Leadership

the use of power and influence to direct the activities of followers toward goal achievement

Power

the ability to influence the behavior of others and resist unwanted influence in return

Organizational Power consists of:

* Legitimate Power
* Reward Power
* Coercive Power

Personal Power consists of:

* Expert Power
* Referent Power

Legitimate Power

A form of organizational power based on authority or position, sometimes referred to as "formal authority."

People with this power have some title -- they have the understood right to ask others to do things that are considered within the scope of their authority.

Reward Power

A form of organizational power based on the control of resources or benefits

Managers have control over raises, performance evaluations, awards, etc.

Coercive Power

A form of organizational power based on the ability to hand out punishment.

Managers have the right to fire, demote, suspend, or lower the pay of an employee.

Expert Power

A form of organizational power based on expertise or knowledge.

When people have a track record of high performance, the ability to solve problems or specific knowledge necessary to accomplish tasks, they're more likely to influence others who need that expertise.

Referent Power

A form of organizational power based on the attractiveness and charisma of the leader.

Others have a desire to identify and be associated with a person because of affection, admiration or loyalty towards this specific individual.

Contingency Factors

Leaders are better able to use their power to influence others when they have:

* Low substitutability
* High discretion
* High centrality
* High visibility

Substitutability

the degree to which people have alternatives in accessing resources.

Leaders that control resources to which no one else has access can use their power to gain greater influence.

Discretion

the degree to which managers have the right to make decisions on their own.

If managers are forced to follow organizational policies and rules, their ability to influence others are reduced.

Centrality

represents how important a person's job is and how many people depend on that person to accomplish their tasks.

Leaders who perform critical tasks and interact with others regularly have a greater ability to use their power to influence others.

Visibility

how aware others are of a leader's power and position.

If everyone knows that a leader has a certain level of power, the ability to use that power to influence others is likely to be high.

Influence

the use of an actual behavior that caused behavioral or attitudinal changes in others

It can be seen as directional and all relative.

Four Most Effective Influence Tactics:

* Rational Persuasion
* Inspirational Appeals
* Consultation
* Collaboration

Rational Persuasion

the use of logical arguments and hard facts to show the target that the request is a worthwhile one.

This is most effective when it helps show that the proposal is important and feasible. It's the only tactic that is consistently successful in the case of upward influence.

Inspirational Appeal

A tactic designed to appeal to the target's values and ideals, thereby creating an emotional or attitudinal reaction.

In order to use this tactic, leaders must have insight into what kinds of things are important to the target.

Consultation

An influence tactic whereby the target is allowed to participate in deciding how to carry out or implement a request.

This tactic increases commitment from the target, who now has a stake in seeing that his or her opinion are valued.

Collaboration

Seen as both a conflict resolution style and an influence tactic whereby both parties work together to maximize outcomes.

The leader uses this tactic by attempting to make it easier for the target to complete the request.

Four Moderately Effective Influence Tactics:

* Ingratiation
* Personal Appeals
* Exchange Tactic
* Apprising

Ingratiation

the use of favors, compliments, or friendly behavior to make the target feel better about the influencer.  
  
"Sucking up" is a common term for this behavior. It is more effective when used as a long-term strategy rather than immediately prior to making an influence attempt.

Personal Appeals

An influence tactic in which the requestor asks for something baed on personal friendship or loyalty.

The stronger the friendship, the more successful the attempt is likely to be.

Exchange Tactic

An influence tactic in which the requestor offers a reward or resource to the target in return for performing a request.

This tactic requires that the requestor have something of value to offer.

Apprising

An influence tactic in which the requestor clearly explains why performing the request will benefit the target personally.

Differs from rational persuasion in which it focuses solely on the benefit to the target as opposed to simple logic or benefits to the group or organization.

Two Least Effective Influence Tactics:

* Pressure
* Coalitions

Pressure

The use of coercive power through threats and demands.

Coercion is a poor way to influence others and may only bring benefits over the short term.

Coalitions

An influence tactic in which the influencer enlists other people to help influence the target.

These people could be peers, subordinates, or one of the target's superiors. It is generally used in combination with one of the other tactics.

Two points about leaders' use of influence tactics

1. Influence tactics tend to be most successful when used in combination.
2. The influence tactics that tend to be most successful are those that are "softer" in nature.

Three Responses to Power & Influence Tactics

1. Internalization
2. Compliance
3. Resistance

Internalization

A response to influence tactics where the target agrees with and becomes committed to the request.

For a leader, this is the best outcome. It reflects a shift in both the behaviors and the attitudes of employees.

Compliance

When targets of influence are willing to do what the leader asks but do it with a degree of ambivalence.

It reflects a shift in the behaviors of employees but not their attitudes. This behavior is the most common response to influence attempts in organizations.

Resistance

When targets of influence refuses to perform the influence request and puts forth an effort to avoid having to do it.

It can come in the form of making excuses, trying to influence the requestor in return, or simply refusing to carry out the request.

Organizational Politics

Individual actions directed toward the goal of furthering a person's own self-interests

Political Skill

the ability to effectively understand others at work and use that knowledge to influence others in ways that enhance personal and/or organizational objectives.

Conflict Resolution

when conflict arises in organizations, leaders have the ability to use their power and influence to resolve it.

There are five different styles that can be viewed as combinations of two separate factors: how ASSERTIVE leaders want to be in pursuing their own goals and how COOPERATIVE they are with regard to the concerns of others.

Competing

(high assertiveness, low cooperation) occurs when one party attempts to get his or her own goals met without concern for the other party's results.

It's best used in situations in which the leader knows he or she is right and a quick decision needs to be made.

Avoiding

(low assertiveness, low cooperation) occurs when one party wants to remain neutral, stay away from conflict, or postpone the conflict to gather information or let things cool down.

It never really resolves the conflict, but you can use it when an issue is trivial or more important issues are pressing, to let people cool down and gain perspective, or when gathering information supersedes an immediate decision.

Accomodating

(low assertiveness, high cooperation) occurs when one party gives in to the other and acts in a completely unselfish way.

Leaders will typically use this strategy when the issue is really not that important to them but is very important to the other party or when they know they are going to lose the conflict due to their lack of power.

Collaboration

(high assertiveness, high cooperation) occurs when both parties work together to maximize outcomes.

It is seen as a win-win, most effective form of conflict resolutions and it is the most difficult to come by because it requires full sharing of information by both parties, a full discussion of concerns, and a lot of time investment to arrive at a resolution.

Compromise

(moderate assertiveness, moderate cooperation) occurs when conflict is resolved through give-and-take concessions.

The most common form of conflict resolution, whereby each party's losses are offset by gains and vice versa. It is an easy form of resolution, maintains relations between parties, and generally results in favorable evaluations for the leader.

Negotiations

a process in which two or more interdependent individuals discuss and attempt to come to an agreement about their different preferences

Distributive Bargaining

win-lose negotiating over a "fixed-pie" of resources.

When one person gains, the other person loses (also known as a "zero-sum" condition).

Integrative Bargaining

Aimed at accomplishing a win-win scenario.

Involves the use of problem solving and mutual respect to achieve an outcome that's satisfying for both parties.

Negotiation Stages

* Preparation
* Exchanging information
* Bargaining
* Closing and commitment