Organizational Power and Politics
Workshop Syllabus

Workshop Description

This workshop covers the analysis, explanation and evaluation of power and politics in organizations. It offers frameworks for assessing the sources of power in organizations, the conditions that lead to its attainment and its effective use from both a practical and an ethical perspective.

Schedule – Saturday, July 13, 2013

Instructor – Dan Moshavi, Ph.D.

Handouts: A full set of workshop slides and other relevant materials will be made available to students

Workshop Objectives

- recognize situations that involve the use of power,
- identify the principle actors and their points of view,
- understand power and influence across cultures
- understand specific strategies and tactics through which power and influence are used,
- understand the positive and negative consequences associated with the use of power and politics in organizations, and
- outline a personal learning agenda for how to harness power and influence in order to support your managerial point of view

Reading Materials in Advance of Workshop (Two short articles):

Success Magazine (2011). 1 on 1 interview with Robert Cialdini, author of Influence (3 pages)

Harvard Business Review (2013). Power, Capriciousness and Consequences by Jeffery Pfeffer (1 page)

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Experiential Activities (to be done in the workshop – no advanced preparation needed):

1. Power in Action – Individual Situational Analysis

The purpose of this analysis is to have you critically analyze the power and influence activities occurring within a particular setting. You may choose to analyze a past work or current (preferred) work related situation. You will briefly outline the situation that involve the use of power, the principle actors and their points of view, the specific strategies and tactics through which power and influence are used, and the positive and negative consequences associated with the use of power and politics in the situation being discussed.

2. Group Situational Discussion/Presentation

You will be divided into groups. Within your group settings, you will review the various 'Individual Situational Analyses' developed by the various group members. You will then, as a group, choose one of these analyses for group discussion and analysis.

Workshop Outline

The Power Process and Sources of Power
- A framework for successfully utilizing power
- Understanding your power sources
- Uses/Dynamics of Power
- Power across Cultures

Utilizing influence tactics
- Strengths/Weakness of each tactic

Knowing what works for you
- Influence Tactics and Personal Disposition

Power Corruptions
- Deadly mistakes and how to avoid them

Final Debrief/Leadership Point of View

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Instructor Bio:

Dan Moshavi is a Professor Management and former Dean of the School of Business and Leadership at Dominican University of California. Dr. Moshavi previously served as Dean of the College of Business at Montana State University and as a management professor at Montana State and San Jose State universities.

Dr. Moshavi's academic discipline is in management and organizational behavior. His teaching, research and consulting has focused on leadership, change management, and power and politics. He has taught a variety of courses and won more than a dozen teaching awards during his career, including the top university teaching award at Montana State. He has previously taught in the MASHLM program at the University of Lugano in Switzerland and was also a research fellow with the Nemours Center for Medical Leadership.

Dr. Moshavi has consulted for a variety of large and small organizations, including Nike and Blue Cross/Blue Shield. Prior to his academic career, he spent 10 years in industry as a marketing and public relations professional.

He received his Ph.D. in management from the University of Oregon as well as master's and bachelor's degrees from George Washington University in Washington DC.

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