

VI

In the name of the most high

Interests, Conflict, and Power

Organization As

POLITICAL SYSTEMS



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Key words :

- ★ Interests
- ★ Conflict
- ★ Power
- ★ Government system
- ★ Political system
- ★ ...



Why can we
use a political
system as a
metaphor?



What's the meaning of
policy?





Organization as systems of government

- ◆ Bureaucratic organization = Democratic society
- ◆ Technocratic organization = Capitalist society

Organization as systems of political activity

- ◆ Autocracy
- ◆ *Bureaucracy*
- ◆ *Technocracy*
- ◆ *Democracy*



Analyzing Interests

task

career

external



Analyzing Interests





Understanding conflict



Exploring Power

- ◆ Power is the medium through which conflicts of interest are ultimately resolved .
- ◆ Power influences who gets what , when , and how .



The following are among the most important sources of power:

- ◆ FORMAL AUTHORITY
- ◆ CONTROL OF SCARCE RESOURCE
- ◆ USE OF ORGANIZATIONAL STRUCTURE, RULES , AND REGULATIONS



The following are among the most important sources of power:

- ◆ CONTROL OF DECISION PROCESSES
- ◆ CONTROL OF KNOWLEDGE AND INFORMATION
- ◆ CONTROL OF BOUNDARIES



The following are among the most important sources of power:

- ◆ ABILITY TO COPE WITH UNCERTAINTY
- ◆ CONTROL OF TECHNOLOGY
- ◆ INTERPERSONAL ALLIANCES , NETWORKS , AND CONTROL OF "INFORMAL ORGANIZATION"



The following are among the most important sources of power:

- ◆ CONTROL OF COUNTERORGANIZATIONS
- ◆ SYMBOLISM AND THE MANAGEMENT OF MEANING
- ◆ GENDER AND THE MANAGEMENT OF GENDER RELATIONS



The following are among the most important sources of power:

- ◆ STRUCTURAL FACTORS THAT DEFINE THE STAGE OF ACTION
- ◆ THE POWER ONE ALREADY HAS


The Ambiguity Of Power



Management pluralist organization


- ◆ Unitary
- ◆ Pluralist
- ◆ Radical





The **five styles** can be characterized in terms of the following kinds of behavior:

- **Avoiding** ✓ Ignoring conflict and hoping that they'll go away.
 - ✓ Putting problem under consideration or on hold.
 - ✓ Invoking slow procedures to stifle the conflict.
 - ✓ Use of secrecy to avoid confrontation.
 - ✓ Appeal to bureaucratic rules as a source of conflict resolution.




The **five styles** can be characterized in terms of the following kinds of behavior:

➤ **Compromise**

- ✓ Negotiation.
- ✓ Looking for deals and trade-offs.
- ✓ Finding satisfactory or acceptable solutions.

➤ **Accommodation**

- ✓ Giving way
- ✓ Submission and compliance



The **five styles** can be characterized in terms of the following kinds of behavior:

➤ Collaboration

- ✓ problem-solving stance.
- ✓ Confronting differences and sharing ideas and information.
- ✓ Search for integrative solutions.
- ✓ Finding situations where all can win.
- ✓ Seeing problem and conflicts as challenging.



▶ competing

- ◆ When quick ,decisive action is vital- e.g,emergencies.
- ◆ On important issues where unpopular action need implementing-e.g,cost cutting,enforcing unpopular rules,discipline.
- ◆ On issues vital to company welfare when you know you're right.
- ◆ Against people who take advantage of noncompetitive behavior.



▶ collaborating

- ◆ To find an integrative solution when both sets of concerns are too important to be compromised.
- ◆ When your objective is to learn.
- ◆ To merge insights from people with different perspectives.
- ◆ To gain commitment by incorporating concerns into a consensus.
- ◆ To work through feeling which a relationship.



► Compromising

- ◆ When goals are important, but not worth the effort or potential disruption of more assertive modes.
- ◆ When opponents with equal power are committed to mutually exclusive goals.
- ◆ To achieve temporary settlements to complex issues.
- ◆ To arrive at expedient solutions under time pressure.
- ◆ As a backup when collaboration or competition is unsuccessful.




➤ avoiding

- ◆ When an issue is trivial, or more important issues are pressing.
- ◆ When you perceive no chance of satisfying your concerns.
- ◆ When potential disruption outweighs the benefits of resolution.
- ◆ To let people cool down and regain perspective.
- ◆ When gathering information supersedes immediate decision.
- ◆ When others can resolve the conflict more effectively.
- ◆ When issues seem tangential or symptomatic of other issues.



➤ accommodating

- ◆ When you find you are wrong to allow a better position to be heard, to learn, and to show your reasonableness.
- ◆ When issues are more important to others than to yourself to satisfy others and maintain cooperation.
- ◆ To build social credits for later issues.
- ◆ To minimize loss when you are outmatched and losing.
- ◆ When harmony and stability are especially important.
- ◆ To allow subordinates to develop by learning from mistakes.

A collection of historical artifacts is arranged on a light-colored surface. On the left, there is a blue and white checkered board with several small, round, light-colored pieces. Below the board are several medals and ribbons. One prominent medal is a white Maltese cross with a central circular emblem, surrounded by a decorative border. Another medal is a red cross with a central emblem. A blue ribbon with a circular emblem is also visible. In the bottom left corner, there is a circular compass with a white face and black markings. A quill pen with a red-tipped nib lies horizontally across the middle of the image. The background is a plain, light-colored surface.

Strengths and limitations of the political metaphor



Strengths of the political metaphor

- ◆ The political metaphor encourages us to see how all organizational activity is interest-based.
- ◆ The idea of rationality is as much a resource to be used in organizational politics as a descriptive term describing the aims of organization.
- ◆ Organizations are the functionality integrated systems.

Limitations of the political metaphor

- ◆ When we understand organizations as political systems we are more likely to behave politically in relation to what we see.

