

# Human Relations in Organizations

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# Power-Politics-Etiquette

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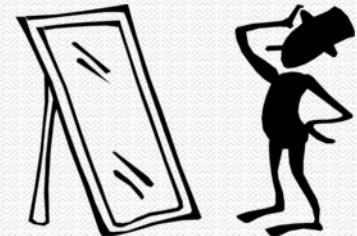
- **Power and Politics are needed to reach objectives in all organizations, and both affect performance**
  - Managers who abuse power by using unethical behavior can impair an organization's morale and performance
  - People using unethical politics tend to lie, cheat, and break rules – in time, people identify and distrust them



# Power and Politics

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- Power and politics can be helpful or harmful to an organization, depending on the behavior
  - Most large organizations have codes of conduct to help employees know the difference between ethical and unethical behavior
- We classify power and political behavior into two categories:
  - Ethical
  - Unethical



# Ethical Power

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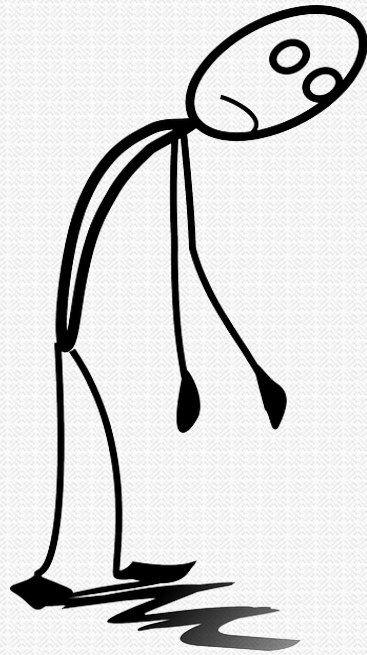
- Ethical power and politics includes behavior that benefits both the individual and the organization
  - It creates a win-win situation, meeting the goal of human relations
- **To be successful...Be Ethical.**
- It is difficult to get ahead when people don't like you, and you make a lot of enemies.
  - Exercising good human relations skills is exercising good ethics
- Don't let incentives for personal gain tempt you into using unethical behavior



# Power

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- Some people want and seek power, while others wouldn't take it if you offered it to them

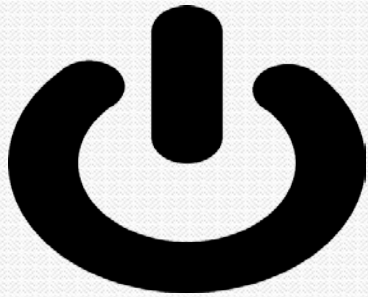




# Power

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- Power is a person's ability to influence others to do something they would not otherwise do
  - Power skills can be developed...



# Two Sources of Power

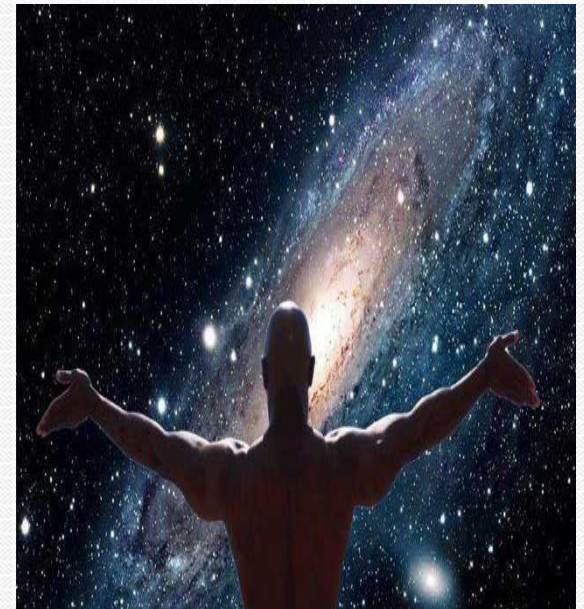
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## 1. Position Power

- Derived from top-level management and is delegated down the chain of command
  - ✦ Coercive, connection, and reward power

## 2. Personal Power

- Derived from the person
  - ✦ Referent, information, and expert power





# Seven Bases of Power

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## 1. Coercive

- Using threats and/or punishment to influence compliance

## 2. Connection

- Based on the user's relationship with influential people

## 3. Reward

- Based on the user's ability to influence others with something of value to them – what's in it for them?

## 4. Legitimate

- Based on the user's position power, which is given by the organization

## 5. Referent

- Based on the user's personal power

## 6. Information

- Based on the user's information being desired by others

## 7. Expert

- Based on the user's skill and knowledge



# Global Perspective

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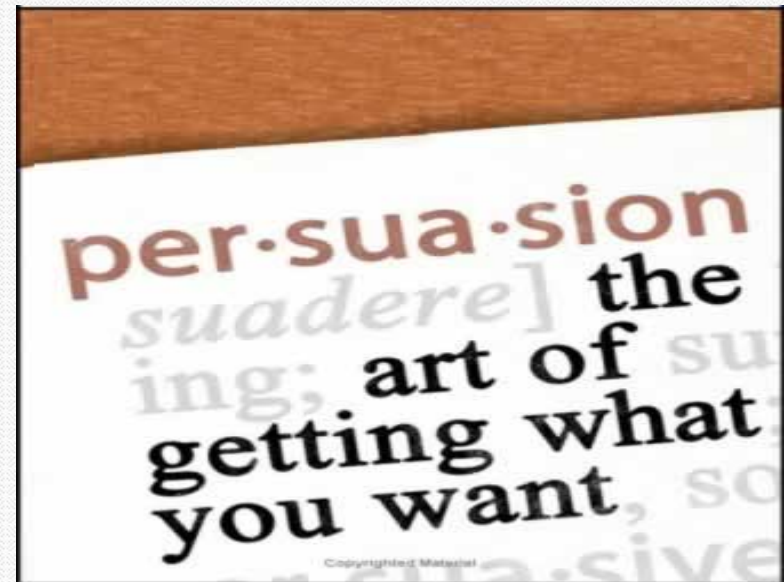
- Based on cultural values and history, power is perceived and exercised differently
- A method of understanding global differences is called power distance
  - In high power distance – employees believe management should have the power and make the decisions
    - ✦ Mexico, Venezuela, Philippines, Yugoslavia, and France
  - In low power distance – employees want power and want to be involved with management in decision-making
    - ✦ U.S., Ireland, Australia, Israel, Netherlands



# Influencing Tactics

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- Along with power sources and bases, you need to have persuasion skills



# Influencing Tactics

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- The following five influencing tactics can be used together to help you influence others

1. Ingratiation (Praise)
2. Rational Persuasion
3. Inspirational Appeal
4. Personal Appeal
5. Legitimization







# Reading People

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- Reading people is a key interpersonal skill:
  1. Put yourself in the place of the person you want to persuade – anticipate how the person sees world
  2. Get the other person's expectations right
  3. Incorporate information about the other person's expectations into your persuasive presentation – use tactic suitable to person
  4. Keep the focus on the other person's expectations when trying to persuade – win-win situation

EXPECTATIONS  
vs.  
REALITY

# Win-Win Situation

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- **Getting and Presenting a Win-Win Situation**
  - The key to human relations success is to develop a win-win situation for all relevant parties



WIN



# Ingratiation (Praise)

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- Be friendly and give praise to get the person in a good mood before making the request
- When using praise follow these guidelines:
  - Be sensitive to the individual's moods
  - Compliment the person's past related achievements
  - State why the person was selected for the task
    - ✦ When people believe the task is important and they are well-qualified, they will find it tough to refuse doing you a favor
  - Acknowledge inconvenience posed by your request



# Rational Persuasion

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- Rational Persuasion includes logical arguments w/ factual evidence to persuade the person that the behavior will result in meeting the objective
- When you develop rational persuasion, follow these guidelines:
  - Explain the reason your objective needs to be met
  - Explain how the other person will benefit by meeting your objective – create a win-win situation
  - Provide evidence that your objective can be met – offer a detailed step-by-step plan
  - Explain how the potential problems and concerns will be handled – get the other person's input on resolution
  - Explain why your proposal is better than competing ones



# Inspirational Appeal

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- The inspirational appeal tactic attempts to arouse people's enthusiasm through internalization to meet the objective
- You appeal to the other person's values, ideals, and aspirations or increase their self-confidence by displaying feelings that appeal to the person's emotions and enthusiasms
- When developing an inspirational appeal follow these guidelines:
  - Use nonverbal communication to bring emotions to the verbal message
  - You need to develop emotions and enthusiasm
  - Link the appeal to the person's self-concept
  - Link the request to a clear, appealing vision
  - Be positive and optimistic

inspire 



# Personal Appeal

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- Request the person to meet your objective based on loyalty and friendship
  - Present your request as a favor to you – “Please do it for me,” not “This is an order”
- When using personal appeals, follow these guidelines:
  - Begin by stating that you need a favor and why it is important – then ask for the favor – it is tough to say no
  - Tell the person that you are counting on him or her – failure to help could hurt your relationship
  - Appeal to your friendship



Loyalty

# Legitimization

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- With the legitimization tactic, you rely on organizational authority that a reasonable request is being made and that the person should meet your objective
- When using legitimization, follow these guidelines:
  - Refer to organizational policies, procedures, rules, and other written documentation
  - Refer to precedent

**LEGIT.**

# Political Behavior

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- Three primary political behaviors commonly used in organizations:

1. Networking

- The process of developing relationship alliances with key people for the purpose of politicking – your network of people helps you get your job done

2. Reciprocity

- Politics is about reciprocal exchanges – reciprocity involves creating obligations and debts, developing alliances, and using them to accomplish objectives
  - ✦ When others do something for you, you incur an obligation that you will repay

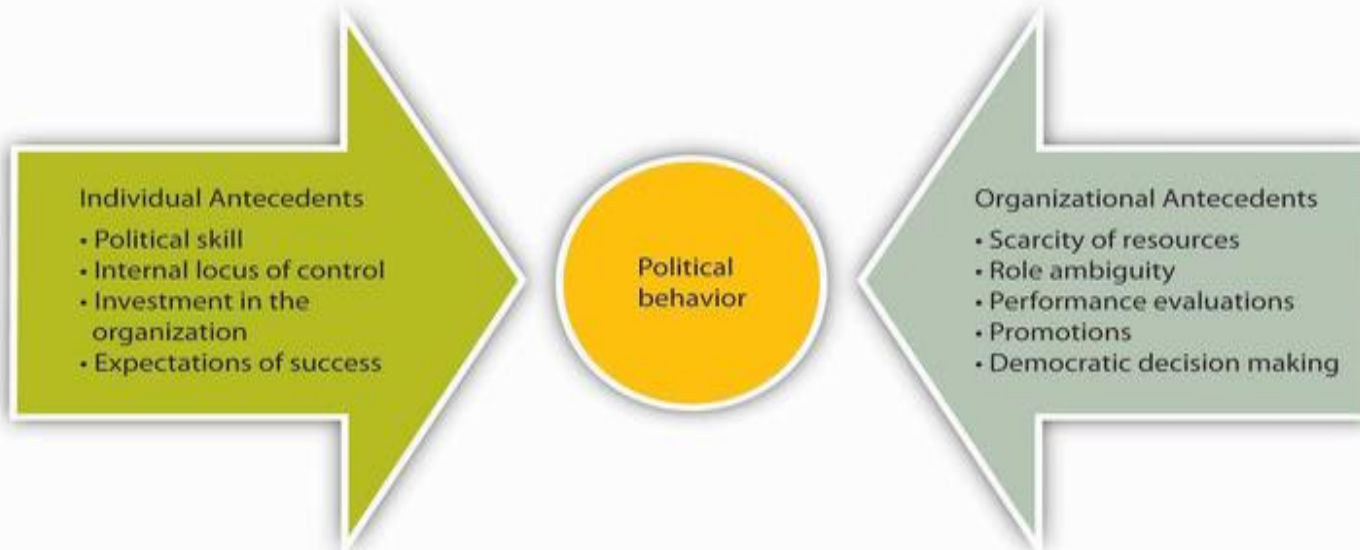
3. Coalition Building

- A coalition is a network of alliances that helps you achieve a specific objective

# Organizational Politics

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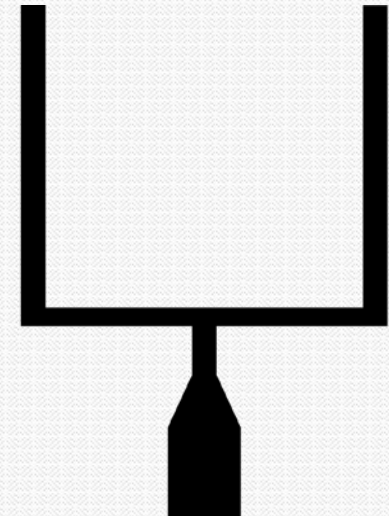
- Politics is critical to your career success
- Politics is the process of gaining and using power - power and politics go hand in hand
- Political behavior is used to develop relationships necessary to get the job done



# Political Skill

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- Political success is about developing networks of alliances and coalitions in reciprocal exchanges
- When the exchanges create a win-win situation for all members of the alliance and the organization – the goal of human relations is met
- Developing trust is very important
  - Being honest builds trust





# Vertical Politics

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- Vertical politics are relations with superiors and subordinates
  - Your boss and the employees you supervise, and who report to you, are the most important persons with whom to develop an effective relationship.



# Relationship with the Boss

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- Your relationship with your boss will affect your job satisfaction and can mean the difference between success or failure on the job
- Don't try to change your boss – analyze your boss' style and preferences, and if necessary – change your style
- Common Expectations of Bosses:
  - Loyalty
  - Chain of Command
  - Cooperation
  - Initiative
  - Information
  - Openness to Criticism
  - Regaining Your Boss's Trust



# Relations with Subordinates

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- As a manager, you must take the time to develop effective human relations
- Developing Manager-Employee Relations
  - You should strive for harmonious relations where differences of opinion are encouraged and settled in a peaceful manner
  - Morale should be kept at high levels, but the manager shouldn't try to please all the people all of the time – a manager can have good human relations without being popular or well liked personally



# Friendship

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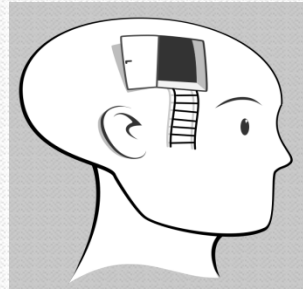
- The relationship between the manager and employee cannot be one of real friendship
  - Manager must evaluate the employee's performance
    - ✦ True friends don't evaluate or judge
  - Manager must give employees directions
    - ✦ True friends don't give orders



# The Open-Door Policy

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- **The open-door policy is the practice of being available to employees**
  - Your management ability is directly proportional to the amount of time your door is open, both literally and figuratively
  - For effective human relations, you must be available to employees to give them the help they need, when they need it
  - Your success depends on your employees!



# Horizontal Politics

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- Horizontal politics are your relations with your peers and members of other departments and organizations
- Your peers are the people who are on the same level in the organizational hierarchy as you
- Your direct peers also report to your boss





# Relations with Peers

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- To be successful, you must cooperate, compete with, and sometimes even criticize your peers
  1. Your success as an employee is linked to other employees in the organization
  2. Even though you are cooperative with your peers, you are still in competition with them
  3. Do not go looking for faults in your peers, but if your peers fail, you owe it to them to try to correct the situation or prevent it from recurring



# Business Etiquette

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- When using power and politics, our behavior should be ethical using proper business etiquette:
  - Conversation Etiquette
  - Dining Etiquette
  - Hoteling, Telecommuting, and Cubicle Etiquette
  - Cell Phone Etiquette
  - E-Mail and Texting – Instant Messaging Etiquette
  - Job Interview Etiquette
  - Meeting and Presentation Etiquette
  - Networking Etiquette



# Reputation

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- You need to be concerned about your reputation
  - Be thoughtful about your online presence.



**STAY  
SMART  
ONLINE**



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