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Effective Uses of Power

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Education

Effective Use of Power

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Desired Outcomes

To leave with a better understanding of what power is and how to use it effectively in the workplace.

To leave with some tools you can use to deal with power and other issues like conflict management and influencing.

To leave feeling that this was an effective use of your time today.

Agenda

- Beginnings
- Power Definitions
- Case Studies
- Influencing
- Enhancing Personal Power
- Application
- Endings

Ground Rules

- Listen
- Respect others
- Participate freely
- Cell phones on stun
- Sit on your hands
- Breaks as necessaries
- Bring good examples into our discussion
- Materials

What is Power

Power is the ability to

- Get someone to do _____ you want done
- Make things happen in the way you want

Influence is

- What you have when you _____ power
- Expressed by others behavioral _____ to your
- exercise of power

Power Stories

- Tell us about your _____ with power—good and bad, using and receiving.
- What and who are some of the great _____ of power of which you are familiar.

Abuse of Power

- What about _____ of power. What _____ have you had in this area?
- Many times is related to ethical issues

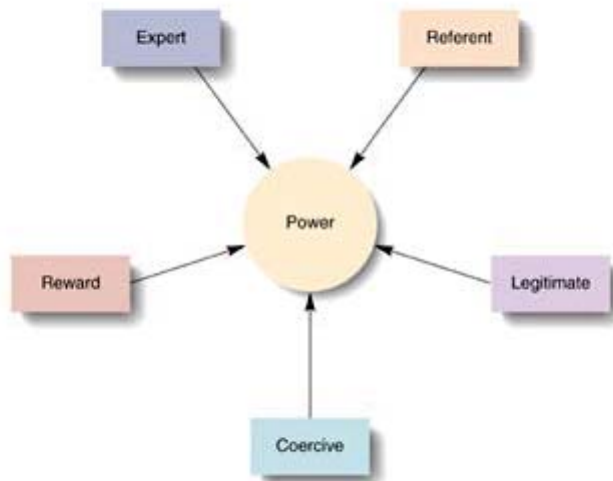
Power Learnings

- So far, what do we know about power that you would _____ with others—especially in the effective use of power?

A good manager is _____ in all four principal functions of a manager



Sources



Referent Power

Referent Power: Influencing behavior because of one's _____ attraction.

This is power resulting from one's personal _____.

Legitimate (Position)

Legitimate Power: Influencing behavior because of one's _____ position.

This is power that results from managers' _____ positions within the organization.

Coercive Power

Coercive Power: Influencing behavior by _____ or giving punishment.

This is power that results from being _____ to punish others.

Reward Power

Reward Power: Influencing behavior by promising or giving rewards.

This is power that results from being able to reward others in some way.

Expert Power

Expert Power: Influencing behavior because of one's _____.

This is power that results from one's _____ information or expertise.

PERSONAL POWER PROFILE

Contributed by Marcus Maier, Chapman University

Instructions: Below is a list of statements that may be used in describing behaviors that people in work organizations can direct toward others with whom they work. First, carefully read each descriptive statement, thinking in terms of how you prefer to influence others. Mark the number that most closely represents how you feel. Use the following numbers for your answers.

- 5 Strongly Agree
- 4 Agree
- 3 Neither agree nor disagree
- 2 Disagree
- 1 Strongly disagree

To influence others, I would prefer to

1. ___ Increase their pay level
2. ___ Make them feel valued
3. ___ Give undesirable job assignments
4. ___ Make them feel like I approve of them
5. ___ Make them feel they have commitments to meet
6. ___ Make them feel personally accepted
7. ___ Make them feel important
8. ___ Give them good technical suggestions
9. ___ Make the work difficult for them
10. ___ Share my experience and/or training
11. ___ Make things unpleasant here
12. ___ Make being at work distasteful
13. ___ Influence their getting a pay increase
14. ___ Make them feel like they should satisfy their job requirements
15. ___ Provide them with sound job-related advice
16. ___ Provide them with special benefits
17. ___ Influence their getting a promotion
18. ___ Give them the feeling the they have responsibilities to fulfill
19. ___ Provide them with need technical knowledge
20. ___ Make them recognize that they have tasks to accomplish

Power Assessment

Where do you fall on this personal power assessment?

Where do you _____to be on the assessment?

What are the _____?

Empowerment

- The process by which managers help others to acquire and use the power _____to make decisions affecting themselves and their work.
- Considers power to be something that can be shared by everyone working in _____and more collegial organizations
- Provides the foundation for self-managing work teams and other employee _____groups

Power and Influence

Hard to talk about power without talking about _____ also.

Persuasion/Influence Tactics



Rational Persuasion

Rational Persuasion: Trying to convince someone by using _____, logic, or facts.

Example: You know, all the _____ companies use this approach.

Inspirational Appeals

Inspirational Appeals: Trying to build _____ or confidence by appealing to others emotions, ideals, or values

Example: If we do this as a _____ gesture, customers will love us.

Consultation

Consultation: Getting others to _____ in a decision or change.

Example: Wonder if I could get your _____ about this matter.

Ingratiating Tactics

Ingratiating Tactics: Acting _____ or friendly or making someone feel good or feel important before making a request.

Example: I hate to _____ on your time, knowing how busy you are, but you are the only one who can help me.

Personal Appeals

Personal Appeals: Referring to _____ and _____ when making a request.

Example: We have known each other a long time, and I'm sure I can _____ on you.

Exchange Tactics

Exchange Tactics: Reminding someone of _____ favors or offering to trade favors.

Example: Since I backed you at last month's meeting, maybe you could _____ me this time around.

Coalition Tactics

Coalition Tactics: Getting others to _____ your effort to persuade someone.

Example: Everyone in the _____ thinks this is a great idea.

Pressure Tactics

Pressure Tactics: Using _____, threats, or _____ to gain compliance.

Example: If this doesn't happen, you'd better think about _____ out your desk.

_____ Others for Results

Assumptions

- You are not in a decision-making role.
- You need to gain the support of others.
- The further from the norm, the more need there is to plan well and use skill steps.

Influencing Others for Results

Skill Steps

1. Plan the best approach.
2. Establish _____ involvement in the situation.
3. Explain your recommendation and its benefits to all parties.
4. Ask for _____ and address concerns.
5. Ask for specific support you need and explain what you will do in return.
6. Agree on an action plan.

Personal Situations

Enhancing Personal Power

What can we do to enhance our personal power?

Setting Clear Expectations

1. _____ the task as specifically as needed.
2. Determine the output or deliverable.
3. If needed, outline the _____ to be taken.
4. Establish a target date and/or time.
5. Describe the _____ of the task.
6. Summarize understanding and express support.

Giving Feedback Effectively

(And living to tell about it.)

1. Convey your _____ intent.
2. Describe specifically what you have observed.
3. State the _____ of the behavior or action.
4. Ask the person to respond.
5. Focus the discussion on _____.

Situation #1—Zynga and Mark Pincus

Your Call: Which of the five sources of power do you think Pincus represents? Do you think you could follow his example?

“He has built a machine,” says venture capitalist Marc Andreessen. “Google is a tightly wired business machine. Microsoft is a tightly wired business machine. Apple is too. Zynga is very much in the mold of those other companies.”

The “he” Andreessen is talking about is Mark Pincus, CEO of Zynga, the social-gaming company that offers the online hit titles *Farmville*, *CityVille*, and *Draw Something*. Zynga makes money by offering games for free and then charging for virtual items, such as a puppy, horse, or barn in *Farmville*, that are “avidly hoarded by collectors, competitive players and obsessives.”

With a degree in economics from University of Pennsylvania, jobs in banking and an MBA from Harvard, Pincus moved to San Francisco in 1995. He started five companies and invested in many more. He started Zynga in 2007.

In August, 2010, while trying to negotiate a five-year partnership with Facebook, Pincus demanded a face-to-face meeting with Mark Zuckerberg. During the course of three marathon meetings, Pincus convinced the Facebook CEO that adding Zynga’s games would help Facebook gain users and revenue. “He is a *we’re going to make this happen or else type of person*,” says former Google CEO Eric Schmidt, who negotiated with Pincus earlier about Google’s taking a small stake in Zynga. “He is a fearsome, strong negotiator.”

Pincus, says Zuckerberg, “can deal with the pain of any short-term hit, to power through and get to where he wants to go.” One result is that Pincus has frequently clashed with board members and employees at companies he founded. He reportedly alienated some Zynga staffers by pushing them to work long hours and in a few cases even asking some founding team members to return equity (stakes in the company) because their potential rewards didn’t match what they were contributing.” Mark didn’t get where he is by being a softie,” says one former employee.

What explains this kind of intensity? Perhaps it came about because “I reached the point when I was 28 or 29 and...I literally thought my career was washed up. I just thought I had made a series of wrong decisions.” Pincus says, “A lot of times, I think, you become an entrepreneur when you feel like you have nothing else to lose.” The period of uncertainty began to crystallize for him that “my passion was creating consumer services that would change people’s lives that would change people’s lives—internet treasure—products that people can’t remember five before, or they can’t imagine life without.... That’s the cellphone. That’s Google. I hope it’s Zynga.”

From his early experience, Pincus learned that the most important thing is “know what your goal is, because if you don’t..., you will definitely never achieve it.” At Zynga, the goal is to not only provide users with entertainment but also to enhance the relationships in their lives. “I challenge our product teams that our games should let you meet one new person a day. We are getting there. People are getting married through it. It’s a whole new way to date. What I hope is that we create one of those forever brands and experiences like Google, that people look for in their lives.”

Situation #2—To Delay or Not to Delay

You have been hired by a vice president of a national company to create an employee attitude survey, to administer it to all employees, and to interpret the results. You have known this vice president for over 10 years and have worked for her on several occasions. She trusts and likes you, and you trust and like her. You have completed your work and now are ready to present the findings and your interpretations to the vice president's management team.

The vice president has told you that she wants your honest interpretation of the results, because she is planning to make changes based on the results. Based on this discussion, your report clearly identifies several strengths and weaknesses that need to be addressed. For example, employees feel that they are working too hard and that management does not care about providing good customer service. At the meeting you will be presenting the results and your interpretations to a group of 15 managers. You also have known most of these managers for the last 5 years.

You show up for the presentation armed with slides, handouts, and specific recommendations. Your slides are loaded on the computer, and most of the participants have arrived. They are drinking coffee and telling you how excited they are about hearing your presentation. You also are excited to share your insights.

Ten minutes before the presentation is set to begin, the vice president takes you out of the meeting room and says she wants to talk with you about your presentation. The two of you go to another office, and she closes the door. She then tells you that her boss's boss decided to come to the presentation unannounced. She feels that he is coming to the presentation solely looking for negative information in your report. He does not like the vice president and want to replace her with one of his friends.

If you present your results as planned, it will provide this person with the information he needs to create serious problems for the vice president. Knowing this, the vice president asks you to find some way to postpone your presentation. You have 10 minutes to decide what to do.

Who has the power in this situation?

What type of power is it?

If you were the consultant, what would you do?

Situation #3—The Copy Machine

Mary went to the copy machine to make some copies and found an interesting document on the glass that someone had left behind. Being curious, she looked at the document and realized that it summarized the salaries of everyone in her department.

Mary was more than surprised when she realized that a couple people, whom she considered to be slackers made more than she! She makes the copies she needs and heads back to her desk with the document.

Now that she had the information and the document, what should she do? What kind of power is this?

Situation #4—Witch hunt or bad management? Salt Lake City Public Library

Just what will happen next is anyone's guess in the story at the Salt Lake City Public Library and the widespread employee unhappiness with the director since 2008, Beth Elder. Here are a few things that seem strange to me in this situation.

First, though the library board members chosen by the Salt Lake City Mayor's office have deep influence on the direction of the library, none of my sources inside the SLCPL system know the board members. Often managers know the board members names', but several that spoke to me couldn't tell me the board members' reputations nor their allegiances. Many people told me that for literally decades familiarizing oneself with the board members seemed unnecessary because there was such faith in long-time director Nancy Tessman. That makes some sense. On the other hand, many employees and managers say the staff unhappiness began in 2008 when Elder was hired and has only grown since then, so it seems strange to me that people haven't done their homework on who these board members are.

Elder's contract is up for review soon. Only the board can fire her or choose to resign a new contract.

The other big strangeness is that I never got a very satisfying or clear answer from library leadership to what I see as the central question of this story. In early 2009, managers took a symbolic vote in which several sources who voted told me they overwhelmingly voted "no confidence" in Elder's leadership. Commenting on that vote, library board president Hugh Gillilan told me the first mediator/facilitator/consultant, Helen Reddick, was hired to try to allay hard feelings. Everyone agrees it didn't work; in fact, that vote of no confidence was taken at a meeting with Reddick.

Gillilan told me--and Elder was relayed this version of events and did not make any corrections--that a second contractor, Needham, was then hired, and mediating a better relationship between Elder and staff was only a part of his goals. A larger part of his mission was to assess the system's management structure and make recommendations about how to improve it. After that, the controversial reshuffling occurred and both Elder and Gillilan admit that implementation--at least in the short term--was sure to create more hard feelings in the no-one-likes-change sort of way.

So here's the central question: how did that evolution occur? Why was one consultant hired primarily to smooth things over only to be replaced by a new consultant whose recommendations were sure to rough things up? Did leadership come to believe that the unhappiness was intractable and not able to be relieved? Was there a calculation that the proposed reorganization was more valuable than any individual manager--or group of managers--who might resign or retire in response?

Gillilan was very unspecific in his response to this line of questioning. "You've got to look at the greater good;" was one thing he said, continuing that "Unhappiness among some staff can't be the key ingredient. ... I would hope that every member in the organization is thoroughly satisfied, but that's not realistic." Which, to me, sounds basically like you've got to break some eggs to make an omelet.

Strangely, Elder, in a separate interview, gave a strikingly different response that seems contradictory, at least to me (you be the judge). She said implementing Needham's report was an effort to address the root causes of the unhappiness among managers and "not treat the symptoms, but let's look deeper." For example, assistant manager positions at branches were eliminated to create full-time, management-level "outcome leads" who focus on implementing broad strategic goals, for example to oversee the

system's efforts in terms of technology. Before the shakeup, it seemed to be everyone and no one's job to implement these strategic goals, Elder told me, leading to manager frustration. So Elder argued that the reorganization--while it will cause anxiety at first--will allay staff unhappiness in the long-term, something Gillilan didn't even get close to mentioning.

So, which is it? The two most powerful people in the system gave what seem to me to be very different responses. How do you, dear reader, interpret these comments?

Underscoring this strangeness, while Gillilan and Elder discuss what portion of employees are unhappy--it's my judgment that a critical mass, at least, is very unhappy--they've made no efforts to measure this unhappiness. No polls. No employee round tables. No "evening with the director" events. And certainly *not* an open-door policy in which employees can direct complaints or concerns to *any* person in leadership of the organization (a human resources policy I've had in most employee handbooks at most of my employers that, I thought, was really standard-issue HR stuff). Indeed, Needham recommended and the board approved a one-way complaint system: Employees complain to their own managers, managers complain only to Elder--no one but Elder communicates with the Board.

I asked Gillilan: If you did a poll of current managers--which you haven't done--and again found that "no confidence" in Elder is nearly a unanimous sentiment, would you care? Would you do anything in particular? Would you change directions? "Obviously we would be concerned," he said. "But we'd want to ferret out the reasons. ... To vote 'no confidence' is a heavy brush to throw around. What does it really mean? Why? As a board member, I would want to have more indications as to specifics that justified such criteria."

That leads back to complaints from Gillilan and Elder that those who are complaining are doing so only anonymously--with the exception of retired and former employees, as well as the Library Employees Organization, or LEO, president. That then circles back to the widespread employee and management complaint that they fear retaliation. How that will be resolved--if it will be--is a mystery.

Salt Lake City Councilman Soren Simonsen's wife, Heather Simonsen, who resigned recently after having a baby, defends Elder. She calls the unhappiness and anonymous complaints a "[witch hunt](#)."

Situation #5—Vacation choices

Two employees of the support staff have requested the same two-week vacation period. They are the only two trained to carry out an essential task using a complex computer software program that cannot be mastered quickly. You have encouraged others to learn this process so there is more backup for the position, but heavy workloads have prevented this from occurring.

Situation #6—Sales Manager raise

A sales manager has requested a raise because there are now two salespeople on commission earning higher salaries. The work performance of this individual currently does not merit a raise of the amount requested, mostly due to the person turning in critical reports late and missing a number of days of work. The person's sales group is one of the highest rated in the organization but this may be the result of having superior individuals assigned to the team, rather than to the effectiveness of the manager.

Situation #7—Copy machine use

It has become obvious that the copy machine located in a customer service area is being used for a variety of personal purposes, including reproducing obscene jokes. A few copies have sometimes been found lying on or near the machine at the close of the business day. You have mentioned the matter briefly in the organization's employee newsletter but recently you have noticed an increase in the activity. Most of the office staff seems to be involved.

Situation #8—Piercings and tattoos

Three complaints have filtered upward to you from long-term employees concerning a newly hired individual. This person has a pierced nose and a visible tattoo. The work performance of the individual is adequate and the person does not have to see customers; however, the employees who have complained allege that the professional appearance of the office area has been compromised.

Situation #9—Flex-time problems

The organization has a flex-time schedule format that requires all employees to work the core hours of 10 am to 3 pm, Monday through Friday. Two department managers have complained that another department does not always maintain that policy. The manager of the department in question has responded by citing recent layoffs and additional work responsibilities as reasons for making exceptions to policy.

Situation #10—Romantic Mid-days

It has come to your attention that a manager and a subordinate in the same department are having a romantic affair openly in the building. Both are married to other people. They have been taking extended lunch periods, yet both remain beyond quitting time to complete their work. Colleagues have begun to complain that neither is readily available mid-day and that they do not return messages in a timely manner.

Situation #11—Disability discrimination

Two loyal department managers are concerned that a newly hired manager who is wheelchair-bound has been given too much in the way of accommodations beyond what is required by the Americans with Disabilities Act. They have requested similar changes to make their own work lives easier. Specifically, they cite office size and location on the building's main floor as points of contention.

