**Sources of Power Class activity: Conceptual based learning**

When someone has power to give something of value or withhold this. The power to give pay raises, promotions, praise. As long as subordinates value the rewards, a manager/leader can use reward power to influence and control their behavior. The power to give or withhold punishment. Punishments range from suspension to demotion, termination, unpleasant job assignments, or even the withholding of praise and goodwill. The ability to reward or punish subordinates gives supervisors great power, which is sometimes abused. It is for this reason that most organizations have clearly defined rules concerning when and how employees are to be rewarded or punished. Review boards and promotion committees may be used to assist management in this respect.

If you can remove something of positive value from another or inflict something of negative value upon him/her, you have coercive power over that person. If you can give someone something of positive value or remove something of negative value, you have reward power over that person.

Another power is "influence wielded as a result of expertise, special skill, or knowledge." Expertise has become a powerful source of influence as the world has become more technological. As jobs become more specialized, we become increasingly dependent on experts to achieve goals. Generally, people who possess expert power are promoted up the hierarchy of authority so that their informal power eventually becomes formal. Its base is identification with a person who has desirable resources or personal traits. If I admire and identify with you, you can exercise power over me because I want to please you. This power develops out of admiration of another and a desire to be like that person; it is a lot like charisma. These individuals are often noted for their agreeableness, extroversion, or conscientiousness.

Fame is one sign that a person has acquired referent power. In formal groups and organizations, the most frequent access power is one’s structural position. It represents the power a person receives as a result of his/her position in the formal hierarchy. Positions of authority include coercive and reward powers. However, is broader than the power to coerce and reward. It includes acceptance of the authority of a position by members of an organization. This power confers on an individual the legitimate authority to control and use organizational resources to accomplish organizational goals. This power is the ultimate source of an individual’s power in an organization.

**Required: Sources of power**