

**Organizational Behaviour- II**  
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**Lecture - 28**  
**Power and Political Behaviour (Contd.,)**

We will be continuing with our discussion on Power and Political Behaviour in organizations. This is the IIIrd Lecture in Module VI and in the Ist lecture of this module on Power and Political Behaviour, we discussed the Concept of Power, and we also elaborated on the Definition of Power. And we contrasted Leadership and Power, and then we contrasted Authority, Influence and Power.

In the second lecture we spoke about the Basis of power where we discussed a few classifications on a power. We discussed, you know, formal and personal power; we discussed individual based and organizational based basis of power; and we also discussed French and Raven's classification of power bases. Now, in today's lecture, we will be talking about Power Tactics and Coalitions. So, to start with Power Tactics and Coalitions.

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**ORGANIZATIONAL BEHAVIOUR-II**

**Power and Political Behaviour**

- Power Tactics
- Coalitions

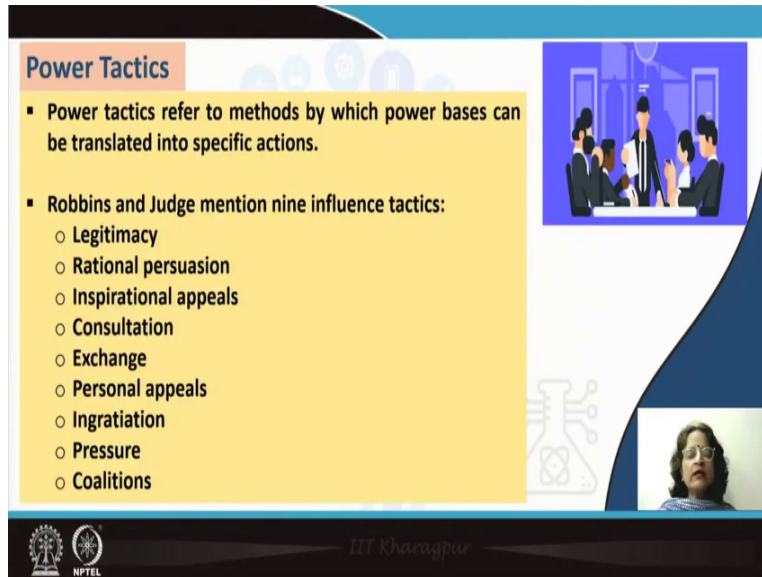
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**Power Tactics**

- 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



So, what are Power Tactics? Now, power tactics are referred to methods by which power bases can be translated into specific actions. Now, we have discussed power bases in the previous session, where we talked about formal basis of power, and personal basis of power, where we said that, you know, legitimate power, coercive power and reward power are formal basis, and referent power, charismatic power and expert bases are personal bases of power.

Another classification of power was individual and organizational based power bases, where we talked about again, you know, legitimate power and reward power and coercive power as organizational based power bases, and referent power and expert power as individual based power bases. And then we also made mention of French and Raven's classification who said that their five power bases which is legitimate power, a coercive power, reward power, expert power, and referent or charismatic power.

So, so we discussed these power bases in the previous session. Now, when these power bases need to be used, what is required is tactics. So, the power tactics here refer to methods by which power bases can be translated into specific actions. Now, Robbins and Judge, very famous authors of the book on, Organizational Behaviour, have actually mentioned nine influence tactics. They have mentioned nine tactics, which can be termed as power tactics, and these are nine influence tactics. They are legitimacy, rational persuasion, inspirational appeals, consultation, exchange, personal appeals, ingratiation, pressure and coalitions. So, let us discuss

each of these nine influence tactics one by one.

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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 in 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.

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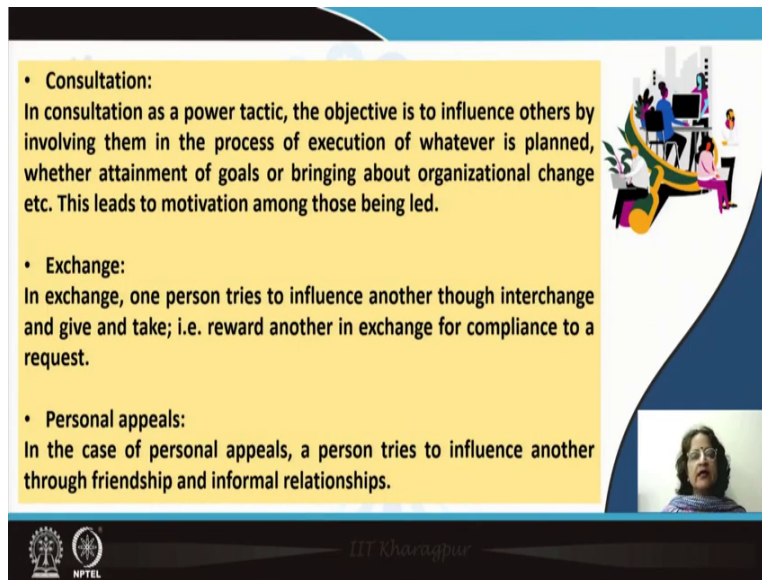
So, let us first come to legitimacy. Now, legitimacy as a power tactic, is based on the authority that one possesses because of the position that one holds. If you recall, we said that by virtue of holding a particular position in the organization, a manager is able to exercise authority over others. He is able to use power over others; he is able to get things done through another person; or through other persons. And the power of the manager actually is by virtue of his holding that particular position in the organization structure, and so the power which he holds, is legitimate power. It is also called position power. Now, legitimacy as an influence tactic, or as a power tactic, is based on the authority that one possesses, because of that position that he or she holds. And as per organizational policies, rules, regulations and procedures, he or she can use, you know, power, and can make another person or other persons do something which they otherwise would not do.

So, this power which the manager possesses over the subordinates, it actually comes from the position that he holds, and legitimacy which happens because of that position that he holds, can be used as a power tactic, and it is based on the authority that the manager possesses because of the position he holds, and because of organizational policies, procedures, rules regulations and so forth. So, this is the first influence tactic which is legitimacy.

Another tactic which can be used to influence others is rational persuasion, okay. Rational persuasion as the name goes, is the ability to be able to influence another person because of logic, because of facts, and because of the evidence that exists. So, a person may be able to influence another person, and make him or her do something because of the fact, that whatever he or she is saying is logical, is factual, is based on evidence. So, Person A, for example, a manager because of his expertise because of his experience, because of his knowledge, skills and abilities, may be able to influence the subordinates rationally as well, through logic, through facts, through you know, his evidence, through success stories of the past, on the basis of failure stories of the past, on the basis of experience. So, here based on logic, facts, experience, evidence from the past, evidence with respect to both success and failures as well as evidence in and around the company, outside the company, etc. the manager would be able to use rational persuasion as a tactic to be able to influence his subordinates or his assistant manager or his supervisor and so forth. So, rational persuasion is based on facts, is based on logic, and with evidence that whatever the manager is saying, is something which is sound; it is something which is realistic, and whatever he is saying or is requesting, is something which should be complied with because it is rational.

The third influence tactic is inspirational appeals. Now, the objective in inspirational appeals is to influence others through inspiration, through confidence by sharing a vision, sharing values, common goals so inspirational appeal aims at building an emotional connect with the followers. So, the leader or the manager or anybody who holds power, gets things done through others by inspiring them, by instilling a feeling of confidence in the followers, or in the subordinates, by sharing a vision, by sharing values, talking about common goals, and developing an emotional connect, and by developing this emotional connect he or she is able to influence the other person. Now, this emotional connect gets created because the leader or the manager, is able to share a vision, share goals, show a path for attainment of the goals, inspire the subordinates, instill feeling of confidence in them. So, the objective in inspiration appeal is to influence others, is to influence the subordinates through sharing of a vision, values goals, through inspiring them, through instilling a feeling of confidence in them, and through developing an emotional connect. So, this is what we mean by inspirational appeals as an influence tactic.

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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 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 tactic is consultation. Now, in consultation as a power tactic, the objective is to influence others by involving them in the process of implementing whatever has been planned, whether attainment of goals or bringing about organizational change, or etcetera. So, this leads to motivation among those who are being led. What happens is that the manager or the leader has set a goal, and he is showing a path towards attainment of the goal. Now, while setting of the goals and while, you know, illustrating a path to attainment of the goals, or by providing direction towards attainment of goals, he may also seek the views and suggestions and opinions of those who are subordinates, so those who are followers, who are actually going to implement, you know, the decisions or who are going to contribute towards attainment of the goals, or who are going to put in efforts towards the goals. So once these followers or these subordinates are also involved in the goal-setting process, or during the implementation process, you know, they would be more motivated towards attainment of the goals, or towards execution of plans, whether it is with respect to, you know, getting targets, or whether it is with respect to bringing about organizational change etcetera. So, in consultation the objective of the manager here, is to influence others by involving them, involving the subordinates, or by involving the followers, in the process of executing whatever has been planned. It would be even better if the subordinates or the followers are involved in the goal setting process as well, but even if they are not, if they are made to participate in the execution of whatever has been planned, whether it is with respect to attainment of goals, or whether it is with respect to organizational change, or adoption of

technology, or anything pertaining to the organization, so the followers and the subordinates would also be motivated towards attainment of those goals or towards execution of those plans, and bringing about, you know, like for example attaining goals or bringing about organizational change, or adoption of technology and so forth. So, in consultation, the manager aims at influencing others, or getting the support of others by involving them in the process of execution of whatever has been planned.

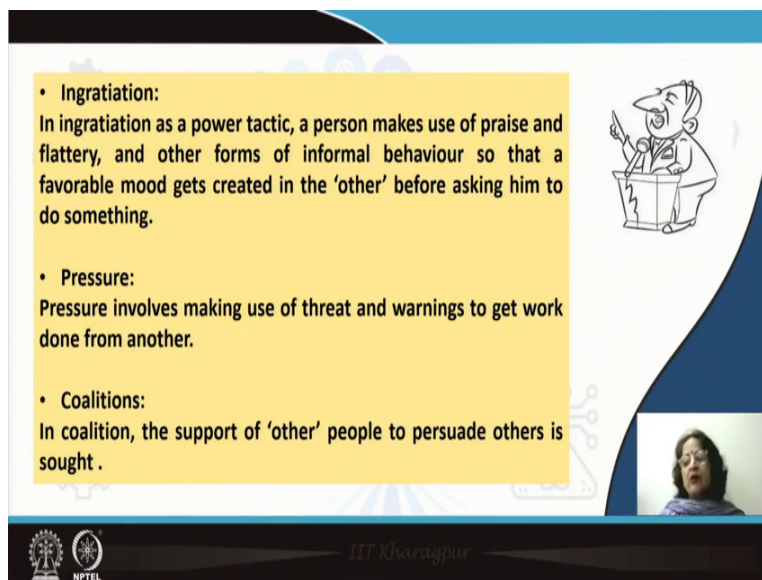
So, once the followers or once the subordinates or once those people who are supposed to execute the decisions, or those who are going to work hard to attain goals, once these people are involved in the process of planning and execution, they will be greatly motivated towards attainment of those goals. So, consultation is a power tactic; the objective is to influence others by involving them in the process of execution or whatever is being planned.

Another tactic which can be used to influence people is exchange. Now exchange as the name goes, is a give and take. So, in exchange one person tries to influence another through interchange and through give and take. So, so for example, rewarding another in exchange for a compliance to a request. So, here the manager is able to get things done through others or the leader is able to influence another, the followers or the subordinates, by giving something in return, you know, by rewarding them. So, the manager tries to influence the subordinates, or the followers through a give and take. So, you know, you put in efforts and you produce the deliverables within time and so I will give you a higher incentive or, I will, you know, recommend you for the next promotion or I will ensure that you are benefited through monetary or non-monetary benefits and incentives. So, because of this, the subordinate or the follower will be ready to comply to the wishes of the manager or the leader. So, here, in exchange the manager or the leader tries to influence the subordinates or the followers through an interchange of give and take. So, you complete the task within the time frame, and if you do so, you will be rewarded. So, the subordinate, or the followers, would be ready to comply to the wishes of the manager or the leader because they feel that they would be rewarded for that, and reward is something which is attractive and valuable.

Another tactic which can be used to influence others is personal appeal. So, in the case of

personal appeals, the manager or the leader tries to influence others through friendship, through informal relationships, and by building, you know, through these interpersonal relationships, through these informal interpersonal relationships, the manager is able to get things done through his subordinates. He is able to, you know, make the subordinates do something, and do whatever the manager wishes. So, in this way, so he is able to exercise his power over the subordinates. So, the manager is able to exercise his power over the subordinates through interpersonal relationships, through informal interpersonal relationships, and through his, you know, through his friendship with them, and so the subordinates are willing to do whatever the manager tells them to do, because of these informal interpersonal relationships that exist between the manager and the subordinates.

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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 threat and warnings to get work done from another.
- **Coalitions:**  
In coalition, the support of 'other' people to persuade others is sought .

The next power tactic or influence tactic is ingratiation. Now, in ingratiation as a power tactic, the person makes use of praise and flattery, and other forms of informal behaviour so that he can create a positive mood state; a favourable mood gets created in the other person before asking him to do something. So, if the manager wants to exercise power over his subordinate, and wants the subordinate to do, you know, something for him, a manager could always praise the subordinate, and flatter him, and try to bring the subordinate into a very positive receptive mood state so that the subordinate becomes receptive to any and every order of the manager, and the subordinate would willingly comply to the wishes of the manager, and obey the orders, and do whatever the manager is asking him to do. So, what the manager does here is, or what the leader

does here, is that he uses praise, he uses flattery, and he praises the subordinates, or the followers, he flatters them, and through this, he tries to create a favourable mood state in the subordinates or in the followers, and then once the favourable mood is set, the manager or the leader, you know, asks the subordinate or the follower to do something. And then because the subordinate or the follower is already in a very receptive state of mind and is happy that his boss has praised him, the subordinate or the follower would be ready to comply to the wishes of the manager or the leader. So, this is what is ingratiation.

Another power tactic that is used is pressure. Now, pressure relates more to the coercive power, where the manager or the leader makes use of threat, makes use of warnings, to get things done from the other person. So, pressure involves, you know, making use of threat and warnings; and managers often use coercive power. But as I have discussed in my earlier session with you, coercive power is something which should be avoided because it leads to only short-term gain. People will be ready to comply to the wishes of the manager, you know, just out of fear and not out of full-hearted commitment. So, you know, when you use coercive power, you are not actually able to bring in a positive attitudinal, you know, change towards task performance or towards organizational commitment. That is something which cannot happen when you use coercive power. So, when you use coercive power, you are not able to actually bring in attitudinal change which favours task performance, or you know, organizational commitment. You know, you are only able to use fear and get things done. So, it is, you know, useful only in the short run. In the long run, it could be detrimental. So, it is always best not to use too much of a coercive power, but yet in certain situations, managers need to use this coercive power and they need to pressurize, they need to make use of threat and warnings, to get work done from their subordinates. So, pressure may also be used as an influence tactic and in this case what happens, is that the manager makes use of threat, and makes use of warnings to get work done out of the subordinates.

Finally we have coalitions as an influence tactic. Coalition can also be used as an influence tactic. Now, what is a coalition? Now, coalitions are groups of people and, you know, in coalitions, the support of other people to persuade others is sought.



So, people get together as groups; the groups join together, and exercise influence to get things done. We will be talking about coalitions in a little more detail now, where we will see that in the case of coalitions, there are groups; there are different groups and when number of groups get together, the negotiating power increases; and the power to influence another also increases. So, in coalition the support of other people to persuade others is sought, and so when it is a group of people, who have to influence a few people, naturally the group is in a stronger position. So, the group, the coalition group, is able to influence the few others or the minority others and so, a number of groups, you know, forming a coalition, means the coalition is a bigger group, and they have a common goal, and so they exercise influence over the smaller group, or smaller number of people, or the minority group, and they can get things done through. So, the majority here, as a coalition is able to get things done; through the minority group or through the small groups. So, minority group here, means actually the smaller number of people who the bigger coalition players can then dominate. So, that is what a minority group is. Like for example, you know, let us say, Manager Production, Manager R&D, and Manager Marketing - they all get together, the department heads get together, and try to exercise control over the people working in the shop floor, okay; that production quality has to be good; that you know, production has to be on time, manufacturing has to be on time, and that you know, the consignment should be ready to go for sales in the market at the right time. Now, here the people getting together of the different departments, are trying to exercise control and influence over the people at the shop floor, who then become a smaller group or a minority group, as compared to the three bigger heads, or bigger managers with their team of assistant managers etc. So, it becomes a 'we' versus 'they', with the coalition being the 'we', and the smaller group or the minority group here, being the workers in the shop floor, being the 'they', and so the 'we' can get things done through the 'they' because of the tremendous power that the 'we' holds. So, the majority is able to get things done through the smaller group or through the minority group. So, that is what we mean by coalitions.

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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 and lateral.
  - Vertical influence:
    - Upward influence
    - Downward influence
  - Lateral influence

Now, people across countries, and people across cultures use different power tactics, and the influence tactics vary in terms of influence direction. As we discussed in the previous session, power flows in all directions, and influence direction may be vertical and lateral. So, when we talk of vertical influence, we are talking of upward influence and downward influence, and when we are talking of lateral it, is more to do with you know, either horizontal or diagonal influence that could happen. So in this case all the nine tactics which we just discussed can be actually, you know, categorized as upward influence tactics or downward influence tactics or lateral influence tactics.

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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

And so we see, that rational persuasion is an upward influence tactic. Downward influence tactics include again rational persuasion, inspirational appeals, pressures, consultation, ingratiation, exchange, legitimacy.

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• **Lateral influence**

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

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And lateral influence is again rational, persuasion, consultation, ingratiation, exchange, legitimacy, personal appeals and coalition. So, all of these nine tactics, which we mentioned, could be either, you know, used as a vertical influence which could be upwards and downwards, or they could be used as a lateral influence tactic.

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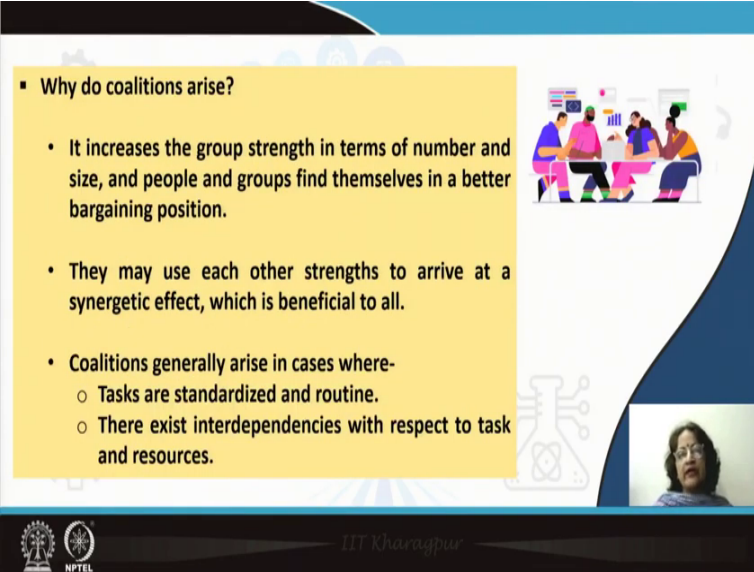
**Coalitions**

- Groups of people often get together temporarily to achieve a specific purpose, and this is called a coalition.
- The distinct groups have a common goal, and combine together to achieve the same.

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Now, we come to the next which is Coalitions. Now, what are Coalitions? Now, coalitions are groups of people who often get together temporarily to achieve a specific purpose. Like I just said that, you know, people from R&D and Marketing and Operations, get together to achieve a particular goal, and they exercise huge influence on others, you know, through whom they need to get work done. So, these groups of people have a common goal, and they get together to achieve the same. They realize that if they operate as single group entities, they may not be that powerful; they may not be able to reach their goal. So, they get together as a coalition, and work together to achieve the goals and to enhance their performance.

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Why do coalitions arise?

- It increases the group strength in terms of number and size, and people and groups find themselves in a better bargaining position.
- They may use each other strengths to arrive at a synergetic effect, which is beneficial to all.
- Coalitions generally arise in cases where-
  - Tasks are standardized and routine.
  - There exist interdependencies with respect to task and resources.

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So, why do coalitions arise? Now, whenever there are coalitions, it increases the group strength in terms of number, in terms of size of the group, and people and the groups there, find themselves in a better position to bargain, better position to negotiate. As I just said when three managers or three important functional areas get together, and managers meaning, managers, assistant managers, they become more powerful compared to the smaller group of workers who is left alone. And so these people may exercise huge control over them, because they are bigger in number as a group, they have huge strength, and very often the coalition partners have their own strengths and weaknesses. And they generally use all their strengths to arrive at a synergetic effect. What is a synergetic effect? A synergetic effect is when  $2 + 2$  is not 4 but  $2 + 2$  becomes 5. Okay that is a synergy.

Synergy happens when, you know,  $2 + 2$  is not 4, but 2 and 2 becomes 5;  $2 + 2$  becomes 5. So, getting together would lead to larger gains and so the coalition partners, they use their strengths to arrive at a synergetic effect, which can be beneficial for all the coalition partners. Now, coalitions generally arise in cases where tasks are standardized and routine, and where there exists interdependencies with respect to tasks and resources. Wherever there is a sequential and reciprocal task interdependence, and wherever there is, you know, sharing of resources involved, in those cases coalitions will arise. So, when there are coalitions, they are stronger; they are bigger; they are more powerful, and because the coalition comprises different groups, each of the group has their own strengths and their own weaknesses and they try to use their strengths together to enhance their own performance as well as the organizational performance. So, they try to arrive at a synergetic effect, and so we say that  $2 + 2$  does not remain 4, but 2 and 2 becomes 5. So, coalitions are very, very commonly seen, you know, as an influence tactic, where you know, when groups realize that if they are small, they are not in a good negotiating or a bargaining position. But if they join hands they could be, you know, on a stronger position. That is when the distinct groups, they get together, and they get together as a majority, and then they can influence those who remain as a minority group or as a smaller group.

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**CONCLUSION**

This brings us to an end of the third lecture on the topic "Power and Political Behaviour".

We shall continue with the topic in the next lecture.

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So, with this I come to an end of this lecture. These are the references. So, this is the IIIrd lecture on the topic, and now we will be continuing with the IVth lecture on the topic, and we shall continue with this topic, 'Power and Political Behaviour' in the next session. Thank you.