Organizational Frameworks

Structure (rationale)  Human Resources (people)
Culture and Meaning (Symbolic)  Politics (Conflict)

Power and Authority

Power
- The ability to get others to do what you want them to do
- Includes control that is coercive and control that is non-threatening

Authority
- Narrower in scope than power
- The probability that certain specific commands from a given source will be obeyed by a given group of persons (Weber, 1947)

Sources of Authority

- Legitimate power
  - In schools - superior-subordinate
  - Willingness of subordinates to comply
  - Power relationships are legitimized by group norms
Types of Authority - Weber

- Charismatic Authority
- Traditional Authority
- Legal Authority
- Formal authority
- Functional Authority
- Informal Authority

Zone of Indifference

(Fromard, 1938)

- Accept orders without question - promotes minimum compliance
- Promotes minimal compliance
- Does not encourage responsibility
- Administrators need to combine authority of leadership with authority of the position

Authoritarianism

- Not likely to command loyalty, trust, and support
- Seen as an infringement on professional autonomy
- Support authority based on professional competence
Authenticity of Principal

Authentic
• Accepts responsibility for their actions
• Non-manipulating
• Does not blame others or hide behind their formal position
• Avoid authoritarian behavior

Inauthentic
• “Passes the buck”
• Blames others for not being successful
• Hides behind his/her formal position
• Manipulating

Sources of Power

• Authority implies legitimacy not all power is legitimate
• Leaders have the power to get others to comply
• Administrators have either organizational or personal power

Types of Power

• Reward Power
• Coercive Power
• Legitimate Power
• Referent Power
• Expert Power

Organizational
Personal
Consequences of Power
(Etzioni, 1975)

- Referent Power
- Expert Power
- Legitimate Power
- Reward Power
- Coercive Power

Guides for Administrators

- Avoid coercive power
- Use organizational power to develop personal power
- Use personal power to motivate and create commitment

Empowerment

- Administrators share power and help others use it constrictively to make decisions
- Delegates authority
- When subordinates are empowered expertise becomes more significant element in power relationships
Mintzberg’s Power Perspective
(Mintzberg, 1983)

- Control of a resource
- A technical Skill
- A body of knowledge
- Legal prerogatives
- Those who have access to power holders

Internal Power Systems
(Mintzberg, 1983)

- System of Authority - flow through legitimate channels
- System of Ideology - culture and climate
- System of Expertise - interplay among professionals to solve problems
- System of Politics - a set of games that power holders play

Imperatives for Effective Administrators

- Extend authority
- Use system of ideology
- Empower teachers
- Know and understand the system of politics
Power, Rationality, and Rationalization

- Rationality - application of evidence and reasoning
- Rationalization - attempts to make decisions seem rational after they have already been made
- Power defines reality

Power blurs the difference between rationality and rationalization

- In practice difficult to distinguish between rationality and rationalization because rationalization defines rationality
- Administrators convince themselves of merit and rationality of their rationalizations
- Behind the scenes power and rationalization dominate

Power allows leaders to define situations

- The greater the power the less the need to discover facts
- Power and politics are inevitable in organizations
- Knowledge and rationality have little weight
- Power trumps knowledge and can define situations
- The use of power can be more effective than an appeal to objectivity, facts, knowledge or rationality
Organizational Power and Politics - External Coalitions

- Organizational politics - is individual or group behavior that is informal, typically divisive, and illegitimate
- Coalitions - groups who bargain among themselves to determine the distribution of power

- Dominated external coalitions
- Divided external coalitions
- Passive external coalitions

Organizational Power and Politics - Internal Coalitions

External coalitions shape internal coalitions. Tends to weaken the internal coalitions

- Types:
  - Personalized
  - Bureaucratic
  - Ideological
  - Professional
  - Politicized

Power Game - Hirschman (Exit, Voice, Loyalty, 1970)

Power Matters; members have three basic options

- Exit - exit and no longer influence
- Voice - Stay and play - try to change the system
- Loyal - stay and contribute

Those who leave have little longer influence;
Those who stay and speak become influencers
Politics like all power can solve organizational problems

- Ensures strongest members are in positions of leadership
- Ensures all side of an issue are debated
- Administrators play political games to implement their decisions

Political system is a mass of competing power groups seeking influence

Political Tactics

- Ingratiating
- Networking
- Information management
- Impression management
- Coalition building
- Scapegoating
- Increasing indispensability

Costly Political Mistakes

- Violating chain of command
- Losing temper in public
- Saying no too often to superiors
- Challenging cherished beliefs
Mintzberg’s Political Games

- Insurgency games
- Rival Games
  - Line and Staff
  - Rival Camp

Power-Building Games

- Sponsors
- Alliance building
- Empire building games
- Expertise building games
- Lording games

Rival Games

TO DEFEAT COMPETITORS
- Line and Staff
- Rival Camp
Change Game

- Strategic candidates game
- Whistle blowing game
- Young Turks game

Conflict Management

- Neither good or bad
- Necessary for involvement
- Used to balance power and improve communication
- Revolves around issues - promotes problem solving
- Can be a creative force for change

Conflict Management Styles

- Avoiding style
- Compromising style
- Competitive style
- Collaborating style
- Accommodating style