Chapter 12 – Power : Its uses and abuses in organizations

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| Centrality | The degree to which an organizational unit has a key impact on others because it has to be consulted and because its activities have immediate effects on an organization. |
| Charisma | An attitude of enthusiasm and optimism that is contagious; an aura of leadership. |
| Coercive power | The individual power base derived from the capacity to administer punishment to others. |
| Counterpower | The capacity to neutralize another’s influence attempts. |
| Empowerment | The passing of responsibility and authority from managers to lower-level employees. |
| Empowerment climate | A relatively enduring atmosphere in the workplace that is supportive of empowerment. |
| Expert power | The individual power base derived from an individual’s recognized superior knowledge, skills or abilities in a certain area. |
| Hostile environment sexual harassment | A form of sexual harassment in which individuals are subjected to negative, unwanted, or abusive conditions under which their ability to work effectively and comfortably is compromised. |
| Influence | Attempts to affect another in a desired fashion, whether or not these are successful. |
| Information power | The extent to which a supervisor has power by virtue of the information available to him or her. |
| Ingratiation | The practice of cultivating someone’s favor by agreeing with that individual. |
| Legitimate power | The individual power base derived from one’s position in an organizational hierarchy; the accepted authority of one’s position. |
| Nonsubstitutable | The degree to which an organizational unit is the only one that can perform its particular duties. |
| Organizational politics | Unauthorized uses of power that enhance or protect one’s own or one’s group’s personal interests. |
| Personal power | The power that one derives because of one’s individual qualities of characteristics. |
| Position power | Power based on one’s formal position in an organization. |
| Power | The capacity to exert influence over others. |
| Quid pro quo sexual harassment | A form of sexual harassment in which the harasser requires sexual favors in exchange for some tangible conditions, privileges, or terms of employment from a victim. |
| Referent power | The individual power base derived from the degree to which one is liked and admired by others. |
| Resource-dependency model | The view that power resides within subunits that are able to control the greatest share of valued organizational resources. |
| Reward power | The individual power base derived from an individual’s capacity to administer valued rewards to others. |
| Scapegoat | Someone who is made to take the blame for someone else’s failure of wrongdoing. |
| Sexual harassment | Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects and individual’s employment, unreasonably interferes with and individual’s work performance, or creates an intimidating, hostile or offensive work environment. |
| Social chameleons | Individuals who do whatever it takes to get others to like them. |
| Straightforwardness | The tendency for people to behave in ways that are frank, sincere, and candid in their dealings with others. |
| Strategic-contingencies model | A view explaining power in terms of a subunit’s capacity to control the activities of other subunits. A subunit’s power is enhanced when (1) It can reduce the level of uncertainty experienced by other subunits, (2) it occupies a central position in the organization, and (3) its activities are nonsubstitutable. |
| Uncertainty | Lack of knowledge about the likelihood of certain events occurring in the future. |