

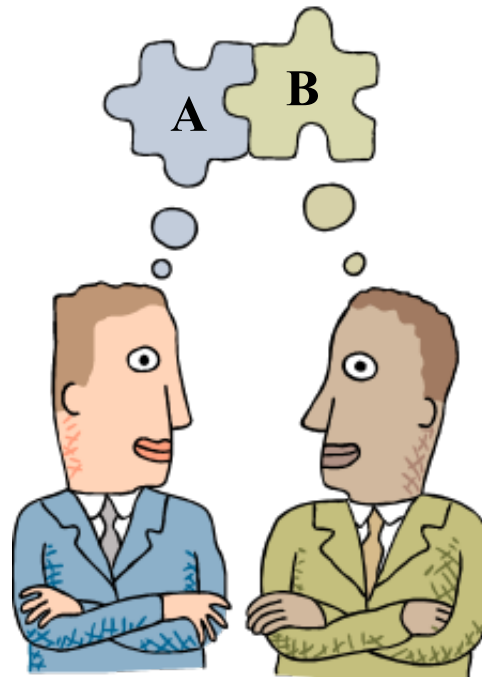
A Definition of Power

Power

A capacity or Potential that *A* has to influence the behavior of *B* so that *B* acts in accordance with *A*'s wishes.

Power = f(Dependency)

The greater the dependency of *B* on *A*, more the *A*'s power in relationship.



Bases/Sources of Power: Formal Power

Formal Power

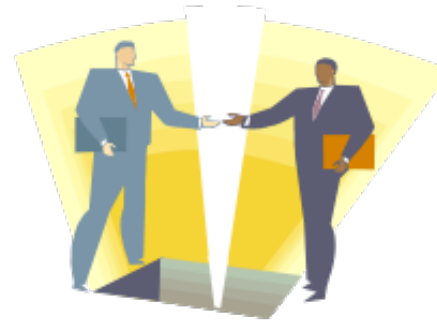
- Achieved by an individual's position in an organization
- Comes from the ability to punish or reward, from formal authority.

Coercive Power is dependent on fear.

Eg: Power to dismiss, demote, suspend

Reward Power

- Opposite of Coercive Power.
- Compliance achieved based on the ability to distribute rewards that others view as valuable



Bases/Sources of Power: Formal Power

Legitimate Power

The power a person receives as a result of **his or her position in the formal hierarchy** of an organization.

Information Power

Power that comes from **access to and control over information**.

Eg: People in accounts department, Legal department in the company



Bases/Sources of Power: Personal Power

Personal Power

Influence over others, the source of which **resides in the person instead** of being vested by the position he or she holds



Expert Power

Influence based **on special skills** or knowledge like economists, chartered accountant

Bases/Sources of Power: Personal Power

Referent Power

- Develops out of admiration of another.
- Celebrities to endorse various products.

Charismatic Power

An extension of referent power stemming from an individual's personality and interpersonal style.

Influence

Influence is a way of persuading someone to do something by changing their attitudes or beliefs about it.



Nine Influence Tactics:

- Legitimacy
- Rational persuasion*
- Inspirational appeals*
- Consultation*
- Exchange
- Personal appeals
- Ingratiation
- Pressure
- Coalitions

* Most effective
(Pressure is the least effective)

Influence Tactics

Legitimizing: This comes from having a position where power is associated with status or rank.

For example, a vice president at a bank has legitimate power due to his or her position. If he or she gives an order to someone below in the organizational chart, they have to follow that order.

Rational Persuasion: This power usually comes from someone who is an expert in their field and is based on using logic and evidence to influence others.

Example: **Doctors**. They have an expertise in what they do and when they tell us we have to lose weight or have to quit smoking, they are doing it from a rational, expert position.

Inspirational appeal: When someone arouses our enthusiasm for an issue by hitting on what we value or what we want to become or obtain, they are using inspirational appeal.

For instance, If someone telling you that if you continue to work hard and put in the effort, there will be a promotion for you. That person is tapping into your aspirations to get a better job with more pay. Many managers and motivators use this type of power.

Consultation: This tactic is the most democratic and collaborative. It requires involving people in strategic planning and decision-making. It is also a highly effective pull tactic.

Exchange: involves offering a reward or benefits to employees who comply with what you request of them.

Personal Appeal: This tactic relies on interpersonal relationships to persuade someone to do something as a “personal favor.”

Ingratiation: means getting on someone’s good side before asking them to do something. It might look like offering to help them with something or paying them a compliment.

Pressure: The aim of pressure is to make a person change their behavior by using threats, and authority.

Coalition: is a tactic that leaders use to leverage employees who support them. They form alliances with these employees and use them to try to influence others.

For each of the following examples, determine which of the following power tactics is being described:

- Your **boss** gives you an assignment that he wants to be completed by the end of the week.
- You are out to dinner with your friend when she starts to tell you how good of a friend you are and how she **appreciates everything** that you do for her. Later in the evening, she asks if you can give her a ride to the airport next week for a trip she needs to take.
- The **President** of the United States has a council of economic advisors that advise him on what economic policies should and should not work. This council is made up of experts in their field.
- Your classmate **agrees to help** you study for an economics exam only if **you help** him study for his accounting exam.
- The leader of an Emotional Intelligence seminar gave you tips about how to better yourself and understand others more clearly.

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Inspire

1. Legitimacy
2. Ingratiation
3. Rational Persuasion
4. Exchange
5. Inspirational Appeal