

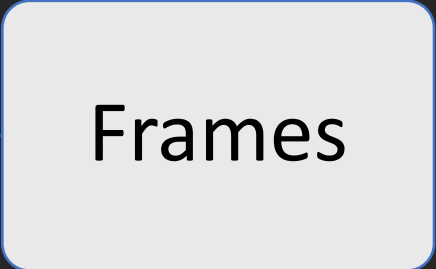
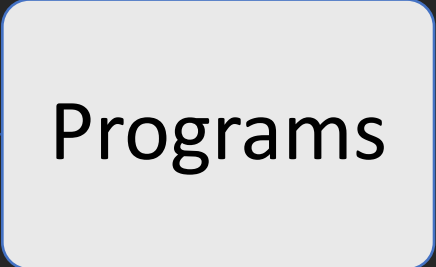
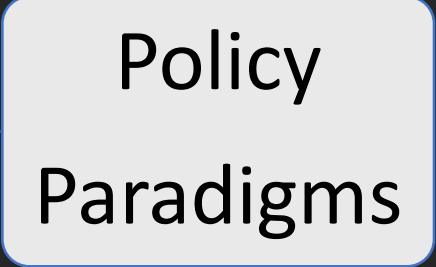
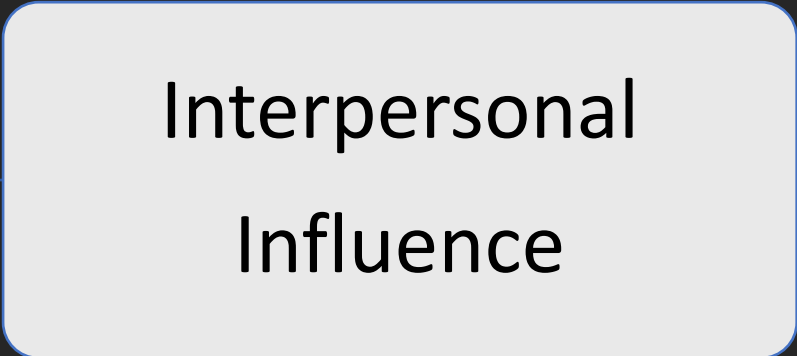
Theoretical Paper Topic:

In societies, actors’ ideas underpin policy with a goal of becoming embedded to form institutions (Béland, 2019). It is postulated that this concept can be extrapolated to the organizational environment. For example, ideas could be viewed as organization goals which are based on actors’ beliefs and perceptions; actors use methods to achieve business outcomes; which then embed themselves in the culture (forming institutions). Given this perspective, could **political skill** (“the ability to effectively understand others at work, and to use such knowledge to enhance one’s personal and/or organizational goals” (Ferris et. al, 20225)) be seen as a method or technique to implement ideas in organizations and working backwards, society as a whole.



Political Skill: A technique to implement ideas?

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References:
Béland, D. (2019). How ideas and institutions shape the politics of public policy. Cambridge University Press.
Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C., & Frink, D. D. (2005). Development and validation of the political skill inventory. Journal of management, 31(1), 126-152.

Ideas:
““historically constructed beliefs and perceptions of both individual and collective actors” (Beland, 2019, Pg. 4)

Future Research Suggestions:

1. Beland suggests focus on methodological issues and specifically Process Tracing. Use Process Tracing to review a specific actor’s skills and behaviors employed to communicate ideas. Investigate if frames were used and if the behaviors align to political skill.
2. Similar to above, use the same approach within an organization to map leader ideas and outcomes.
3. Outline how Policy goals and outcomes in society may be similar to business goals and outcomes.