**Influence: The Global Game**

**VIDEO: Saturday Night Live Bake Sale - 3 mins**

Break class up into five teams as follows:

Team 1: 7-9 people

Team 2: 8-10 people

Team 3: 11+ people

Team 4: 5 people (isolate from rest)

Team 5: 5 people (isolate from rest)

If more than 70 students, add:

Team 6: 5 people

Team 7: 2-3 people (isolate from rest)

Go over general objective and rules:

The object of the game is to accumulate as many points as possible by the end of the game.

All groups are playing by the same scoring system - but each team only knows part of the system - some teams know more than others.

The rules of the game are very lax - you may do pretty much anything you like - trade resources with other teams, form alliances, or whatever. The only limitations are that you may not steal from other teams, nor may you go outside the game for extra resources - you may not use paper, scissors, pens or anything else not provided to one of the teams -- including commandeering extra people from outside the classroom!!! If you trade resources with another team, you may trade whatever you like - natural resources, technology, knowledge, even members of your team -- but remember, if you trade a team member, it is likely that your team’s knowledge is likely to go with that person!!

You will spend three minutes in your team discussing your strategy and then the game will begin. The game will last for a total of 25 minutes, after which we will come back together and debrief.

WARNING: Knowledge is easily transferrable - we’ll talk about this later - but be careful what you say in your group!!

Hand out team instruction sheets.

PLAY GAME

Debrief:

COUNT SCORES

What happened? Why?

What advantage did one team have over another?

What were the most valuable resources? Why?

How did you negotiate / get what you needed?

Maximum scores given initial resources:

Team 1: 170

Team 2: 260

Team 3: 150

Team 4: 50

Team 5: 100

Team 6: 200

Team 7: 55

What does this tell us about influence and power?

Power organizes around scarce and critical resources.

Knowledge can be very powerful - but only when others don’t have the same knowledge.

Relatively abundant resources can become the bases for power if one can organize and control their allocation and the definition of what is critical. e.g. cornering the market.

3 conditions for power to arise:

scarcity

criticality

uncertainty

Need to understand the other party’s needs and what resources they value.

Sources of Power:

• Formal authority

• Relevance - being in the right unit

• Control over resources

• Centrality in communication Network

• Autonomy / Discretion

• Visibility

• Expertise

• Reputation / Track Record

• Attractiveness / Personality

• Situation

• Allies

Influence Tactics:

• Legitimacy / Coalition - getting others to agree - e.g. CEOs on list

• Higher Authority / Outside experts - validation of idea

• Symbol Management

• Social Proof

• Reciprocity / Bargaining

• Reason

• Assertiveness - Dogbert cartoons

• Sanctions - control over rewards - positive and negative

• Liking & Ingratiation

• Friendliness

• Creating Obligation

• Flattery

• Displayed emotion

Compare to countries / organizations - resource based view of the firm.

Team 1 = USA

Team 2 = Russia

Team 3 = China

Team 4 = Japan

Team 5 = Germany

Team 6 = South Africa

Team 7 = Australia