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She has multiple advanced degrees including: JD and LLM from University of Houston (UH), MBA from University of Chicago, MS in Analytics from Texas A&M and PhD in Management Science from UH Bauer College of Business.

POWER & INFLUENCE

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POWER AND INFLUENCE IN ORGANIZATIONS



Reciprocity, Networks and Relational Power



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SESSION OUTLINE

- **Power and Influence**
- **Goodwill and Reciprocity**
- **Building a Better Network**
 - Understanding key network characteristics
 - Similarity
 - Exchanges



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POWER - WHAT COMES TO MIND?



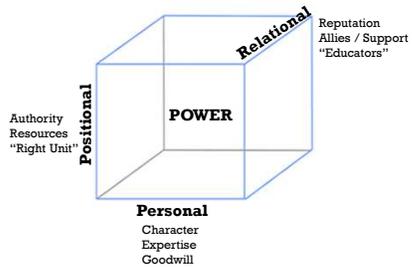
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DOES IT LOOK LIKE THIS?



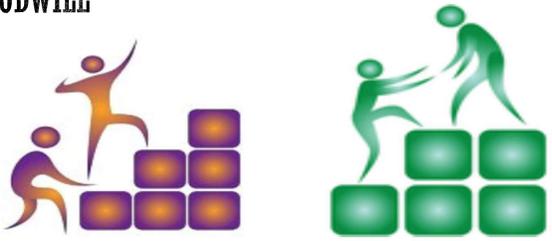
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BUILDING A POWER BASE



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GOODWILL



... **AND RECIPROCITY**

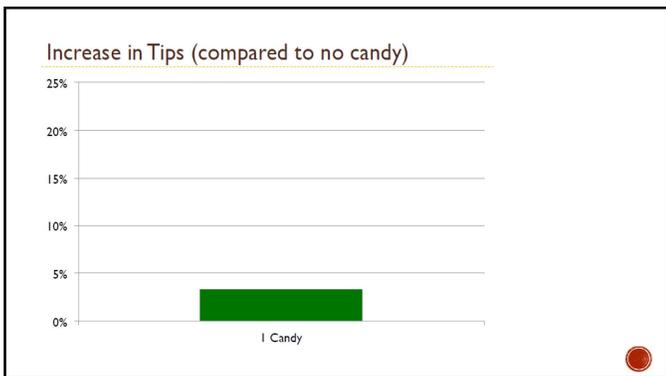
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TIPS FROM THOSE THAT GET THEM



► Condition I:

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TIPS FROM THOSE THAT GET THEM

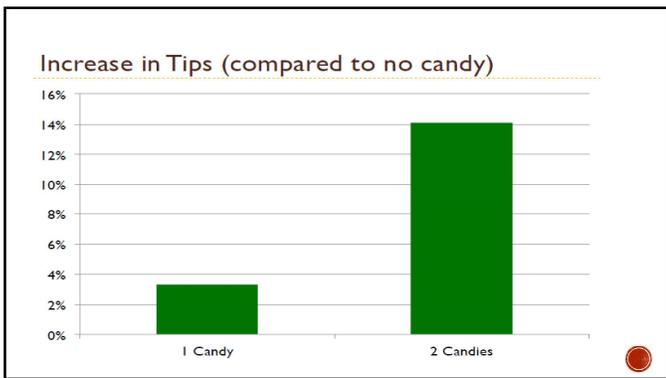


- ▶ Condition 1:

- ▶ Condition 2:




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TIPS FROM THOSE THAT GET THEM

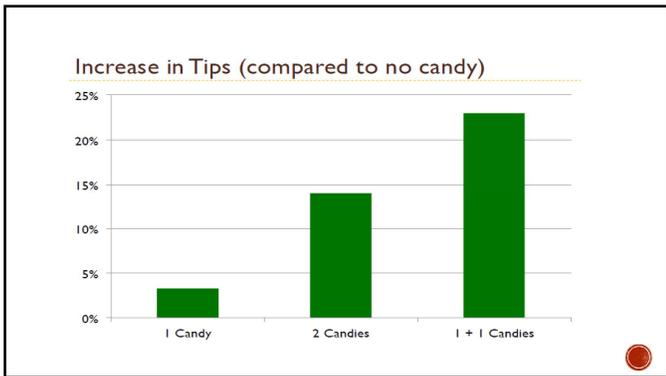


- ▶ Condition 3:

+




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3 REASONS PEOPLE RECIPROCATE

- Significance**
 - In a relative sense, two pieces of candy is a high allocation
- Unexpected**
 - Two pieces are unexpected
 - 1 + 1: It's a surprise when the waiter turns back
- Personalized**
 - 1 + 1: Special treat just for this table

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THE POWER OF PERSONAL TOUCHES

2006-07 YOUTH MASTER PLAN UPDATE
SERVICE PROVIDER QUESTIONNAIRE

CLAREMONT 2006-2007 Youth Master Plan Update • 909.350.5448 • 909.350.5448

CLAREMONT OFFICE (3000 DESERT) City of Claremont
2000 N. MacArthur Avenue 207 Harvard Avenue
Claremont, CA 91711 Claremont, CA 91711
(909) 350-5469 ext. 7010 (909) 350-5448

May 21, 2007

Dear Service Provider,

You are one of approximately forty local agencies we are asking to complete a questionnaire designed to learn how your agency addresses the goals of the Youth Master Plan (YMP). The 2006-07 Update of the Youth Master Plan is underway. We hope your organization will contribute by providing input on the mission of your agency and how your services match the eleven goals of the 2006-07 YMP Update. By participating in the process, our goal as a Steering Committee is to improve and nurture coordination of service providers in achieving greater quality of life outcomes for Claremont's youth and families. A response form is attached and we would appreciate your feedback on or before June 5, 2007.

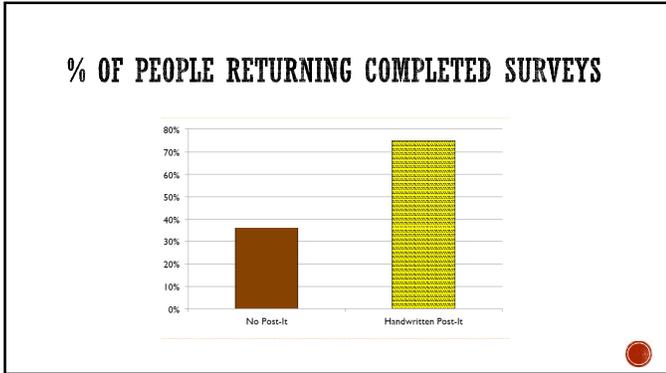
The purpose of this call gathering is to survey the efforts of service providers with the goal of creating and improving relevant initiatives to monitor the plan community-wide. The Youth Education Task group will carry out this assignment and will report the findings at their June 11th Steering Committee Meeting at the Alexander Hughes Community Center at 2100 170th Century Road. The Steering Committee will use stakeholder feedback to develop the recommendations for community-wide

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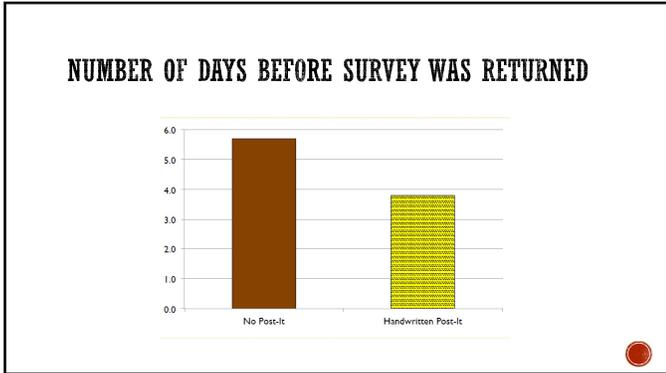
THE POWER OF PERSONAL TOUCHES

**Dear Mr. Scott,
Please fill out this form.**

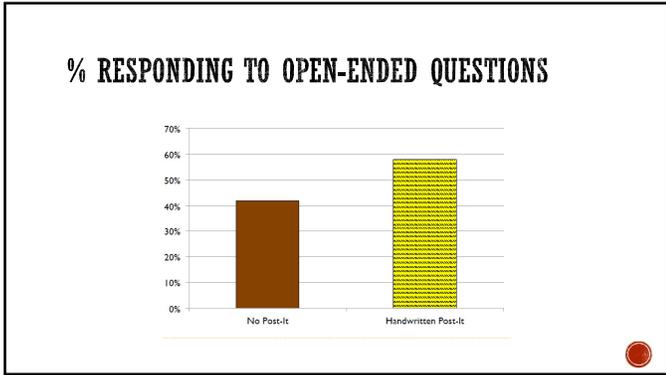
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THE POWER OF PERSONAL TOUCHES

- **Worried that your reports are getting buried?**
 - Consider attaching a personalized Post-It note
- **Don't Overuse the Post-It Note!**
 - Restaurant: If the waiter presents everyone with a second piece of candy "just for them..."
 - Better strategy: earn reciprocity by genuinely devoting some time to identifying personal touches that are likely to be meaningful for each person

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SIGNIFICANCE

Significant doesn't have to mean expensive

Intangible Gifts?

- Referrals/Services
- Information/Expertise
- Ideas/Cooperation
- Recognition/Compliments
- Attention/Time
- Advice/Feedback
- Laughter/Cheerfulness

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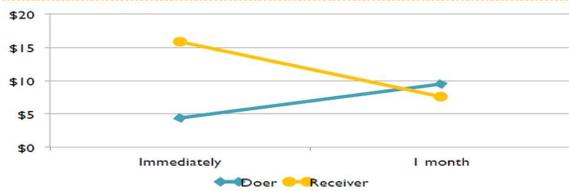
SIGNIFICANCE

- **The significance of our favors doesn't stay constant**
 - Efforts may be forgotten, glossed over, taken for granted
- **The value of the favor increases over time in the eyes of the favor-doer, but diminishes over time for the recipient**
 - Study how a favor was valued over the course of 1 month



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SIGNIFICANCE



Key Insight: The value of the favor will be greatest to the receiver in the short term



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UNEXPECTEDNESS

- **Unexpected gifts seem more special-not social obligations, so they stand out more**
- **May find it more powerful to send gifts to mark occasions that go without notice**
 - Anniversary of first purchase
 - Launch of nth project together
(But update as expectations change)



"Carry out a random act of kindness, with no expectation of reward, safe in the knowledge that one day someone might do the same for you."
Princess Diana



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A KEY PITFALL



- **Whenever possible, favors and gifts should be given unconditionally**
 - If not, can diminish or eliminate recipient's impulse to reciprocate
 - At best, likely to elicit the minimum the receiver can do



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THE BIG PICTURE

- **Social networks can be a major source of value**

- **Linked to**
 - Higher pay
 - Faster advancement
 - Career satisfaction
 - Market expansion
 - Creativity and innovation



- **How does a good network help a person to achieve such power, influence, and success?**



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BUILDING A BETTER NETWORK

- **A powerful network...**
 - ...incorporates **different types of people**
 - ...balances **relationships of differing strength**
 - ...allows you to bridge **independent networks**



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DIFFERENT TYPES OF PEOPLE

Backgrounds/activities

- Functional areas
- Industries
- Organizations
- Levels
- Demographic groups



Benefits

- More robust input, vetting, and buy-in
- More avenues for winning support and making progress
- Better adjustment to shifting external pressures and shocks

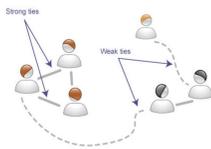


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RELATIONSHIPS OF DIFFERING STRENGTHS

“Strong Ties”

- Close Knit, intimate
 - Frequent contact
 - High-maintenance
-
- Consistency
 - Thoughtful analysis
 - Long-term guidance and insight



“Weak Ties”

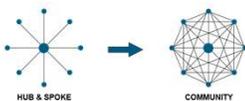
- More instrumental
 - Occasional contact
 - Low-maintenance
-
- Adaptability
 - Awareness of new opportunities
 - Easy, instrumental exchanges



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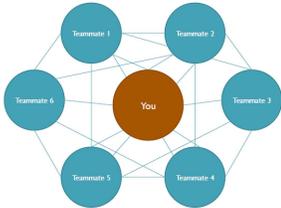
LINK YOU TO INDEPENDENT NETWORKS

- “Density” the extent to which people in your network know one another
- “Closeness” the extent to which the relationship among those in your immediate network are strong ties



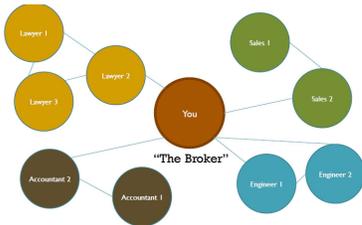
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“CLIQUE”: HIGH DENSITY, STRONGER TIES



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“STRUCTURAL HOLES” LOWER DENSITY, WEAKER TIES



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BENEFITS OF FILLING A “STRUCTURAL HOLE”

- **Efficiency: provides better access to non-redundant knowledge**
- **Unique position to synthesize information from the independent networks**
 - Identify their common interests
 - Identify potentially valuable exchanges of resources
- **Influence/broker interactions between the networks**
 - Control flow of information
 - Possibility and pace of collaboration



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SIMILARITY



- Cravitate toward people who share values, beliefs, backgrounds, interests
- Promotes cohesion, mutual loyalty, efficient, implementation of plans
- Similar others validate and reinforce us
 - Implicit endorsement
 - Confidence that our way of being is logical, accurate, and appropriate
- We expect them to like us back
 - Similar others will often treat us well, and think well of us



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EVEN TRIVIAL SIMILARITIES MATTER

- Interests can be based on similarities we don't generally think of as important
- **Implicit egotism:** unconscious tendency for our positive self-regard to spill over into our evaluations of things associated with the self
 - Extends to even trivial associations
 - Examples: first name, birthday, team, hometown
- You see this all the time in Sales – Make a Personal Connection!

What you ultimately want from a buyer is not a sale, but a relationship.



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EXCHANGE

- Connect with people whose differences complement your own
- Supports creativity, innovation, critical thinking
- "One is too small a number to achieve greatness. No accomplishment of real value has ever been achieved by a human being working alone."
 - John Maxwell



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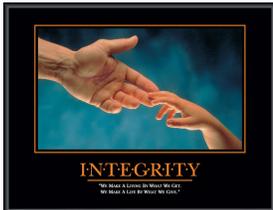
HOW TO BUILD YOUR INFLUENCE

- Social Exchange
 - Inspiration
 - Task Support
 - Position-enhancing
 - Relationship
 - Person-enhancing



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INSPIRATION



- **Vision**
 - Involvement in task with larger significance
- **Excellence**
 - Chance to do important things really well and gain pride
- **Moral and ethical correctness**
 - Chance to be virtuous, do the right thing



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TASK SUPPORT



- **New Resources**
 - Obtaining information, money, budget increases, space, personnel
- **Assignments that build skill**
 - Avenues for growth, "stretch" tasks that increase skills and abilities
- **Task Assistance**
 - Help with tasks that are tedious, or overwhelm own abilities and energies
- **Rapid Response**
 - Avoid or circumvent typical wait times for requested information



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POSITION-ENHANCING

- **Visibility**
 - Chance to be known (usually by superiors)
- **Recognition**
 - Appreciation of effort, abilities (both up and down hierarchy)
- **Insiderness**
 - Centrality, belonging, access, inclusion in important events
- **Contacts**
 - Opportunities for linking with others



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RELATIONSHIP



- **Acceptance**
 - Warmth, liking, closeness, friendship
- **Understanding**
 - Having concerns heard empathically
- **Consideration**
 - Anticipation of preferences, remembering important events, emotional support in tough times



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PERSON-ENHANCING

- **Ownership**
 - Voice in shaping and directing work; opportunity for self-expression
- **Self-concept**
 - Chance to affirm one's values, preferences, identity, self esteem
- **Gratitude**
 - Appreciation of the impact the other has made in your life
- **Comfort**
 - Avoidance of hassles, disturbances, nagging from others



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