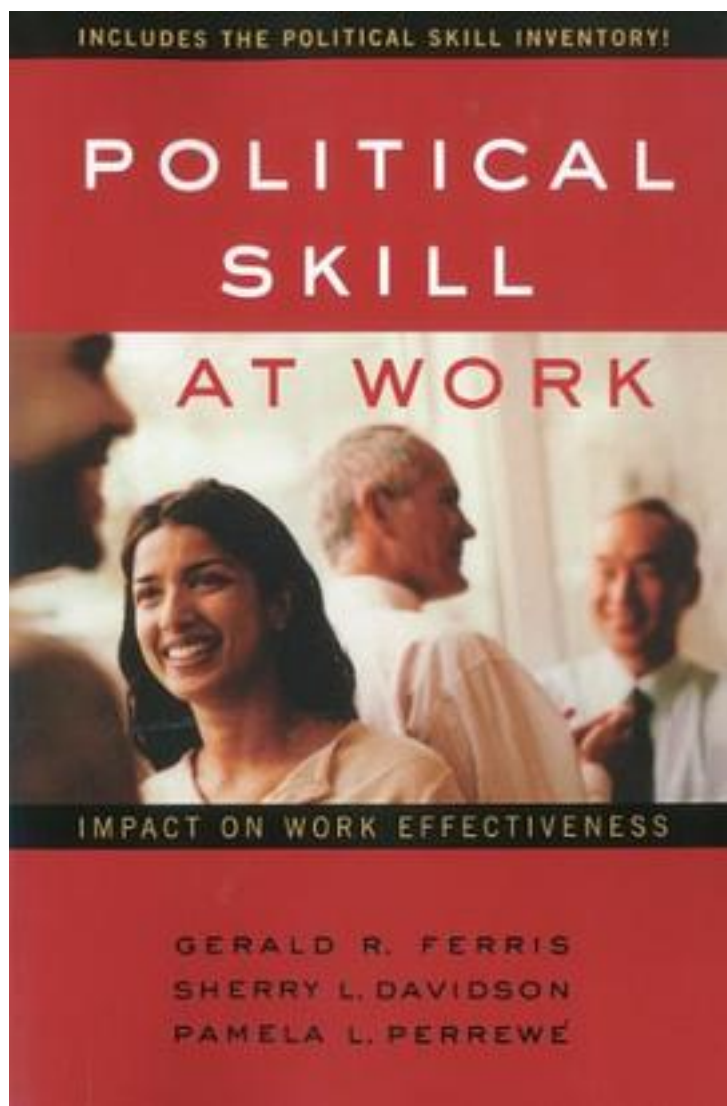


Political Skill at Work



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In organizations today, job performance is being redefined. Flatter, matrix-based work structures require effective social interaction. The ability to influence and motivate others is key not only to individual but also to organizational success. This is the essence of political skill - and everyone wants more of it. But what do we know about how it really works? Political Skill at Work is the first thorough examination of an ability that is as subtle as it is powerful. The result of more than 15 years of research, this well-documented study is rich with examples of individuals using political skill to succeed in the corporate world, government, education, and sports. Combining scholarship with practical advice, the authors explore what political skill is (and isn't), why and how it works, and how it can be measured and developed. The authors define four key dimensions of political skill: social astuteness, interpersonal influence, networking ability, and apparent sincerity. Their 18-item Political Skill Inventory, which is easily self-administered and scored, measures strength in these areas. Techniques to improve each ability are discussed, along with an arsenal of political tactics (such as flattery and bragging) that contribute to professional success. Why is political skill so important in the workplace? The authors uncover the role it plays in being hired, building a reputation, raising job performance, and enhancing leadership abilities. By leading to greater self-confidence and control, it even correlates with reduced job stress. Political skill is a strong predictor of job success. For managers, leaders, and professionals interested in human resource and organization development, Political Skill at Work is vital reading.

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