

The Power Game and the Players, Mintzberg

Interdepartmental Power

- Although theoretically all members of the same level of authority should have the same level of power, this is not always the case
- In business, each department also has a certain level of power associated

Strategic Contingency

- An event or activity that is paramount in importance for accomplishing the organization's goals

Coping with Uncertainty

- Subunits most capable of dealing with uncertainty typically acquire power. Those with anxiety over such situations typically have less power
- Adaptability is desired in each subunit, validating this point

Centrality

- Those closest to the main flow of work in an organization typically acquire power
- Those whose impact is more immediately felt typically have more power.

Substitutability

- How quickly a subunit can be replaced affects its power
- If easily replaced, then less power

Obedience to Authority

- According to Stanley Milgram in his experiments on "obedience to authority," 60-65% of those tested obeyed authority in their own free will, even when they had reason to believe their actions could cause another harm

Office and Power

- Power and Authority
- Power and Influence
- Power and Control
- Power and Responsibility

Playing Politics

Henry Mintzberg describes ways of coping "political games"

- Frustrating Game
- Creative-Minimizing Game
- Separating-Up Game
- Problem-Building Game
- Give vs. Staff Game
- Win-Win Game

Political Behavior

1. Usually outside the recognized power system
2. Designed to benefit and individual or specific subunit of company, often at the expense of the organization as a whole
3. Designed to acquire and maintain power



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Office and Power

- Power and Authority
- Organizational Power
- Personal Power
- Social Power

Playing Politics

- Henry Mintzberg describes ways of coping "political games"
- Frustrating Game
- Creative-Deceptive Game
- Separating-Up Game
- Problem-Building Game
- One-up, Staff Game
- Wall-to-Wall Game

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