

Lecture 14: Power and Influence

Learning Objectives

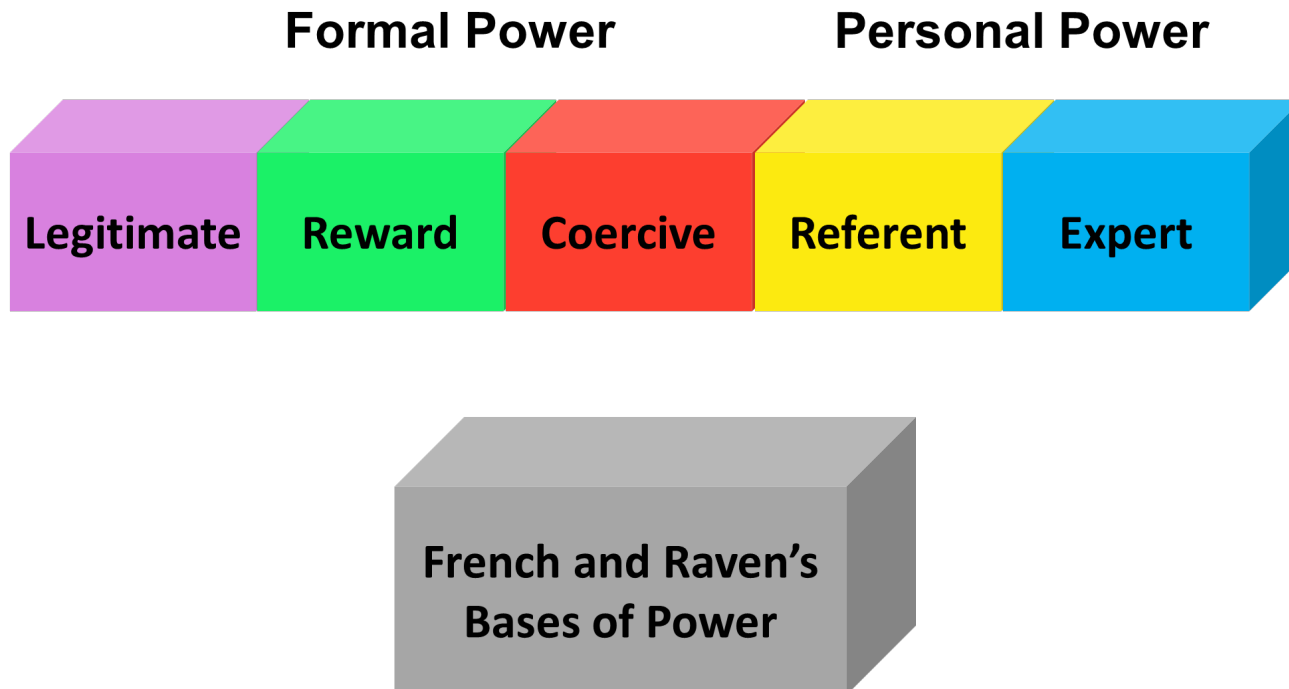
1. Describe each of the five bases of power.
2. Explain how you can develop each of the five bases of power.
3. Identify some of the tactics used to influence other people.

Power

- **Power** is the capacity to influence other people to achieve goals.
 - It refers to A's capacity to influence B's behavior so it is in accordance with A's wishes.
- Power is a function of **dependence**.
 - The greater B's dependence on A, the greater is A's power in the relationship.
 - Dependence is a function of the resources provided by A and B's perception of these resources.

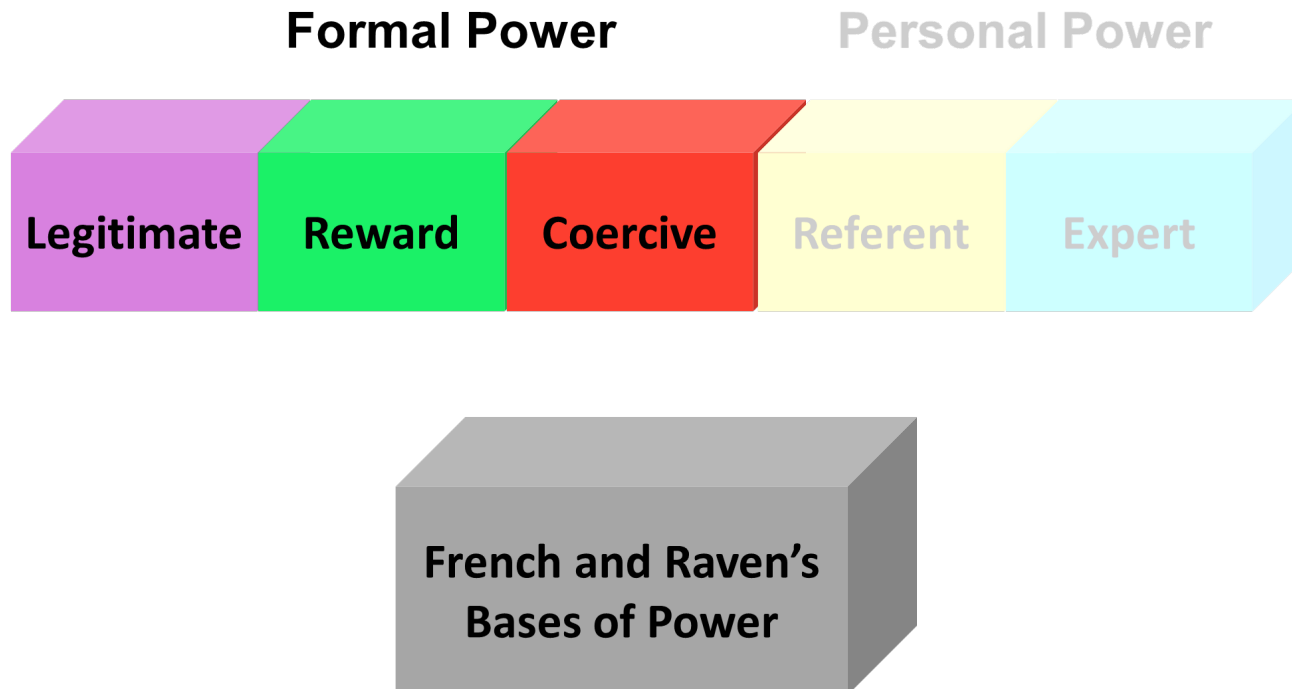
Bases of Power

- French and Raven's model proposed 5 sources (bases) of power in 2 categories: formal power and personal power.



Formal Bases of Power

- **Formal power** is based on an individual's position in an organization.
 - It includes legitimate, reward, and coercive power.



Formal Bases of Power

- **Legitimate power** is the formal authority to control and use resources based on a person's position in the formal organizational hierarchy.
 - E.g., POTUS, manager, professor
 - Develop it by volunteering to lead special projects



Formal Bases of Power

- **Reward power** is influence based on the ability to distribute rewards that others view as valuable in exchange for work.
 - Financial and non-financial rewards
 - Develop it by relying intrinsic rewards



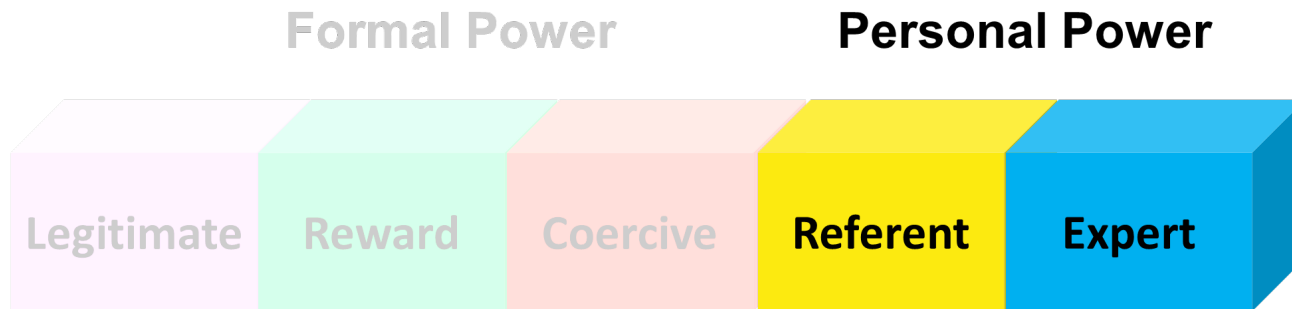
Formal Bases of Power

- **Coercive power** is influence based on others' fear of the negative consequences of failing to comply.
 - Dismiss, suspend, demote, remove privileges, assign unpleasant tasks, withhold rewards, or embarrass
 - Develop it by establishing a comprehensive disciplinary plan and relying on your other sources of power



Personal Bases of Power

- **Personal power** comes from an individual's unique personal characteristics.
 - It includes referent and expert power.



French and Raven's
Bases of Power

Personal Bases of Power

- **Referent power** is the capability to influence others because they respect and admire you and they have a positive working relationship with you.
 - Charisma, likeability, popularity, and optimism
 - Develop it by developing genuine relationships and being a good person



Personal Bases of Power

- **Expert power** is the capability to influence others because you have special knowledge, skills, and experience that others rely upon.
 - Develop it by continuing your education (graduate degrees or certifications), developing in-demand skill sets, and interacting with other experts

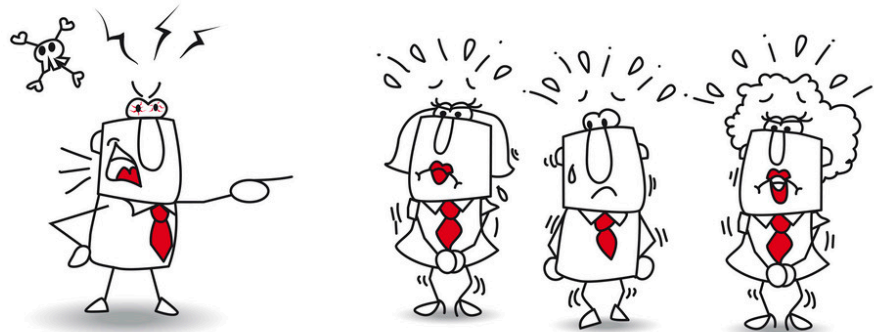


Outcomes of Power

- Power is used to direct and motivate action and facilitate decision-making and negotiation.
- When it comes to employees' satisfaction with their supervisors, their organizational commitment, and their job performance:
 - Expert and referent power are positively related.
 - Legitimate and reward power are unrelated.
 - Coercive power is negatively related.

Outcomes of Power

- Power doesn't affect everyone the same.
- Unfortunately, power can lead some people to:
 - Place their own needs ahead of others' needs.
 - Objectify others and neglect relationships.
 - Negatively react to threats to their competence.
 - Make overconfident and unethical decisions.



Influence

- **Influence** is the exercise of power.
- **Influence tactics** are strategies designed to influence others and get them to commit to our request.
- Some tactics are more effective than others.

The most effective tactics are rational persuasion, inspirational appeals, and consultation.

- The least effective tactic is pressure/requesting.



Influence Tactics

- **Rational persuasion** presents logical arguments and factual evidence to show that a request is reasonable.
 - The only tactic that is effective across all levels
 - Relies on legitimate and expert power
 - “Based on these reports, the logical choice is to...”



Influence Tactics

- **Inspirational appeals** develop emotional commitment by appealing to a target's values and aspirations.
 - Relies on referent power
 - “Because you care so much about this initiative...”
- **Personal appeals** involve asking for compliance based on friendship or loyalty.
 - Relies on referent power
 - “We’ve been friends for a long time...”

Influence Tactics

- **Coalitions** involve enlisting the aid or support of others to persuade the target to agree.
 - Relies on referent power
 - “Everyone in this group thinks it’s a good idea to...”
- **Exchange** is rewarding the target with benefits or favors in exchange for following a request.
 - Relies on reward power
 - “If you support this decision, I will support...”

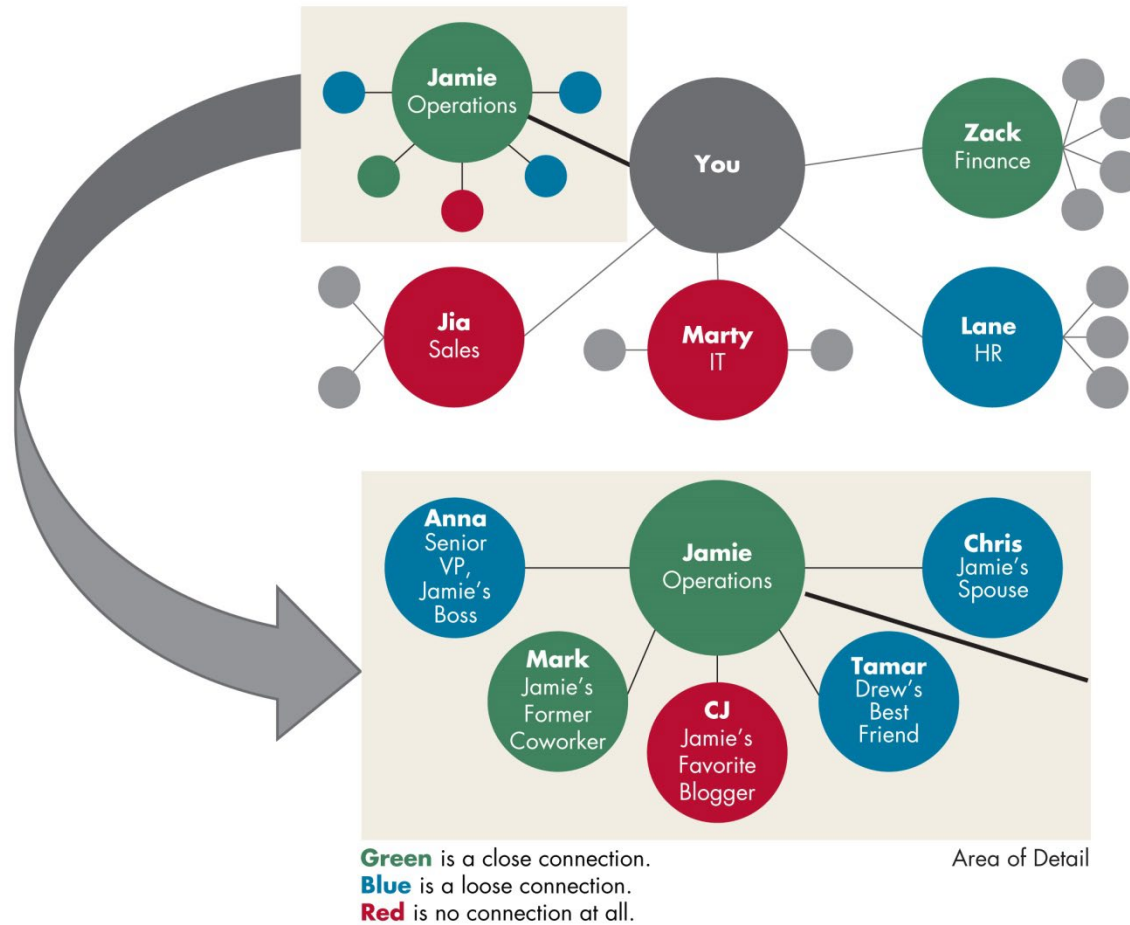
Influence Tactics

- **Consultation** increases the target's support by involving them in the decision-making process.
 - Relies on legitimate power
 - “As the expert here, what do you think about...”
- **Legitimatization** is relying on your authority or saying a request accords with organizational policies or rules.
 - Relies on legitimate power
 - “It is standard practice in our industry to...”

Influence Tactics

- **Ingratiation** (or **socializing**) is using flattery, praise, or friendly behavior prior to making a request.
 - Relies on legitimate power
 - “I am impressed by your ability to...”
- **Pressure** (or **requesting**) involves direct demands and sometimes warnings and threats of punishment.
 - Relies on coercive power
 - “I want you to call the supplier and ask them to...”

Influence



Implications for Managers

- Develop your expert power by continuing your education and developing in-demand skills.
- Share power whenever possible, and help your employees develop their own personal power.
- Practice using different influence tactics in different situations. Some are more useful than others.
- Be aware of how power can impair organizational behavior.