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Building power

Power is the capacity to influence an individual or group to behave in ways they would not otherwise. Learning how to acquire power and exercise it effectively will help you manage and influence others and develop your managerial career.

Developing power bases

Managerial positions come with the authority to issue directives and allocate rewards and punishments – for example, to assign favourable or unfavourable work assignments, hold performance reviews, and make salary adjustments. However, you can also build power in other ways, such as holding valuable expertise or information, wielding political power, or forging strategic alliances in an organization.

Association power Alliances and personal friendships with people in powerful positions can increase your influence in an organization.

Expertise Organizations are often dependent on experts with special skills, such as software analysts, tax accountants, and environmental engineers. Building expertise in these areas, or being able to mediate between experts, will give you power within an organization.

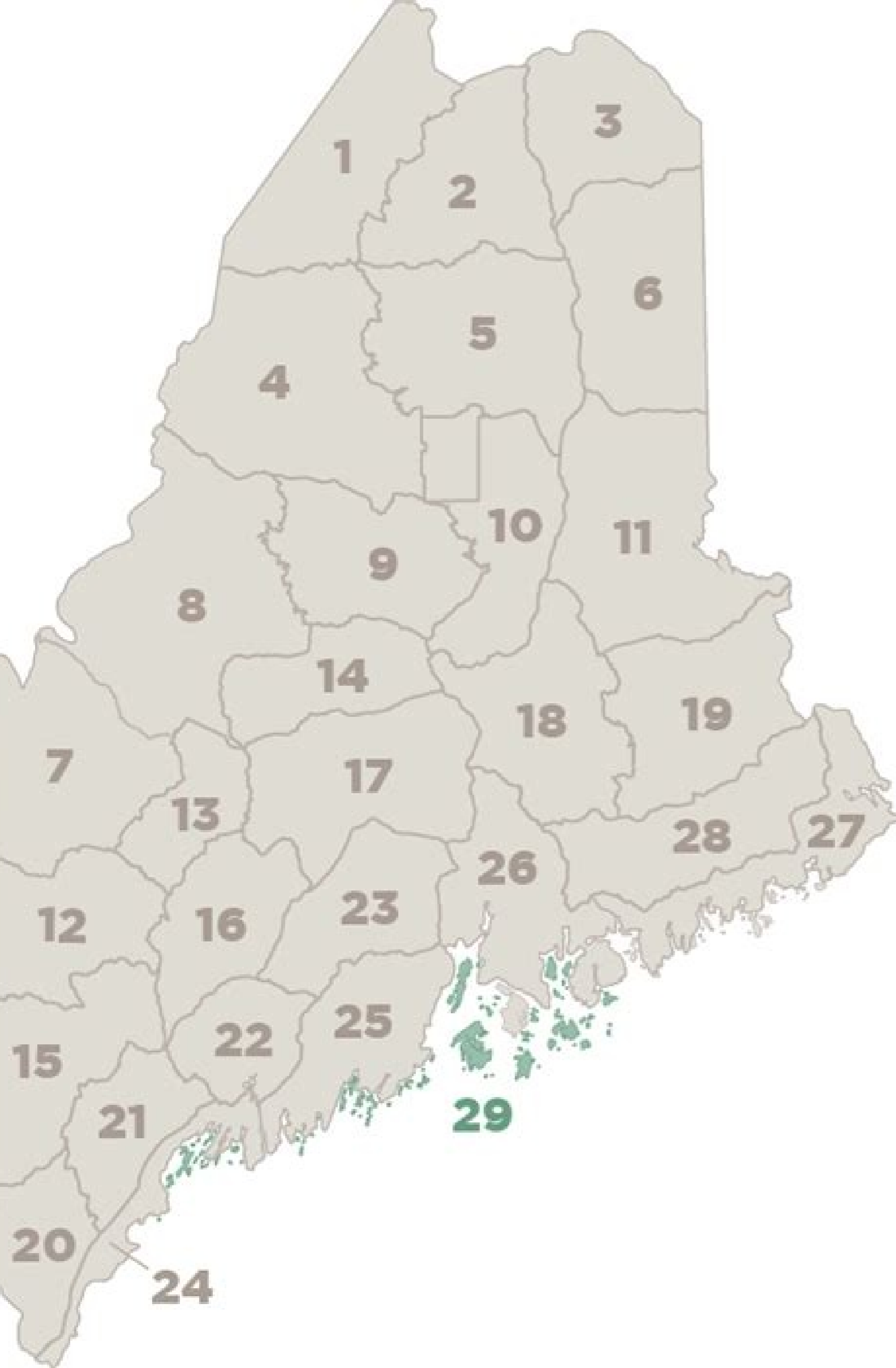
Access to information When others need information that only you have access to, you have power.

Charisma When others admire and identify with you, you exert power over them. Charisma comes from individuality, confidence, enthusiasm, forms of speech, and body language, so can be learned.

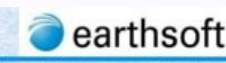
Polkicking You don't always win just by being a competent performer. Devising strategies and taking actions to influence the distribution of advantages and disadvantages, or the outcomes of important decisions, will boost your power and status.

Impression management This is the process of shaping the image you project to others in order to favourably influence how others see and evaluate you. This may be done positively or deceptively.

90% of successful leaders point to the value of presence – face-to-face interactions help build power



Scope management



- Gradual, progressive increase in the project's scope that is not noticed immediately
- Occurs when additional requirements result in scope change causing cost & schedule overruns
- Take a judgment on clarity of requirements being received from users
- Raise as many doubts & ask as many questions during requirement gathering to users
- Document using question-answer format
- Make responsibility clear

Making earth little softer

