

Thecasesolutions.com



SETTING PEOPLE UP TO SUCCEED: MODERATING THE EFFECTS OF POWER ON EXECUTION

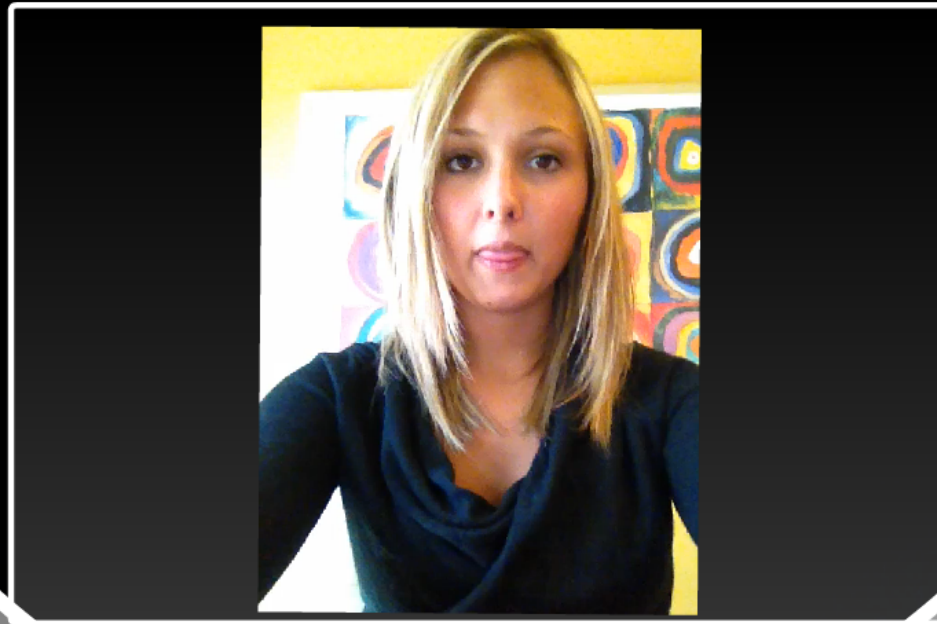
Thecasesolutions.com



SETTING PEOPLE UP TO SUCCEED: MODERATING THE EFFECTS OF POWER ON EXECUTION

What is power in
organizations?

Thecasesolutions.com



...e Already Has
...to power,
...n use power
(Morgan,
...be used as
...help
...ver also
...ho want to
...er.

Thecasesolutions.com

**The 14 sources
of power**

**Contr
techn**

«It (technology
an ability to ach
productive activ

Formal authority

Thecasesolutions.com

"A form of legitimized power that is respected and acknowledged by those with whom one interacts." (Morgan, 2006)

Formal authority can be divided into three sub-categories

- 1- Charismatic authority is when people respect someone because they like this person's qualities.
- 2- Traditional authority is when people respect the traditions and respect people who represent the values and symbolize these traditions.
- 3- Bureaucratic (or rational-legal) authority is when people respect someone based on procedures and formal rules.

Control of Scarce Resources

Thecasesolutions.com

People with power in organizations are often the ones who control the resources, from technology to human capital. «If the resource is in scarce supply and someone is dependent on its availability, then it can almost certainly be translated into power. » (Morgan, 2006)

Use of organizational structure,
rules, and regulations

Thecasesolutions.com

Structure, rules, regulations and procedures are fundamental in organizations. They protect those who created them, and ensure control and stability in the organization. People using the rules to their advantage can gain power.

Control of Decision Process

Thecasesolutions.com

The control of decision processes can be divided into three sub-categories. By influencing decision premises, people can have control on which decisions are made. Having the control of decision making processes consists in «important variables that organization members can manipulate and use to stack the deck in favor of or against a given action.» (Morgan, 2006) By influencing the issues and objectives, one can control decision making by preparing the reports and discussions in their best interests

Control of Knowledge and Information

Thecasesolutions.com

«By controlling these key resources (knowledge and power) a person can systemically influence the definition of organizational situations and can create patterns of dependency» (Morgan, 2006)