

Use of Power Tactics: From Most Popular to Least Popular

| <u>Popularity</u> | <u>Influencing Superiors</u> | <u>Influencing Subordinates</u> |
|-------------------|------------------------------|---------------------------------|
| Most | Reason | Reason |
| | Coalition | Assertiveness |
| | Friendliness | Friendliness |
| | Bargaining | Coalition |
| | Assertiveness | Bargaining |
| | Higher authority | Higher authority |
| Least | | Sanctions |

Source: Kipnis, D. (1984) "Patterns of Managerial Influence: Shotgun Managers, Tacticians, and Bystanders." *Organizational Dynamics*. (Winter): 62.

