Navigating Change From the Middle: How to Enact Positive Change When You’re Not the Decision-Maker

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Figure 1. Horizontal and Vertical Structures in Higher Education

Keeling, et. al., 2007
Today’s Learning Outcomes

At the conclusion of this presentation, attendees will be able to:

- Define the 6 bases of power
- Define Power/Interaction Model of Personal Influence, specifically how it builds on the 6 bases of power.
- Identify which bases of power are at play in real-world higher education scenarios.
- Identify how power bases contribute to workplace dynamics.

**Power:** the ability or potential to influence

French & Raven, 1959; Raven 1992
Employ power to change a target’s:
- Beliefs
- Attitudes
- Behaviors

Six Bases of Power
- Reward
- Coercive
- Legitimate
- Expert
- Referent
- Informational
Reward

The perception of the actor that the influencer has the ability to reward them or remove/mitigate negative factors

Personal vs. Impersonal

Coercive

The perception of the actor that the influencer has the ability to punish or reject them if they do not conform to the influence attempt

Personal vs. Impersonal
Legitimate
Influencer feels they have the genuine right to ask for compliance with a request
- Position
- Reciprocity
- Equity
- Dependence

Expert
Influencer knows best or is the expert
Referent
Based on identification with or desire to identify with the powerholder

Informational
Compliance as a result of rational explanation of the why

Direct vs. Indirect
Power/Interaction Model

Raven, 1992

Motivation to Influence
1. Attain extrinsic goals
2. Satisfy internal needs—power, status, security, self-esteem
3. Role requirements, higher authority
4. Motivation of the influence—desire to benefit or harm
5. Desired status in the eyes of self, target, third parties

Assessment of Available Power Bases
1. Reward Resources
2. Coercive Resources
3. Legitimacy
4. Expertise
5. Reference (identification)
6. Information
7. Manipulation possibilities
8. Indirect influence possibilities
9. Invoking or diminishing power of third parties

Assessment of Available Bases in Relation to Target, Power Preferences, and Inhibitions
1. Costs and Efforts
2. Secondary gains and losses
3. Norms and values
4. Relation to self-perception
5. Time Perspective

Preparing for Influence Attempts
1. Setting stage or scene
2. Enhancing or emphasizing power bases
3. “Softening up” target
4. Others

Choice of Power Bases, Influence Attempt: Choice of Mode

Effects
1. Positive or negative effects
2. Public-private effects on other power bases
3. Side effects
   a. Changes in perception and evaluation of agent and target
   b. Attempts to repair damage

FIGURE 1 Model of Power Action From Perspective of Influence Agent

Raven, 1992
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Motivation to Influence
1. Attain extrinsic goals
2. Satisfy internal needs—power, status, security, self-esteem
3. Role requirements, higher authority
4. Motivation of the influence—deny to benefit or harm
5. Desired status in the eyes of self, target, third parties

Assessment of Available Power Bases
1. Reward Resources
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Assessment of Available Bases in Relation to Target, Power Preferences, and Inhibitions
1. Costs and Effects
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Preparing for Influence Attempts
1. Setting stage or scene
2. Enhancing or emphasizing power bases
3. "Softening up" target
4. Others

Choice of Power Bases, Influence Attempt: Choice of Mode

Effects
1. Positive or negative effects
2. Public-private effects on other power bases
3. Side effects
   a. Changes in perception and evaluation of agent and target
   b. Attempts to repair damage

FIGURE 2 Model of Power Action from Perspective of Influence Target

Motivation to Target
1. Maintain current state or opposed state
2. Satisfy internal needs—power, status, security, self-esteem
3. Role requirements
4. Motivation of the agent—desire to benefit or harm
5. Desired status in the eyes of self, agent, third parties

Assessment of Self in Relation to Agent
Perception of Power Bases of Agent
Assessment of Likelihood of Implementation of Threats and Promises

Anticipation of Influence Attempt
1. Preparatory acceptance
   a. bargains
   b. negotiation
2. Preparatory resistance
   a. developing counter arguments
   b. defences against coercion
   c. re-evaluation of other
   d. "tying one's hands"
   e. recruitment of defectors

Evaluation of Influence Attempt in Terms of:
1. Propriety
2. Effect on self-esteem
3. Views of third parties
4. Costs of compliance or non-compliance
5. Surveillance

Side Effects
1. Changes in perception of agent and self following influencing act
2. Dissonance reduction and new perceptions
3. Attempts to repair damage
4. Changes in power relationships

Effects
1. Positive or negative influence
2. Public or private change

Raven, 1992
Apply what we’ve learned:

You have been asked to chair a committee that needs to identify a new appointment scheduling software for your campus. The committee members include advisors from the different departments on your campus, along with the Vice Chancellor for Students and the IT Manager. The advisors are hesitant to implement something new because of the workload involved, the vice chancellor is concerned about cost and the IT manager loves all new technology and wants to move to a new system as quickly as possible.

What are some ways you could employ the six power bases to accomplish this task?

Thank you!

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