
Mobilizing Change in Organizations

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How do I have an impact on my organization?

Organizational change
requires **mobilizing people**
around new ideas



To have a strong career and
create value for an
organization, you must build
interpersonal influence

Building influence and mobilizing around change

- 1. Creating and using political capital**
- 2. Coalition building**
- 3. Framing ideas for optimal motivation**

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1. What is Political Capital?

General-purpose resources controlled by individuals

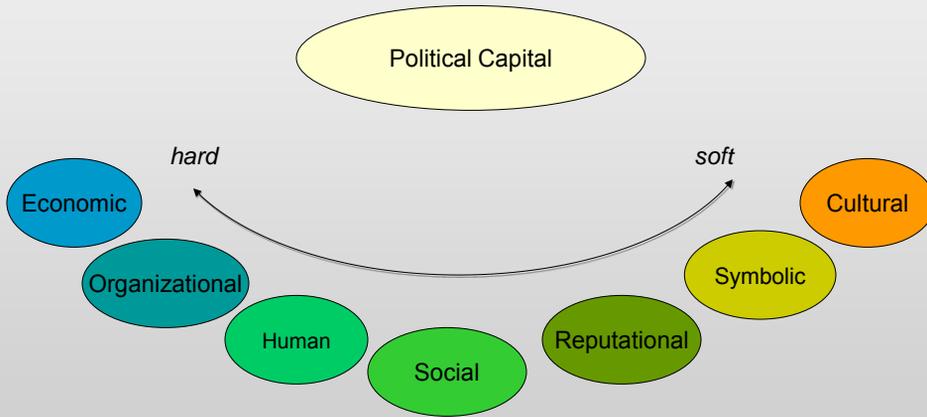
Political capital is like... capital:

- It can be used for many purposes
- It comes in different currencies
- It depreciates if unused
- You can spend it

But you can also invest it wisely and get high returns!

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Currencies of Political Capital



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Currencies of Political Capital



Symbolic capital = based on title, credential, style

Reputational capital = based on others' perceptions of performance and contribution

Social capital = based on social relationships

Human capital = based on knowledge, experience, information

Organizational capital = based on control over organizational resources and processes

Economic capital = based on control over financial resources not owned by the organization

Cultural capital = based on resonance and fit with norms, identities and culture

quick to build



slow to build

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How Valuable Is a Person's Political Capital?



Value is specific to a political system (e.g., organization, group)

The value of particular *currencies* depend on:

- The rules of the game
 - Organization, industry, national culture, historical context
- Job and career stage
 - Increase in dependencies, diversity and ambiguity
 - from individual performance (human and reputational capital)
 - to organizational performance and agendas (cultural, organizational capital)

The value of a *person's* political capital depends on:

- What other players have
- Impediments to upward mobility

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Diversity: Maintaining versus seeking new advantages



Women tend to benefit more from diversity in social capital than men.

Managers (of either gender) lacking other kinds of political capital benefit from diverse networks.

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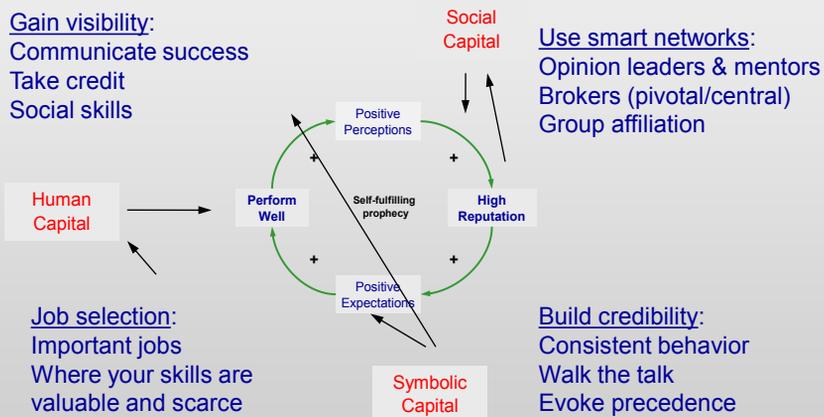
Gender and building reputational capital



- Women tend to promote themselves less than men
- Women's self promotion is noticed less by male peers
- But women who engage in more self promotion tend to move up the career ladder faster than women who do not

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The How-To of Reputation Building



Investing political capital in the right ways can increase the value of your political capital

BUT

Using your political capital in unwise ways can deplete its value

Personal Power Equation

Within a an organizational context...

Influence = f (Political Capital * Influence Skills * Energy)

- Opposing players
- + Allied players

2. Coalition Building

Coalition building = uniting people with different interests/beliefs to pursue a common goal

Necessary for....

- Mastering organizational politics
- Leading organizational change
- Creating cultural shifts

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Networking and coalition-building

To [Martin Luther King, Jr.], a true leader is *not a searcher for consensus but a molder of consensus*. The civil rights movement, like all social movements, was a jumble of many independent organizations with their own leaders and ambitions. King and his colleagues in his organization were not in charge, but they managed to get many separate groups moving together. A coalition of 6 organizations led the March on Washington, a notable achievement given disagreements over tactics; another, more radical group made fun of the March. King preached moderation and found principles that transcended differences.

Rosabeth Moss Kanter - <http://www.bloomberg.com/news/2010-01-18/leadership-and-martin-luther-king-s-dream.html>

What's the difference between being a broker and being a coalition builder?

Coalition building begins with creating a “free space” for deliberating ideas

Creating a free space

- Create an environment where conflict doesn't threaten hierarchy
- Find common values
- Create ground rules for discussions
- Be inclusive but protect the group from disruptors
- Populate the group with diverse perspectives
- Encourage honesty
- Reward good ideas
- Be open to being wrong
- Be aware of your limits or lack of knowledge
- Create feedback mechanisms

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Effective Coalitions: Lessons from Social Movements



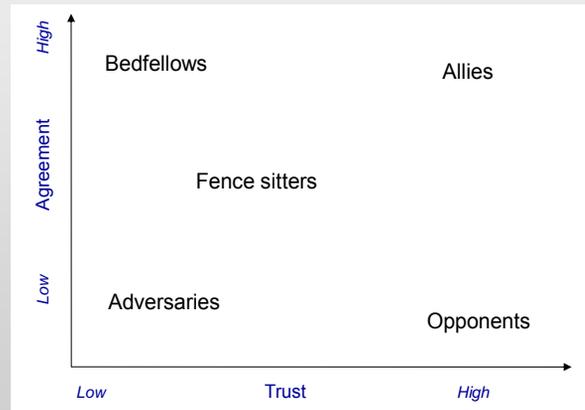
Power of grass-roots coalitions depends on showing WUNC

- Worthy: Legitimate goals
- United: Speaking with a single voice
- Numerous: Number of members, times their political capital
- Committed: Able and willing to act, organizational capabilities
- * Note: “social proof” - perceptions are as important as real strength!



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Influence Tactics For Targeted Coalition Building



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When is building coalitions inside an organization an effective tactic?

- When building support for change / innovation
 - The change is innovative; requires coordination across multiple divisions; involves a new way of thinking

What are the risks of coalition building?

- Losing – loss of political capital; splintering of coalition
- Upset powerful leaders
- Opportunity costs

How can you reduce the risk of coalition building?

- Form alliances with elite leaders
- Emphasize performance
- Build solidarity

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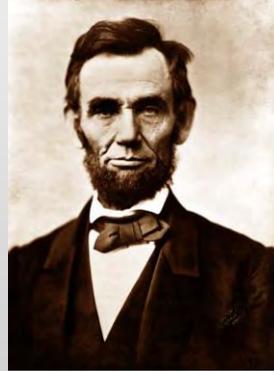
3. Framing ideas

Make your ideas sticky

Two ways of knowing

The power of framing

The power of stories



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Three Keys to Persuasion

What you say +

Ideas, Content

Who you are +

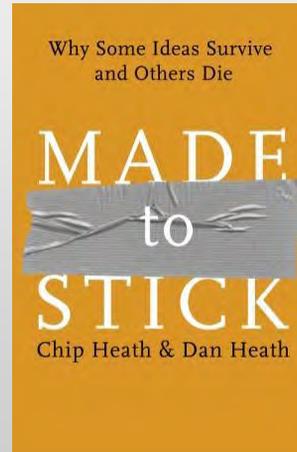
Political capital

How you say it

Rhetoric, framing

Six principles of “sticky” ideas:

- Unexpectedness
- Concreteness
- Credibility
- Simplicity
- Emotions
- Stories



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From Heath & Heath 2007

Some bad ideas that stuck

The Kentucky Fried rat

Coca-Cola rots your bones

The kidney heist story

The Great Wall of China is the only man-made object that is visible from space

You only use 10 percent of your brain



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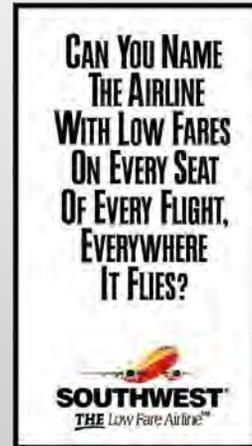
Keep it simple!

Finding the *core idea*

What's important?

What's distinctive?

What do I want them to remember?



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Motivating people through language

Your idea should inspire action!

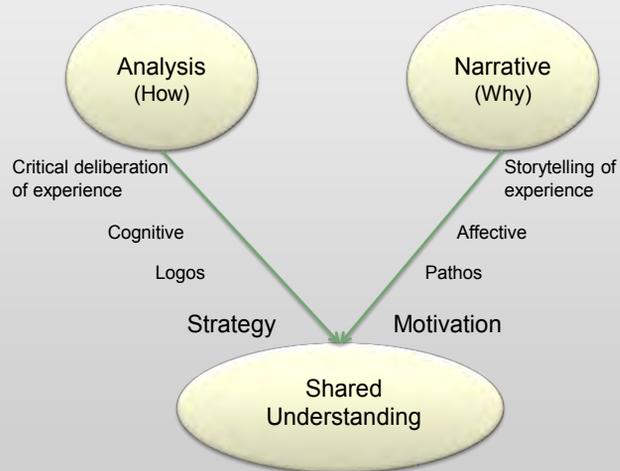
What is it that you want them to do?

What emotions will inspire them to take that action?



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Two ways of knowing



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Frames

Give meaning/interpretation

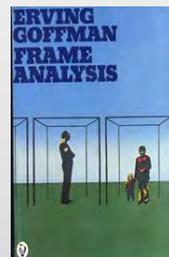
Helps the audience interpret your message in a particular way.

Anchor perspective

Example: Where are people happier – in sunny California or the Midwest?

Trigger emotional reaction

Emotional intuition vs. cognitive reasoning



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Purpose of rhetoric = motivation

Motivating others is about igniting people with emotions that help them overcome behavioral inertia



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Breaking belief barriers

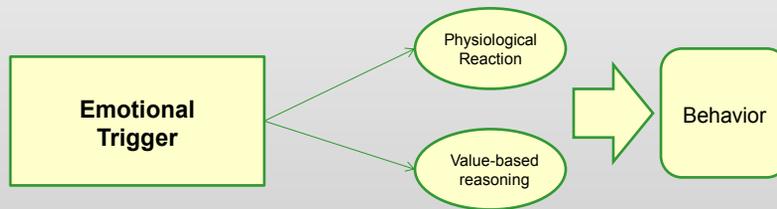
Behavioral inertia is often caused by belief barriers – unbelief in the possibilities of change



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How emotion affects behavior



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Make your idea stick!

- 1. Think of an idea that matters to you. In one sentence, explain why your idea is important & distinctive**
- 2. Think of your audience (i.e. who you want to convince). What is the ONE thing you want them to remember after talking to you about this idea?**
- 3. Think of one concrete way this idea will help your audience**

Frame your idea to trigger an emotional response

1. What actions do you want your audience to take?
2. What kinds of emotions do I want to generate in my audience when motivating them to take action?
3. What frame(s) might I use to motivate action?
 - Be specific; how could you frame your idea to get the desired emotional response?

Bringing it all together

Positive consequences of building political capital, mobilizing coalitions, and framing ideas:

1. Create a power base for upward mobility
2. Better positioned to initiate change in norms and culture
3. Enhance your ability to persuade others
4. Magnify your ability to lead, not just manage