

Power and Leadership

*** Where does power come from?**

*** What gives a person or group influence over others?**

1 * Legitimate Power

Legitimate power is a person's ability to influence others' behavior because of the position that person holds within the organization.

Legitimate or position power, as it is sometimes called, is derived from a position of authority inside the organization, often referred to as "formal authority." That is, the organization has given to an individual occupying a particular position the right to influence—direct other individuals.

2 * Reward Power

Reward power is a person's ability to influence others' behavior by providing them with things they want to receive. These rewards can be either financial, or nonfinancial,

A manager can use reward power to influence and control employees' behavior, as long as employees value the rewards.

3 * Coercive Power

Coercive power is a person's ability to influence others' behavior by punishing them or by creating a perceived threat to do so. For example, employees may comply with a manager's directive because of fear or threat of punishment.

4 * Expert Power

Expert power is a person's ability to influence others' behavior because of recognized knowledge, skills, or abilities.

Most people follow their doctor's advice.

Experts have power even when they rank low in the organizations.

5 * Referent Power

Referent power is a person's ability to influence others' behavior because they like, admire, and respect the individual.

Power is the ability to influence others. However, the various sources of power should not be thought of as completely separate from each other. Sometimes leaders use them together in varying combinations depending on the situation.