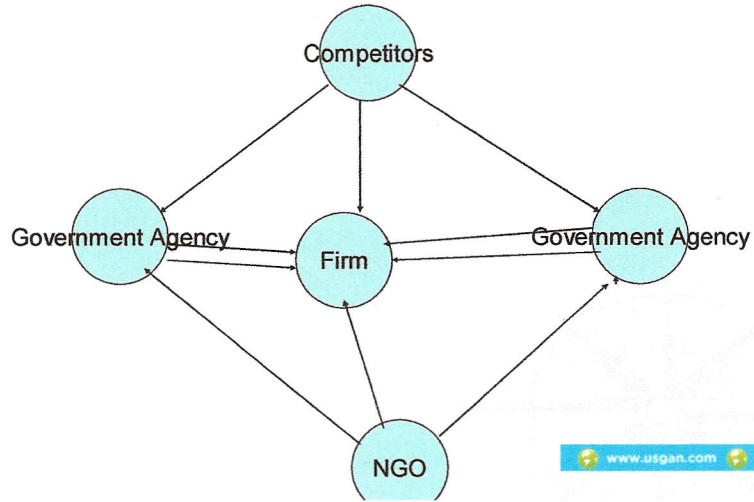


Figure 6.1



## MAPPING POWER RELATIONSHIPS



**Figure 6.2**  
**SOURCES OF POTENTIAL POWER**

1. Social Status
2. Expertise
3. Information
4. Formal organization or legal authority
5. Capacity for Coercion
6. Contracted power
7. Wealth

**CHOOSING TO USE POWER**

The decision to use less than one's full potential power is a function of:

1. Desire not to use a non-renewable or expensive asset, e.g., favors, bombs, "chits".
2. Desire not to expose how much power one has.
3. Desire not to expose how little power one has.
4. Desire not to activate potential opponents.
5. Desire to get allies to use their resources.

**FIGURE 7-5c**  
**EFFICIENCY**

Efficiency is a function of:

1. Experience in using one's power.
2. Familiarity with the target.

**Figure 6.3**

**POTENTIAL VS. ACTUAL POWER**

- Power:** The ability of one actor to get another actor to do what that actor would not otherwise do.
- Potential Power:** The full power which one actor has over another.
- Power Used:** That part of an actor's potential power used.
- Efficiency:** The efficiency with which potential power is used.
- Actual Power:** Power used x efficiency

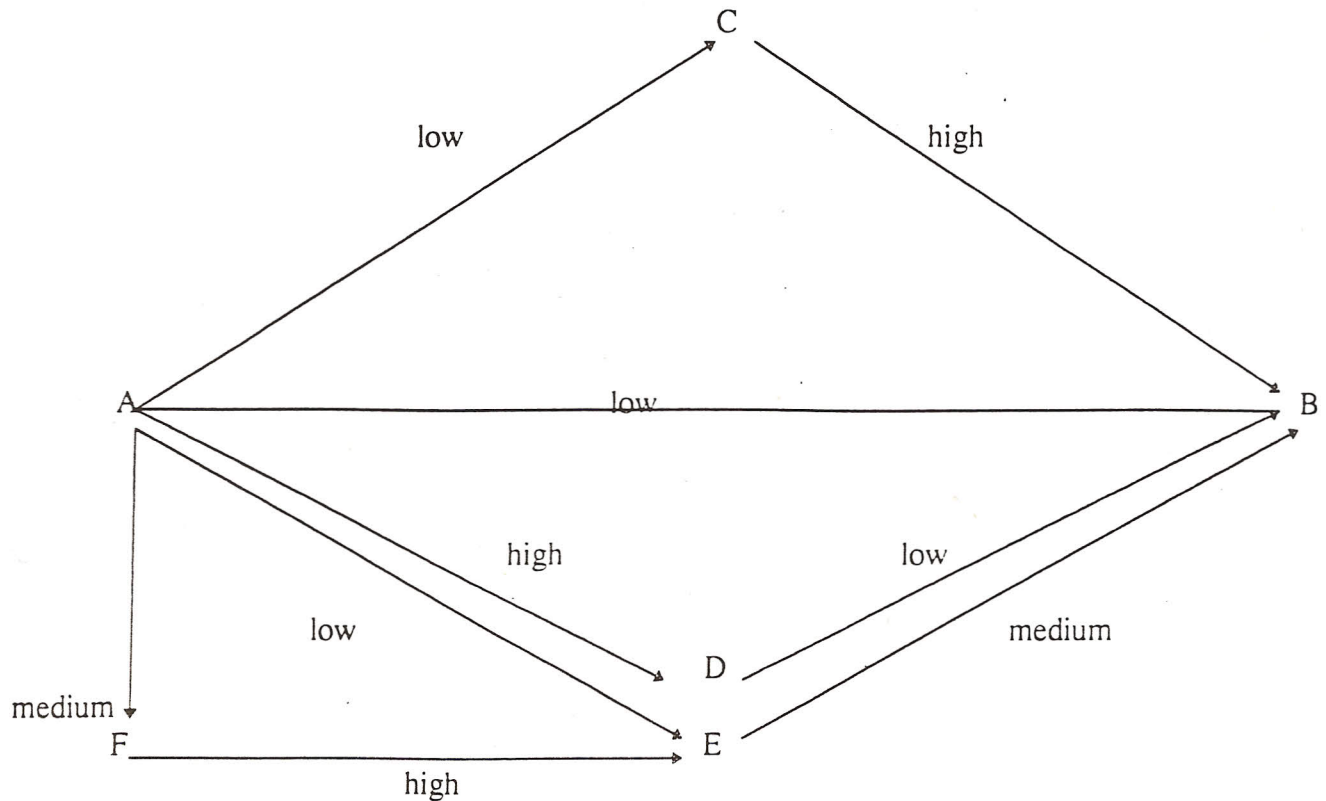
**EXAMPLE:**

	<u>Country A</u>		<u>Country B</u>
Potential Power	10,000 bombs	>>	1,000 bombs
Power Used	2,000 bombs		800 bombs
Efficiency	30		80
Actual power	600 bombs	<	640 bombs

**Summation:** Even though Actor A may have more potential power than Actor B, Actor A's advantage can be reduced by a choice to use less than the full potential power and by inefficiencies in A's use of power to where the potentially weaker actor can prevail.

Figure 6.4

CHOOSING WHERE TO EXERCISE POWER



Example:

Suppose actor A wishes actor B to take some action, but is constrained by the fact that A has little or no power over B. A could try to exert power through C, who is powerful over B, but A has no power over C. Actor A could try to exert power over D, where A has considerable power, but D is weak relative to B. A finally chooses E, because it has power over F, F has power over E, and E has power over B. (For example assume A is a U.S. business firm, B is a foreign legislative Committee, and C, D and E are members of the foreign legislature the firm plans to build a plant in the district of legislator D, with a joint venture in the district of legislator E.)