

9. Power & Organizational Politics

Figure 4.1

Three dimensions of managerial power and influence.

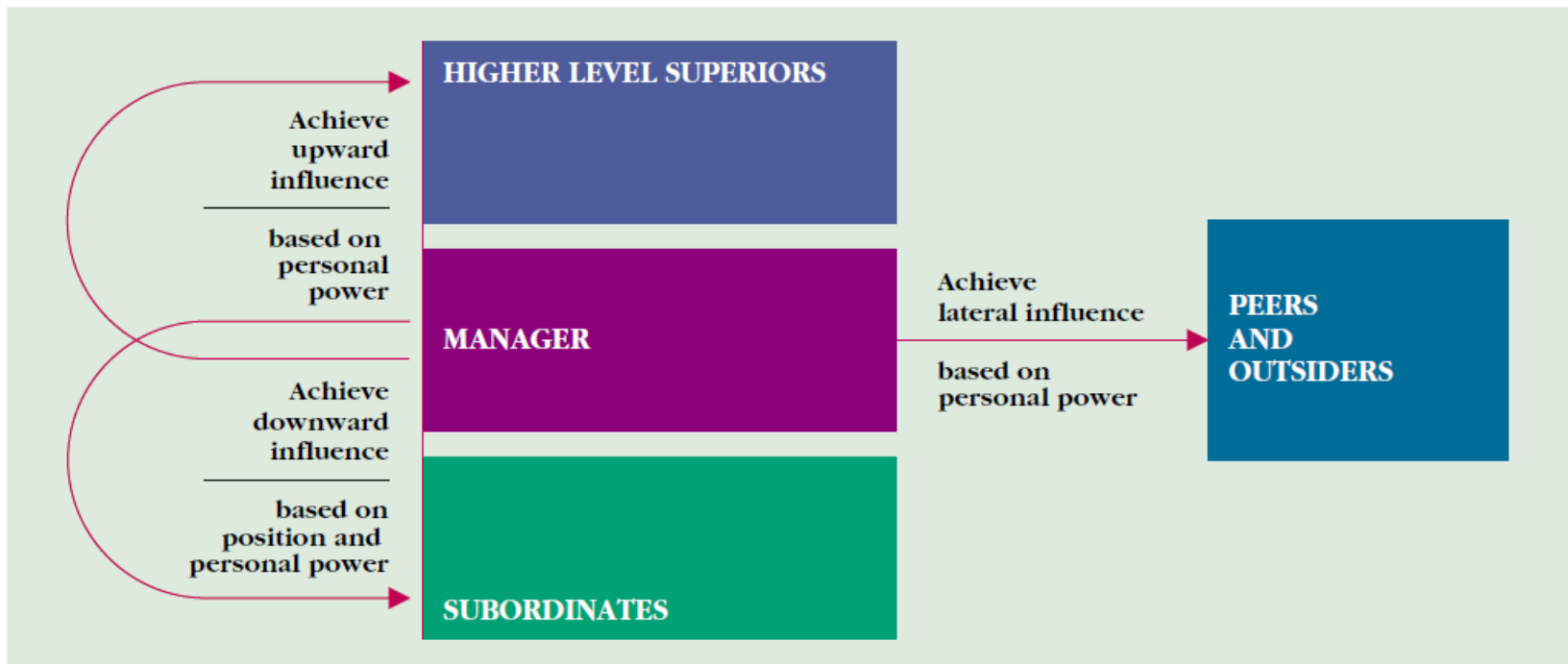


Figure 4.2

Hypothetical psychological contract for a secretary.

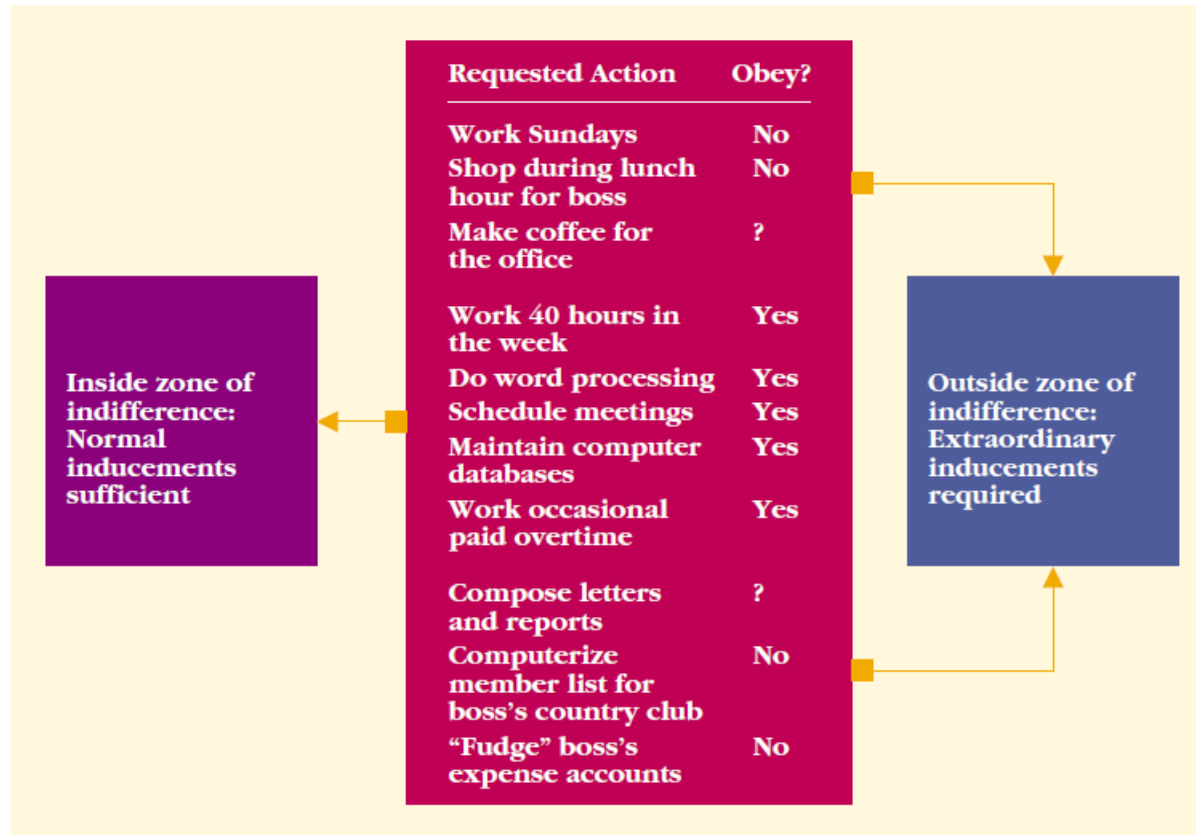
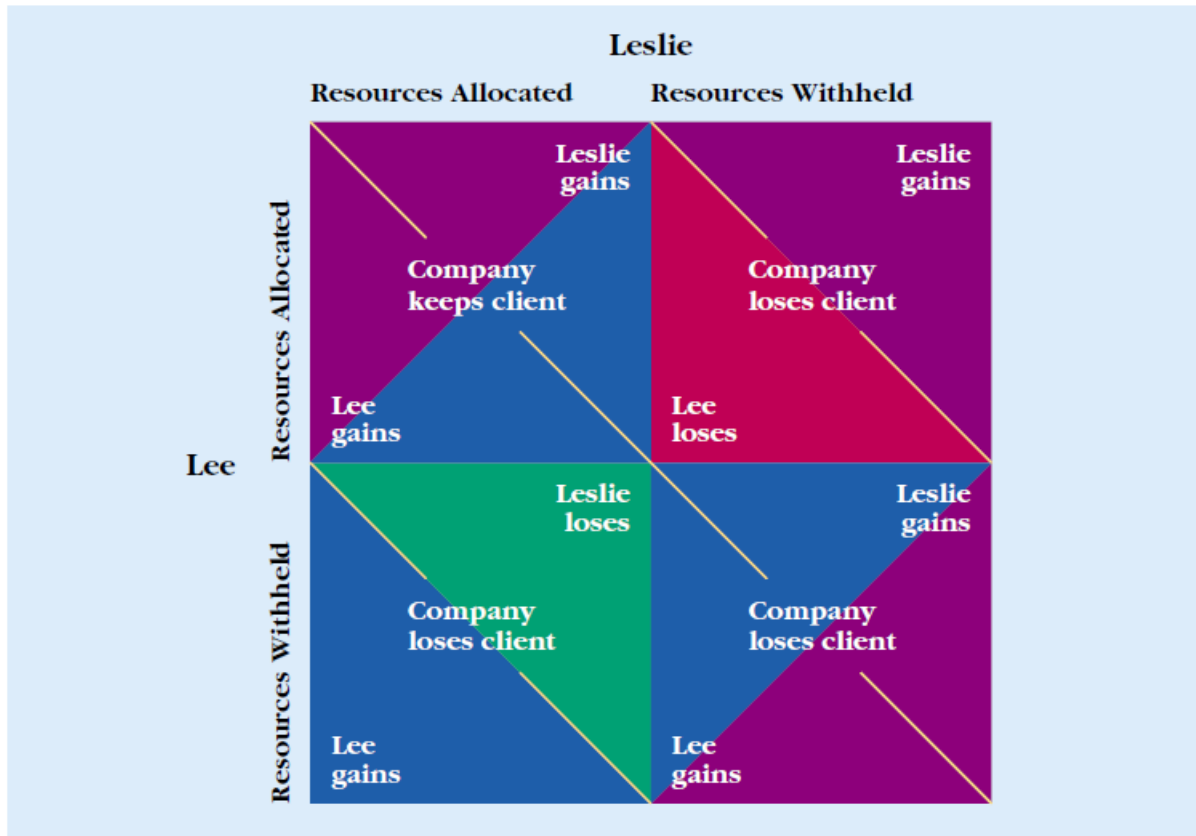


Figure 4.3

Political payoff matrix for the allocation of resources on a sample project.



GUIDELINES FOR GROUP CONSENSUS

1. Don't argue blindly; consider others' reactions to your points.
2. Don't change your mind just to reach quick agreement.
3. Avoid conflict reduction by voting, coin tossing, and bargaining.
4. Try to involve everyone in the decision process.
5. Allow disagreements to surface so that information and opinions can be deliberated.
6. Don't focus on winning versus losing; seek alternatives acceptable to all.
7. Discuss assumptions, listen carefully, and encourage participation by everyone.

HOW TO AVOID GROUPTHINK

- Assign the role of critical evaluator to each group member.
- Have the leader avoid seeming partial to one course of action.
- Create subgroups to work on the same problem.
- Have group members discuss issues with outsiders and report back.
- Invite outside experts to observe and react to group processes.
- Assign someone to be a “devil’s advocate” at each meeting.
- Write alternative scenarios for the intentions of competing groups.
- Hold “second-chance” meetings after consensus is apparently achieved.

Figure 2.14

Decision making viewed from the classical and behavioral perspectives.

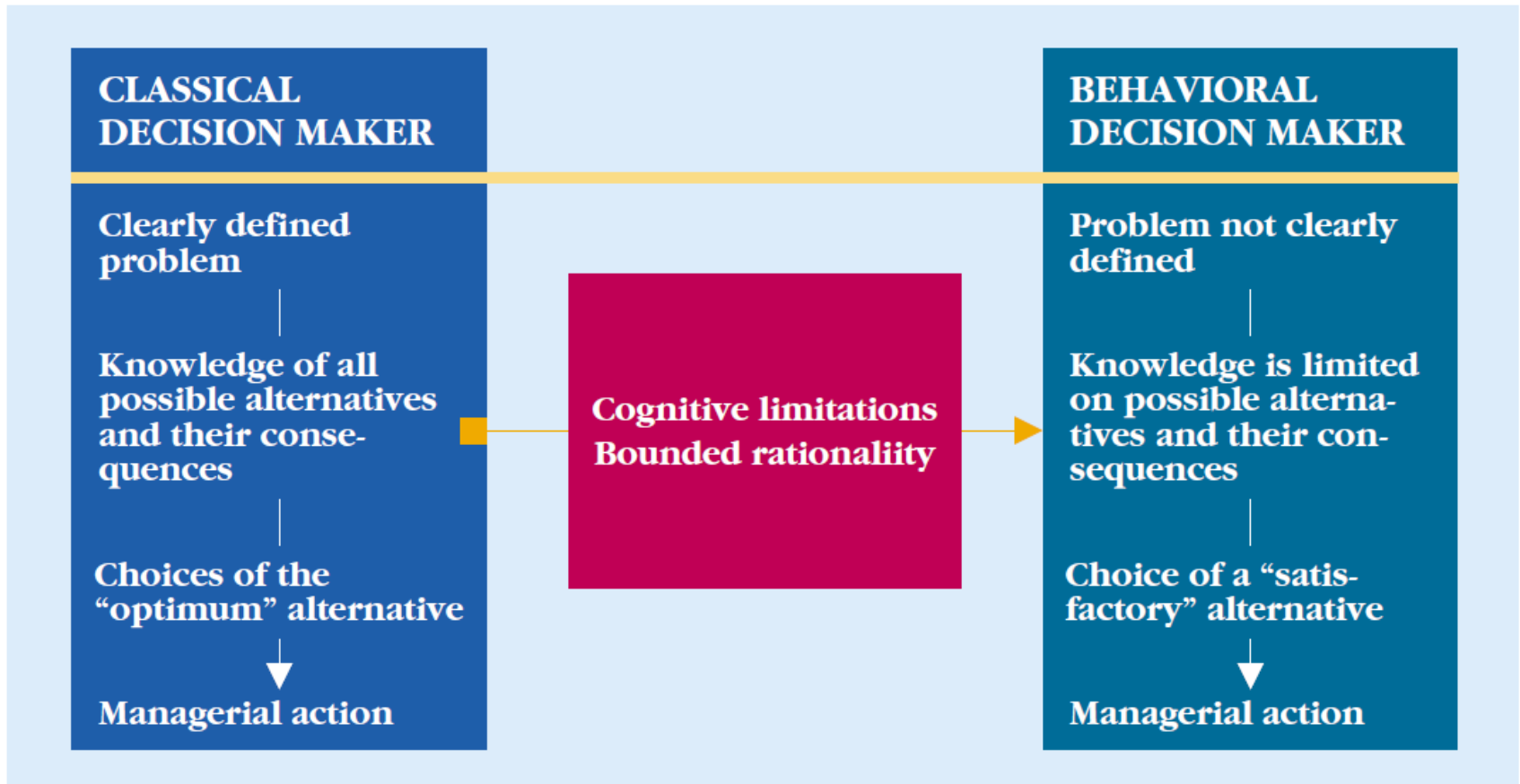


Figure 2.15

Selecting alternative decision-making methods: The Vroom and Jago decision process flowchart.

