Organizational Power, Authority, and Politics

Fifth week
Practice question

- Imagining your self baby-setting a group of noisy young children.
  - How would you act to control them?
  - Who gives you the rights to act like that?
  - What if your strategy does not work with them?
  - Is there and smooth way to control them?
Cont...

- How would you act to control them? By using your power.
- Who gives you the rights to act like that? The authority.
- What if your strategy does not work with them? Using different types of power.
- Is there a smooth way to control them? Using politics.
Power

- Defined as which enables one to accomplish goals.

- The capacity to act or strength and potency to accomplish something. A person or group with power can possible influence attitude and behaviors.

- Having power gives one the potential to change the attitude and behavior of individual, people, and groups.
Understanding power

- Power may be feared, worshiped, or mistrusted. It is frequently misunderstood.

- Nurse-leader in the 21st century need to develop political strategies for team building and establishing trust.
Authority

- The right to command, accompanies any management position and is a source of legitimist power.

- Component of management, authority, and power are also necessary, to degree, for successful leadership.

- The manager who is knowledgeable about the wise use of authority, power, and political strategy is more effective at meeting personal, unit, and organization goal.
Politics

- Politics is the art of using legitimate power wisely.

- It requires clear decision making, assertiveness, accountability, and willingness to express one's own views (proactive, not reactive).

- People feel powerless become bossy and rules-oriented. They may become oppressive leaders, punitive, and rigid in decision making.
Practice questions

- Do you think that there are gender differences in how people viewed as being powerful?

- Who would you think is better in using his authority (men or women)?

- Who would you prefer to be your buss?
Gender and Power

- Research has found that women view power differently than men do.

- For some women, power may be viewed as dominance vs. submission, associated with personal qualities, not accomplishment.

- And depend on personal and physical attributes, not skills.
Type of Power

- Reward Power
- Coercive power
- Legitimate Power
- Expert Power
- Referent Power
- Informational Power
Reward Power

- Is obtained by the ability to grant favor or reward others with whatever they value.

- The arsenal of reward that the manager can dispense to get employees to work toward meeting organizational goals is very broad.

- Positive leadership through reward tend to develop a great deal of loyalty and deviation toward leaders.
Coercive power

- The opposite of reward power, is based on fear of punishment if the manager’s expectation are not met.

- Exists when one person believes another person can and will provide or withhold punishment.

- The manager may obtain compliance through threats of transfer, layoff, demotion, or dismissal.
Legitimate Power

- Is position power. It's the power gained by a title or official position within the organization.

- Legitimate power has inherent in it the ability to create feeling of obligation or responsibility.

- The socialization and culture of employees will influence to some degree how much power a manager has due to his or her position.
Expert Power

- Exists when one person believes another person has desired expertise and is willing to share or withhold it.
- Is gained through knowledge, expertise, or experience.
- Having critical knowledge allows a manager to gain power over other who need that knowledge.
Referent Power

- Is power that a person has because others identify with that leader or with what leader symbolize.

- Also occurs when one gives another person feeling of personal acceptance or approval.

- Referent power is gained by a leader who has strong interpersonal relationship skills.
Informational Power

- This source of power is obtained when people have information that other must have to accomplish their goal.
If you have the authority which type of the power would you use?
The authority-power gap

- If the authority is the right to command, then a logical question “why do workers sometimes not follow orders?”

- The more power subordinates perceive a manager to have, the smaller the gap.

- The negative effect of a wide authority-power gap is that organizational chaos may develop.
Discussion

- Would you think that there is an authority-power gap in nursing in Jordan?
- What about the teachers and students in the university?
- How could we close this gaps.
Bridging the Authority-Power gap

- The subordinates are better able to tolerate authority if they believe that:
  - A) the leader cares about them as individuals.
  - B) the organization has their best interest in mind.
  - C) Do not feel controlled by authority.

- The manager must be seen as credible for the authority.

- Future promising. It is best to under-promise if promises must be made.

- Example, RN request 3 months in advance to have every Thursday off.
Empowering the Subordinates

- The empowerment of staff is a hallmark of transformational leadership.

- Empowerment means to enable, develop, or allow.

- Empowerment occur when leaders communicate their vision, employees are given the opportunity to make the most of their talent, and learning, creativity, and exploration are encouraged.
Empowering others

- Empowerment can begin with **modeling personal behaviors** that will encourage others to be active participants be patient with others.

- Encourage others to **make choices** for themselves
- To have **input** in decisions
- Delegate **the power** to make decision to subordinates thus fostering greater initiative and responsibility for task
Discussion

- Describe a time when you had to deal with “organizational politics”.
- Describe a situation where you saw evidence of power or influence being used in an organization.
- Describe a time when someone influenced you to act a particular way or do a particular thing that you would not of otherwise done.
Driving force to increase Nursing Power base

- Right time.
- Size of the nursing profession.
- Increase knowledge base and education nurses.
- Nurses unique perspective.
- Desire of consumers and providers for change.
Action plan for increasing the power of nursing profession

- Place more nurses in position that influence public policy.
- Stop nurses from acting like victim.
- Increase level of nursing understanding regarding all health care policy efforts.
- Build coalitions with outside nursing.
- Promote greater research to strengthen evidence-base practice.
- Support nursing leaders.
- Pay attention to monitoring future nursing-leader and leadership succession.
Strategies for building a personal power

- Maintain personal energy
- Present powerful picture to other.
- Pay the entry fee.
- Determine the powerful in the organization
- Learn the language and the symbols of the organization.
- Learn how to use the organization priority.
- Increase professional skills and knowledge.
- Maintain broad vision
Strategies for building a personal power

- Use expert and seek counsel
- Be flexible
- Develop visibility and a voice in the organization.
- Learn to toot your own horn
- Maintain a sense of humor
- Empower others
The politics of power

- It's important for managers to understand politics within the context of their employing organization.

- After an employee has built a power base, developing skills in the politics of power is necessary.

- For example, people often lose hard-earned power in an organization because they make political mistakes.
The politics of power

- The nurse waste energy and remain powerless when they refuse to learn the art and skills of political maneuver.

- The most important strategy is to learn to “read the environment”.

- Nurse must not only understand the organization structure but also be able to function effectively within the structure.
Strategies to negate the negative effect of organization politics

- Become an expert handler of information and communication.
- Be a proactive decision maker.
- Expand personal resources.
- Develop political alliance and coalitions.
- Be sensitive to timing.
- Promote subordinate identification.
- View personal and unit goals in term of the organization.
- Leave your ego home in a jar.