Chapter 12

Leadership Power and Influence
Your Leadership Challenge

• Use power and politics to help accomplish important organizational goals.
• Practice aspects of charismatic leadership by pursuing a vision or idea that you care deeply about and want to share with others.
• Apply the concepts that distinguish transformational from transactional leadership.
Your Leadership Challenge (cont.)

- Use coalitional leadership to build alliances that can help you achieve important goals for the organization.
- Identify types and sources of power in organizations and know how to increase power through political activity.
- Describe structural, human resource, political, and symbolic frames of reference and identify your dominant leadership frame.
- Use the influence tactics of rational persuasion, friendliness, reciprocity, developing allies, direct appeal, and scarcity.
Transactional and Transformational Leadership

- **Transformational Leadership** – leadership characterized by the ability to bring about significant change in followers and the organization.
- **Transactional Leadership** – a transaction or exchange process between leaders and followers.
Charismatic Leaders

Leaders who have the ability to inspire and motivate people to do more than they would normally do, despite obstacles and personal sacrifice.
**Ex. 12.1 Distinguishing Characteristics of Charismatic and Noncharismatic Leaders**

<table>
<thead>
<tr>
<th>Noncharismatic Leaders</th>
<th>Charismatic Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likableness: Shared perspective makes leader likable</td>
<td>Shared perspective and idealized vision make leader likable and an honorable hero worthy of identification and imitation</td>
</tr>
<tr>
<td>Relation to status quo: Tries to maintain status quo</td>
<td>Creates atmosphere of change</td>
</tr>
<tr>
<td>Future goals: Limited goals not too discrepant from status quo</td>
<td>Idealized vision that is highly discrepant from status quo</td>
</tr>
<tr>
<td>Articulation: Weak articulation of goals and motivation to lead</td>
<td>Strong and inspirational articulation of vision and motivation to lead</td>
</tr>
<tr>
<td>Behavior: Uses available means to achieve goals within framework of the existing order</td>
<td>Uses unconventional means to transcend the existing order</td>
</tr>
<tr>
<td>Influence: Primarily authority of position and rewards</td>
<td>Transcends position; personal power based on expertise and respect and admiration for the leader</td>
</tr>
</tbody>
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Coalitional Leadership

Involves building a coalition of people who support the leader’s goals and can help influence others to implement the leader’s decisions and achieve the goals.
Ex. 12.2 Mapping Stakeholder Buy-In

- Observers (60%)
  - Stakeholders who watch change from the sidelines with a neutral attitude
- Resisters (20%)
  - Stakeholders who defend the status quo and oppose change
- Partners (10%)
  - Stakeholders who support change
- Advocates (10%)
  - Stakeholders who champion and lead change
Power and Influence

**Power**

- The ability of one person or department in an organization to influence other people to bring about desired outcomes

**Influence**

- The effect a person’s actions have on the attitudes, values, beliefs, or actions of others
Ex. 12.3 Five Types of Leader Power
(adapted)

- Legitimate
- Reward
- Coercive

- Expert
- Referent

Position Power

Personal Power
Ex. 12.4 Responses to the Use of Power

Position Power
- Compliance
- Resistance

Personal Power
- Commitment
Ex. 12.5 Characteristics That Affect Dependency and Power in Organizations

<table>
<thead>
<tr>
<th>Leader has control over:</th>
<th>Leader has control over:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources seen as unimportant</td>
<td>Resources seen as very important</td>
</tr>
<tr>
<td>Widely available resources</td>
<td>Scarce resources</td>
</tr>
<tr>
<td>Resources with acceptable substitutes</td>
<td>Resources with no substitutes</td>
</tr>
<tr>
<td>Low dependency on leader = lower power</td>
<td>High dependency on leader = higher power</td>
</tr>
</tbody>
</table>

- **Importance**
- **Scarcity**
- **Non substitutability**
Politics

Activities to acquire, develop, and use power and other resources to obtain desired future outcomes when there is uncertainty or disagreement about choices.
Ex. 12.6 Four Leader Frames of Reference

1. Structural
   - Mind-set: Sees organization as machine, economics, plans
   - Emphasis: Goals, systems, efficiency, formal authority

2. Human Resource
   - Mind-set: Sees organization as family, belonging, clan
   - Emphasis: People, relationships, engagement

3. Political
   - Mind-set: Sees organization as jungle, power, schemes
   - Emphasis: Resource allocation, negotiation, coalition building

4. Symbolic
   - Mind-set: Sees organization as theater, spiritual meaning, dreams
   - Emphasis: Vision, culture & values, inspiration
Ex. 12.6 Seven Principles for Asserting Leader Influence

1. Use rational persuasion
2. Make people like you
3. Rely on the rule of reciprocity
4. Develop allies
5. Ask for what you want
6. Remember the principle of scarcity
7. Extend formal authority with expertise and credibility
Ex. 12.8 Guidelines for Ethical Action

- Is the action consistent with the organization’s goals, rather than being self-motivated purely by self-interest?
- Does the action respect the rights of individuals and groups affected by it?
- Does the action meet the standards of fairness and equity?
- Would you wish others to behave in the same way if the action affected you?