



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 18

POWER AND LEADERSHIP

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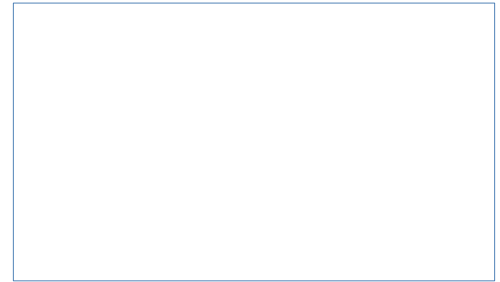
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Image Source: <https://josephmatters.org/wp-content/uploads/2012/12/ArrowLeader.jpg>

**“The true leader must submerge himself in the
fountain of the people.”
- V. I. Lenin**



What do we mean by POWER?

- Power is simply the ability to get things done the way one wants them to be done.
- Power refers to a capacity that A has to influence the behavior of B so B acts in accordance with A 's wishes.
- The most important aspect of power is that it is a function of dependence .
- The greater B 's dependence on A , the greater A 's power in the relationship. Dependence, in turn, is based on alternatives that B perceives and the importance B places on the alternative(s) A controls.



DEFINITIONS OF POWER

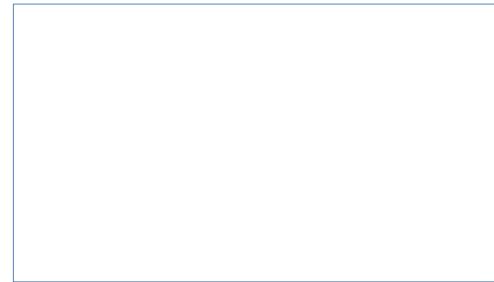
Author Name	Year	Definition
Robert Dahl	1957	"A has power over B to the extent that he can get B to do something that B would not otherwise do."
Bertrand Russell	2004	"Power may be defined as the production of intended effects"
Romano Guardini	1998	"Power is the ability to move reality."
Max Weber	1980	"Opportunity which permits one to carry out one's own will, even against resistance, and regardless of the basis on which the opportunity rests."

Source- www.differencebetween.net/business/difference-between-power-and-leadership/

POWER Vs LEADERSHIP

Basics of Power	Power	Leadership
Definition	Ability to exercise control	Ability to influence people to follow your instructions
Credibility	Not needed	Needed
Source	Position of authority	Personal attribute
Nature	Forceful and controlling	Inspiring
Dependence	Not dependent	Dependence of power

[https:// www.differencebetween.net/business/difference-between-power-and-leadership/](https://www.differencebetween.net/business/difference-between-power-and-leadership/)



Sources of Leader Power in the Leader-Follower Situation Framework

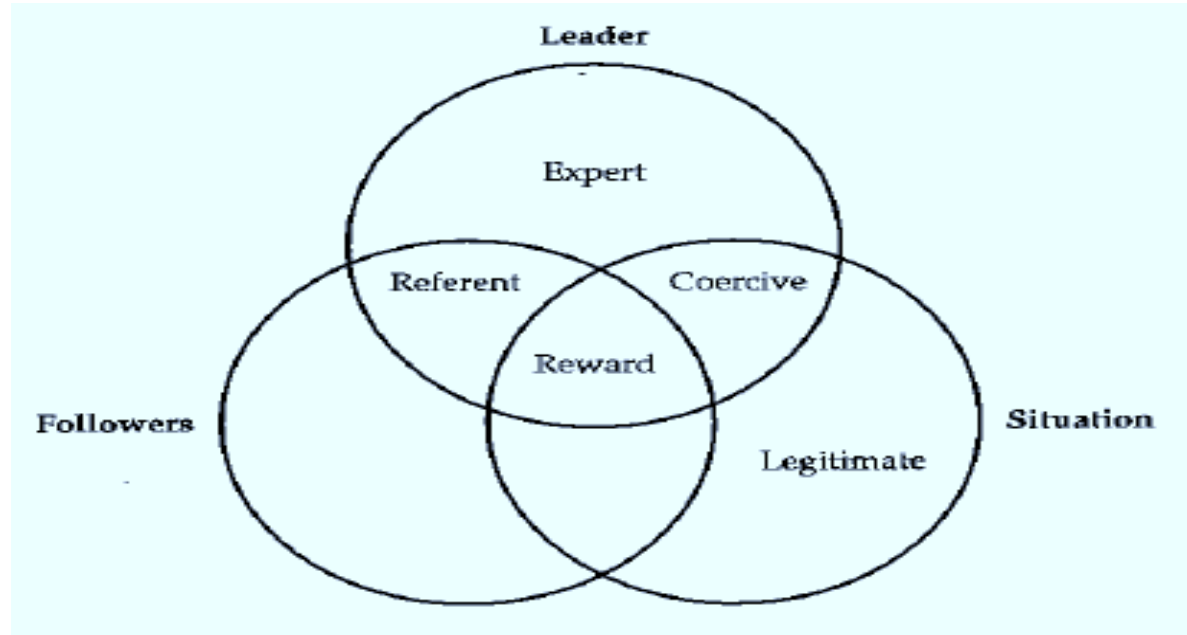
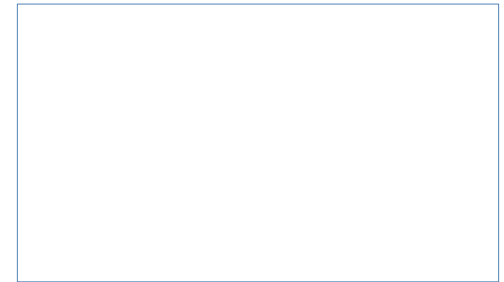
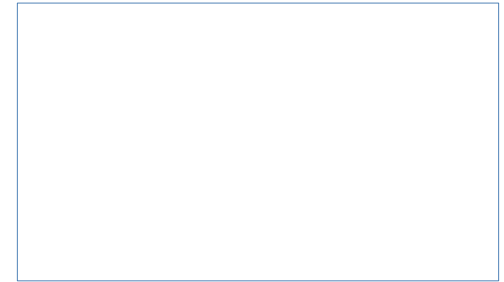
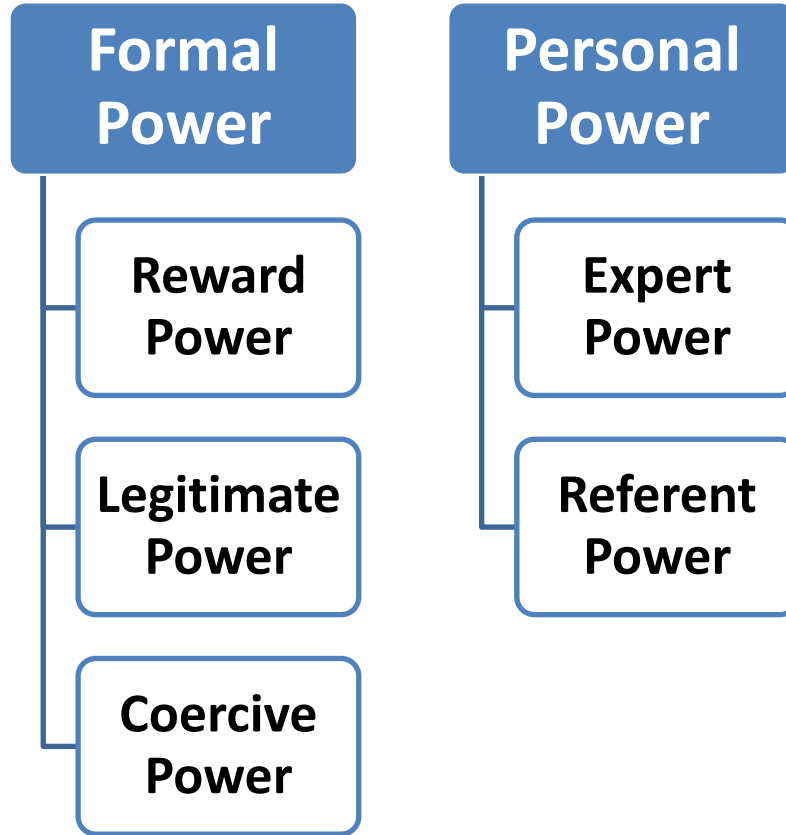


Image source: <https://www.slideserve.com/ron/power-and-influence-powerpoint-ppt-presentation>



FRENCH AND RAVEN'S POWER TAXONOMY



REWARD POWER

Reward power involves the potential to influence others due to one's control over desired resources. This can include the power :

- To give raises, bonuses, and promotion
- To grant tenure
- To select people for special assignments or desirable activities
- To distribute desired resources like computers, offices, parking places, or travel money
- To intercede positively on another's behalf
- To recognize with awards and praise; and so on.

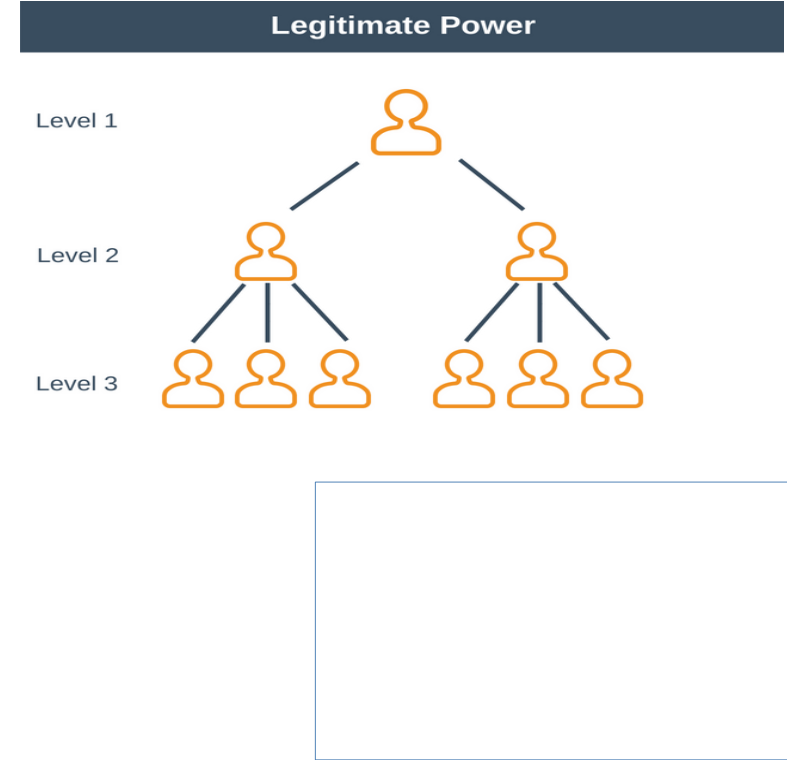


Image Source: <https://www.myhealthexplained.com/diabetes-information/diabetes-articles/yay-did-someone-say-reward>

LEGITIMATE POWER

- **Legitimate power** depends on a person's organizational role.
- It can be thought of as one's formal or official authority.
- Some people make things happen because they have the power or authority to do so.
- The boss assigns projects; the coach decides who plays; the colonel orders compliance with uniform standards; the teacher assigns homework and awards grades.

Image Source: <https://expertprogrammanagement.com/2018/05/legitimate-power/>

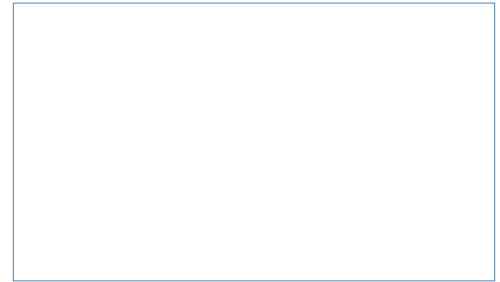


COERCIVE POWER

Coercive power, the opposite of reward power, is the potential to influence others through the administration of negative sanctions or the removal of positive events. In other words, it is the ability to control others through the fear of punishment or the loss of valued outcomes.



Image Source: <https://sites.psu.edu/leadership/2013/04/19/power-and-leadership/>

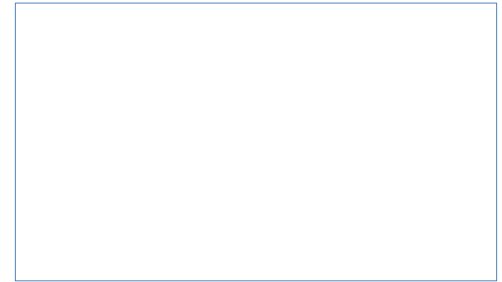


EXPERT POWER

Expert power is the **power of knowledge**. Some people can influence others through their relative expertise in particular areas. A surgeon may wield considerable influence in a hospital because others depend on her knowledge, skill, and judgement, even though she may have no formal authority over them.



Image Source: <https://vietnambiz.vn/quyen-uy-do-trinh-do-chuyen-mon-mang-lai-expert-power-la-gi-2019081515042215.htm>

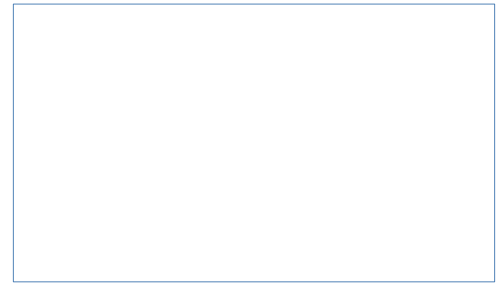


REFERENT POWER

- **Referent power** refers to the potential influence one has due to the strength of the relationship between the leader and the followers.
- When people admire a leader and see her as a role model, we say she has referent power.
- For example, students may respond positively to advice or requests from teachers who are well liked and respected, while the same students might be unresponsive to less popular teachers.



Source: http://www.johnwiley.net.au/highered/management/istudy/menu/leading/power_and_influence/?page=0008



Which Bases of Power Are Most Effective?

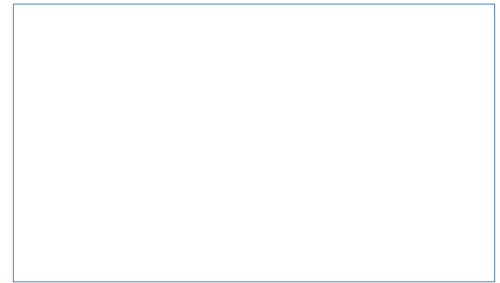
- Personal sources of power are most effective.
- Both expert and referent power are positively related to employees' satisfaction with supervision, their organizational commitment, and their performance.
- Reward and legitimate power seem to be unrelated to these outcomes.
- Coercive power—actually can backfire in that it is negatively related to employee satisfaction and commitment.



Dependence: The Key to Power

The things below creates the dependence:

- **Importance** – It refers to the value of the resource. The key question here is “how important is this?” If the resources or skills you control are vital to the organization, you will gain some power. The more vital the resources that you control are, the more power you will have.
- **Scarcity** – It refers to the uniqueness of a resource. The more difficult something is to obtain, the more valuable it tends to be.
- **Non-substitutability**-The fewer viable substitutes for a resource, the more power control over that resource provides.



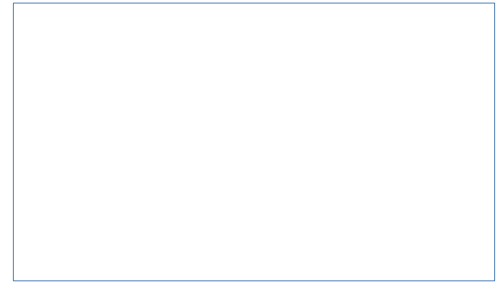
Source-<https://pressbooks.senecacollege.ca/organizationalbehaviour/chapter/chapter-13/>

Principles of Power in Interpersonal Relationships

There are many types of power and also have principles.

- Power as a Perception.
- Power as a Relational Concept.
- Power as a Resource-Based.
- Power as a Prerogative.
- Power as Enabling or Disabling.
- The Principle of Least Interest and Dependence Power.

Source- <https://pressbooks.senecacollege.ca/organizationalbehaviour/chapter/chapter-13/>

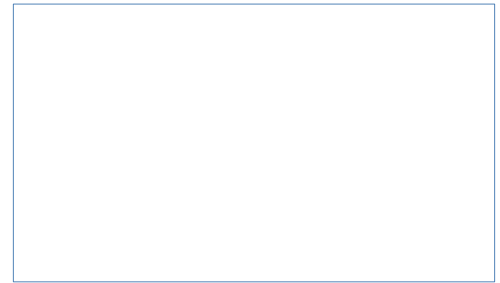


Need for Power Motive

- People vary in their motivation to influence or control others. McClelland called this the **need for power**, and individuals with a high need for power derive psychological satisfaction from influencing others.
- They seek positions where they can influence others, and they are often involved concurrently in influencing people in many different organizations or decision-making bodies.

Two Types of Power Motive

- Personalized Power Motive
- Socialized Power Motive



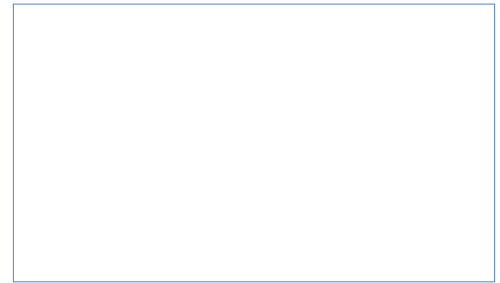
TWO TYPES OF POWER MOTIVE

➤ **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 is exercised in the service of higher goals to others or organizations and often involves self-sacrifice toward those ends. It often involves an empowering, rather than an autocratic, style of management and leadership.



MOTIVATION TO MANAGE

- Individuals vary in their motivation to manage in terms of six composites:
 1. Maintaining good relationships with **authority figures**.
 2. Wanting to **compete** for recognition and advancement.
 3. Being **active** and **assertive**.
 4. Wanting to **exercise influence** over subordinates.
 5. Being **visibly different** from followers.
 6. Being **willing** to do **routine** administrative tasks.



RESEARCH PAPER



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Power and transformational leadership in public organizations

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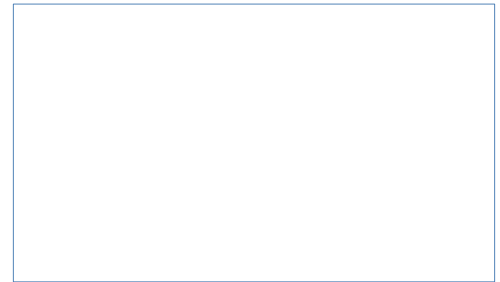
Received 28 July 2014

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Purpose

The purpose of this paper is to examine the relationship between perceived power and transformational leadership in the public sector.



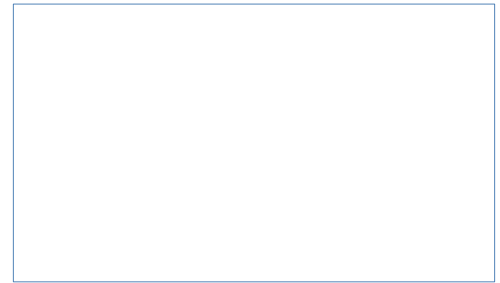
RESEARCH PAPER

Design/methodology/approach

The authors investigate this topic empirically in the context of German police forces using a between-groups design, manipulating power and statistically analyzing the results on the multifactor leadership questionnaire.

Findings

Police officers with a high perception of power achieve significantly lower scores on transformational leadership compared to their low power counterparts.



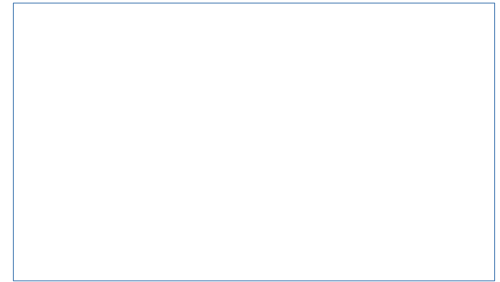
RESEARCH PAPER

Research limitations/implications

The study contributes to advancing public leadership theory by showing that transformational leadership, which is considered as particularly useful in public organizations, is likely to be adversely affected by leaders' power. Furthermore, it also extends on the literature on power by providing first empirical evidence that power has a significant impact not only on factors such as the pursuit of a goal, social behavior, or affect, but also on leadership.

Practical implications

The results suggest either to control power accumulation in leadership positions of public organizations, for instance by implementing flat hierarchies, or to come to terms with more authoritative leadership styles in top management.



FOCUS ON POWER: THE CASE STUDY OF STEVE JOBS

- In 2007, Fortune named Steve Jobs the “**Most Powerful Person in Business.**” In 2009, the magazine named him “CEO of the Decade.” Jobs, CEO of Apple Inc. (NASDAQ: AAPL), has transformed no fewer than five different industries: computers, Hollywood movies, music, retailing, and wireless phones.
- His Apple II ushered in the personal computer era in 1977, and the graphical interface of the Macintosh in 1984 set the standard that all other PCs emulated. His company Pixar defined the computer-animated feature film. The iPod, iTunes, and iPhone revolutionized how we listen to music, how we pay for and receive all types of digital content, and what we expect of a Mobile phone.

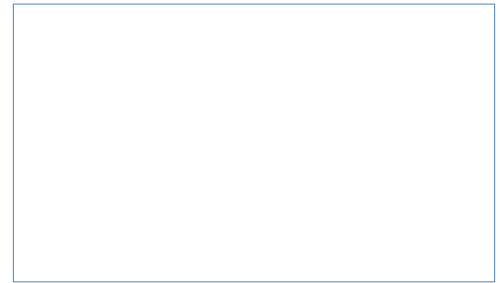


FOCUS ON POWER: THE CASE STUDY OF STEVE JOBS

- **How has Jobs done it?**
- Jobs draws on all **five types of power: legitimate, expert, reward, coercive, and referent**. His vision and sheer force of will helped him succeed as a young unknown. But the same determination that helps him succeed has a darker side—an autocracy and drive for perfection that can make him tyrannical. Let's take each of these in turn.
- **Legitimate power.** As CEO of Apple, Jobs enjoys unquestioned legitimate power.
- **Expert power.** His success has built a tremendous amount of expert power. Jobs is renowned for being able to think of markets and products for needs that people didn't even know they had.



- **Reward power.** As one of the richest individuals in the United States, Jobs has reward power both within and outside Apple. He also can reward individuals with his time and attention.
- **Coercive power.** Forcefulness is helpful when tackling large, intractable problems, says Stanford social psychologist Roderick Kramer, who calls Jobs one of the “great intimidators.” Robert Sutton notes that “the degree to which people in Silicon Valley are afraid of Jobs is unbelievable.” Jobs is known to berate people to the point of tears.
- **Referent power.** But at the same time, “He inspires astounding effort and creativity from his people.” Employee Andy Herzfeld, the lead designer of the original Mac operating system, says Jobs imbues employees with a “messianic zeal” and can make them feel that they’re working on the greatest product in the world



BOOK RECOMMENDATION:

When Execution Isn't Enough: Decoding Inspirational Leadership

Authors: Claudio Feser, Manfred F.R. Kets de Vries
Publisher: WILEY Publication (2016)
Language: English
Paperback: 208 Pages
ISBN: 978-1-119-30265-0

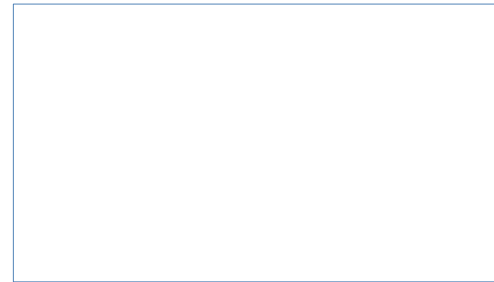
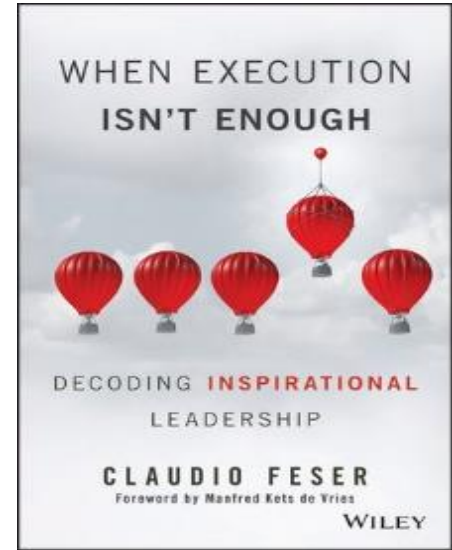


Image Source: <https://www.amazon.in/When-Execution-Isn%E2%80%B2t-Enough-Inspirational/dp/111930265X>

BOOK RECOMMENDATION

This book describes the behaviors to inspire that can be learned—to turn a *good* leader into a *great* leader.

Understand the neuroscience of inspiration.

Tailor your inspirational approach to different leadership scenarios.

Initiate an inspiration cascade to influence people at scale

The picture of leadership has changed over time. Today's great leaders are authentic, enthusiastic decision-makers with engaging visions, who are quick to communicate and take action. Less than half of all CEOs believe that their training investments will pay off, yet everyone agrees that leadership drives performance—where is the disconnect? It's in the belief that simple leadership behaviors equal results, forgetting that exceptional results only come from inspiration.

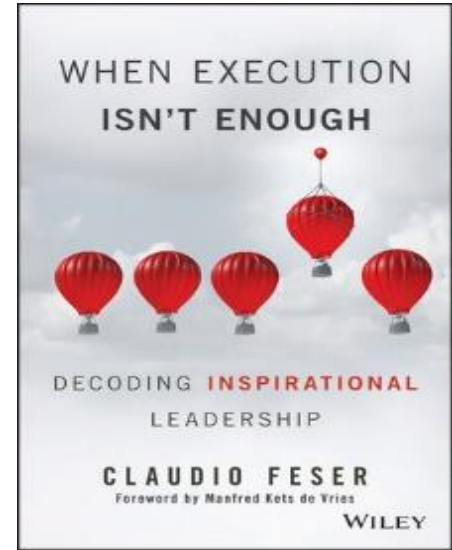


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Thank You

