LEADERSHIP = EXERCISE OF INFLUENCE

Power Bases

- Coercive
- Connection
- Expert
- Information
- Legitimate
- Referent
- Reward
Power Bases & Situational Leadership

HIGH                      Readiness Levels                  LOW
R4  R3  R2  R1

Expert Referent Information
Legitimate Reward Coercive Connection

Obtaining Power
AA - BB - CC PLAN

• A ssess own power bases
• A ct powerful
• Beware of dependency on others
• B visible
• C ontrol the resources
• C onnect with influential people

POWER IS ACTION

My Dear General,
If you don’t want to use the army, I should like to borrow it for a while.

Yours Respectfully,
A. Lincoln
Power Action #1: Perception

• If you are perceived as powerful, you are powerful
Ø "The reputation of power is power." (Thomas Hobbes, Philosopher)
Ø The first and greatest commandment of power is, "Don't let them scare you," (Elmer Davis, Journalist)

Power Action #2: Judgment

• provides direction to power
Ø know what and when to negotiate
Ø know when and why to stand firm

Power Action #3: Position

• provides opportunity
Ø you must capitalize on the opportunities or lose the opportunity and position
Ø position is not a station of arrival but point of departure
Power Action #4: Knowledge

- have an opinion, give it
- have an idea, share it
- propose a project, do it

Principle-Centered Power

- People perceive leaders are honorable
- People trust and respect leaders
- People are inspired and believe in the goals communicated

Power Comparisons

- Coercive, reward: temporary influence
- Legitimate, etc: functional but may be reactive
- Principle-centered: sustained, proactive
Principle Actions

1. Share reasons and rationale
2. Have patience and stay committed in spite of short-term obstacles
3. Refrain from harsh, hard, and forceful traits
4. Maintain your "teachibility"

Principle Actions (2)

5. Withhold judgments
6. Get to know others
7. Intervene -- before it's too late
8. Have consistency
9. Maintain integrity

Who's Got the Power?