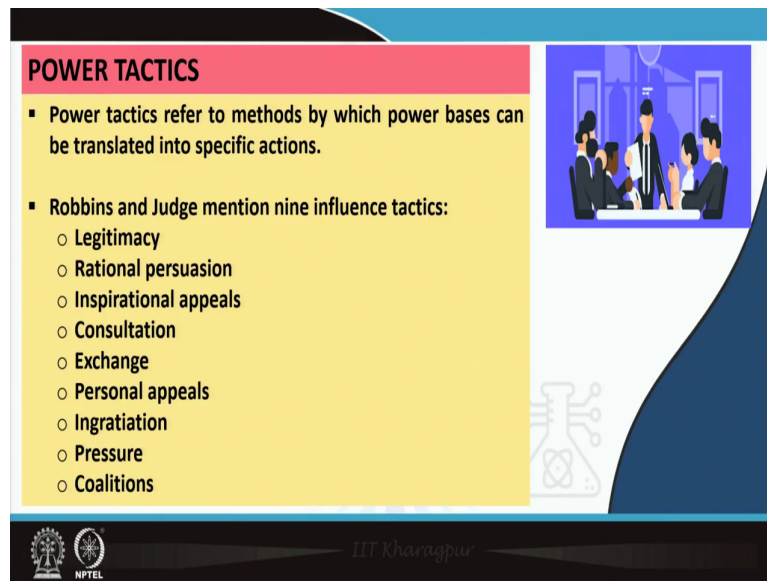
Managing Conflict, Power, and Politics

- Power Tactics
- Political Behaviour
- Factors Leading to Political Behaviour

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In today's lecture, we will be dwelling upon three topics; which are power tactics, political behaviour and factors leading to political behaviour.

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POWER TACTICS

- Power tactics refer to methods by which power bases can be translated into specific actions.
- Robbins and Judge mention nine influence tactics:
 - Legitimacy
 - Rational persuasion
 - Inspirational appeals
 - Consultation
 - Exchange
 - Personal appeals
 - Ingratiation
 - Pressure
 - Coalitions

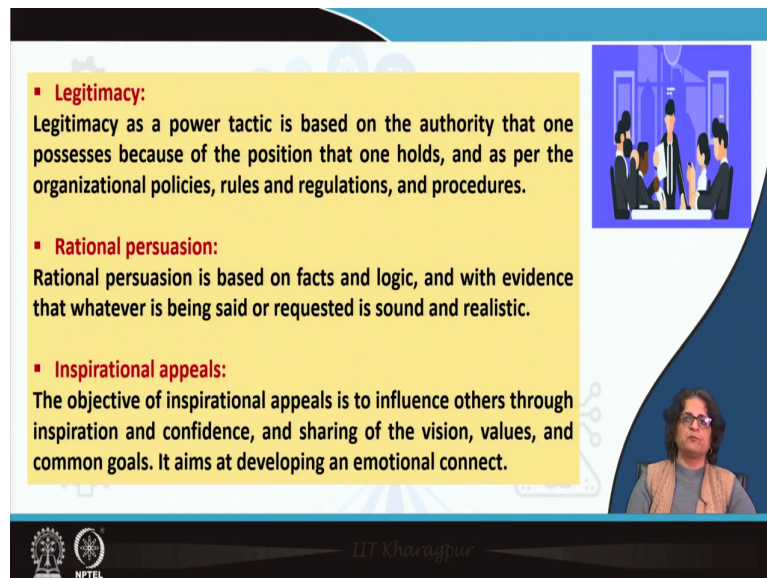
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So, let us start with power tactics. Now, what are power tactics? Power tactics refer to methods by which power basis can be translated into specific actions. In a; in the previous session, we have spoken about five power bases, although we spoke about different frameworks, but nonetheless we could actually you know classify them into five as legitimate power, cohesive power, reward power, expert power and referent or charismatic power.

So, so if we actually look at these five power bases, you know they exist and in and can be and can be used in organizations by managers, by superiors and the methods by which these power bases are translated into specific actions constitute what we refer to as power tactics. So, power tactics are methods by which power bases can be translated into specific actions.

Robbins and Judge mentioned nine such influence tactics, which is legitimacy, rational influence, inspirational appeals, consultation, exchange, personal appeals, ingratiation, pressure and coalition. So, we will be discussing each of these nine influence tactics now.

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▪ **Legitimacy:**
Legitimacy as a power tactic is based on the authority that one possesses because of the position that one holds, and as per the organizational policies, rules and regulations, and procedures.

▪ **Rational persuasion:**
Rational persuasion is based on facts and logic, and with evidence that whatever is being said or requested is sound and realistic.

▪ **Inspirational appeals:**
The objective of inspirational appeals is to influence others through inspiration and confidence, and sharing of the vision, values, and common goals. It aims at developing an emotional connect.

The slide also features a small illustration of a meeting and a video inset of a woman speaking. Logos for IIT Kharagpur and NPTEL are visible at the bottom.

So, legitimacy as a power tactic is based on the authority that one possesses because of the position that one holds. And as per organizational policies, rules and regulations and procedures, he or she is in a position to get things done through others, to exert his influence. He is able to you know get things done through others, which they probably would not do ok.

Yesterday, we have discussed about power. We have discussed about the dependency postulate and we have discussed the various bases of power. So, legitimacy as a power tactic is based on the authority that one possesses because of the position that he or she holds. And

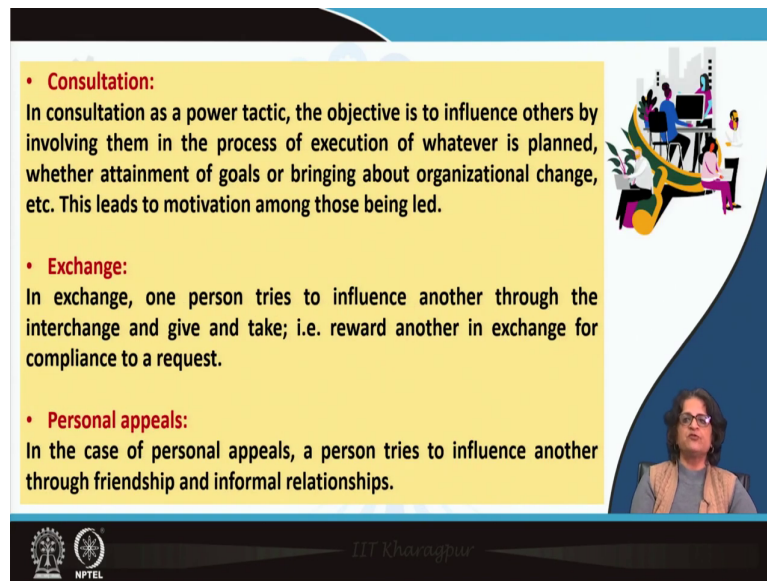
as per the organizational policies, rules and regulations and procedures, you know he or she is able to exercise influence on the other.

The second is rational persuasion. Rational persuasion is based on facts and logic and with evidence that whatever is being said or requested is sound and realistic. So, rational persuasion as a tactic is based on facts, is based on logic, is based on reasoning and with an evidence that whatever is being said or whatever is being requested, is something which is realistic, is something which is rational.

The third is inspirational appeals. Now, the objective of inspirational appeals as a tactic is to influence others through inspiration, through confidence and sharing of the vision, of the values, of the common goals of the organization. So, it basically aims at developing an emotional connect.

So, the objective of inspirational appeals is to influence others through inspiration, through confidence, through you know through having a vision, through sharing the vision, through promoting the values and common goals that the organization and the employees must espouse. So, it aims at developing a connect and it aims at you know getting things done through people through by inspiring them.

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- **Consultation:**
In consultation as a power tactic, the objective is to influence others by involving them in the process of execution of whatever is planned, whether attainment of goals or bringing about organizational change, etc. This leads to motivation among those being led.
- **Exchange:**
In exchange, one person tries to influence another through the interchange and give and take; i.e. reward another in exchange for compliance to a request.
- **Personal appeals:**
In the case of personal appeals, a person tries to influence another through friendship and informal relationships.

The fourth is consultation. In consultation as a power tactic the objective is to influence others by involving them in a process of execution or whatever is planned. Whether at the invent of goal or bringing up whether it is about goal attainment or it is about bringing in organizational change etcetera.

So, it leads to motivation among those being led. So, in consultation the objective is to involve others in the process of execution. You know when others that is the you know followers are involved in the process of in any process, they too begin to feel a part of it and they begin to feel responsible for the execution of the plan or of the strategy.

So, consultation as a power tactic is you know is actually in you know taking along people, while things are being planned, while things are being executed. So, in consultation the objective is to influence others by involving them in the process of planning by involving

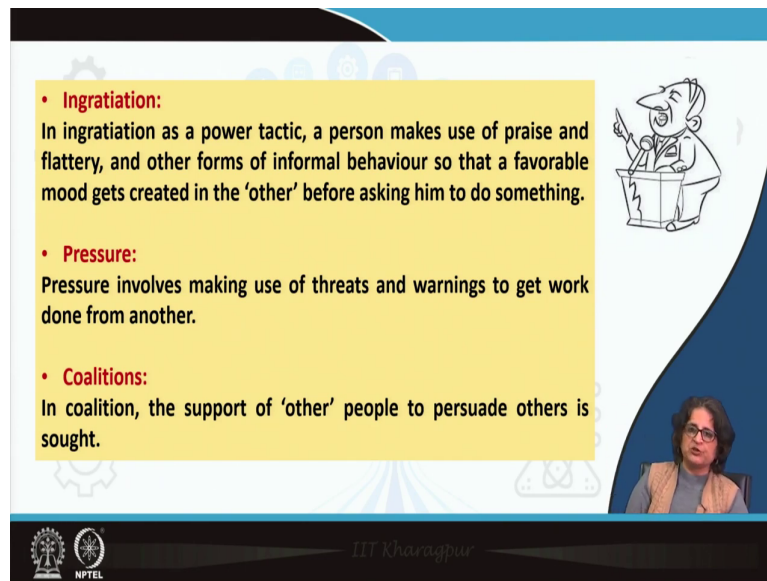
them in the execution or whatever is being planned, whether it is about goals or whether it is about you know organizational change.

So, that leads to a motivation within the others or within the followers who feel begin to feel that they are part of the process and they would want to contribute to it in maximum possible manner. The next is exchange in exchange one person tries to influence another through an interchange and through a given take, that is you know reward another in exchange for compliance to a request.

That means you know a person is using exchange as a power tactic and giving something to somebody in return for a compliance. So, in; so a person you know may ask another person to do something, in return for in and give him some you know something in return.

So, it is trying to influence another through a give and take. So, I give something to somebody and get things done out of him. I give an order and I you know expect a compliance and I reward the person for that compliance. So, it is a give and take you know that is what exchanges as a power tactic. Personal appeals is another tactic in personal appeals the person tries to influence another through friendship and through informal relationships.

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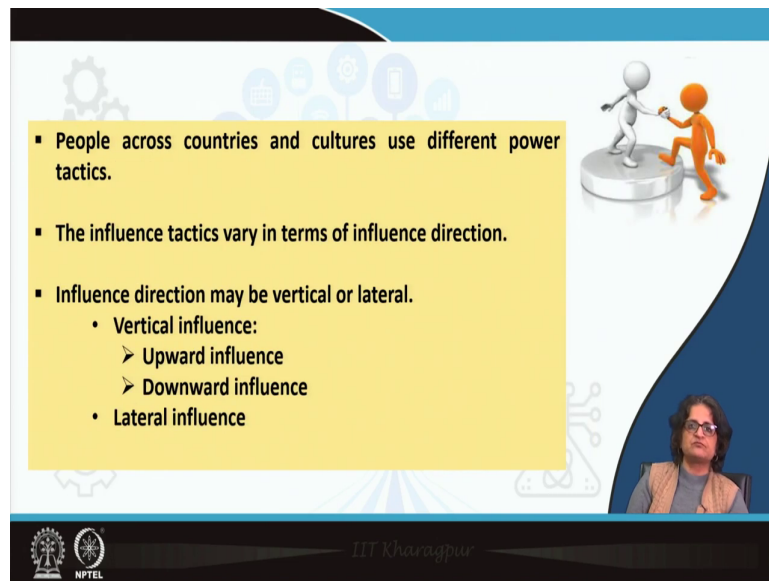
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- **Ingratiation:**
In ingratiation as a power tactic, a person makes use of praise and flattery, and other forms of informal behaviour so that a favorable mood gets created in the 'other' before asking him to do something.
- **Pressure:**
Pressure involves making use of threats and warnings to get work done from another.
- **Coalitions:**
In coalition, the support of 'other' people to persuade others is sought.

Ingratiation as a power tactic you know is used very commonly where people make use of praise and flattery and other forms of informal behaviour. So, that the very positive and a very favourable mood gets created in the other person before asking him to do something. So, here a person would praise another person, flatter him and get into informal communication with him and create a very favourable mood before asking him to do something.

Next is pressure. Pressure involves using threat and warning to get things done from the other person. And then we have coalition, in coalition the support of other people to persuade others is sought, which means that you take the support of another person or group and then convince the other person to do something for you.

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- People across countries and cultures use different power tactics.
- The influence tactics vary in terms of influence direction.
- Influence direction may be vertical or lateral.
 - Vertical influence:
 - Upward influence
 - Downward influence
 - Lateral influence

Now, people across countries and cultures use different power tactics, they influence tactics vary in terms of you know the direction, influence direction can be vertical, it can be lateral, a vertical influence is downwards, it could be upwards and of course you know; so people across cultures across countries use different power tactics. And the influence tactics vary you know in terms of influence direction, which could be vertical which could be lateral, if it is vertical it could be downwards or it could be upwards.

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• Vertical influence: Upward influence and Downward influence

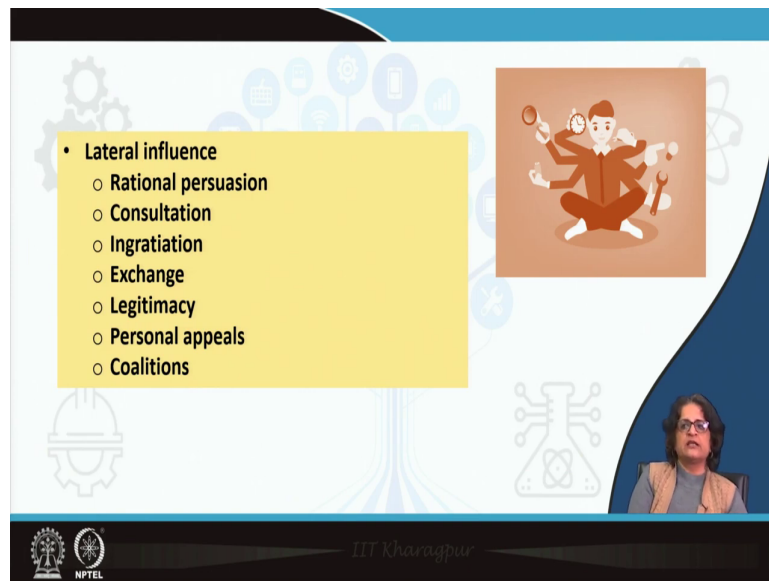
- Upward influence
 - Rational persuasion
- Downward influence
 - Rational persuasion
 - Inspirational appeals
 - Pressure
 - Consultation
 - Ingratiation
 - Exchange
 - Legitimacy

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So, vertical influence you know upward and downward influence you know can be it can be manifested as rational persuasion, inspiration appeals, pressure, consultation, ingratiation, exchange and legitimacy. So, if we this if we actually categorize these power tactics as upward and downward influence we will see that rational persuasion is a upward influence and rational influence rational persuasion with inspirational appeals, pressure, consultation, ingratiation, exchange and legitimacy are a downward influence.

So, when you know power tactics are used vertically. You know and there is an upward influence it is manifested as rational persuasion and when it is a downward influence it is manifested as rational persuasion, inspirational appeals, pressure, consultation, ingratiation, exchange and legitimacy.

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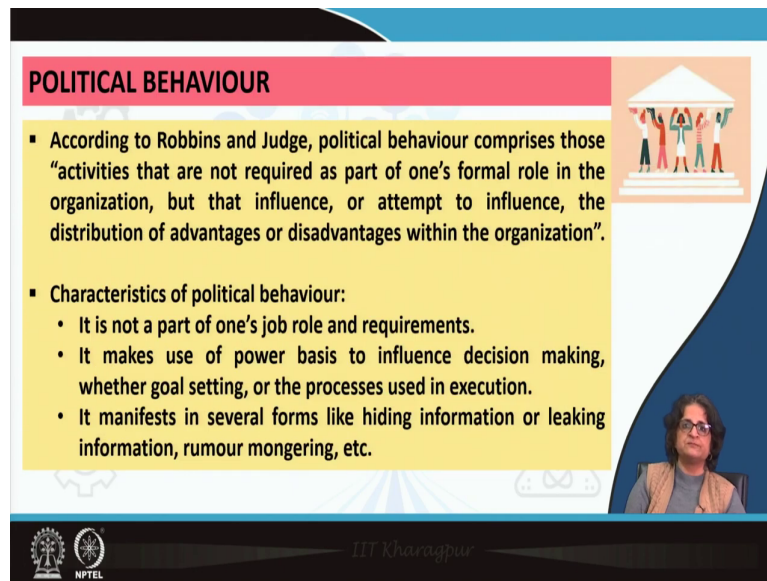
• **Lateral influence**

- Rational persuasion
- Consultation
- Ingratiation
- Exchange
- Legitimacy
- Personal appeals
- Coalitions

The slide features a yellow box with a list of lateral influence tactics. To the right is an illustration of a multi-armed figure holding various tools. In the bottom right corner, there is a small video feed of a woman. The slide also includes logos for IIT Kharagpur and NPTEL at the bottom.

In when the power tactic you know that influence direction is lateral, it could be it could manifest as rational persuasion, consultation, ingratiation, exchange, legitimacy, personal appeals and coalition.

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POLITICAL BEHAVIOUR

- According to Robbins and Judge, political behaviour comprises those “activities that are not required as part of one’s formal role in the organization, but that influence, or attempt to influence, the distribution of advantages or disadvantages within the organization”.
- Characteristics of political behaviour:
 - It is not a part of one’s job role and requirements.
 - It makes use of power basis to influence decision making, whether goal setting, or the processes used in execution.
 - It manifests in several forms like hiding information or leaking information, rumour mongering, etc.

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Now, we come to political behaviour. Now according to Robbins and Judge, political behaviour comprises those activities which are not required as a part of one's formal role in the organization, but they influence or attempt to influence, the distribution of advantages and disadvantages in the organization.

So, that is how they define political behaviour that these are those activities which are not required as a part of your formal role, but they influence or attempt to influence the advantages, the distribution of advantages and disadvantages within the organization. So, what are the characteristics of political behaviour?

One that it is not a part of one's job role and requirement. Two it makes use of power basis, to influence decision making whether goal setting or the processes used in implementation. And

three it manifest in the several forms like hiding information or leaking information or gossiping or rumour mongering etcetera.

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- Political activity and behaviour are seen in all organizations.
- It occurs because people have different goals and interests; resources are scarce, and reward policies are vague and unclear.
- Political activity is normal and inevitable.
- It is also dysfunctional for an organization. It has a potential for conflict, whether interpersonal, intergroup or organizational conflict.
- Political behaviour in an organization may be both legitimate and illegitimate.

➤ Legitimate Political Behaviour


➤ Illegitimate Political Behaviour

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So, political activity and behaviour are seen everywhere, they are again natural, they are inevitable and they are seen in all organizations and why do they exist? They exist because people have different goals, they have different interests, resources are scarce and reward policies are often ambiguous they are often unclear.

So, political activity is natural, it is normal, it is inevitable and it is also dysfunctional for the organization because it has a potential for conflict and it has a potential for interpersonal conflict, it has a potential for intergroup conflict, it also has a potential for organizational conflict. So, political behaviour in an organization is natural it is inevitable and it is also dysfunctional also political behaviour may be both legitimate and illegitimate.

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The slide is titled "Legitimate Political Behaviour" and "Illegitimate Political Behaviour". It features a list of behaviors under each category, a central illustration of people celebrating, and a quote stating that most political behavior in organizations is legitimate. The slide also includes logos for IIT Kharagpur and NPTEL, and a small video inset of a woman speaking.

Legitimate Political Behaviour

- Normal day to day politics is regarded as legitimate political behaviour.
- gossiping, complaining about peers to the supervisor, attacking and blaming others, controlling information, forming coalitions, impression management, etc.

Illegitimate Political Behaviour

- Political behaviour that is detrimental to the interests of the people and the organization, and based on one's self-interests and use of power for personal gain is regarded as illegitimate political behaviour.
- sabotage, etc.

Most of the political behaviour that happens in organizations is legitimate.

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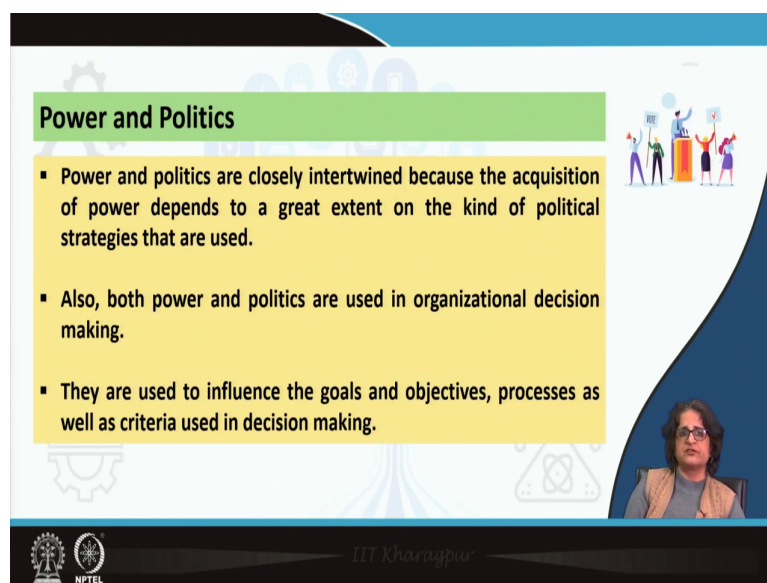
Now, because it is inevitable, because it is a natural you know it is bound to occur and some form of it is legitimate some form of it is illegitimate. Now, normal day to day politics is regarded as legitimate political behaviour. Gossiping, complaining about you know your peers to your supervisor or your superior blaming others, hiding information, controlling information, impression management these are all you know day to day activities which people indulge in the organization and all of these constitute as legitimate political behaviour.

When political behaviour is detrimental to the interests of the people and of the organization and based on one self-interest you know people use power for personal gain it is regarded as illegitimate political behaviour. So, political behaviour that is damaging to the interests of the people and the organization and is based on self interest and use of power for personal gain,

for personal interest it is regarded as illegitimate political behaviour and it get manifested as sabotage.

Most of the political behaviour that happens in organizations is legitimate. And takes a form of normal day to day politics, gossiping, complaining, you know impression management, etcetera.

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Power and Politics

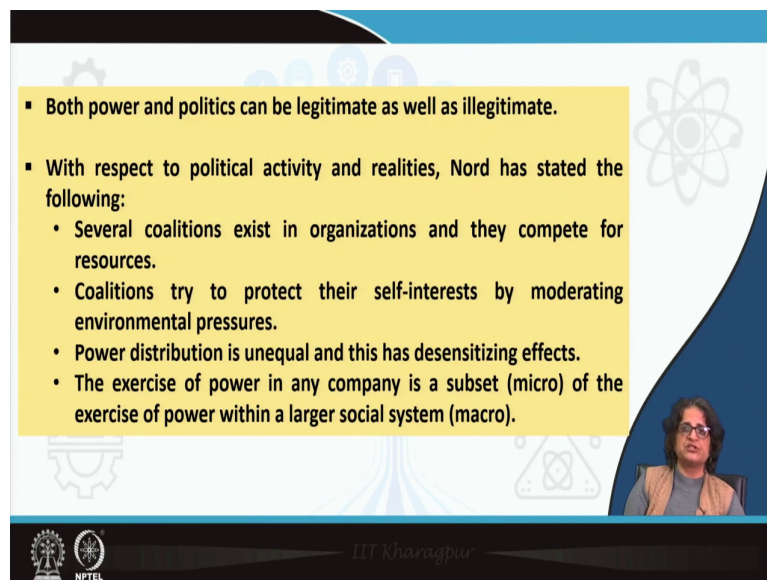
- Power and politics are closely intertwined because the acquisition of power depends to a great extent on the kind of political strategies that are used.
- Also, both power and politics are used in organizational decision making.
- They are used to influence the goals and objectives, processes as well as criteria used in decision making.

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Now, power and politics are closely intertwined, because acquisition of power depends to a great deal on the kind of political strategies that are used. Also, power and politics are used in organizational decision making. They are used to influence goal setting and they are used to influence objective setting, you know, deciding on objectives, processes as well as criteria used in decision making.

So, both power and politics are used, you know, to influence the goals and objectives, process processes as well as criteria used in decision making and so they are related to each other.

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- Both power and politics can be legitimate as well as illegitimate.
- With respect to political activity and realities, Nord has stated the following:
 - Several coalitions exist in organizations and they compete for resources.
 - Coalitions try to protect their self-interests by moderating environmental pressures.
 - Power distribution is unequal and this has desensitizing effects.
 - The exercise of power in any company is a subset (micro) of the exercise of power within a larger social system (macro).

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They can be both legitimate as well as illegitimate with respect to political activity, Nord has stated, that several coalitions exist in organizations and they compete for resources. The coalitions try to protect their own interest by moderating the environmental pressures and power distribution in organizations is unequal and this has very desensitizing effects.

And the effect of power in any company, you know is the subset of the exercise of power within the larger social system, which is which means that the exercise of power in any company is micro to the exercise of power within the macro or within the larger social system or the larger society.

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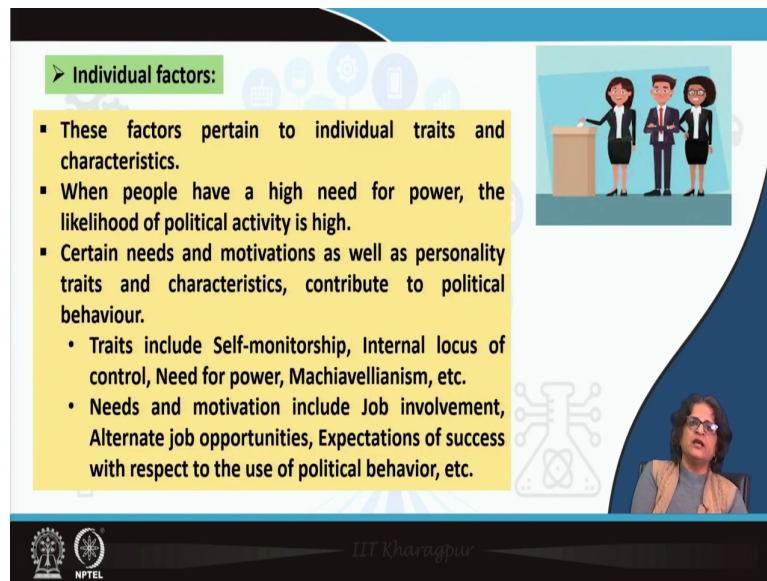
FACTORS LEADING TO POLITICAL BEHAVIOUR

- The various factors leading to political behaviour can be categorized into:
 - Individual factors
 - Organizational factors

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What are factors leading to political behaviour? The factors leading to political behaviour can be categorized as individual factors, as well as organizational factors.

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➤ Individual factors:

- These factors pertain to individual traits and characteristics.
- When people have a high need for power, the likelihood of political activity is high.
- Certain needs and motivations as well as personality traits and characteristics, contribute to political behaviour.
 - Traits include Self-monitorship, Internal locus of control, Need for power, Machiavellianism, etc.
 - Needs and motivation include Job involvement, Alternate job opportunities, Expectations of success with respect to the use of political behavior, etc.

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Individual factors pertain to individual traits and characteristics, when people have a high need for power; the likelihood of political activity is high. You know, certain needs and motivations, as well as personality traits contribute to political behaviour, traits could relate to self-monitorship, internal locus of control, need for power, metabolism, needs. And motivation include job involvement, alternative job opportunities, expectations of success with use with respect to use of political behaviour, etcetera.

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➤ **Organizational factors:**

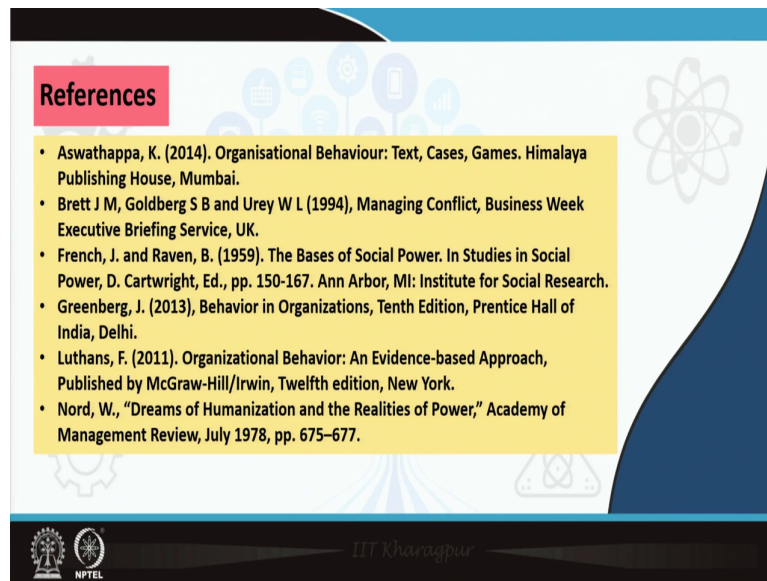
- These factors pertain to organizational characteristics be it structure, leadership style, culture, environment etc.
 - Organizational structure and leadership style: Scarcity of resources and changing resource allocation, promotion opportunities, downsizing, etc.
 - Organizational culture and environment: Low trust, unclear roles, vague performance appraisal systems, zero-sum reward allocation practices (win-lose), participative decision making, performance targets and pressures, self-serving bosses, political activity by managers in the company, etc.

The slide features a video inset in the top right corner showing a woman speaking at a podium. The background of the slide is blue with white icons representing organizational concepts like a gear, a person, and a network. The bottom of the slide has logos for IIT Kharagpur and NPTEL.

Organizational factors pertain to organizational characteristics, whether they relate to the structure or to the culture or to the leadership style or to the environment. So, organizational structure and leadership style, you know, relate to the you know scarcity of resources and changing resource allocation, promotion opportunities, downsizing etcetera.


On the other hand, culture and environment relate to low trust, unclear roles and responsibilities, vague performance and appraisal and reward systems, zero sum reward allocation practices which means that win-lose, win-of-one at the loss of the other, participative decision making, performance targets and pressures, self-serving bosses, also political activity by managers in organizations. These are all organizational forces for political behaviour in organizations.

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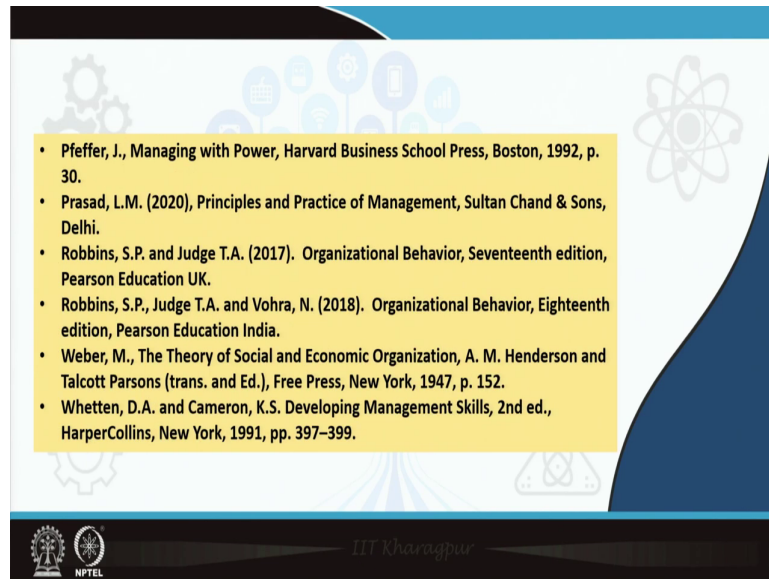
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With this, I come to a conclusion of this lecture. These are the references.

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We shall continue to with the topic in the next lecture.

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CONCLUSION

This brings us to the end of the fourth lecture of Module 6.

We shall continue with the topic in the next lecture.

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Thank you.