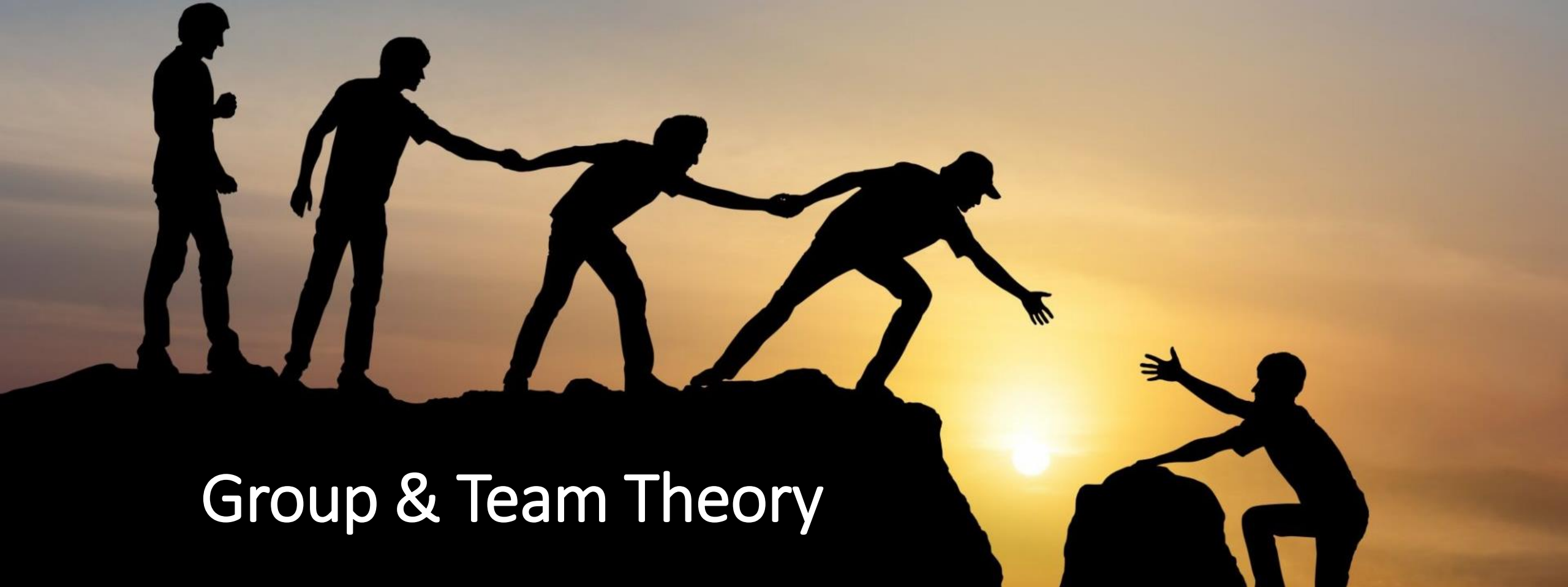


Session III

Group & Team Theory



Group & Team Theory

1. Power in Teams and Groups



Learning Objectives

- Explain different conceptualizations of power
- Discuss behaviors associated with high status in a group
- Differentiate between the common power bases in groups
- What is the nature of leadership and the leadership process



Learning Objectives

- How do leaders influence and move their followers to action?
- What are the trait perspectives on leadership?
- How do different approaches and styles of leadership impact what is needed now?



Power in Teams and Groups



Defining Power

“Power lives in
relationships,
not in people”

Power-Over

Power-from-Within

Power-With

Defining Power

“Power lives in relationships, not in people”

Power-Over

If you associate **power** with control or dominance, this refers to the notion of power as **power-over**.

According to Starhawk (1987), “*power-over enables one individual or group to make the decisions that affect others, and to enforce control*” (p. 9).

Defining Power

“Power lives in
relationships,
not in people”

Power-from-Within

Power-from-within refers to a more personal sense of strength or agency. Power-from-within manifests *itself when we can stand, walk, and speak “words that convey our needs and thoughts”* (Starhawk, 1987, p. 10).

In groups, this type of power “arises from our sense of connection, our bonding with other human beings, and with the environment” (10).

Defining Power

“Power lives in relationships, not in people”

Power-With

“The power of a strong individual in a group of equals, the power not to command, but to suggest and be listened to, to begin something and see it happen” (Starhawk, 1987, p. 10).

For this to be effective in a group or team, at least two qualities must be present among members: (1) all group members must communicate respect and equality for one another, and (2) the leader must not abuse power-with and attempt to turn it into power-over.

UNDERSTANDING POWER AND OPPRESSION

*Power and oppression can
be said to be mirror
reflections of one another
in a sense or two sides of
the same coin.*



STATUS

Can be defined as a person's perceived level of importance or significance within a particular context.

POWER

Members with higher status are apt to command greater respect and possess more prestige and power than those with lower status.



Relationship between Power and Status

BASES OF POWER IN GROUPS

Referent Power

Expert Power

Legitimate Power

Coercive Power

Reward Power

Bases of Power in Groups

Referent Power - Person B looks up to or admires person A, and, as a result, B follows A largely because of A's personal qualities, characteristics, or reputation. Person A can use **referent power** to influence B.

Referent power has also been called charismatic power, because allegiance is based on interpersonal attraction of one individual for another.

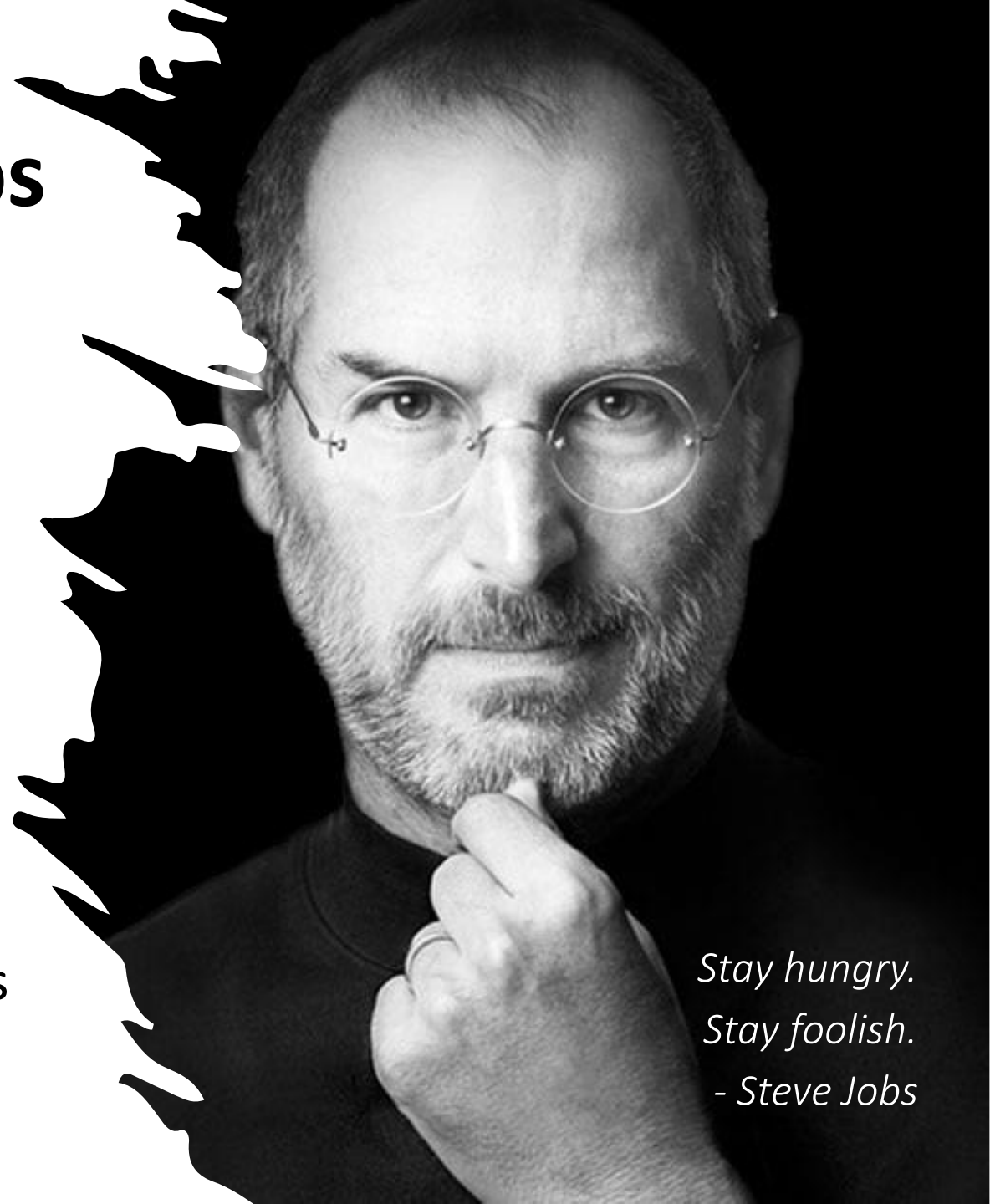


Bases of Power in Groups

Expert power is demonstrated when person *A* gains power because *A* has knowledge or expertise relevant to *B*.

For instance, professors presumably have power in the classroom because of their mastery of a particular subject matter.

In each case, the individual has credibility in a particular-and narrow-area as a result of experience and expertise, and this gives the individual power in that domain.



*Stay hungry.
Stay foolish.
- Steve Jobs*

Bases of Power in Groups

Legitimate power exists when person *B* submits to person *A* because *B* feels that *A* has a right to exert power in a certain domain (Tjosvold, 1985). Legitimate power is really another name for authority.

Legitimate power differs from reward and coercive power in that it depends on the official position a person holds, and not on his or her relationship with others.



Bases of Power in Groups

Coercive power is based primarily on fear. Here, person *A* has power over person *B* because *A* can administer some form of punishment to *B*. Thus, this kind of power is also referred to as punishment power.

Coercive power does not have to rest on the threat of violence. “Individuals exercise coercive power through a reliance upon physical strength, verbal facility, or the ability to grant or withhold emotional support from others. These bases provide the individual with the means to physically harm, bully, humiliate, or deny love to others” (Kipnis, 1976).



Bases of Power in Groups

Reward power exists when person A has power over person B because A controls rewards that B wants.

Research has indicated that reward power often leads to increased job performance as employees see a strong performance-reward contingency (Shetty, 1978).



Consequences of Power

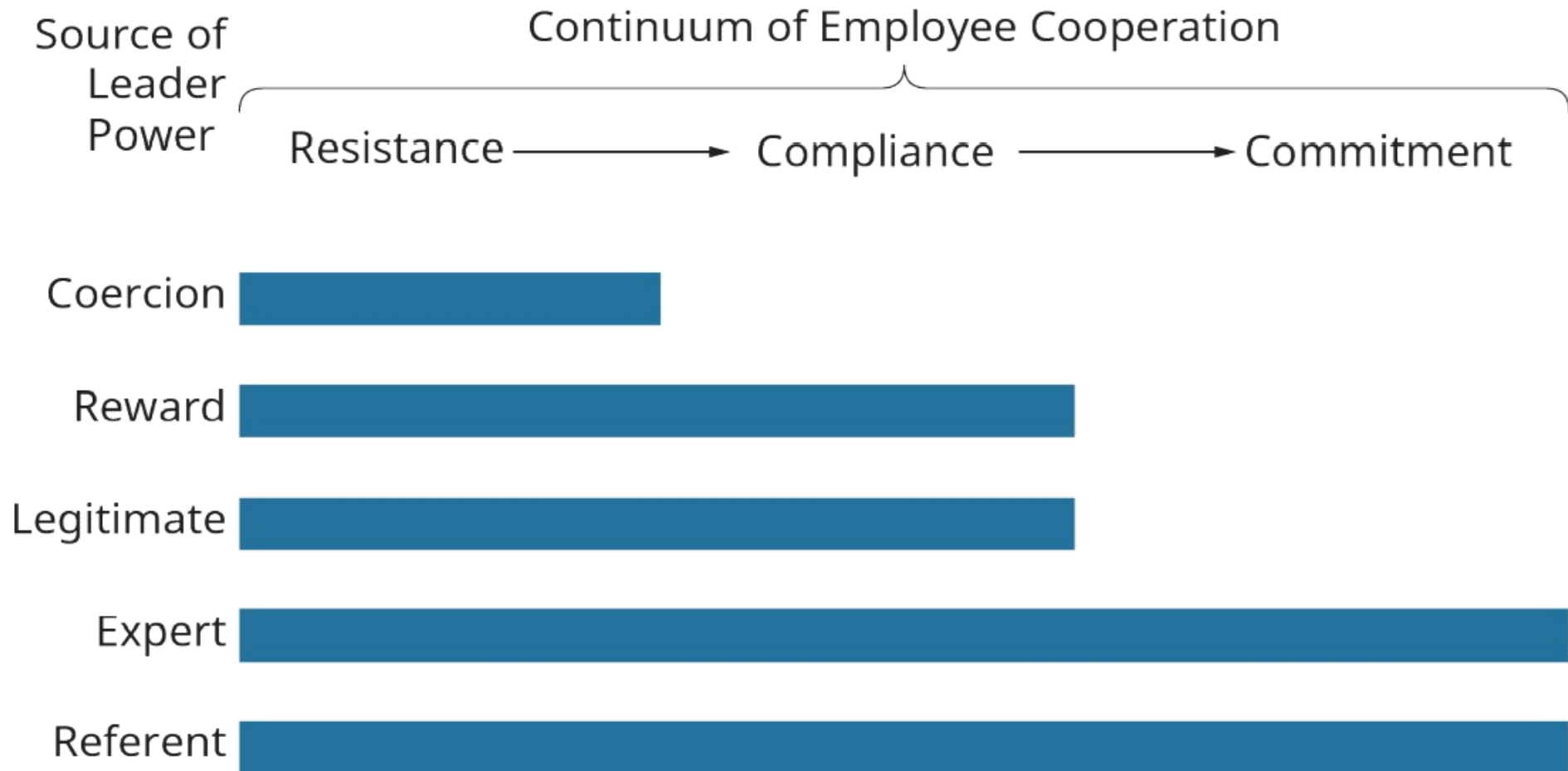


Figure 1 (Credit: Rice University Openstax/Employee Reactions to Bases of Power/CC BY-NC-SA 4.0.)

Power Dependencies

- In any situation involving power, at least two persons (or groups) can be identified:
 1. The person attempting to influence others and
 2. The target or targets of that influence.
- All people are not subject to (or dependent upon) the same bases of power.





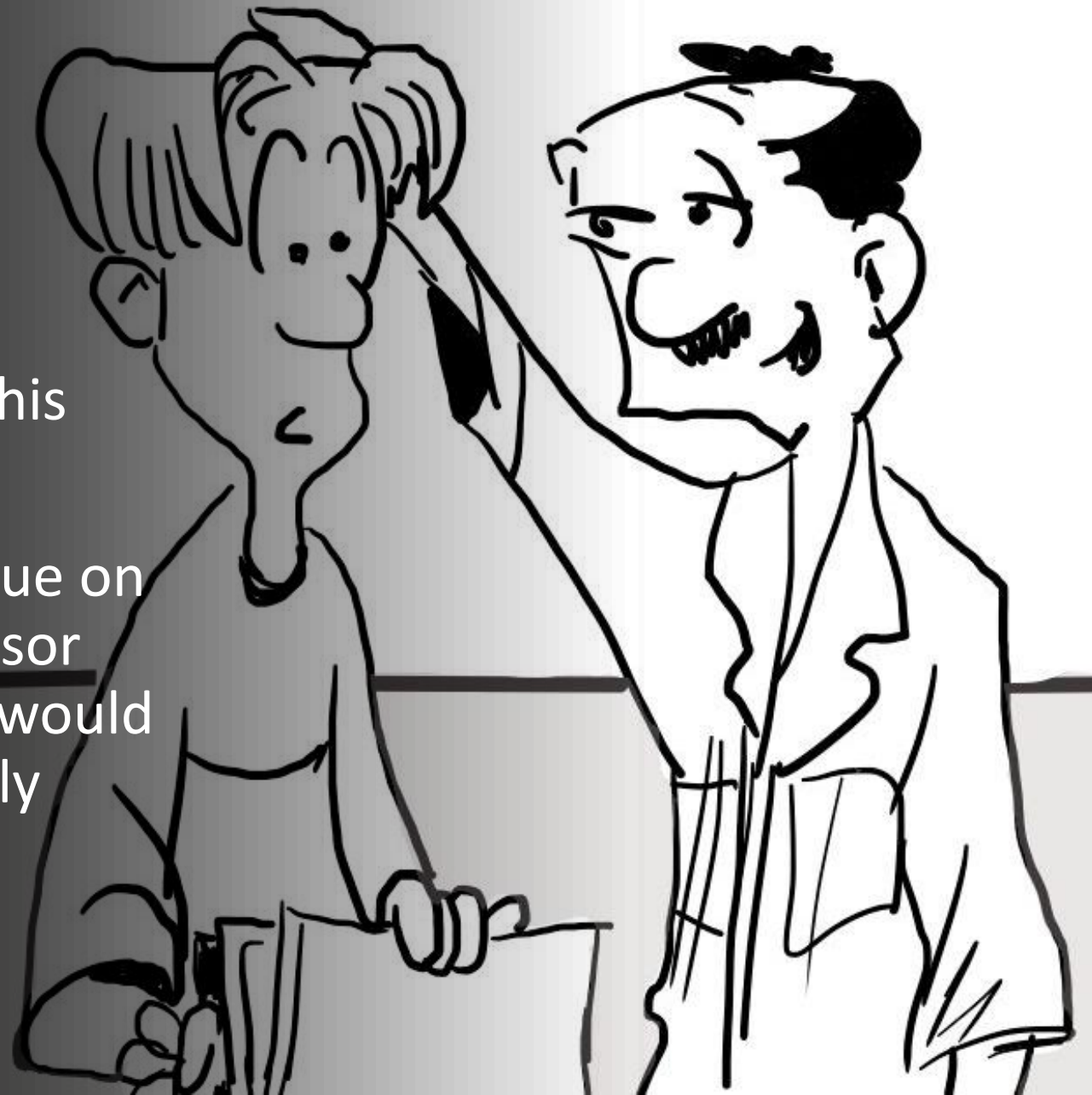
What causes some people to be vulnerable to power attempts?

What causes some people to be vulnerable to power attempts?

Subordinate's Values

Person B's values can influence his susceptibility to influence.

If an employee places a high value on money and believes the supervisor actually controls pay raises, we would expect the employee to be highly susceptible to the supervisor's influence.



What causes some people to be vulnerable to power attempts?



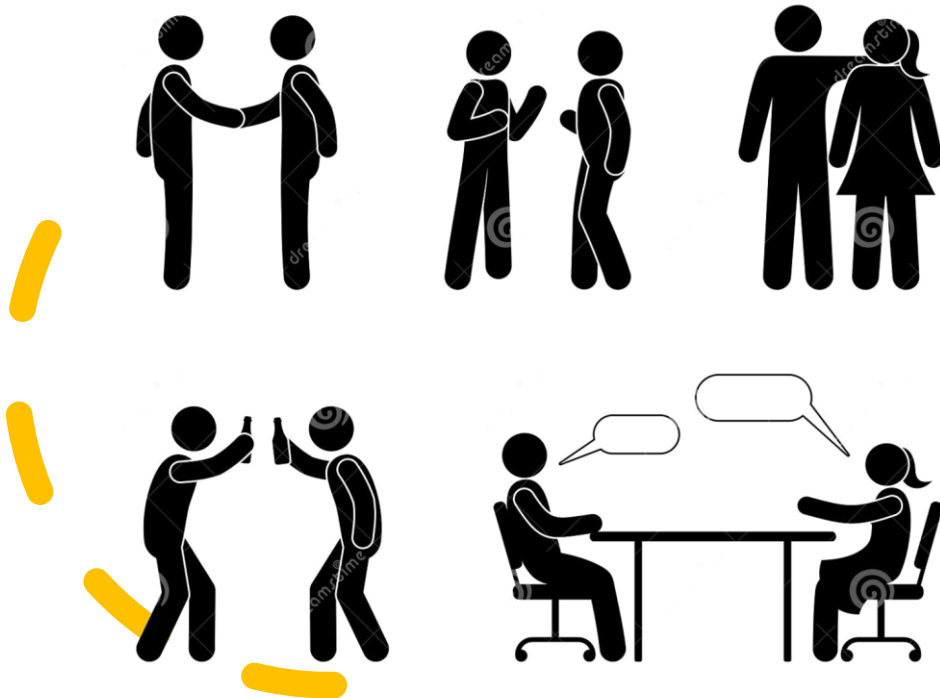
Nature of Relationship

The nature of the relationship between A and B can be a factor in power dependence.

Are A and B peers or superior and subordinate?

Is the job permanent or temporary?

A person on a temporary job, for example, may feel less need to acquiesce, because he won't be holding the position for long.



What causes some people to be vulnerable to power attempts?

Counterpower

B has other sources of power to buffer the effects of A's power. For example, if B is unionized, the union's power may serve to negate A's influence attempts.

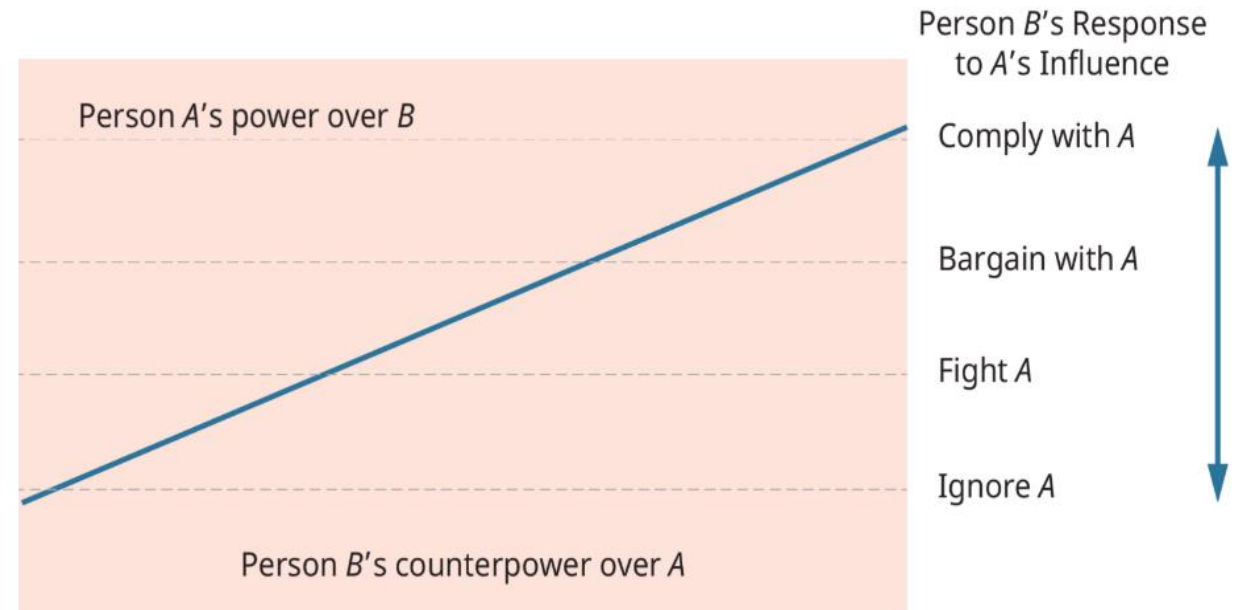


Figure 2 (Credit: Rice University Openstax/Typical Response Patterns in Dyadic Power Relationships/CC BY-NC-SA 4.0).

Uses of Power: Common Power Tactics in Organizations

It is easy to see manifestations of power almost anywhere. In fact, there are a wide variety of power-based methods used to influence others.

We will examine two aspects of the use of power: commonly used **power tactics** and the **ethical use of power**.

Controlling Access to Information

Controlling Access to Person

Selective Use of Objective Criteria

Controlling the Agenda

Bureaucratic Gamesmanship

Using Outside Experts

Coalitions and Alliances

Uses of Power: Ethical Use of Power

Basis of power: Referent power

Guidelines for Use:

- Treat subordinates fairly
- Defend subordinates' interests
- Be sensitive to subordinates' needs, feelings
- Select subordinates similar to oneself
- Engage in role modeling



Uses of Power: Ethical Use of Power

Basis of power: Expert power

Guidelines for Use

- Promote the image of expertise
- Maintain credibility
- Act confident and decisive
- Keep informed
- Recognize employee concerns
- Avoid threatening subordinates' self-esteem



Uses of Power: Ethical Use of Power

Basis of power: Legitimate power

Guidelines for Use

- Be cordial and polite
- Be confident
- Be clear and follow up to verify understanding
- Make sure request is appropriate
- Explain reasons for request
- Follow proper channels
- Exercise power regularly
- Enforce compliance
- Be sensitive to subordinates' concerns



Uses of Power: Ethical Use of Power

Basis of power: Reward power

Guidelines for Use

- Verify compliance
- Make feasible, reasonable requests
- Make only ethical, proper requests
- Offer rewards desired by subordinates
- Offer only credible rewards



Uses of Power: Ethical Use of Power

Basis of Power: Coercive power

Guidelines for Use:

- Inform subordinates of rules and penalties
- Warn before punishing
- Administer punishment consistently and uniformly
- Understand the situation before acting
- Maintain credibility
- Fit punishment to the infraction
- Punish in private



Reflection Question

When you first joined your group,

- What assumptions did you make about the status of different members?
- Where did those assumptions come from?



Q&A

