

"A man is  
great by  
deeds, not by  
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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**Bending steel...Using Power in organizations**

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## **Abstract**

The case offers a set of issues that arise in a new steel plant that need the exercise of influence rather than power to sort them out. The protagonist though has position power needs to decide which influence strategies to use with the diverse set of stakeholders he has to manage both within and outside the organization. The case can be used in a full time MBA program as well as in executive education to bring out succinctly the criticality of influence, where to use which influence strategy and how to build personal influence.

The case addresses the following objectives:

- To introduce participants to the concepts of power and influence, as well as to underline the criticality and utility of influence in instances where power alone will not be effective.
- To understand when and how position power alone may be inadequate in achieving organizational goals.
- To understand how to build and manage upward, lateral and downward influence.
- To create an action plan for building personal influence.

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