

“Rough Waters Ahead: Organizational Power, Politics, and Gender Communication”

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The Power Equation

POWER

A \longleftrightarrow **B**

Politics is the use of power to modify the organization’s structure, maintain the status quo, influence a decision...

**THE GOAL IS TO BE
EFFECTIVE**

How Effective Are You?

High	The Idealist	The Builder
<u>Service</u>	The Individual Achiever	The Prince
Low	Low	High

Power

- Leadership in Action Publication
Volume 18, No. 3 1998

Understand your Power Base, Expand it and Use it

- Types of Power (“Smart Power”)
- Power Bases (French and Raven)
 1. Expert Power
 2. Information Power
 3. Referent Power
 4. Legitimate Power
 5. Reward Power
 6. Connection Power
 7. Coercive Power
- Politics is the use of your Power Base toward an organizational goal or service.

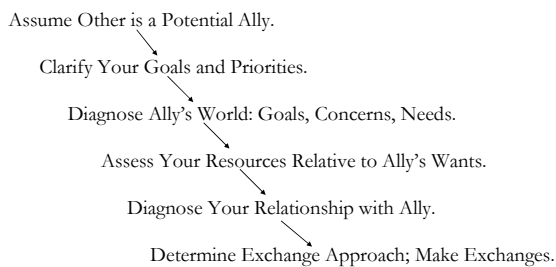
Understand the Notion of “Exchange”

- The “Justice Scale”



- The Cohen-Bradford Model

THE COHEN-BRADFORD MODEL OF INFLUENCE THROUGH EXCHANGE



Organizational Influence Strategies and Tips

- Assess the organization
- Gather information relentlessly
- What's your power base in different areas
- Walk the halls
- Plant seeds
- Share information strategically

- Learn about the concerns, interests, and agendas of others
- Anticipate/envision the moves of others
- Respect Special Interest groups - informal power groups
- Write notes vs. Face to Face
- Know when to use *Collaboration, bargaining and power approaches*

- Don't lose sight of the goal; select your battles carefully.
- Appreciate the time factor
- Understand systems and connectedness
- Use symbols. They are powerful
- Understand the power of meetings!!!
- Role ambiguity and power do not mix
- Take the high road-Ethics; watch for hubris

West Wing



- Reframe issues; find common ground
- Understand performance and reputation are intertwined
- The most powerful power position is...
- Build a team *before* you need it
- Time consuming/inefficient

“Gender Communication: What Really Matters”



WOMAN

- ▲ Engages in the world as an individual in a network of connections
- ▲ Seeks to build community and avoid isolation
- ▲ Desired outcome of conversation is connection in which confirmation and support are sought and given

MAN

- ▲ Engages in the world as an individual
- ▲ Seeks to reaffirm and develop his uniqueness through interactions
- ▲ Desired outcome of conversation is individuation in which identity, differentiation and status are clarified and maintained.

Adapted by Catherine Buntaine and Kent Linder, The Kaleel Jamison Consulting Group, from [You Just Don't Understand](#), by Deborah Tannen

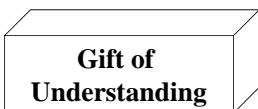
Conversations Characterized by:

- ▲ Directness about feelings
- ▲ Storytelling, multiple tracks, overlapping
- ▲ Listening, joining through empathy
- ▲ Troubles Talk
- ▲ Personal World Focus
- ▲ Directness about ideas & things
- ▲ Challenges, disagreements
- ▲ Banter, teasing
- ▲ Facts and Problem Solving
- ▲ External World Focus

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Women's Approach & Men's Approach

WOMAN



Rapport Talk

Talk for interaction and support

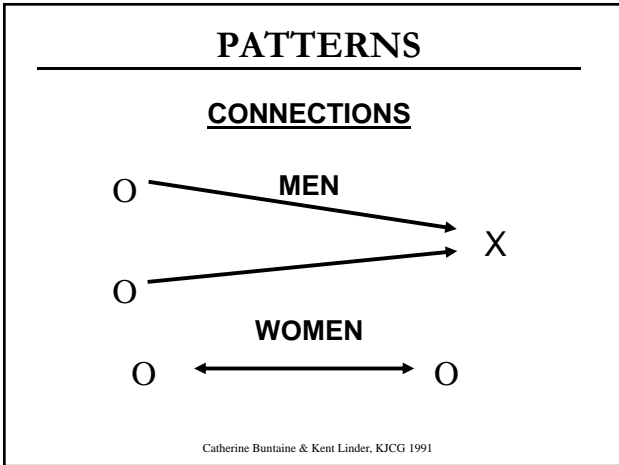
MAN

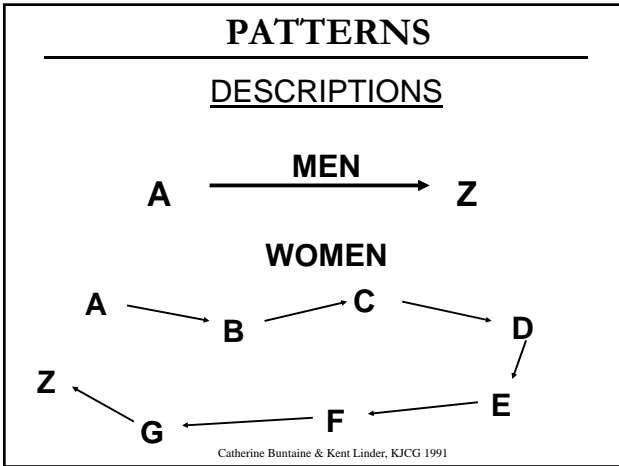


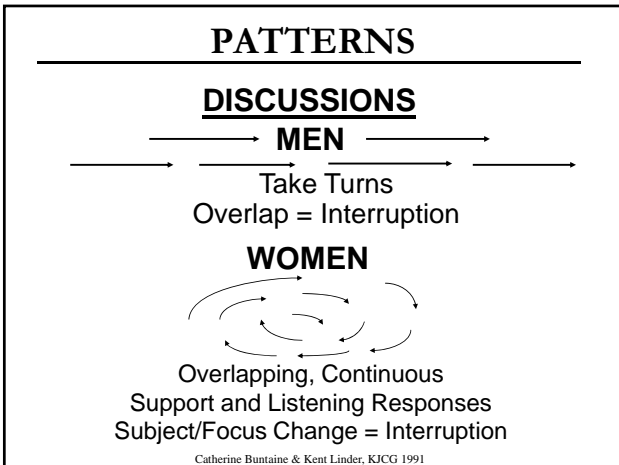
Report Talk

Talk for information and problem solving

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PATTERNS

EMOTIONS

WOMEN

- ▲ Express Wide Range of Emotions
- ▲ May Suppress Anger
- ▲ Feel Better After Expressing Emotions

MEN

- ▲ OK to Express Anger
- ▲ Vulnerable After Expressing Emotions
- ▲ Strongly Suppress Joy, Hurt, Frustration

Catherine Buntaine & Kent Linder, KJCG 1991

How Elected Officials Think

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