

# Leadership

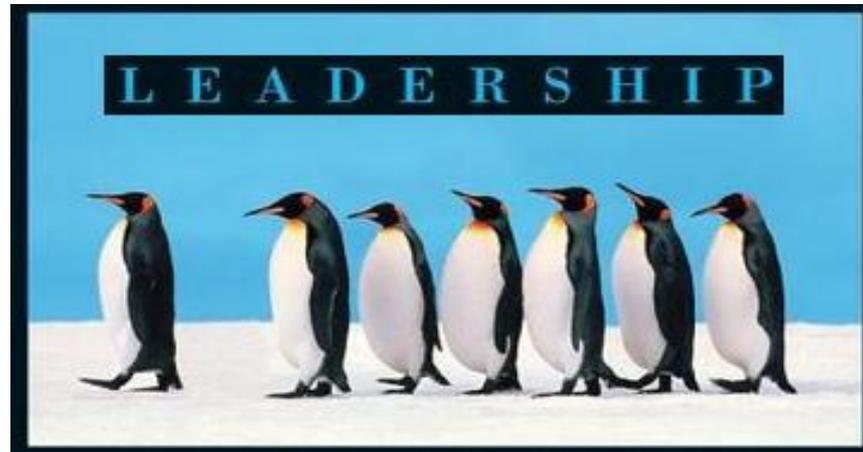
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- Leadership

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# Part Two: Focus on the Leader

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## ● Chapter Four: Power and Influence

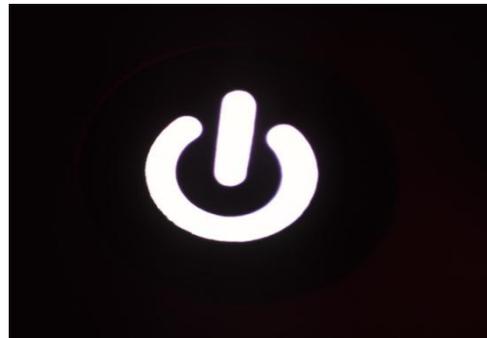
- The effectiveness of leadership, good or bad, is typically attributed to the leader much more than to the other elements of the framework. Sometimes the leader is the only element of leadership we think of.
  - “Men are nothing; it is the man who is everything...It was not the Roman army that conquered Gaul, but Cesar; it was not the Carthaginian army that made Rome tremble in her gates, but Hannibal; it was not the Macedonian army that reached the Indus, but Alexander (Napolean).



# Power and Influence

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- Power may be the single most important concept in all the social sciences, though scholars today disagree over precisely how to define power or influence.
- Power has been defined as the capacity to produce effects on others or the potential to influence others.



**THE POWER OF**  
**ONE**

# Power and Influence

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- Although we usually think of power as belonging to the leader, it is actually a function of the leader, the followers, and the situation.
- Leaders have the power to influence their followers' behaviors and attitudes. However, followers also can affect the leader's behavior and attitudes. Even the situation itself can affect a leader's capacity to influence followers (and vice versa).



# Power and Influence

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- Merely having the capacity to exert influence can often bring about intended effects, even though the leader may not take any action to influence his or her followers.
- Power represents an influence or attribution made on the basis of a leader's observable acts of influence. From this perspective, power is never directly observed but rather attributed to others on the basis and frequency of influence tactics they've used in the past and on their outcomes.

reputation

# Power and Influence

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- Influence can be defined as the change in a target agent's attitudes, values, beliefs, or behaviors as the result of Influence Tactics.
- Influence Tactics refer to one person's actual behaviors designed to change another person's attitudes, values, beliefs, or behaviors.
- Although we typically examine this from a leader's perspective, such as how the leader influences followers, it is important to remember that followers can also wield power and have influence over leaders as well as over each other.

INFLUENCE



# Power and Influence



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- Leaders can improve their effectiveness by reflecting on the types of power they and their followers have and the types of influence tactics they may use or may be used on them.
  - Where power is the capacity to cause change, influence is the degree of actual change in a target person's attitudes, values, beliefs, or behaviors.
    - ▣ A subordinate's satisfaction or motivation, group cohesiveness and climate, or unit performance measures can be used to assess the effectiveness of leaders' influence attempts.
    - ▣ The degree to which a leader can have a positive impact on these areas is a function of the amount of power available to both leaders and followers.

# Power and Influence

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- Leaders and followers use a variety of tactics to influence each other's attitudes or behavior. They range from emotional appeals, to the exchange of favors, to threats.
  - The particular tactic used in a leadership situation is probably a function of the power possessed by both parties.
    - For example, a well-respected leader could make an emotional appeal, a rational appeal, a personal appeal, a legitimate request, or a threat to try to modify a follower's behavior. The follower in this situation may be able to use only ingratiation or personal appeals to change the leader's attitude or behavior.

*VARIETY*

# Power and Influence

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- At the same time, because the formal leader is not always the person who possesses the most power in a leadership situation, followers often can use a wider variety of influence tactics than the leader to modify the attitudes and behavior of others.
- This would be the case if a new leader were brought into an organization in which one of his or her subordinates was extremely well liked and respected.
  - ▣ The subordinate may have a wider range of influence tactics available, whereas, the new leader may be limited to making only legitimate requests to change attitudes and behaviors of followers.

THE LIMITED

# Power and Leadership

## Furniture and Seating Arrangements

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- Something as trivial as the arrangement of furniture in an office can affect perceptions of another person's power.
  - On factor is the shape of the table used for meetings. Individuals sitting at the ends of rectangular tables often wield more power, whereas circular tables facilitate communication and minimize status differentials.
    - ▣ However, specific seating arrangements even at a circular table can affect participants' interactions; often individuals belonging to the same cliques and coalitions will sit next to each other.
    - ▣ By sitting next to each other, members of the same coalition may exert more power as a collective group than they would sitting apart from each other.



# Power and Leadership

## Office Arrangement

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- Having a private or more open office may not only reflect but also affect power differentials between people.
  - Individuals with private offices can dictate to a greater degree when they want to interact with others by opening or closing their doors or by giving instructions about interruptions.
    - Prominently displaying symbols like diplomas, awards, and titles also can increase one's power.



# Power and Leadership

## Clothing and Tattoos

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- Even choice of clothing can affect one's power and influence. Uniforms and other specialized clothing have long been associated with authority and status.
- Similarly, even the presence of something as trivial as tattoos can affect the amount of power wielded in a group.

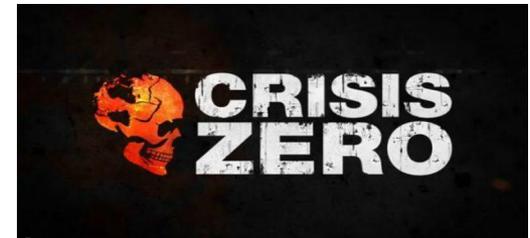


# Power and Leadership

## Crisis Situations

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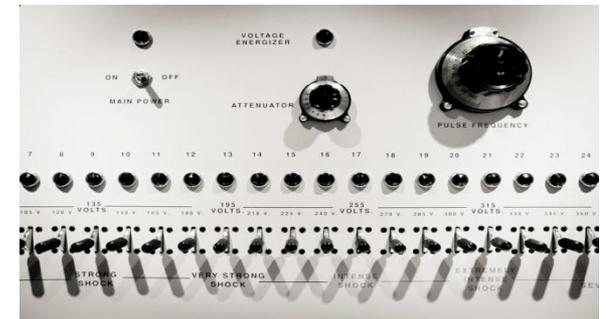
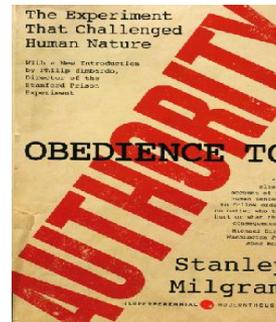
- Another situational factor that can affect one's potential to influence others is the presence or absence of a crisis.
  - Leaders usually can exert more power during a crisis than during periods of relative calm.
    - ▢ Perhaps this is because during a crisis leaders are willing to draw on bases of power they normally forgo (i.e. from traditional referent power to legitimate and coercive bases of power).
    - ▢ Another factor may be that during crises followers are more willing to accept greater direction, control, and structure from leaders, whatever power base involved.



# Milgram's Experiment

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- One intriguing way to understand power, influence, and influence tactics is to read a synopsis of Stanley Milgram's classic work on obedience and to think about how this work relates to the concepts and theories discussed.
- Research explored how far people will go when directed by an authority figure to do something that might injure another person. Specifically, he wanted to know what happens when the dictates of authority and the dictates of one's conscience seem incompatible.



# Zimbardo's Prison Guard Experiment

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- Phillip Zimbardo recruited students to serve as either “prisoners” or “guards” in a “prison.” The experiment was terminated in the early phase as “guards” abused fellow student “prisoners” both physically and emotionally.
  - Leaders cannot claim they want and expect teamwork and collaboration from subordinates if they place them in a situation that fosters competition and enmity.
  - Neither can leaders claim they want creativity from their subordinates if they have created a situation where the slightest deviation from the rigid rules brings punishment.
  - Leaders cannot expect egalitarian behaviors if people are put in highly differentiated power situations.



# Source of Power

Knowledge



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- French and Raven identified 5 sources, or bases, of power by which an individual can potentially influence others.
  - Expert Power
    - ▢ The power of knowledge. Some people can influence others through their relative expertise in particular areas.
    - ▢ It is possible for followers to have considerably more expert power than leaders in certain situations.



# Source of Power

## Relationship



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- French and Raven identified 5 sources, or bases, of power by which an individual can potentially influence others.
  - Referent Power
    - The potential influence one has due to the strength of the relationship between the leader and the followers.
    - A desire to maintain referent power may limit a leader's actions in particular situations.



# Source of Power

Authority



18

- French and Raven identified 5 sources, or bases, of power by which an individual can potentially influence others.
  - Legitimate Power
    - ▣ Formal or official authority based on a person's role in the organization.
      - ▣ The leader has this authority only while occupying that position and operating within the proper bounds of that role.





# Source of Power

Reward



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- French and Raven identified 5 sources, or bases, of power by which an individual can potentially influence others.
  - Reward Power
    - The potential to influence others due to one's control over desired resources. This can include the power to give raises, bonuses, and promotions, etc.
      - Equitable distribution of resources is expected by all employees.
      - Proper value determination of the reward by both parties is critical.
      - The reward may produce compliance, but not commitment.
        - An over-emphasis on rewards as payoff for performance may also lead to resentment and feelings by workers of being manipulated.
        - Extrinsic rewards like praise, compensation, promotion, privileges, and time off may not have the same effects on behavior as intrinsic rewards such as feelings of accomplishment, personal growth and development.

Negative  
Punishment

# Source of Power

Punishment



20

- French and Raven identified 5 sources, or bases, of power by which an individual can potentially influence others.
  - Coercive Power
    - The potential to influence others through the administration of negative sanctions or the removal of positive events.
      - In other words, the ability to control others through the fear of punishment or the loss of valued outcomes.
      - The opposite of reward power
        - Informal coercion, as opposed to the threat of formal punishment, can also change the attitudes and behaviors of others.
        - Informal coercion is usually expressed implicitly, and often non-verbally, rather than explicitly. It could be expressed by anger.
          - Followers, too, can use coercive power to influence their leader (i.e.) assault, sabotage, strike, quit, etc.

# Source of Power

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- Four generalizations about power and influence seem warranted.
  - Effective leaders typically take advantage of all their sources of power. They understand the relative advantages and disadvantages of different sources of power, and selectively emphasize one or another depending on the situation.



# Source of Power

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- Four generalizations about power and influence seem warranted.
  - Whereas leaders in well-functioning organizations have strong influence over their subordinates, they are also open to being influenced by them.
    - High degrees of reciprocal influence between leaders and followers characterize the most effective organizations.



# Source of Power

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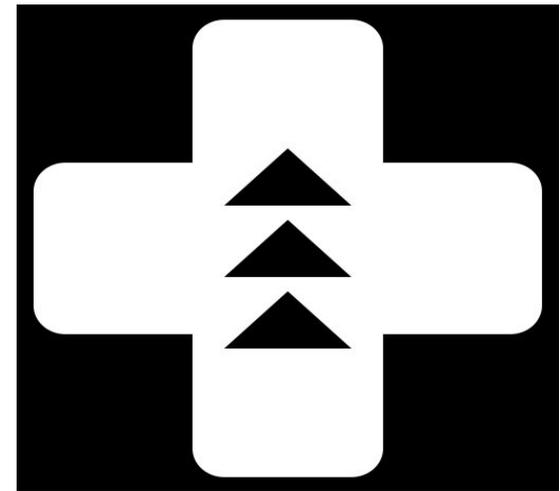
- Four generalizations about power and influence seem warranted.
  - Leaders vary in the extent to which they share power with subordinates. Some leaders view their power as a fixed resource that, when shared with others, reduces their own power. Other leaders see the possibility of increasing a subordinate's power without reducing their own.
    - ▣ A leader's support for power-sharing activities like empowerment, delegation, or participative management can strengthen influence.



# Source of Power

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- Four generalizations about power and influence seem warranted.
  - Effective leaders generally work to increase their various power bases, whether it be their expert, referent, reward, or legitimate power, or they become more willing to use their coercive power.



# Leader Motives

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- People vary in their motivation to influence or control others.
  - Need for Power
    - Individuals with a high Need for Power derive psychological satisfaction from influencing others. They seek positions where they can influence others, and are often involved in influencing people in many different organizations or decision-making bodies.
      - In such activities they readily offer ideas, suggestions, and opinions, and also seek information they can use in influencing others.
      - They are often astute at building trusting relationships and assessing power networks, though they can often be outspoken and forceful.



# Leader Motives



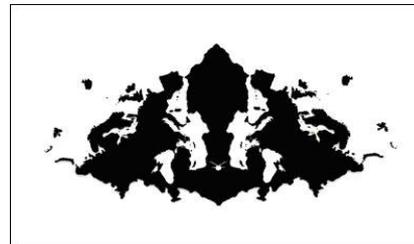
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- Two different ways of expressing the Need for Power have been identified:
  - Personalized Power
    - ▣ Individuals who have a high need for Personalized Power are relatively selfish, impulsive, uninhibited, and lacking in self-control.
      - ▣ These individuals exercise power for their own needs, not for the good of the group or the organization.
  - Socialized Power
    - ▣ Socialized Power, on the other hand, implies a more emotionally mature expression of the motive. It is exercised in the service of higher goals to others or organizations and often involves self-sacrifice toward those ends.
      - ▣ It often involves empowering, rather than an autocratic, style of management and leadership.

# Thematic Apperception Test (TAT)

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- The TAT is a Projective Personality Test consisting of pictures such as a woman staring out a window or a boy holding a violin. Subjects are asked to make up a story about each picture, and the stories are then interpreted in terms of the strengths of various needs imputed to the characters (i.e.) Need for Power.
  - Because the pictures are somewhat ambiguous, the sorts of needs projected onto the characters are presumed to reflect needs – perhaps on an unconscious level – of the storyteller.
    - ▣ Stories concerned with influencing or controlling others would receive high scores for the Need for Power.



# Leader Motives

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- Although some Need for Power is necessary for leadership potential, successful leaders also have the ability to inhibit their manifestation of this need.
  - Leaders who are relatively uninhibited in their Need for Power will act like dictators; such individuals use power impulsively, to manipulate or control others, or to achieve at another's expense.
    - Followers or the organization may pay a high cost for this “success.”



# Motivation to Manage

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- Just as in their Need for Power, individuals vary in their Motivation to Manage.
  - Miner described the MTM in terms of six composites:
    - Maintaining good relationships with authority figures.
    - Wanting to compete for recognition and advancement.
    - Being active and assertive.
    - Wanting to exercise influence over subordinates.
    - Being visibly different from followers.
    - Being willing to do routine administrative tasks.



# Motivation to Manage

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- Individuals who maintained respect for authority figures, wanted to be recognized, acted assertively, actively influenced subordinates, maintained “psychological distance” between themselves and their followers, and readily took on routine administrative tasks were more apt to be successful in bureaucratic organizations.



# Leader Influence

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- Past work performance is a source of personal reputation and can increase an individual's power, this increase does not necessarily translate into influence over others.
- Many fail to achieve this increased influence due to their lack of political skills for influence.

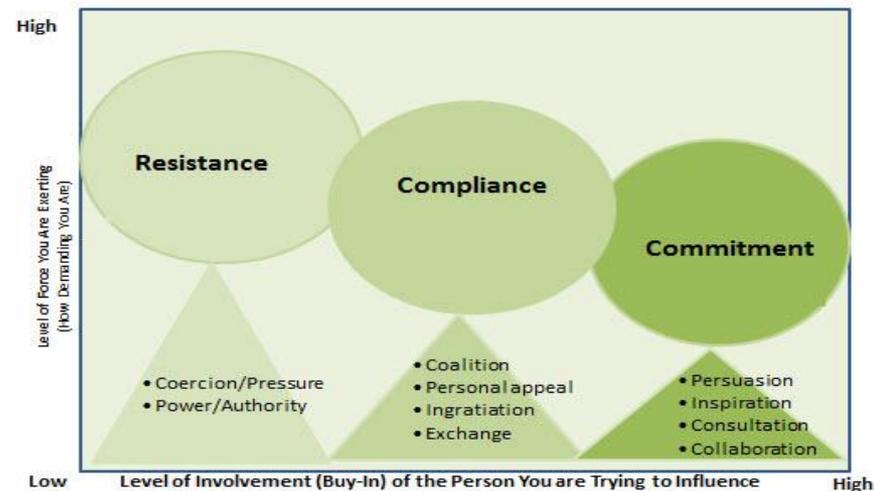


# Influence Tactics

IBQ

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- Whereas power is the capacity or potential to influence others, influence tactics are the actual behaviors used by an agent to change the attitudes, opinions, or behaviors of a target person.
  - The Influence Behavior Questionnaire (IBQ) is designed to assess 9 types of Influence Tactics, and its scales give us a convenient overview of various methods of influencing others.



# Influence Tactics



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- **1: Rational Persuasion**

- Occurs when an agent uses logical arguments or factual evidence to influence others.

- **2: Inspirational Appeals**

- Used when making a request or proposal designed to arouse enthusiasm or emotions in others.

- **3: Personal Appeals**

- Used when asking another to do a favor out of friendship.

- **4: Ingratiation (Praise)**

- Occurs when an agent attempts to get you in a good mood before making a request.

# Influence Tactics



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- **5: Consultation**
  - Occurs when agents ask others to participate in planning an activity.
- **6: Exchange**
  - Occurs when exchanging favors with others to influence them.
- **7: Coalition Tactics**
  - Seeking aid or support from others to strengthen ability to influence.
- **8: Pressure Tactics**
  - Using threats or persistent reminders to influence others.
- **9: Legitimization Tactics**
  - Occurs when agents make requests based on their position or authority.

# Influence Tactics and Power

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- A strong relationship exists between the relative power of agents and targets and the types of influence tactics used.
  - Because leaders with high amounts of referent power have built close relationships with followers, they may be more able to use a wide variety of influence tactics to modify the attitudes and behaviors of their followers.



# Influence Tactics and Power

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- Other factors also can affect the choice of influence tactics.
  - People typically use hard tactics (legitimizing or pressure) when an influencer has the upper hand, when they anticipate resistance, or when the other person's behavior violates important norms.
  - People typically use soft tactics (ingratiation) when they are at a disadvantage, when they expect resistance, or when they will personally benefit if the attempt is successful.
  - People use rational tactics (exchange and rational appeals) when parties are relatively equal in power, when resistance is not anticipated, and when the benefits are organizational and personal.



# Influence Tactics and Power

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- Other factors also can affect the choice of influence tactics.
  - Studies have shown that influence attempts based on factual, logical analyses are the most frequently reported method by which middle managers exert lateral and upward influence.
  - Other important components of successful influence of one's superior's include thoroughly preparing beforehand, involving others for support (coalition tactics), and persisting through a combination of approaches.



# Influence Tactics and Power

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- There is a strong tendency for people to resort to hard tactics whenever they have an advantage in clout if other tactics fail to get results.
  - As the bank robber Willie Sutton once said, “You can get more with a kind word and a gun than you can with just a kind word.”
    - Bosses who use hard tactics to control others’ behavior tend not to attribute any resultant good performance to the subordinates themselves.



# Influence Tactics and Power

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- Using influence tactics can be thought of as a social skill.
  - Choosing the right tactic may not always be enough to ensure good results; the behavior must be skillfully executed.



# Influence Tactics



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- Research indicates that some reasons for selecting among various possible influence tactics lead to successful outcomes more frequently than others.
  - Thinking an act would improve an employee's self-esteem or morale was frequently associated with successful influence attempts.
  - On the other hand, choosing an influence tactic because it followed company policy and choosing one because it was a way to put a subordinate in his place was frequently mentioned as reasons for unsuccessful influence attempts.
    - Leaders should pay attention not only to the actual influence tactics they use – to how they are influencing others – but also to why they believe such methods are called for.

# Questions



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- Some definitions of leadership exclude reliance on formal authority or coercion (that is, certain actions by a person in authority may work but should not be considered leadership).
  - What are the pros and cons of such a view?
- Some people say it dilutes a leader's authority if subordinates are allowed to give feedback to the leader concerning their perceptions of the leader's performance.
  - Do you agree?
- Is leadership just another word for influence?
  - Can you think of some examples of influence that you would not consider leadership?

# Activity



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- **Write the five sources of power on the board.**
  - Break students into groups, and give each group a 3x5” card that lists the five sources of power.
  - Give the group 10 minutes to plan and practice a 1-minute skit that will be presented to the rest of the class. The skit should demonstrate the source of power listed on the card.
  - After the skit is presented, the remaining groups should guess which base of power is being used in the skit.
- Additionally, assign the groups the task of finding a 3 minute video clip representing a source of power and bring to class.

*The End*

...IS JUST A NEW  
BEGINNING

THE  
END  
IS  
JUST  
A  
NEW  
BEGINNING

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