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Article

The Exercise of Power in Strategy Meetings: A Comparison of Political Behavior in Online and Offline Meetings

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Online-Appendix zu

„The Exercise of Power in Strategy Meetings: A Comparison of Political Behavior in Online and Offline Meetings “

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Universität Zürich

Junior Management Science 6(4) (2021) 852-890

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Appendix 1: Three dimensions of power (here: strategic change)

Dimensions	Power of resources	Power or processes	Power of meaning
Source of power	Ability to hire and fire, rewards, punishments, funding, authority, expertise etc.	Decision-making processes, participants and agendas etc.	Symbols, rituals, language etc.
Action of power	Principles of behavior modification are used to influence specific actions	New awareness is created by opening up processes to new participants, issues and agendas	Change is given new meaning, making it appear legitimate, desirable, rational or inevitable
Limits of power	Continual use of carrot or stick is required to ensure continued change; repeated use of stick may be counter-productive	New awareness helps sustain new behavior as long as it remains within existing values and norms	Change in some underlying values and norms may be possible but specific changes in behavior will be difficult

Table A.1: Three dimensions of power; Source: Hardy (1996: S7)

Appendix 2: Research strategies to be considered¹³

Research strategy	Formulation of the research question	Requires control of behavioral events?	The focus on contemporary issues
Experiment	How, why?	Yes	Yes
Survey	Who, what, where, how many, how much?	No	Yes
Archival analysis	Who, what, where, how many, how much?	No	Yes / No
History	How, why?	No	No
Case study	How, why?	No	Yes

Table A.2: Research strategies to be considered; Source: Yin (2003: 5)

¹³ The grey marked places indicate that the respective strategy fulfils the individual condition. The case study is the only strategy that meets all conditions.

Appendix 3: Setting¹⁴

Company	Economic and business sector	Headquarters	Approx. revenue	Approx. number of employees (worldwide)	Corporate / organization structure	Camera policy in online meetings (on versus off)
Comp. 1	Secondary sector, technology	France	EUR 15-20 billion	50'000-100'000	Typical matrix organization	off
Comp. 2	Tertiary sector, transaction services	France	EUR 1-5 billion	10'000-15'000	Decentralized organization	off
Comp. 3	Tertiary sector, industry	Switzerland	CHF 0.5-1 billion	< 5'000	Matrix organization	on
Comp. 4	Tertiary sector, financial services	Switzerland	USD 40-45 billion	15'000-20'000	Centralized organization (hierarchical)	on
Comp. 5	Tertiary sector , financial services	Switzerland	USD 50-55 billion	50'000-60'000	Decentralized organization (transformation away from hierarchical structure)	on

¹⁴ Company information was researched on the respective websites (annual reports 2019). For reasons of confidentiality, no exact references are given here.

Appendix 4: Sampling

Company	Interviewee	Position of interview partner ¹⁵	Department	Gender	Length of employment in the respective company	Number of subordinate persons
Comp. 1	I.1A	Upper management	Operations / Project Management	male	11-20 years	direct: 25; indirect: unknown
Comp. 1	I.1B	Middle management	Project Management	male	>20 years	direct: 7-9
Comp. 2	I.2A	Upper management	Human Resource	male	1-5 years	direct: 7; indirect: 30
Comp. 2	I.2B	Middle management	Human Resource	male	1-5 years	direct: 5
Comp. 3	I.3A	Upper management	Human Resource	male	1-5 years	direct: 6; indirect: 47
Comp. 3	I.3B	Middle management	Human Resource	female	1-5 years	direct: 1
Comp. 4	I.4A	Upper management	Design and delivery services	male	>20 years	direct: 20; indirect: 300
Comp. 4	I.4B	Middle management	Customer experience and digital delivery	male	1-5 years	direct: 9
Comp. 5	I.5A	Upper management	Audit	male	7 years	direct: 12; indirect: 230
Comp. 5	I.5B	Middle management	Audit	female	6-10 years	direct: 2

¹⁵ This information refers to the time of the interviews, which were conducted between July and September 2020.

Appendix 5: Confidentiality agreement

By

and

Ventana Pünchera

Master Student
Holzwiesweg 17
8047 Zurich
+41 76 448 00 21

This confidentiality agreement is between _____ and Ventana Pünchera and with respect to fact that the former provides information about the political function of meetings within the scope of a master thesis.

Hereby, _____ agrees that the interview will be recorded, transcribed and then analyzed using qualitative coding techniques.

Ventana Pünchera confirms that after conducting the interview with _____, all the information will be treated confidential and be used for this thesis only. The thesis based on interviews will be written in such a way that all information that could lead to an identification of the interview partner is changed.

Further, upon transcribing the interview, the recorded material will be deleted from her file storage.

Ventana Pünchera

Appendix 6: Short questionnaire

Company: _____ Interviewee: _____

Gender:

- ☐ male ☐ female ☐ other

Origin and citizenship: _____

Mother language:

- ☐ German ☐ English ☐ other

Age:

- ☐ 18 - 25 years
☐ 26 - 35 years
☐ 36 - 45 years
☐ 46 - 55 years
☐ 56 - 65 years
☐ > 65 years

Length of employment in the respective company:

- ☐ < 1 year
☐ 1-5 years
☐ 6-10 years
☐ 11-20 years
☐ > 20 years

Length of current position (domain-relevant expertise):

- ☐ < 1 year
☐ 1-5 years
☐ 6-10 years
☐ 11-20 years
☐ > 20 years

Current professional position (hierarchy):

- ☐ in education
☐ employee without superior position
☐ employee with superior position
☐ employee in upper management

Number of subordinate persons: direct: _____ indirect: _____

Appendix 7: Interview guide: Interviewer (final version)

Date: _____ Time: _____ Interviewee: _____

Section 1: Introduction

- Presentation of interviewer:
 - Name: Ventana Pünchera
 - Master student at the University of Zurich (field of study: Management and Economics)
 - Master thesis: “The exercise of power in strategy meetings: A comparison of political behavior in online and offline meetings”
- Confidentiality and data protection:
 - Information for anonymous and confidential evaluation of the data:
The work is written in such a way that no conclusions can be drawn about the interview partners (see attached confidentiality agreement)
 - Tape recording for subsequent transcription
- Procedure:
 - The interview lasts about 60 minutes
 - Questions on sociodemographic and individual characteristics (see attached short questionnaire)
 - A free, truthful, and as detailed as possible narrative is important
- Short introduction to content of thesis:

Meetings are the heart of an organization and offer the ideal opportunity not only to advance goals but also to set new directions. The political function of meetings plays a central role, which I analyze in more detail in my paper. Actors on different hierarchical levels of a company can take advantage of meetings by, for example, strengthening their own interests and suppressing others. Since the outbreak of the coronavirus has massively increased the trend toward online meetings, I assume that this will also increasingly change the way meetings can be utilized politically.

The goal of my work is to compare so-called micropolitical practices in offline meetings with those of online meetings by conducting interviews with people from different companies and different levels.

If you are interested, I will be happy to share my research results with you at the end and provide a copy of my thesis.
- Answers to potential questions of the interview partners

Section 2: Introductory questions			
Category	Key questions	Topics	Further questions
Political function of meetings	<p>In your daily work, you regularly participate in meetings.</p> <p><i>Tell me</i> how you perceive the exercise of power in meetings by referring to the following four key questions:</p> <ul style="list-style-type: none"> • How would you define power in meetings (positive, negative, neutral)? • What kind of power do you consider particularly important in meetings? • What are political practices that are utilized to influence the outcome of meetings? • What influence do contingent factors have on the exercise of power in meetings? <p><i>How do your answers to the above posed questions change with the trend toward online meetings?</i></p>	<ul style="list-style-type: none"> • Power • Politics • Power mechanisms and political practices 	<ul style="list-style-type: none"> • What was that in detail? • Could you give me an example? • What do you mean by that exactly? • In what way? • Could you explain that more clearly? • Is it the same with online / offline meetings?
Section 3: Further explorations			
Category	Key questions	Topics	Further questions
Offline versus online	<ul style="list-style-type: none"> • What are advantages and disadvantages of offline versus online meetings regarding the political function? 	<ul style="list-style-type: none"> • Meeting room • Camera policy • Seating arrangement 	<ul style="list-style-type: none"> • To what extent does the seating arrangement and the camera policy influence the exercise of power?

A common framework for studying meeting practices is to divide meetings into five different episodes. It is important to know:

1) *How is power exercised in each of the following five phases?*

2) *How does this political behavior of the following five phases differ between online and offline meetings?*

Pre-meeting phase	<ul style="list-style-type: none"> • How do you usually prepare for meetings? 	<ul style="list-style-type: none"> • Arguments / content • Assessing participants • Formal and informal talks 	<ul style="list-style-type: none"> • Do you informally talk about the topics before the actual meeting takes place? If yes, where, when and with whom? • To what extent do you anticipate the interests of other meeting participants? • Do you prepare arguments?
Initiation phase	<ul style="list-style-type: none"> • What happens at the beginning of meetings? 	<ul style="list-style-type: none"> • Location / platform • Agenda • Chairing • Small talk 	<ul style="list-style-type: none"> • Who sets the agenda and selects the meeting participants? • Where do physical meetings take place? • What role plays small talk?
Conduct phase	<ul style="list-style-type: none"> • How are physical and online meetings organized? 	<ul style="list-style-type: none"> • Turn-taking • Breaks • Decision-making 	<ul style="list-style-type: none"> • Who takes the decisions? • Who decides which participant is allowed to speak when during meetings? • What happens during the breaks?
Termination phase	<ul style="list-style-type: none"> • How do meetings usually end? 	<ul style="list-style-type: none"> • Closure (summarizing) 	
Post-meeting phase	<ul style="list-style-type: none"> • What happens after the meetings? 	<ul style="list-style-type: none"> • Formal and informal talks 	<ul style="list-style-type: none"> • Do you informally talk about the topics after the scheduled meeting? • Do you approach certain people after the meeting?

Power mechanisms deployed to utilize meetings politically and, thus, to influence the outcomes can be based on 1) language, 2) body, and 3) materiality and technology, as well as 4) knowledge and skills. How would you assess the importance of these dimensions in relation to the political function of physical as well as online meetings?			
Power mechanisms	<ul style="list-style-type: none"> • What role do language, body, materiality and technology, and knowledge and skills play in making political usage of meetings? • <i>How do these power mechanisms differ in physical and online meetings?</i> 	<ul style="list-style-type: none"> • Language, formulations, tone of voice • Posture, appearance, eye and body movements, facial expression, emotions • Arrangement of furniture, tools • Experience, talent, skills 	<ul style="list-style-type: none"> • What other political tactics in meetings have you already experienced?
Strategy versus operational meetings	<ul style="list-style-type: none"> • What is the difference between strategic and operational meetings? • To what extent does political behavior differ in strategic and operational meetings? • How does political behavior affect the future of the organization / department? • Do both strategic and operational meetings take place online and offline? Why or why not? 	<ul style="list-style-type: none"> • Strategic work • Consequences • Outcome • Meeting setting 	
Trend toward online meetings (outlook)	<ul style="list-style-type: none"> • Will meetings increasingly be hold offline or online in the future? 	<ul style="list-style-type: none"> • Past, present, future 	<ul style="list-style-type: none"> • Does this positively or negatively affect political behavior in meetings?
Section 4: Conclusion			
<ul style="list-style-type: none"> • Summary review of the interview: What are the key insights of the interview? • Would you like to add something to the <i>development</i> of the exercise of power in meetings? • Are there topics that you find important and have not yet been addressed? • Answers to potential questions of the interview partners • Thanks for information and participation 			

Appendix 8: Interviews – Transcripts and postscripts

The transcribed interviews and the postscripts can be found in a separate document.

Document name: Interviews – Transcripts and Postscripts_Ventana Pünchera

Document type: PDF

Document size: 1.5 MB

Appendix 9: Interview guide: Pretest

Date: _____ Time: _____ Interviewee: _____

Section 1: Introduction

- Presentation of interviewer:
 - Master student at the University of Zurich (field of study: Management and Economics)
 - Master thesis: “The exercise of power in strategy meetings: A comparison of political behavior in online and offline meetings”
- Confidentiality and data protection:
 - Information for anonymous and confidential evaluation of the data:
The work is written in such a way that no conclusions can be drawn about the interview partners (see attached confidentiality agreement)
 - Tape recording for subsequent transcription
- Procedure:
 - The interview lasts about 60 minutes
 - Questions on sociodemographic and individual characteristics (see attached short questionnaire)
 - A free, truthful, and as detailed as possible narrative is important
- Short introduction to content of thesis:

Meetings are the heart of an organization and offer the ideal opportunity not only to advance goals but also to set new directions. The political function of meetings plays a central role, which I analyze in more detail in my paper. Actors on different hierarchical levels of a company can take advantage of meetings by, for example, strengthening their own interests and suppressing others. Since the outbreak of the coronavirus has massively increased the trend toward online meetings, I assume that this will also increasingly change the way meetings can be utilized politically.

The goal of my work is to compare so-called micropolitical practices in offline meetings with those of online meetings by conducting interviews with people from different companies and different levels.

If you are interested, I will be happy to share my research results with you at the end and provide a copy of my thesis.
- Answers to potential questions of the interview partners

Section 2: Introductory questions			
Category	Key questions	Topics	Further questions
Political function of meetings	<p>In your daily work, you regularly participate in meetings. Tell me how you perceive the exercise of power in meetings by referring to the following four key questions:</p> <ul style="list-style-type: none"> • How would you define power in meetings (positive, negative, neutral)? • What kind of power do you consider particularly important in meetings? • What do you understand by the political function of meetings? • What are political practices that are utilized to influence the outcome of the meetings? <p>→How do your answers to the above posed questions change with the trend toward online meetings?</p>	<ul style="list-style-type: none"> • Power • Politics • Power mechanisms / political practices 	<ul style="list-style-type: none"> • What was that in detail? • Could you give me an example? • What do you mean by that exactly? • In what way? • Could you explain that more clearly? • Is it the same with online / offline meetings?
Section 3: Further explorations			
Category	Key questions	Topics	Further questions
Meeting setting: Offline versus online	<ul style="list-style-type: none"> • How would you describe the atmosphere in physical and online meetings? • What are advantages and disadvantages of physical versus online meetings regarding the political function? 	<ul style="list-style-type: none"> • Advantages and disadvantages • Meeting room • Atmosphere 	<ul style="list-style-type: none"> • What is your camera and recording policy during online meetings? • To what extent does the seating arrangement influence the exercise of power by participants?

A common framework for studying meeting practices is to divide meetings into five different episodes, called pre-meeting, initiation, conduct, termination, and post-meeting phases. It is important to know how the political behavior of the meeting participants changes in each phase due to the trend toward online meetings.			
Pre-meeting phase	<ul style="list-style-type: none"> • How do you usually prepare for meetings? • Do you informally talk about the topics before the actual meeting takes place? • Which role does document preparation play regarding the political function of meetings? 	<ul style="list-style-type: none"> • Document preparation • Hallways and office aisle talks • Relationships 	<ul style="list-style-type: none"> • Does this affect the political function of meetings? • How does this differ between online and offline meetings?
Initiation phase	<ul style="list-style-type: none"> • Who sets the agenda and selects the meeting participants? • Where do physical meetings take place? 	<ul style="list-style-type: none"> • Location • Agenda • Chairing 	
Conduct phase	<ul style="list-style-type: none"> • How are physical and online meetings organized? (Who decides which participant is allowed to speak when during the meeting?) 	<ul style="list-style-type: none"> • Turn-taking • Breaks • Decision-making 	
Termination phase	<ul style="list-style-type: none"> • How do meetings usually end? 	<ul style="list-style-type: none"> • Closure 	
Post-meeting phase	<ul style="list-style-type: none"> • What happens after the meetings? • Which role does document postprocessing play regarding the political role of meetings? 	<ul style="list-style-type: none"> • Document postprocessing • Hallways and office aisle talks • Relationships 	

Power mechanisms deployed to utilize meetings politically and, thus, to influence the outcomes can be based on 1) language, 2) body, and 3) materiality and technology, as well as 4) knowledge and skills. How would you assess the importance of these dimensions in relation to the political function of physical as well as online meetings?			
Power mechanisms	<ul style="list-style-type: none"> • What role do language, body, materiality and technology, and knowledge and skills play in making political usage of meetings? • How does this role differ in physical and online meetings? 	<ul style="list-style-type: none"> • Language, formulations, tone of voice • Posture, appearance, eye and body movements, facial expression, emotions • Arrangement of furniture, equipment / tools • Experience, talent 	<ul style="list-style-type: none"> • What other political tactics in meeting have you already experienced?
Strategy versus operative meetings	<ul style="list-style-type: none"> • What is the difference between strategic and operational meetings? • To what extent does political behavior differ in strategic and operational meetings? • How does this political behavior affect the future of the organization / department? 	<ul style="list-style-type: none"> • Strategic work • Consequences • Outcome 	
Trend toward online meetings (outlook)	<ul style="list-style-type: none"> • Will meetings increasingly be held offline or online in the future? 	<ul style="list-style-type: none"> • Past, present, future 	<ul style="list-style-type: none"> • Does this have a positive or negative effect on political behavior?
Section 4: Conclusion			
<ul style="list-style-type: none"> • Summary review of the interview: What are the key insights of the interview? • Would you like to add something to the <i>development</i> of the exercise of power in meetings? • Are there topics that you find important and have not yet been addressed? • Answers to potential questions of the interview partners • Thanks for information and participation 			

Appendix 10: Interview guide: Interviewee

Date: _____ Time: _____ Interviewee: _____

Section 1: Introduction

- Presentation of interviewer:
 - Name: Ventana Pünchera
 - Master student at the University of Zurich (field of study: Management and Economics)
 - Master thesis: “The exercise of power in strategy meetings: A comparison of political behavior in online and offline meetings”
- Confidentiality and data protection:
 - Information for anonymous and confidential evaluation of the data:

The work is written in such a way that no conclusions can be drawn about the interview partners (see attached confidentiality agreement)
 - Tape recording for subsequent transcription
- Procedure:
 - The interview lasts about 60 minutes
 - Questions on sociodemographic and individual characteristics
 - A free, truthful, and as detailed as possible narrative is important
- Short introduction to content of thesis:

Meetings are the heart of an organization and offer the ideal opportunity not only to advance goals but also to set new directions. The political function of meetings plays a central role, which I analyze in more detail in my paper. Actors on different hierarchical levels of a company can take advantage of meetings by, for example, strengthening their own interests and suppressing others. Since the outbreak of the coronavirus has massively increased the trend toward online meetings, I assume that this will also increasingly change the way meetings can be utilized politically.

The goal of my work is to compare so-called micropolitical practices in offline meetings with those of online meetings by conducting interviews with people from different companies and different levels.

If you are interested, I will be happy to share my research results with you at the end and provide a copy of my thesis.
- Answers to potential questions of the interview partners

Section 2: Key questions	
Category	Questions
Political function of meetings	<p>In your daily work, you regularly participate in meetings. <i>Tell me</i> how you perceive the exercise of power in meetings by referring to the following four key questions:</p> <ul style="list-style-type: none"> • How would you define the exercise of power in meetings? • What kind of power do you consider particularly important in meetings? • What are political tactics that are utilized to influence the outcome of meetings? • What influence do contingent factors have on the exercise of power in meetings? <p><i>How do your answers to the above posed questions change with the trend toward online meetings?</i></p>
Section 3: Further questions	
Category	Questions
Meeting setting: Offline versus online	<ul style="list-style-type: none"> • How would you describe the atmosphere in offline and online meetings? • What are advantages and disadvantages of offline versus online meetings regarding the political function?
<p>A common framework for studying meeting practices is to divide meetings into five different episodes. It is important to know:</p> <p>3) <i>How is power exercised in each of the following five phases?</i></p> <p>4) <i>How does this political behavior of the following five phases differ between online and offline meetings?</i></p>	
Pre-meeting phase	<ul style="list-style-type: none"> • How do you usually prepare for meetings?
Initiation phase	<ul style="list-style-type: none"> • What happens at the beginning of meetings?
Conduct phase	<ul style="list-style-type: none"> • How are physical and online meetings organized?
Termination phase	<ul style="list-style-type: none"> • How do meetings usually end?
Post-meeting phase	<ul style="list-style-type: none"> • What happens after the meetings?

Power mechanisms deployed to utilize meetings politically and, thus, to influence the outcomes can be based on 1) language, 2) body, 3) materiality and technology, as well as 4) knowledge and skills. How would you assess the importance of these dimensions in relation to the political function of physical as well as online meetings?	
Power mechanisms	<ul style="list-style-type: none"> • What role do language, body, materiality and technology, and knowledge and skills play in making political usage of meetings? • How do these power mechanisms differ in physical and online meetings?
Strategy versus operational meetings	<ul style="list-style-type: none"> • What is the difference between strategic and operational meetings? • To what extent does political behavior differ in strategic and operational meetings? • How does political behavior affect the future of the organization / department?
Trend toward online meetings (outlook)	<ul style="list-style-type: none"> • Will meetings increasingly be hold offline or online in the future?
Section 4: Conclusion	
<ul style="list-style-type: none"> • Summary review of the interview: What are the key insights of the interview? • Would you like to add something to the <i>development</i> of the exercise of power in meetings? • Are there topics that you find important and have not yet been addressed? • Answers to potential questions of the interview partners • Thanks for information and participation 	

Appendix 11: Documentation of data analysis

The data analysis is documented in a separate document.

Document name: Data Analysis_Ventana Pünchera

Document type: Excel

Document size: 906 KB

Appendix 12: Coded interviews

The coded interviews can be found in a separate document.

Document name: Coded Interviews_Ventana Pünchera

Document type: PDF

Document size: 1.9 MB

Appendix 13: Coding system

General code	Subcode	Abbreviation for code	Code definition
CONTEXT			
Organizational culture		CONTEXT-ORGANIZATION	General statements that the organizational culture needs to be considered when talking about the exercise of power in meetings (corporate culture, meeting culture, company beliefs and values, historical background etc.).
Country and regional culture		CONTEXT-COUNTRY	General statements that the country and regional culture need to be considered when talking about the exercise of power in meetings (degree of internationalization, location of HQ etc.)
Social context and individual values		CONTEXT-PERSONALITY	General statements that personal preferences and individual values (personality) determine how power is defined, perceived and exercised in meetings.
POWER-DEFINITION			
Neutral power		POW-DEF-NEU	Reported definition of power contains a neutral connotation: Power can be a positive as well as negative force to achieve individual and organizational goals.
Positive power		POW-DEF-POS	Reported definition of power contains a rather positive connotation: Power is viewed as something positive that makes the dynamics of development and change possible through social interactions and practices.
Negative power		POW-DEF-NEG	Reported definition of power contains a rather negative connotation: Power is viewed as an ability to "influence behavior, to change the course of events, to overcome resistance, and to get people to do things that they would not otherwise do". (Pfeffer, 1992: 30).
POWER-DIMENSIONS			
Resources		POW-RES	Indices that power originates in the possession and control of (critical) resources.
	Hierarchy	POW-RES-HIERARCHY	General statements that power stems from the hierarchical order within the company.
	Information	POW-RES-INFORMATION	General statements that power stems from possessing and controlling information that other actors need but only one actor has.
	Authority	POW-RES-AUTHORITY	General statements that power stems from the elected authority position that legitimizes certain actors to exert influence over others.
	Expertise	POW-RES-EXPERTISE	General statements that power stems from domain-relevant expertise, knowledge as well as individual skills.
	Contacts	POW-RES-CONTACTS	General statements that power stems from contacts to superiors or from certain interpersonal relationships.
Processes		POW-PROC	Indices that power is rooted in the decision-making process and its underlying political tactics.
	Determination of meeting participants	POW-PROC-PARTICIPANTS	Indices that meeting participants are selected consciously in order to influence the course as well as the outcome of the meeting.
	Determination of agenda	POW-PROC-AGENDA	General statements that meetings are utilized politically by setting and advancing the agenda as well as by keeping topics on the agenda.
	Decision-making	POW-PROC-DECISION	General statements that power stems from decision-making.
Meaning		POW-MEAN	Indices that power is rooted in sense-giving practices such as shaping perceptions, legitimizing own demands and delegitimizing others.
	Language	POW-MEAN-LANGUAGE	General statements that power stems from controlling language (tone of voice, conscious choice of words, mother language).
	Symbol	POW-MEAN-SYMBOLS	General statements that power stems from utilizing specific symbols (demonstrate power).

SETTING		SET	
Offline Meeting		SET-OFF	General statements in which the respondent explicitly refers to the exercise of power in offline meetings.
Online Meeting		SET-ON	General statements in which the respondent explicitly refers to the exercise of power in online meetings.
	Camera	SET-ON-CAM	General statements that the camera policy has an impact on the political behavior in online meetings (positive or negative exercise of power).
Strategic		SET-ST	Statements in which meetings are conceptualized as strategy meetings and that are important regarding the comparison of political behavior in offline and online meetings.
Operational		SET-OP	Statements in which meetings are conceptualized as operational meetings and that are important regarding the comparison of political behavior in offline and online meetings (less relevant for this thesis).
PRE-MEETING		PRE	
Preparing arguments		PRE-ARGUMENTS	Indicates that meetings are utilized politically by preparing own set of arguments, documents and answers to potential questions from other meeting participants (self-management techniques).
Assessing participants (position, interests, culture)		PRE-PARTICIPANTS	Indices that a careful assessment of the position, values, interests as well as culture of the other meeting participants is utilized in order to adapt accordingly during the meeting and thus to utilize meetings politically.
Getting people on board		PRE-BOARD	Indices that meetings are utilized politically by motivating, encouraging or influencing people in either formal or informal gatherings before the meeting (e.g.: 1:1 meeting, lunches, coffee breaks, office aisle, phone calls). Thereby, people that act as micro-politicians form alliances, generate support and align their interests in order to control the subsequent discussion and outcome of the meeting.
Defining objectives and indented outcome		PRE-OBJECTIVES	Indices that meetings are utilized politically by making various key decisions in advance. Thereby, decisions are either pre-made among a smaller group or certain persons that acts as a micro-politician influence the meeting by setting the agenda, defining the objectives and the intended outcomes of the meeting.
INITIATION		IN	
Making a convincing impression		IN-IMPRESSION	Indices that a strong appearance or speech serves to gain power and respect, which has an influence on the course of the meeting.
Choosing the location and seating arrangement		IN-LOCATION	Indices that the determination of the physical meeting location or the seating arrangement can be utilized in order to demonstrate power or authority to others.
Introducing the agenda		IN-AGENDA	Indices that meetings are utilized politically by introducing the agenda and taking the lead of the meeting.
CONDUCT		CON	
Following the agenda		CON-AGENDA	Indices that following the agenda is utilized by the chair person in order to control the flow of the discussion and thus to influence the outcome of the meeting.
Skilful political maneuvering		CON-MANOEUVRING	Indices that meetings are utilized politically by taking the minutes, asking clever questions, encouraging certain people to state their opinion and interrupting other people in order to suppress their ideas.
Politicising during the breaks		CON-BREAK	Indices that breaks are cleverly inserted or utilized to make political usage of meetings by forming alliances, suppressing ideas, negotiating or building support.
Taking decisions		CON-DECISION	Indices that certain persons exploit specific situations in order to make decisions on their own or that these persons deliberately block decisions.
Sending physical (bodily) signals		CON-SIGNALLING	Indices that people utilize meetings politically by sending bodily signals. Thereby, non-verbal political tactics such as posture, eye and body movements, facial expressions, and emotions serve to influence others and thus the meeting outcome.
Chatting and using other technological tools		CON-CHATTING	Indices that the background chat or other technological tools serve as a hidden practice to utilize meetings politically and thus to influence the outcome of the meeting.
TERMINATION		TER	
Rescheduling meeting and delaying decisions		TER-RESCHEDULING	Indices that meetings are utilized politically by rescheduling meetings and delaying decisions in own interests in order to keep certain topics on the agenda up to a certain point in time where decisions can be made.
Summarizing		TER-SUMMARIZING	Indices that meetings are utilized politically by summarizing contents in own interests.

POST-MEETING		POST	
Debriefing		POST-DEBRIEFING	Indices that people talk informally or formally after the actual meeting took place in order to influence the next meeting or to build support and form alliances (e.g.: 1:1 meetings, lunches, coffee breaks, office aisle gatherings, phone calls).
Solving disputes and mediating potential conflicts		POST-MEDIATING	Indices that people are consciously approached after the meeting in order to resolve disagreements and therefore avoid potential frustration.
Taking follow-up decisions		POST-DECISION	Indices that decisions of postponed meetings are made after the meeting between certain individuals.

Appendix 14: Core categories¹⁶

Category	Definition / Purpose	Evidence
Contextual factors	Indices of impact of environmental, organizational, and individual factors on the political behavior in online and offline meetings	Also Landespolitik, Branchenpolitik und dann die eigene Persönlichkeit, ob man eher politisch ist oder eher ganz ehrlich straight forward ohne Politics führt, beispielsweise. (I.2A, Pos. 17) ¹⁷
Power definitions and dimensions	Reported definitions of power, evaluation of different power dimensions, general perceptions about political behavior in companies	Es kann beides sein. Es kommt immer drauf an, wird sie benutzt, um persönliche Interessen vielleicht durchzubringen oder wird sie benutzt, um die Ziele des Unternehmens zu erreichen. Es kann sicherlich förderlich sein, aber es gibt sicher Beispiele, wo es missbraucht wird. (I.2B, Pos. 7) ¹⁸
Meeting setting	General statements about operational, strategic, offline and online meetings which are relevant regarding the exercise of power in meetings	Die politische Funktion ist immer da, aber sie wird dann anders ausgeübt. (I.1A, Pos. 153) ¹⁹ In strategischen Meetings liegt der Fokus viel mehr in der Kollaboration, in der Diskussion und im gemeinsamen Austausch von Ideen, wo auch weniger Struktur dann gegeben ist. Klar, man hat unterschiedliche Werkzeuge, die einem natürlich helfen, solche Diskussion auch zu strukturieren, aber eben nicht in der Form, dass sie sehr getaktet sind. (I.4B, Pos. 107)) ²⁰
Preparation practices	Preparing own set of arguments, preparing documents, assessing position, culture, interests, and values of other meeting participants	Wenn man bewusst Einfluss nehmen und steuern will, muss man sich vorbereiten, sonst ist man dann im Moment nicht präpariert. Und dann kommt es natürlich auch darauf an, wie schnell man sich aus der Ruhe bringen lässt, wenn etwas in eine andere Richtung geht oder nicht. (I.4B, Pos. 51) ²¹

¹⁶ A more detailed description of the core categories can be found in the excel sheet of Appendix 11: (see tap: core categories).

¹⁷ Engl. translation: For example, regional politics, branch politics and then your own personality, whether you are more political or honestly straight forward without politics.

¹⁸ Engl. translation: It can be both. It always depends whether it is used to push through personal interests or to achieve the goals of the company. It can certainly be beneficial, but there are certainly examples where it is abused.

¹⁹ Engl. translation: The political function is always there, but then it's exercised differently.

²⁰ Engl. translation: In strategic meetings, the focus is much more on collaboration, discussion and the exchange of ideas, and there is less structure. Of course, you have different tools that help you to structure such discussions, but not in a way that they are very structured.

²¹ Engl. translation: If you want to influence and control consciously, you have to prepare yourself, otherwise you are not prepared at the moment. And then of course it also depends on how quickly you let yourself be thrown off balance if something goes in another direction or not.

Political practices related to agenda of meeting	Defining own objectives, defining intended outcome of the meeting, following own agenda that reflects individual or organizational interests	Wenn ich persönlich irgendeine eigene Agenda habe und ich muss sie durchbekommen, dann würden wir das sicher auch als politisches Handeln bezeichnen, wenn ich dann meine Macht nutze, um Leute zu überstimmen oder mit verschiedensten Mitteln . . . zu beeinflussen. (I.1A, Pos. 13) ²²
Political practices based on discourse with other meeting participants	Forming alliances, getting support, coordinating, aligning interests, motivating and encouraging certain people, suppressing ideas etc.	Vielleicht mag mich ein Gegner nicht, also ein Gegner meines Zieles oder meiner Agenda. Vielleicht habe ich mit denen einfach keine gute Chemie. Aber jemand, der das Ziel unterstützt und der Best Friend ist mit dem Gegner, der kann vielleicht dann meinen Gegner beeinflussen. (I.2A, Pos. 74) ²³ Was aber auch vorkommt, ist für ein armes Ding, aber es wird oft gemacht, dass jemanden nicht aussprechen lassen oder nicht zu Wort kommen lassen, unterbrechen, in das Wort fallen. (I.1A, Pos. 113) ²⁴
Political practices based on physical aspects	Demonstrating power, intimidating other meeting participants, making a convincing impression, gaining respect etc.	Und die Physischen, das ist vielleicht noch etwas, wie man Macht ausüben kann ist, es wäre jedes Mal in Paris gewesen und nie in Zürich. Das heißt, immer wir müssen anreisen zu ihnen, und nicht sie zu uns. (I.2B, Pos. 21) ²⁵
Political practices based on decision-making	Pursuing own objectives, keeping topics on the agenda, removing topics from the agenda, taking decisions outside the formal meeting etc.	Natürlich, wenn es einen Entscheid braucht, dann muss klar sein, dann habe ich die Macht. Ich entscheide schlussendlich. Es gibt keinen Konsensentscheid oder wie auch immer. (I.2A, Pos. 33) ²⁶

²² Engl. translation: If I have a personal agenda, and I have to get it through, then we would certainly call it political action when I utilize my power to outvote people or influence them by various means.

²³ Engl. translation: Perhaps an opponent does not like me, that is, an opponent of my goal or agenda. Maybe I just don't have good chemistry with them. But someone who supports the goal and is the Best Friend with the opponent might be able to influence my opponent.

²⁴ Engl. translation: But what also happens is for a poor thing, but it is often done that someone does not let someone speak or does interrupt someone.

²⁵ Engl. translation: And the physical, that's perhaps something else, how to exercise power is, it would have been in Paris every time and never in Zurich. That means that we always have to travel to them and not they to us.

²⁶ Engl. translation: Of course, if it needs a decision, it must be clear, then I have the power. I make the final decision. There is no consensus decision.

GENDER DISCLAIMER

Nowadays, gender-neutral language makes a significant contribution to gender equality and balance. Throughout this master thesis, gender-specific terms may have been used in order to ease the reading flow. Nevertheless, such gender-specific terms should always be understood as referring to all genders, unless explicitly stated.