

Leadership & Power



Council of State and Territorial Epidemiologists

Objectives



- Compare motivation and inspiration
- Describe the 3 types of outcomes stemming from leadership influence
- Describe the 5 types of power as sources of leadership influence
- Describe how empowerment strategies can influence a leader's power

The Role of Motivation & Inspiration



Leadership Reflection



- Why do you think motivation and inspiration are important to consider when discussing power?

Group Affiliation



- Inclusion need: the need to be included
- Control need: the need for status and power
- Affection need: the need to give and receive warmth and closeness

Fundamental Interpersonal Orientation - Behavior



Inclusion	Control	Affection
Expressed I make an effort to include others in my activities. I try to participate, to join social groups – to be with people as much as possible.	Expressed I try to exert control and influence over things. I enjoy organising things and directing others.	Expressed I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive of others.
Wanted I want other people to invite me to belong. I enjoy it when others notice me.	Wanted I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.	Wanted I want others to act warmly towards me. I enjoy it when people share their feelings with me and when they encourage my efforts.

Influence



COMMITMENT

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Power is not static; it changes over time due to changing conditions and the actions of individuals and coalitions.

French and Raven's Power Taxonomy



Positional/Organizational Power Sources

- Legitimate Power
- Reward Power
- Coercive Power
- Informational Power

Personal Power Sources

- Expert Power
- Referent Power

Legitimate Power



The target person complies because he or she believes the agent has the right to make the request



Reward Power



The target person complies in order to obtain rewards he or she believes are controlled by the agent



Coercive Power



The target person complies in order to avoid punishments he or she believes are controlled by the agent



Informational Power



Control of information by agent is a source of power



Expert Power



The target person complies because he or she believes that the agent has special knowledge about the best way to do something



Referent Power



The target person complies because he or she admires or identifies with the agent and wants to gain the agent's approval

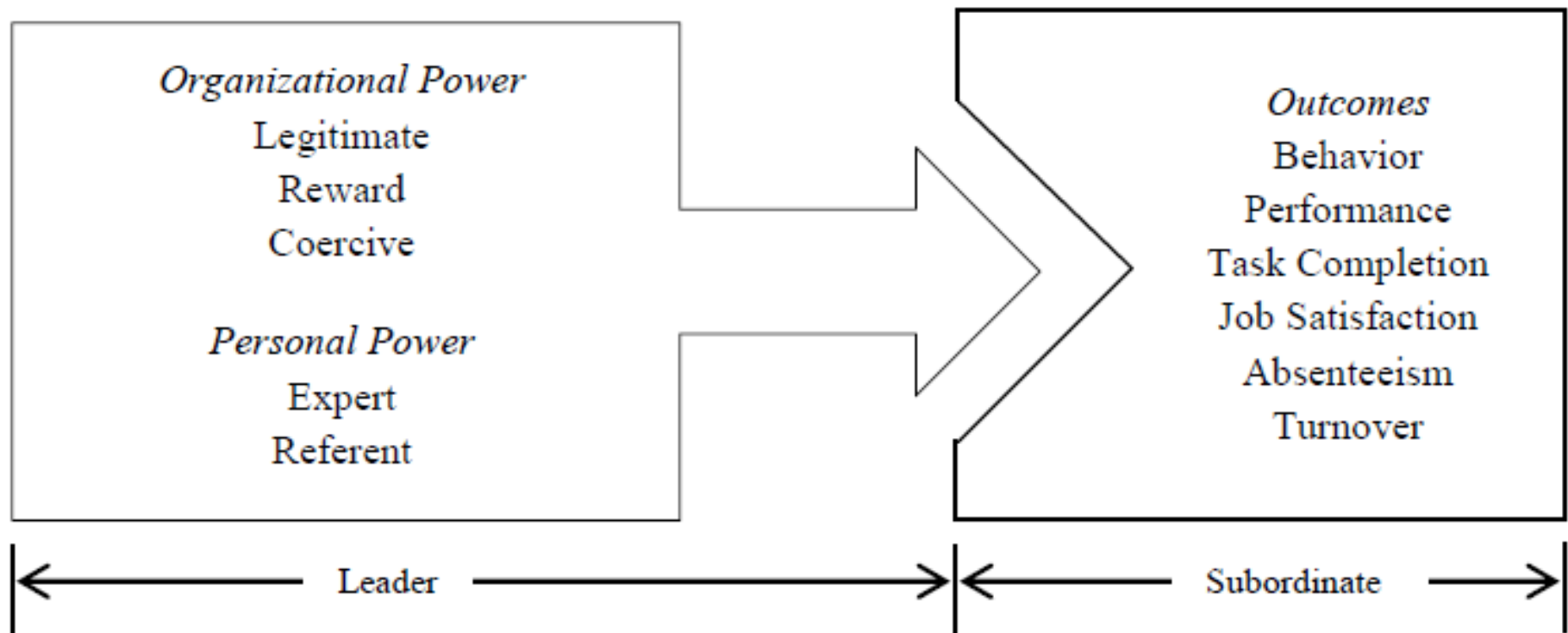


Leadership Reflection



- What type of power resonates with you the most?

Power: Leader & Subordinate



Sources of Leader Influence over Subordinates and Likely Outcomes



	Commitment	Compliance	Resistance
Reward Power			
Coercive Power			
Legitimate Power			
Expert Power			
Referent Power			

Power & Outcomes



Source of Leader Influence	Type of Outcome		
	Commitment	Compliance	Resistance
Reward Power	Possible—if used in a subtle, very personal way	LIKELY*—if used in a mechanical, impersonal way	Possible—if used in a manipulative, arrogant way
Coercive Power	Very unlikely	Possible—if used in a helpful, non-punitive way	LIKELY*—if used in a hostile or manipulative way
Legitimate Power (or "Position" Power)	Possible—if request is polite and very appropriate	LIKELY*—if request or order is seen as legitimate	Possible—if arrogant demands are made or request does not appear proper
Expert Power (or "Skill" Power)	LIKELY*—if request is persuasive and subordinates share leader's task goals	Possible—if request is persuasive but subordinates are apathetic about task goals	Possible—if leader is arrogant and insulting, or subordinates oppose task goals
Referent Power (or "Friendship")	LIKELY*—if request is believed to be important to leader	Possible—if request is perceived to be unimportant to leader	Possible—if request is for something that will bring harm to leader

*Indicates most common outcome.

Leadership Reflection



- How do you see power dynamics affecting the work place?
- How can power be used positively?

Redistribute Power



The new advice is that you can achieve ultimate power by giving it to the people who work for you....Power operates under the same principle as love: the more you give to others, the more you receive in return...leaders can maximize their own power and their opportunities for success by enabling the employees they supervise also to achieve their own sense of power and success.

Empowerment Strategies



1. Tell people what their responsibilities are
2. Give them authority equal to the responsibility assigned
3. Set standards of excellence
4. Provide the needed training
5. Give knowledge and information
6. Provide feedback on performance
7. Recognize achievements
8. Trust
9. Give permission to fail
10. Treat others with dignity and respect

Leadership Reflection



- How can you use empowerment strategies in your work?
- How can power and empowerment influence change management?
- In your opinion, what is the best type of power?