

Power, Authority and Influence in Organization

Syndicate Group 11

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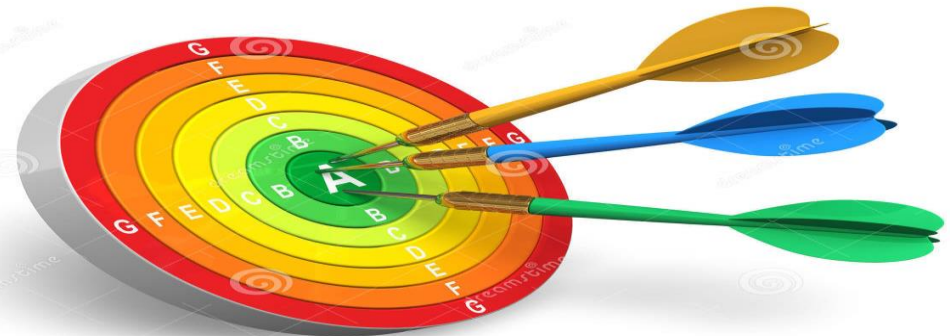
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Rationale

- ▶ *Efficiency is not about a title or a designation. It's about power, influence and inspiration. power involves getting results, influence is about spreading the passion you have for your work.*
- ▶ To persuade the thoughts, beliefs and actions of an individual or a group
- ▶ To ensure desired results in organization.



Influence

- ▶ It represents ability to affect outcome and depends on personal characteristics and expertise. When one person or group makes other to follow their behaviour like Dress code.



"I'm not disputing that you have a lot of power around the office. I'm just saying you need to follow the dress code."

Authority

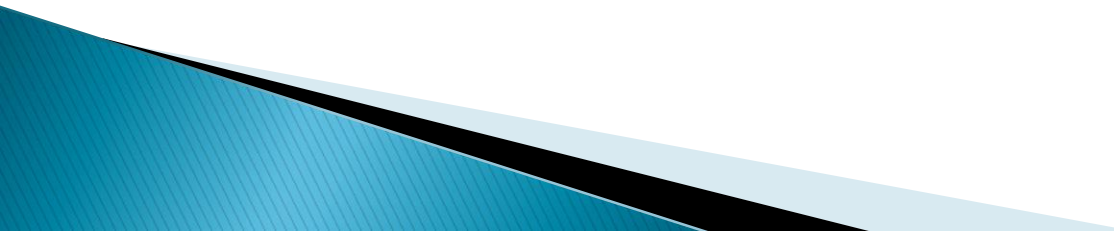
Authority It is the formal right given to a manager to command or to give orders to perform a certain task.

- Legitimate Power
- Right to delegate Work
- To ensure achievement of objectives of organization.

“Authority is the right to give orders and power to exact (get) obedience.”

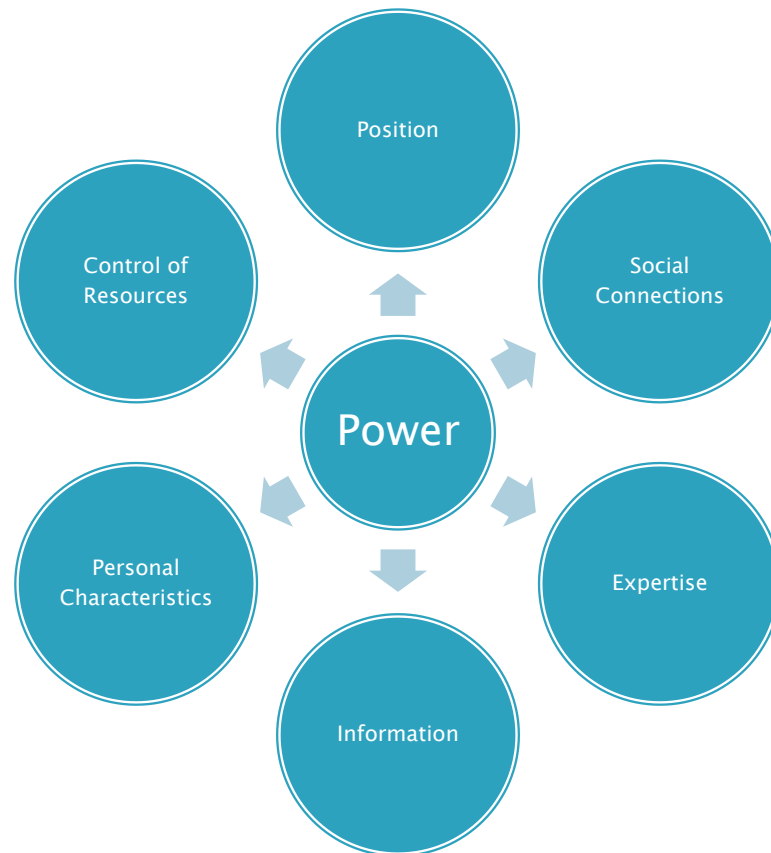
POWER

Power refers to the possession of authority and influence over others.

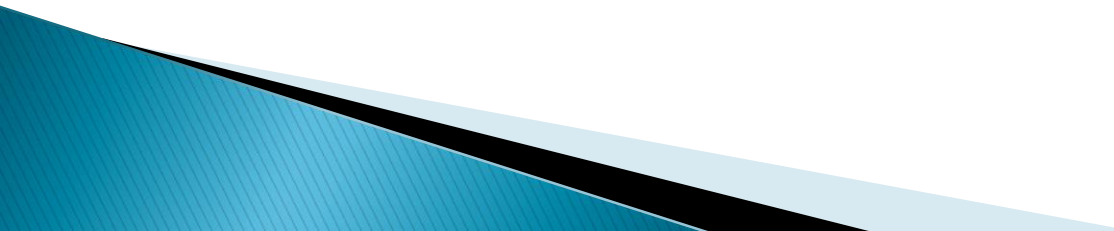
- It is a broader concept than authority.
 - Power is the ability or potential of a person to influence another person or a group to perform.
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Sources of Power

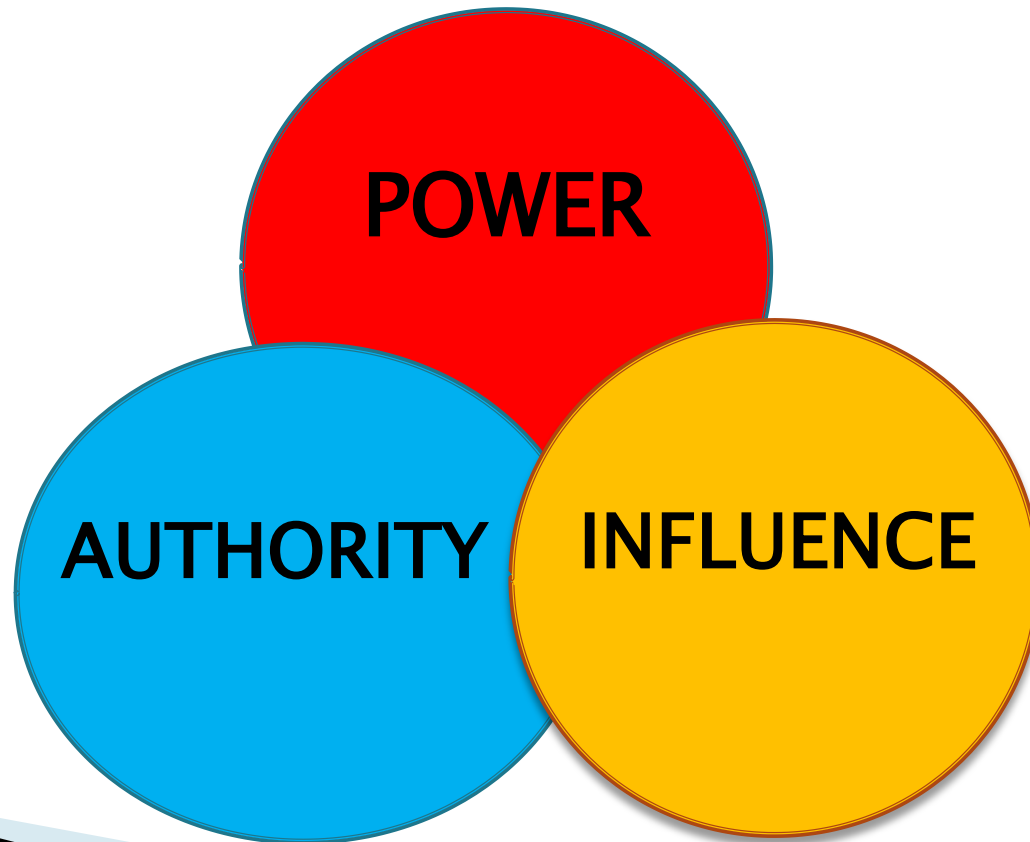
- ▶ French and Raven Framework (1960)



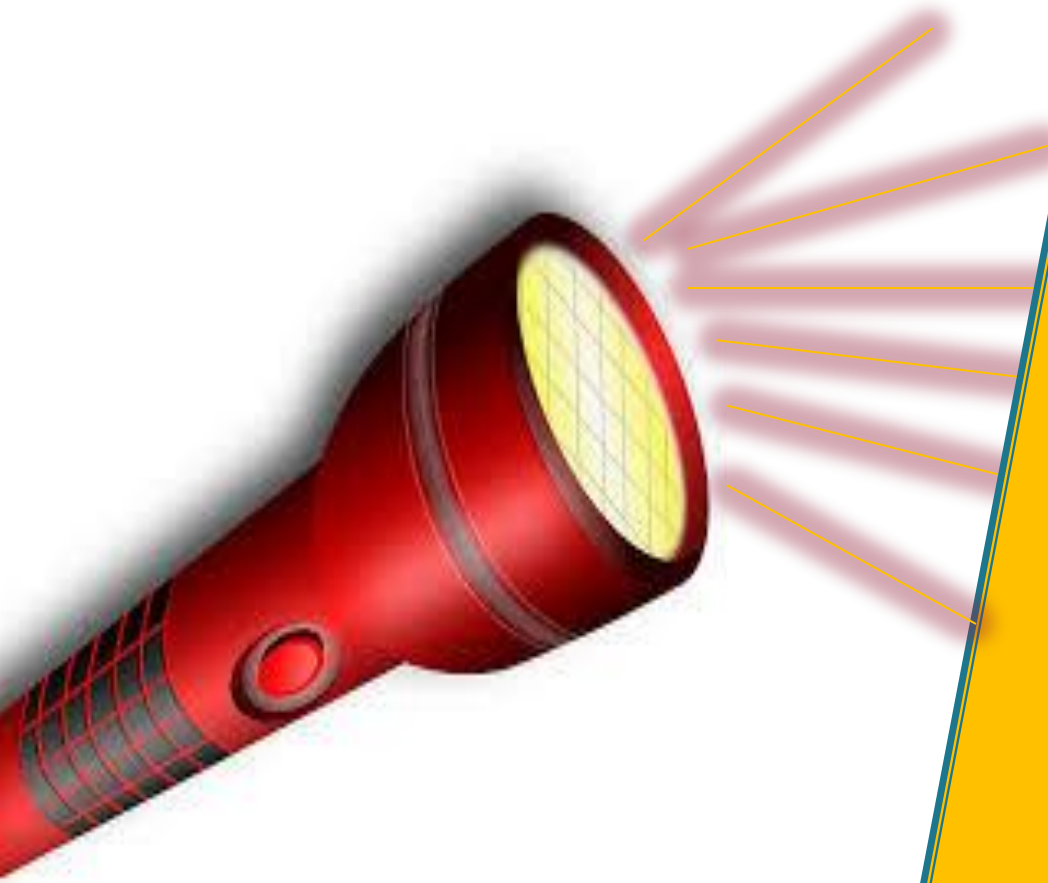
Basis of Power

- ▶ Personal Power
 - ▶ Legitimate Power
 - ▶ Expert Power
 - ▶ Coercive Power
 - ▶ Reward Power
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Comparing & Contrasting Power, Authority, Influence



Difference Between Power, Authority & Influence



1. Nature
2. Flow
3. Organizational Charts
4. Level of Management
5. Legitimacy
6. Position and Person

General Tactics For Influencing

Tactics	Mode of Operation
Rational Persuasion	Trying to convince someone by using reason, logic, or facts
Inspirational Appeals	Trying to build enthusiasm or confidence by appealing to others emotions, ideals or values
Consultation	Getting others to participate in a decision or change

Tactics	Mode of Operation
Ingratiating Tactics	Acting humble or friendly or making someone feel good or feel important before making a request.
Personal Appeals	Referring to friendship and loyalty when making a request .
Exchange Tactics	Reminding someone of past favors or offering to trade favors
Coalition Tactics	Getting others to support your effort to persuade someone
Pressure Tactics	Using demands, threats or intimidation to gain compliance
Legitimizing Tactics	Basing a request on one's authority or right, organizational rules or policies or express or implied support from superiors

THE IMPOSSIBLE DREAM

"We made the best decision we ever could in bringing Alex Ferguson to this club."
 Sir Bobby Charlton

"It has been an honour and an enormous privilege to lead your club and I have treasured my time as manager of Manchester United."
 Sir Alex Ferguson



SIR ALEX'S RECORD



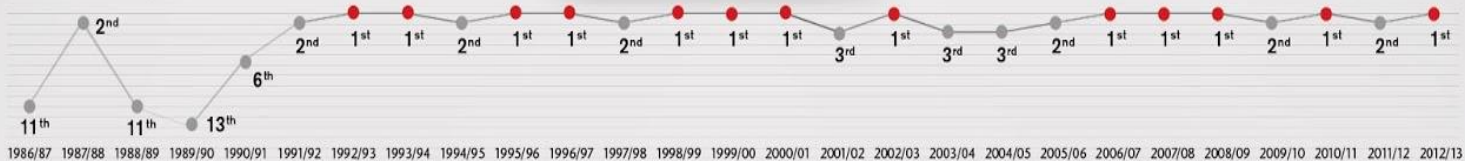
- 49** Manager faced most: Arsene Wenger
- 144** Sir Alex led United against 144 different clubs
- 4** Villarreal proved the most stubborn of tests. Sir Alex never beat the Spanish side, in four attempts (four 0-0 draws)
- 38** Sir Alex notched more wins (38) against Aston Villa and Tottenham Hotspur than any other club.
- 99** Champions League home games at Old Trafford

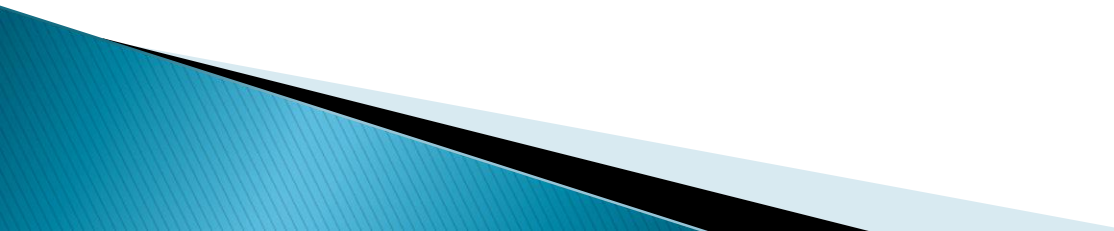


#THANKYOU
SIRALEX

manutd.com/thankyoualex

LEAGUE FINISHES UNDER SIR ALEX



- ▶ **Legitimate Power**– Sir Alex Ferguson was the club, he was undisputedly the man who had say as the manager of United
 - ▶ **Coercive Power**– was always ahead in applying pressure on referees, on his own players who defied him or were underperforming but he also used it to shield his younger players
 - ▶ **Reward Power**–He was instrumental in all appointments in his club and also for new wage negotiations and also for each selection and tactic
 - ▶ **Expert power**– Led Aberdeen to European Success and also Scotland in World Cup(Had many fallouts too)
 - ▶ **Referent Power**–Had the great ability to create the herd mentality in his team which helped them immenesely to take criticism
- 



SIR ALEX FERGUSON'S FORMULA

Eight leadership lessons from the former Manchester United Coach

- 1** Start With the Foundation
- 2** Dare to Rebuild Your Team
- 3** Set High Standards - and Hold Everyone to Them
- 4** Never, Ever Cede Control
- 5** Match the Message to the Moment
- 6** Prepare to Win
- 7** Rely on the Power of Observation
- 8** Never Stop Adapting

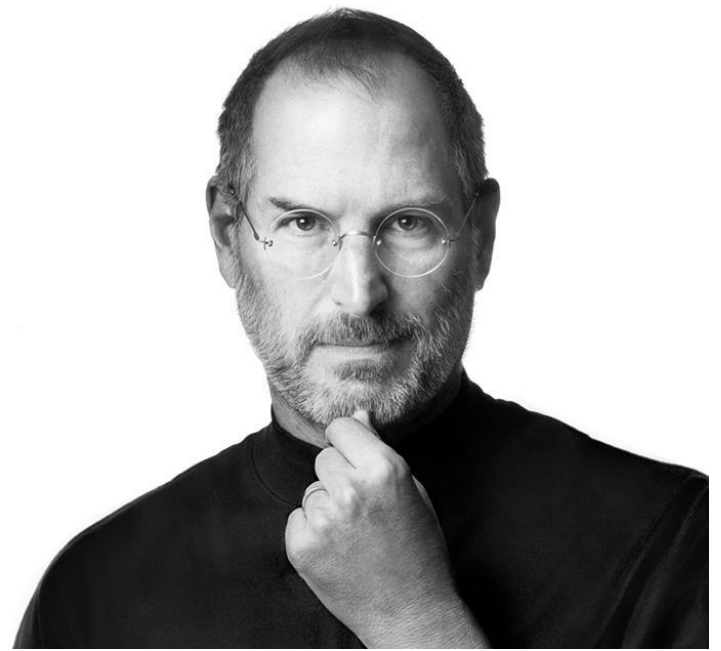
Sir Alex Ferguson THE MASTER OF FOOTBALL

THESE ARE THE NUMBERS OF MANAGERS CHANGED BY FOOTBALL CLUBS DURING SIR ALEX FERGUSON LAST 25 YEARS AT MANCHESTER UNITED. (Updated in March, 2012)

	24 MANAGERS REAL MADRID C.F.		14 MANAGERS F.C. BAYERN MUNICH
	19 MANAGERS F.C. INTER MILAN		14 MANAGERS MAN. CITY F.C.
	15 MANAGERS CHELSEA F.C.		13 MANAGERS A.C. MILAN
	14 MANAGERS JUVENTUS F.C.		11 MANAGERS F.C. BARCELONA



ANZ mZ



SILICON VALLEY



- ▶ Charismatic Authority: One he enjoyed as a “visionary”, “thought leader”, “trendsetter”
- ▶ Traditional Authority: The authority he enjoyed as CEO of the enterprise
- ▶ Rational Authority: being the face and head of the company he was responsible for restructuring the company when he came back

Management team



INFLUENCING CHANGE

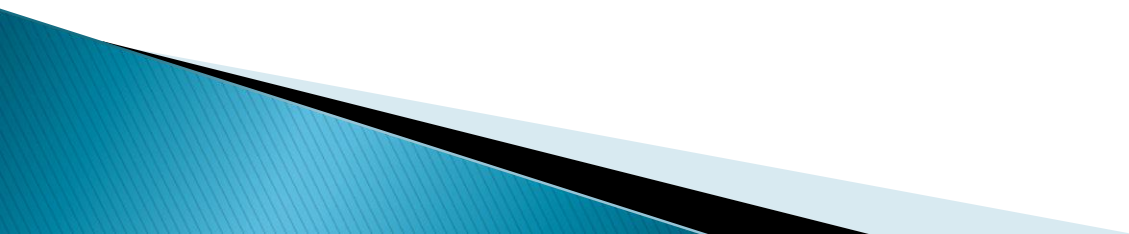
TACTICS	Change Management India Post
Rational Persuasion	Customer service orientation of department and Staff
Inspirational Appeals	Holding on to traditional values of respect and pride in nation service through work
Consultation	Integration in responsibility and management. Inclusive Decision making process.

TACTICS	CHANGE MANAGEMENT INDIA POST
Coalition Tactics	Mutual respect generation for ensuring support
Personal Appeals	Mutual respect and cultivation of shared values.
Exchange Tactics	Adoption of Welfare inducing policies to ensure active participants.

Conclusion

Influence ,Authority and power work as catalyst in generation of efficient outcome for organization.

Efficiency calls for a pragmatic approach towards use of power within organization.



▶ **Thank You**

