

/// Self-Assessment Exercise 9-1 ///

Your Power Base

When you want to get something and need others' consent or help, which approach do you use most often? Think of a recent specific situation in which you tried to get something. If you cannot develop your own example, assume you and a coworker both want the same job assignment for the day. How would you get it? Rank all seven approaches below from 1, the first approach you would most commonly use, to 7, the last approach you would most commonly use. Be honest.

- _____ I did/would somehow use a form of *coercive power*—pressure, blackmail, force, threat, retaliation, and so forth—to get what I want.
- _____ I did/would use the influential *connection power* I have. I'd refer to my friend, or actually have my friend tell the person with authority (such as my boss) to let me get (or do) what I want.
- _____ I did/would use *reward power* by offering the coworker something of value to him or her as part of the process or in return for compliance.
- _____ I did/would convince the coworker to give me what I want by making a *legitimate* request (such as referring to my seniority over the coworker).
- _____ I did/would convince the coworker by using *referent power*—relying on our relationship. Others would comply because they like me or are my friends.
- _____ I did/would convince my coworker to give me what I want with *information power*. The facts support the reason why he or she should do what I want. I have information my coworker needs.
- _____ I did/would convince my coworker to give me what I want by making him or her realize that I have the skill and knowledge. Since I'm the *expert*, it should be done my way.

Your selection rank (1 to 7) prioritizes your preferred use of power. Each power base is a key term and will be explained in this chapter.

/// Self-Assessment Exercise 9-3 ///

Your Personality and Power and Politics

If you have a high *surgency* personality, you most likely have a high need for power. Watch your use of coercive power and the use of the autocratic leadership style with subordinates. The way to get power is through politics, so you may be inclined to use political behavior; just make sure you use ethical politics to get what you want. Although you may not be too concerned with what others think of you, watch your use of proper etiquette so that you don't offend others. Being liked does help you gain power. You also need the help of peers and members of other departments, so create win-win situations for all parties. Don't expect your boss to agree with all your ideas. Remember that your relationship with your boss is critical to your advancement. So if you want to advance, do what your boss wants, the way the boss wants it done, no matter how much you disagree.

If you have a high *agreeableness* personality, you most likely have a high need for affiliation. You most likely have a low need for power. However, you may be political to gain relationships. Being concerned about what others think of you, you may be good at etiquette and have good relations with your boss, peers, and others. Watch out for others using power to take advantage of you; be assertive.

If you have a high *conscientiousness* personality, you most likely have a high need for achievement. You may not care for politics, but you most likely try to gain power to achieve your specific objectives. You most likely use good, rational persuasion; however, you may not be good at reading people and may need to develop this skill to help you get what you want. To maintain a good relationship with your boss, you may need

/// Self-Assessment Exercise 9-3 /// (continued)

to make sure what you want to accomplish is what your boss wants you to accomplish. Watch the tendency to seek individual objectives unrelated to those of your peers and others if you want to advance.

How high your *adjustment* is affects how you use power and politics. People low on adjustment (and some can fake it) generally don't use power and politics ethically; they seek to get what they want and to take advantage of others. If you are not high on adjustment personality traits, you may want to stop being self-centered and work on creating win-win situations. You will be surprised at how much more you can get when you give. There is a lot of truth in the adage, "The more you give, the more you receive." Have you ever noticed that the givers are usually happier than the takers? Have you ever done something for someone figuring there is nothing in it for you, only to find out that you got more than you expected?

Your *openness to experience* will have a direct affect on how much power you have. To maintain expert power, you

have to keep up with the latest developments in your field. Be the first to get the latest training; volunteer for assignments. Read the appropriate journals to keep up in your field. Go to trade or professional meetings, and network with others outside your organization to stay current. Be a part of the learning organization's quest for continual improvement; try to bring new developments into your department or organization.

Action plan: Based on your personality, what specific things will you do to improve your power, ethical political skills (vertical and horizontal), and etiquette?

/// Self-Assessment Exercise 10-1 ///

Your Networking Skill

Identify each of the 16 statements according to how accurately they describe your behavior. Place the number (1 to 5) on the line before each statement.

Describes me Does not describe me

5 4 3 2 1

- _____ 1. When I take on a task (a new project, a career move, a major purchase), I seek help from people I know and from new contacts.
- _____ 2. I view networking as a way to create win-win situations.
- _____ 3. I like to meet new people; I can easily strike up a conversation with people I don't know.
- _____ 4. I can quickly state two or three of my most important accomplishments.
- _____ 5. When I contact businesspeople who can help me (such as with career information), I have goals for the communication.
- _____ 6. When I contact businesspeople who can help me, I have a planned, short opening statement.
- _____ 7. When I contact businesspeople who can help me, I praise their accomplishments.
- _____ 8. When I contact people who can help me, I have a set of questions to ask.
- _____ 9. I know contact information for at least 100 people who can potentially help me.
- _____ 10. I have a file or database with contact information of people who can help me in my career, and I keep it updated and continue to add new names.
- _____ 11. During communications with people who can help me, I ask them for names of others I can contact for more information.
- _____ 12. When seeking help from others, I ask how I might help them.
- _____ 13. When people help me, I thank them at the time, and for big favors, I write a follow-up thank-you note.

- _____ 14. I keep in touch with people who have helped or can potentially help me in my career at least once a year, and I update them on my career progress.
- _____ 15. I have regular communications with people in my industry who work for different organizations, such as members of trade or professional organizations.
- _____ 16. I attend trade, professional, and career meetings to maintain relationships and to make new contacts.

Add up your score and place it here _____. Then on the continuum below, mark the point that represents your score.

Effective networking 80 ---- 70 ---- 60 ---- 50 ---- 40 ---- 30 ---- 20 ---- 10 Ineffective networking

If you are a full-time student, you may not score high on networking effectiveness, but that's OK. You can develop networking skills by following the steps and guidelines in this chapter.

/// Self-Assessment Exercise 10-2 ///

Your Negotiating Skills

Identify each of the 16 statements according to how accurately they describe your behavior. Place the number (1 to 5) on the line before each statement.

Describes me Does not describe me

5 4 3 2 1

- _____ 1. Before I negotiate, if possible, I find out about the person I will negotiate with to determine what she or he wants and would be willing to give up.
- _____ 2. Before I negotiate, I set objectives.
- _____ 3. When planning my negotiating presentation, I focus on how the other party will benefit.
- _____ 4. Before I negotiate, I have a target price I want to pay, a lowest price I will pay, and an opening offer.
- _____ 5. Before I negotiate, I think through options and trade-offs in case I don't get my target price.
- _____ 6. Before I negotiate, I think of the questions and objections the other party might have, and I prepare answers.
- _____ 7. At the beginning of negotiations, I develop rapport and read the person.
- _____ 8. I let the other party make the first offer.
- _____ 9. I listen to what the other parties are saying and focus on helping them get what they want, rather than focusing on what I want.
- _____ 10. I don't give in too quickly to others' offers.
- _____ 11. When I compromise and give up something, I ask for something in return.
- _____ 12. If the other party tries to postpone the negotiation, I try to create urgency and tell the other party what he or she might lose.
- _____ 13. If I want to postpone the negotiation, I don't let the other party pressure me into making a decision.
- _____ 14. When I make a deal, I don't second-guess my decision.
- _____ 15. If I can't make an agreement, I ask for advice to help me with future negotiations.
- _____ 16. During the entire business negotiating process, I'm trying to develop a relationship, not just a one-time deal.

Add up your score and place it here _____. Then on the continuum below, mark the point that represents your score.

Effective negotiating 80 ---- 70 ---- 60 ---- 50 ---- 40 ---- 30 ---- 20 ---- 10 Ineffective negotiating

If you did not score high on negotiating effectiveness, that's OK. You can develop negotiating skills by following the steps and guidelines in this chapter.

/// Self-Assessment Exercise 10-3 ///

Your Personality and Networking and Negotiating

You should realize that personality can be used more accurately to predict networking behavior than negotiating style. This is why in bargaining, you should focus on obstacles, not on the person. When you research the other party, you do so to find out negotiating style, not personality. Thus, in this exercise, when we discuss negotiating and how it may affect your behavior, the generalities noted may not be accurate in all cases. But keep in mind that there are always exceptions to the generalities presented regarding personality and behavior.

If you have a high *surgency* personality, you most likely have a high need for power and try to network with people who can help you. Remember, however, that even people who you don't think can help you might be the key to something you want down the road. So network with people of all levels. Often the secretary to an important person can get the key person to help you. Watch your use of coercive power during

parties and focus on giving them what they want so that you get what you want.

How high your *adjustment* is affects how you network and negotiate. People low on adjustment, generally don't use networking and negotiating ethically; they seek to get what they want and to take advantage of others through distributive bargaining. If you are not high on adjustment personality traits, you may want to stop being self-centered and work on creating win-win situations. You will be surprised at how much more you can receive in your network when you learn to give in return. There is truth in the adage, "The more you give, the more you receive." Have you ever done something for someone figuring there was nothing in it for you, only to find out that you got more than you expected?

Your *openness to experience* will have a direct effect on your networking skills. People who are open to new

negotiations. Remember that being the first to make a concession usually results in the other person's reciprocating. At that point you can come back with a counter trade-off that is larger than the one you gave up.

If you have a high *agreeableness* personality, you most likely have a high need for affiliation and you enjoy networking at all levels to gain relationships. Watch out for others who might use power during negotiating to take advantage of you. Be assertive, don't give in too easily, and ask for something in return.

If you have a high *conscientious* personality, you most likely have a high need for achievement and don't care too much about having a large network. But you enjoy reciprocity with friends. You may need to work on developing your networking skills, such as making small talk and meeting new people. You probably develop good rational reasons to get what you want in negotiations, but remember to read the other

experiences are generally outgoing and enjoy meeting new people. Introverts tend not to enjoy meeting new people and thus are not good at networking, so they may need to work harder at it than others. Openness often leads to compromise and integrative bargaining, which is needed in negotiating successfully.

Action plan: Based on your personality, what specific things will you do to improve your networking and negotiating skills?
