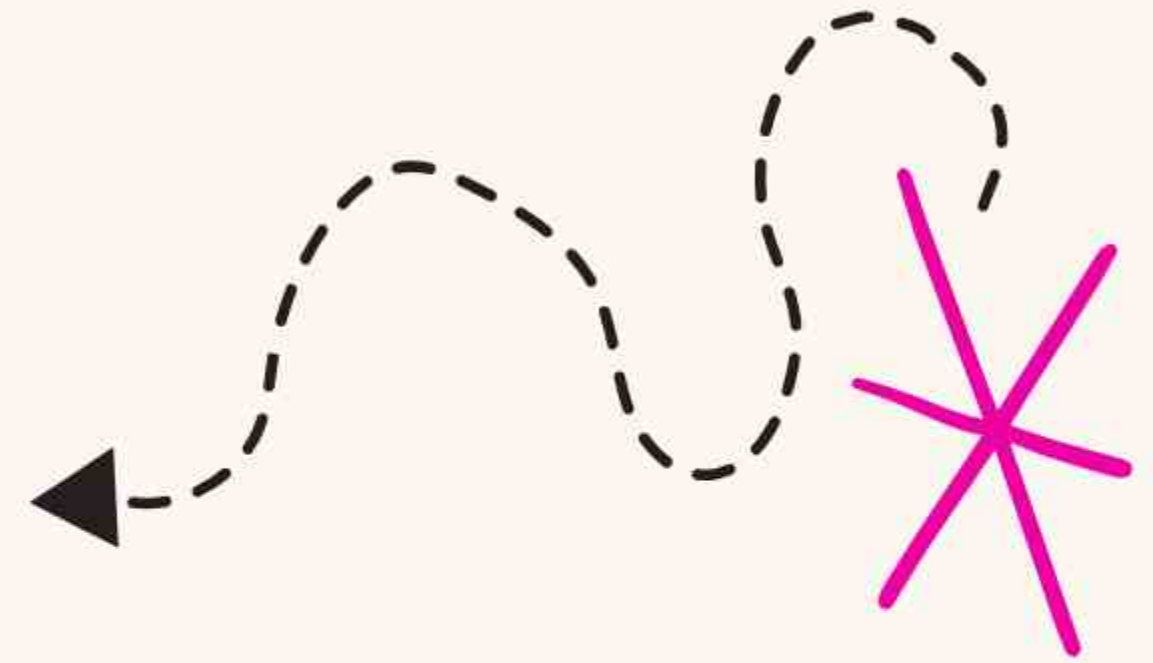


POWER and INFLUENCE



Group 3

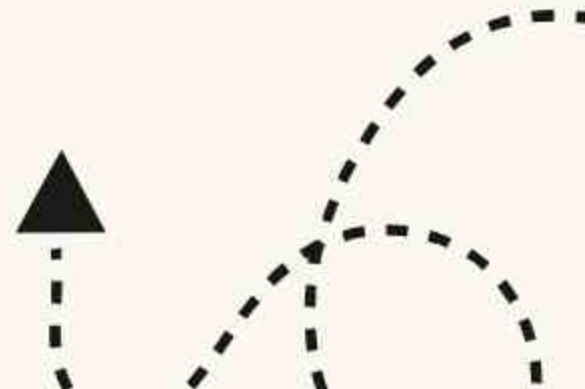
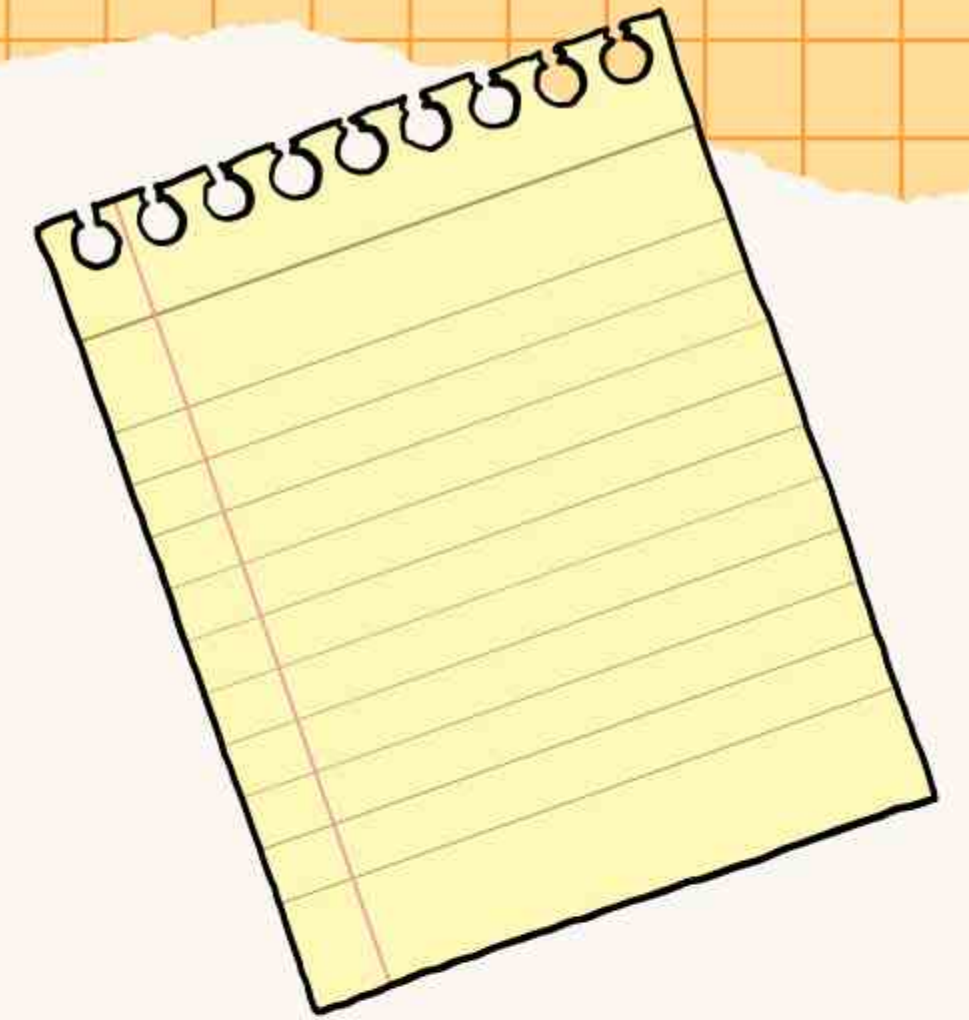
Incik Abiyyu Dhaif Ramadhan (2311011008)

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Yekaterina Didenko

Learning Objectives

- Power and Leadership
- Sources of Leader Power
- Taxonomy of Social Power
- French- and Raven's Power Taxonomy
- Leader Motives
- Influence Tactics



CHAPTER 4

Power and Influence

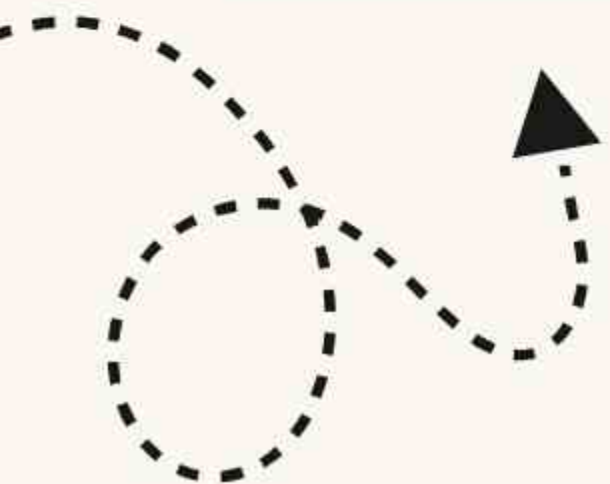


Power is a fundamental aspect of leadership, shaping how leaders influence, motivate, and guide their teams. Understanding the sources and types of power can illuminate how effective leadership operates and how leaders can harness power to achieve organizational goals. This article explores the various sources of leader power, a taxonomy of social power, and the specific types of power including expert power, referent power, legitimate power, reward power, and coercive power.



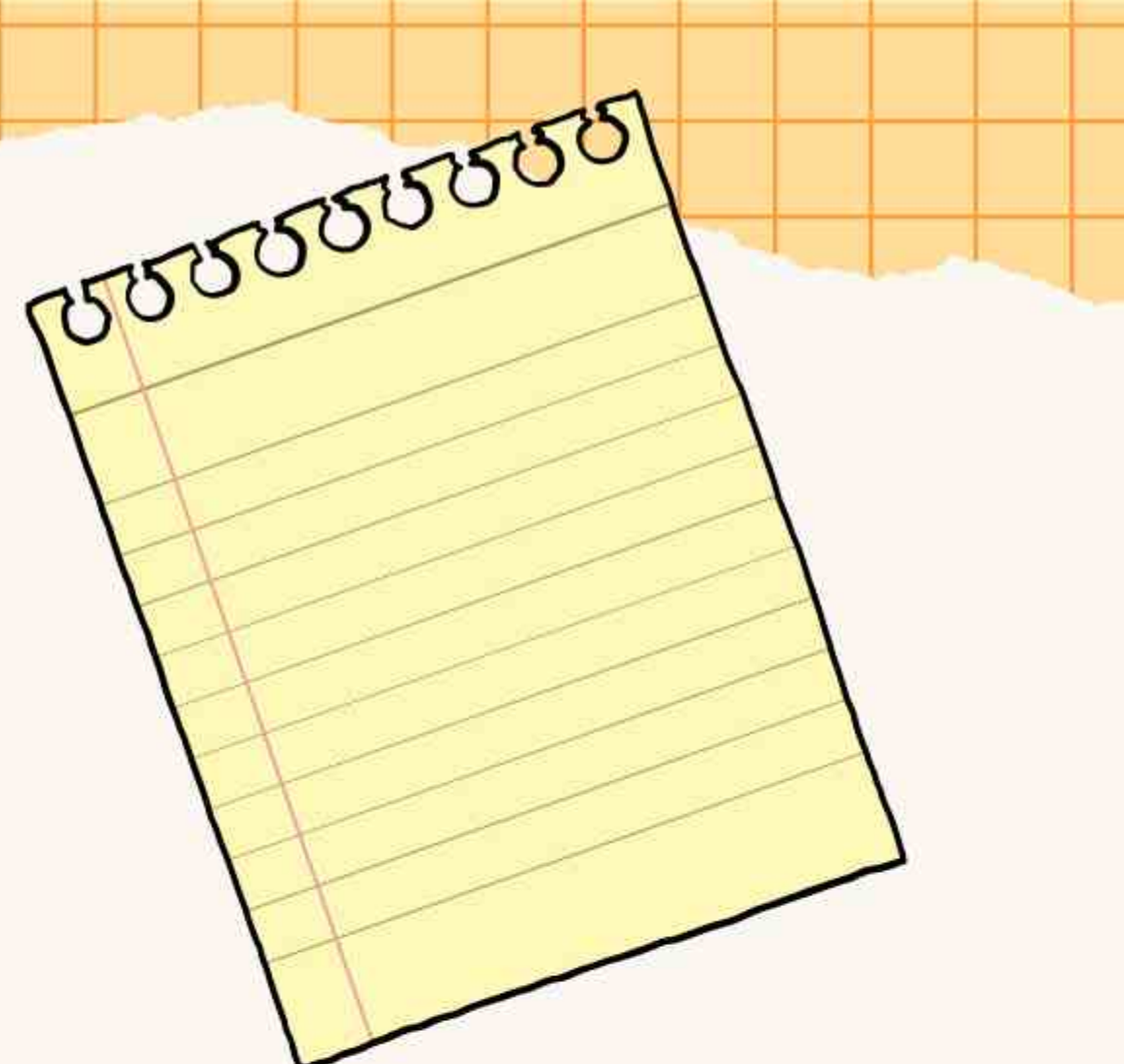
SOURCES OF LEADER POWER

A LEADER'S POWER COMES FROM BOTH THEIR OWN ATTRIBUTES AND THE RECOGNITION GIVEN BY FOLLOWERS. ENVIRONMENTAL FACTORS, LIKE THE ARRANGEMENT OF OFFICE FURNITURE, CAN SIGNIFICANTLY IMPACT PERCEPTIONS OF POWER. FOR EXAMPLE, J. EDGAR HOOVER'S OFFICE WAS DESIGNED TO ENHANCE HIS AUTHORITY, WITH EHRlichman EXPERIENCING HOOVER'S DOMINANCE THROUGH A DELIBERATE ARRANGEMENT OF SPACE AND SEATING. SIMILARLY, THE SHAPE OF MEETING TABLES INFLUENCES POWER DYNAMICS; THOSE AT THE ENDS OF RECTANGULAR TABLES OFTEN HAVE MORE POWER, WHILE CIRCULAR TABLES PROMOTE EQUALITY.



A piece of pink paper with a white grid pattern, held together by blue tape on the left and top edges. The title is written in bold black text.

Taxonomy of Social Power

A yellow notepad with a spiral binding at the top, tilted at an angle.

A taxonomy of social power categorizes the various ways power can be exercised within social interactions. French and Raven's classic framework identifies five types of power, each influencing leadership dynamics differently.

TAXONOMY OF SOCIAL POWER

Leaders with expert power are perceived as authoritative and are often trusted to make informed decisions.

Expert Power

Leaders wield this power by offering benefits or incentives to influence behavior. It is effective in motivating employees but must be managed carefully to avoid perceptions of favoritism.

Reward Power

Leaders with high referent power are those who build strong, positive connections and who inspire loyalty and admiration.

Referent Power

Legitimate Power

This power is associated with a formal position within the hierarchy. It grants leaders the authority to make decisions and direct others within their scope of responsibility.

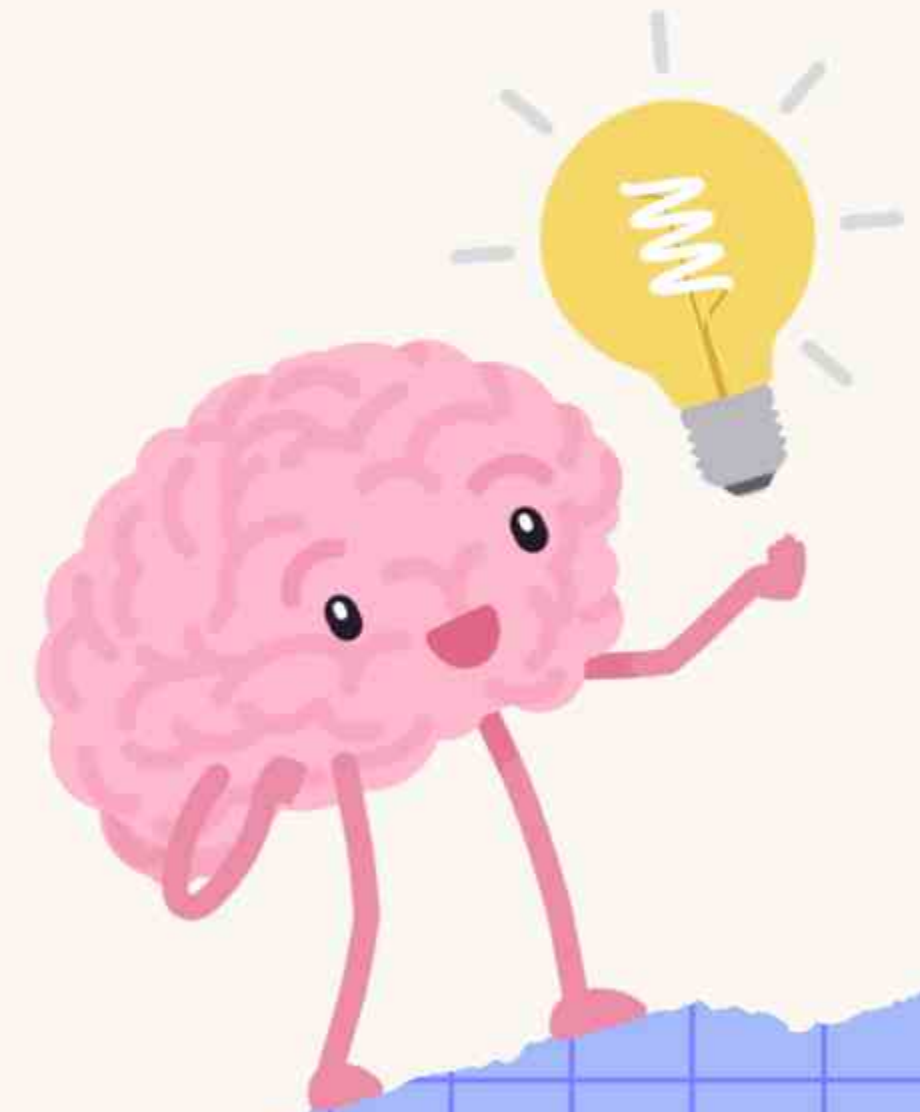
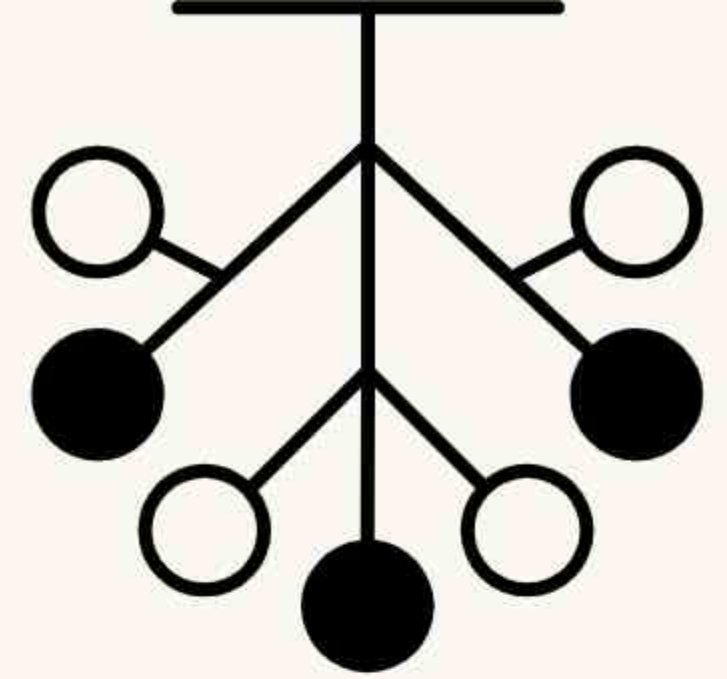
Coercive Power

This involves the use of threats or punishment to influence compliance. While it can enforce rules and standards, it often risks creating fear or resentment if overused.



FRENCH AND RAVEN'S POWER TAXONOMY

FRENCH AND RAVEN'S POWER TAXONOMY EMPHASIZES THAT NO SINGLE BASE OF POWER IS UNIVERSALLY BEST FOR LEADERS; THE EFFECTIVENESS OF A POWER BASE DEPENDS ON THE SPECIFIC SITUATION, SUCH AS WHETHER A GROUP IS FACING A CRISIS. RESEARCH GENERALLY SUGGESTS THAT LEADERS WHO PRIMARILY USE REFERENT AND EXPERT POWER TEND TO HAVE MORE MOTIVATED, SATISFIED, AND BETTER-PERFORMING SUBORDINATES.



FRENCH AND RAVEN'S POWER TAXONOMY



1

Effective leaders utilize all their power sources selectively, depending on their goals and the situation.

2

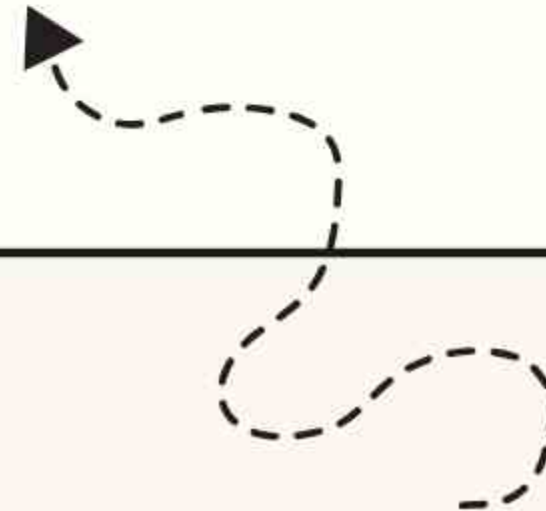
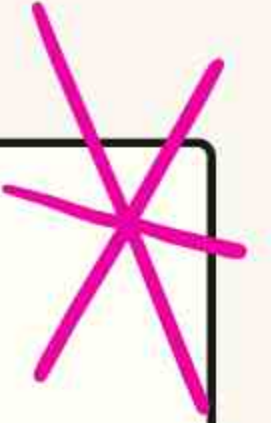
Reciprocal influence between leaders and followers is crucial for organizational effectiveness.

3

Leaders differ in how much they share power with subordinates. Some view power as a fixed resource, while others see it as expandable.

4

Effective leaders work to strengthen their power bases or become more willing to use coercive power when necessary.





LEADER MOTIVE

The role of individual motivation in leadership, particularly focusing on the "need for power" as described by McClelland. Individuals with a high need for power gain satisfaction from influencing others and often seek positions where they can exert control. This need for power can manifest in two ways: personalized power, which is self serving and impulsive, and socialized power, which is more mature and oriented towards benefiting the organization or others.



Miner's research suggests that those who score high in these areas are more likely to succeed in hierarchical organizations, although different traits may be required in flatter organizations.

KEY TAKEAWAYS INCLUDE :

1

Not everyone is motivated to lead, and those with low motivation may prefer roles with fewer supervisory duties.

2

A high need for power or motivation to manage does not guarantee leadership success, as context and organizational structure play significant roles.

3

Successful leaders typically need a high level of socialized power and self-control.

4

Leaders must recognize that followers also vary in their need for power and motivation to manage, requiring tailored leadership approaches.



INFLUENCE TACTICS

influence tactics are the actual behaviors used by an agent to change the attitudes, opinions, or behaviors of a target person. Kipnis and his associates accomplished much of the early work on the types of influence tactics one person uses to influence another.



Types of Influence Tactics



1. Consultation involves seeking input from others in planning, which can enhance commitment and improve outcomes, as seen when a minister forms a committee to design a church addition.
 2. Ingratiation is about making someone feel good before making a request, like a salesperson's friendly chatter before a sale.
 3. Personal appeals involve asking for a favor based on friendship, while exchange involves reciprocal favors, such as politicians agreeing to support each other's bills.
- 



Types of Influence Tactics

5. Pressure tactics involve threats or persistent reminders to influence, such as a judge warning a convicted prisoner about the consequences of reoffending.

6. Legitimizing tactics rely on one's authority or position to make requests, like a principal asking a teacher to join a committee based on their role.

INFLUENCE TACTICS AND POWER

THE CHOICE OF INFLUENCE TACTICS IS CLOSELY TIED TO THE RELATIVE POWER BETWEEN AGENTS (INFLUENCERS) AND TARGETS (THOSE BEING INFLUENCED). LEADERS WITH HIGH REFERENT POWER, WHO HAVE STRONG RELATIONSHIPS WITH THEIR FOLLOWERS, CAN EMPLOY A BROAD RANGE OF TACTICS, INCLUDING INSPIRATIONAL APPEALS, CONSULTATIONS, INGRATIATION, PERSONAL APPEALS, EXCHANGES, AND COALITION TACTICS. HOWEVER, THEY TYPICALLY AVOID LEGITIMIZING OR PRESSURE TACTICS TO MAINTAIN THEIR REFERENT POWER AND AVOID ALIENATION.

LEADERS WITH COERCIVE OR LEGITIMATE POWER ARE MORE LIKELY TO USE COALITION, LEGITIMIZING, OR PRESSURE TACTICS. THE CHOICE BETWEEN HARD TACTICS (LIKE LEGITIMIZING AND PRESSURE) AND SOFT TACTICS (LIKE INGRATIATION) OFTEN DEPENDS ON THE INFLUENCER'S POSITION OF POWER, ANTICIPATED RESISTANCE, AND PERSONAL STAKES. RATIONAL TACTICS (SUCH AS EXCHANGE AND RATIONAL APPEALS) ARE USED WHEN POWER IS RELATIVELY EQUAL AND BENEFITS ARE ORGANIZATIONAL AS WELL AS PERSONAL.

INFLUENCE TACTICS AND POWER

RESEARCH SHOWS THAT INFLUENCE TACTICS VARY WIDELY ACROSS DIFFERENT CONTEXTS—BUSINESS, FAMILY, AND PERSONAL RELATIONSHIPS—HIGHLIGHTING THAT PEOPLE OFTEN RESORT TO HARD TACTICS WHEN THEY HAVE A POWER ADVANTAGE AND OTHER METHODS FAIL. THIS UNIVERSAL TENDENCY UNDERSCORES HOW POWER DYNAMICS SHAPE THE STRATEGIES USED TO INFLUENCE OTHERS.



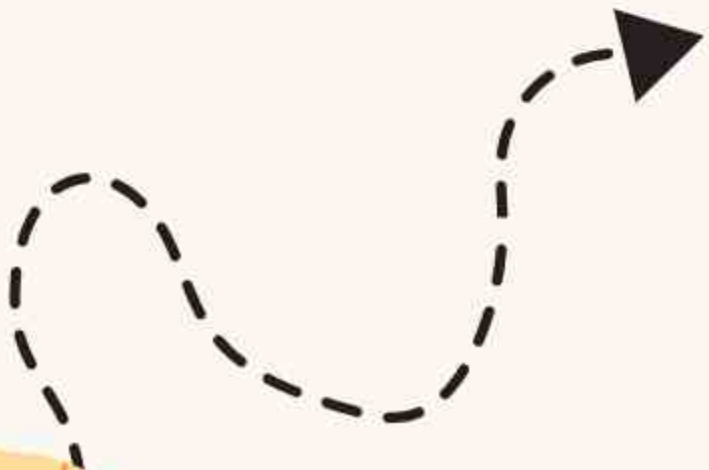


Leaders should be mindful of both the influence tactics they use and the reasons behind choosing them. Understanding the typical effects of various tactics can guide better decision-making. Research suggests that influence tactics aimed at enhancing an employee's self-esteem or morale tend to be more successful. Conversely, tactics chosen merely to follow company policy or to assert dominance often lead to unsuccessful outcomes. Leaders should focus on using methods that uplift others rather than those that diminish or control them, as positive, supportive approaches generally yield better results.



Conclusion

Power is the capacity to exert influence, while influence tactics are behaviors used to change others' attitudes and behaviors. Leaders can enhance their effectiveness by understanding their bases of power and reflecting on their need for power and motivation to manage. Subordinates can also influence leaders and resist their attempts. Effective leadership involves enhancing personal contributions and avoiding in-group and out-group rivalries. Power is meaningless unless exercised through influence tactics, which should build others up rather than tear them down. Leaders should carefully consider their rationale before using a tactic to avoid pressure and legitimizing tactics. Mastering influence tactics that boost followers' self-esteem and confidence is crucial for effective leadership.



**THANK
YOU!**

