

| Organizational Structure and change | | Power And politics | | Power And politics (cont) | |
|-------------------------------------|--|----------------------------|--|---------------------------------|---|
| Organizational strategy | How company will allocate resources to achieve goals | Power | Potential to influence | Self interested politics | Working to shift outcomes in your best interest |
| Work specialization | Subdivided tasks | Those without power | More stress/Lower job security/Burnout | What causes politics | Scarcity, performance outcomes, goals |
| Departmentalization | Grouping jobs together | High vs LowPower Distance | High=Formalities and titles: Low=More informal | Communication Skills | |
| Chain of command | Whos reporting to who | Where does power come from | Others, Situational powers (Control over resources) Depsndencies (Control over access) | Barriers to Communication | Language, filtering, Percep- tion, Defensiveness, Emotions, Info overload, silence, lying |
| Span of control | How many people can be directed | Zero sum | Expanding others power with out makes our power less threatening | Denotation | Translation of words |
| Centralization and decentralization | Decision making authority | Connection power | Power over formal and informal relationships/n-etworks | Metaphors | Figure of speach |
| Formalization | Rules and regulations | Rational Persuasions | Logical arguments and facts | Rhetorical questions | Questions to make a point |
| Lewins 3 Step process | Unfreezing, Moving, Refreezing | Inspirational appeals | Appeal to one's values and goals, arouses enthusiasm | Moral conviction | Using your morals to influence |
| Simple Structure | Low departmentalization, wide spans of control, little formalization. Flexible but can slow down | Consultation | Involve the target in planning and decision making | Nonverbal communication | Body Position, facial expres- sions, Body position, eye contact, other physical gestures |
| Bureau- cracy | Pyramid, lower quality employees, obsessive concern with rules | Ingratiation | Flattery | Joint problem solving | Turning a problem into an objective |
| Matrix structure | 2 boses, more communication but power struggles | Personal Appeals | Appeal to friendship | Relationships or networks | |
| Boundary Spanning | building relationships, diverse networks, resources | Exchange | Mutual benefit | Leader Member Exchange (LMX) | Theory of manager subord- inate relationship quality (Higher=More trust) |
| | | Coalition tactics | Aid or support of others | Team Member Exchange (TMX) | Theory of Team members ability to contribute |
| | | Pressure | Threats and demands | Boundary Spanning Relationships | Hierarchal=Top/Mid level managers |
| | | Legitimating tactics | Rely on authority | | |
| | | Dependency | Key to power | | |

| Relationships or networks (cont) | | Leader and follower | | Leader and follower (cont) | |
|----------------------------------|---|---------------------------|--|---|---|
| Social Exchange | Building relationships through reciprocal interactions | Leadership | 2 or more people depending on an INFLUENCE | Hersey Blanchard | Focuses on follower readiness |
| Reciprocity | Exchanging things with others for mutual benefit | Leadership Vs Following | Leading=Influencing Following: Accepting influence | (Inspirational) Charismatic leadership | Inspire thru words ideas and behaviours |
| Components of reciprocity | Equivalence (fairness) Immediacy Interest | Shared Leadership | Leadership and followship roles rotate | (Inspirational) Transactional Leadership | Rely on rewards in exchange for accomplishment of goal |
| Networks | System of interconnected relationships | Distributed leadership | Influence distributed throughout institution | (Inspirational) Transformational Leadership | Transcend self interest for good of organization |
| Dyad, Triad, Clique | 2 People, 3 people, 4+ | Co Leadership | No Single person has unilateral power | Conflict Negotiation Decision Making | |
| Network centrality | Does actor have ties with others | Legitimate power | Formal Power | Functional Conflict | Supports goals and improves performance |
| Network density | Are all actors connected | Coercive power | TO punish or threaten | Dysfunctional Conflict | hinders group performance |
| Instrumental ties | Professional ties | Expert Power | Smart in an area | Substantive conflict | Fundamental disagreement |
| Expressive ties | Friendship ties | Informational power | has all info | Emotional conflict | Interpersonal Difficulties |
| Simmelian ties | Relationship between 2 actors | Reward power | Can reward employees | Relationship conflict | Emotional conflict over incompatibility |
| Homophily | Tendency for actors to form connections with similar people | Referent Power | Gives leaders ability to inspire | Status conflict | Hierarchical struggle between lower and higher power person |
| Cohesive network | People are connected | Trait Theories | Focus on traits that make a leader | Process conflict | over how work gets done |
| Bridging network | Connected to people who aren't connected | Behavioural theories | Specific behaviours differentiate leaders from non leaders: Leadership can be taught to anyone | Sources of conflict | Communication, Structure, Personal values |
| Brokering network | Connecting others to access of goods or info | Contingency theories | Focus on all outcomes in a crisis | How to manage conflict | Problem solving, developing goals, smoothing, compromising, avoidance |
| | | Fielder contingency model | An individual's leadership style is fixed | | |

Conflict Negotiation Decision Making (cont)

Negotiation Making joint decisions when people have different preferences

Bargaining power Strength in position

Substance Outcomes being negotiated goals

Relationship goals How well people work after negotiation

Distributive bargaining (win-lose) Dividing fixed resources

Integrative bargaining (win-win) Seeking settlements

5 steps to negotiation Develop Strategy: Define rules: Clarify/justify: Bargain/Problem Solve: Close and implement

BANTA Best Alternative To a Negotiated Agreement

Differences in negotiation Personality traits, moods, gender (women more cooperative)

Classical Decision Making Logical and rational

Behavioural Decision making Act in terms of perception

Systematic Decision making Analytical approach

Intuitive decision making Experience, learning based

Overconfidence bias Too optimistic

Conflict Negotiation Decision Making (cont)

Confirmation bias Seek what we want to hear

Heuristics Assessing a current event based on memory

Hindsight trap Overestimate ability to predict events after they happened

