

## DIFFERENT SOURCES OF POWER

TYPE OF POWER	EXAMPLES OF IT IN ACTION
1. <b>Formal authority</b>	Comes from a place in an organisation that is recognised as powerful – on the basis of individual charismatic qualities; of traditional authority; of bureaucratic position
2. <b>Control of scarce resources</b>	Comes from those who can control the resources such as money, materials, people, technology that others need
3. <b>Use of organisational structure, rules, and regulations</b>	Comes when people can create, change, amend the rules, procedures, and structure of an organisation to increase their power and influence
4. <b>Control of decision processes</b>	Comes when people can influence the outcome of decisions either directly – wheeling and dealing – or by stopping decisions being made in the first place – by keeping control of agendas and not letting some topics get discussed
5. <b>Control of knowledge and information</b>	Comes from controlling who gets to know what and when, making oneself an expert, or from controlling the design of information systems and flows of information
6. <b>Control of boundaries</b>	Those who are the link between organisations, departments; who get to know what is going on and can use that as a lever and who can control access to others (such as, receptionists)
7. <b>Abilities to cope with uncertainty</b>	As change is a factor in all organisations those who can cope with it best will gain more power, and may create more uncertainty to keep their power
8. <b>Control of technology</b>	The person/group who can install and maintain technical systems has power through affecting what other people can do (or not)



9. <b>Interpersonal alliances, networks, and control of 'informal organisations'</b>	Comes from friends in high and useful places - to provide information, support, to check out ideas with informally, to swap favours with, to be in the know, to get in first
10. <b>Control of counter-organisations</b>	Getting involved in and taking over those other organisations which can affect what happens to your organisations/group (Trade Unions, pressure groups: for example the hunting lobby attempting to take over the National Trust to stop it banning stag hunting)
11. <b>Symbolism and the management of meaning</b>	Controlling the way that people perceive their best interests, can be directly selling an idea, or by listening and summarising what others have said you can put your own spin on it and subtly influence their views
12. <b>Gender and the management of gender relations</b>	Gender makes a difference – some people benefit gender relations from the organisational culture which promotes one gender more than another; other people work out a successful strategy to survive within an unfriendly culture, such as women managers who work out the best way to fit in and be seen as credible by male managers
13. <b>Structural factors that define the stage of action</b>	Some people have power from their position – the chief executive – but this can be limited by others who have other types of power and can frustrate the plans of the apparently powerful person
14. <b>The power one already has</b>	Comes from making the most of your power – doing deals with others, calling in favours; energy comes with small victories which encourage people to take on another fight.

