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# DEVELOPING EFFECTIVE LEADERS

## INSTRUCTOR'S GUIDE

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# POWER AND INFLUENCE: STRATEGIES FOR LEADERS



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## Introduction

The concepts of leadership and power have generated lively interest, debate, and occasional confusion for decades. In fact, there has long been discussion on the ideas of *personal* power and *position* power. Back in the sixteenth century, Machiavelli raised the question of whether it is better to have a relationship based on love (personal power) or on fear (position power).

People often think of power as belonging to the leader. Scholars who have studied leadership and power, however, point out that power is actually a function of the leader, the followers, and the situation. In other words, power is a function of a relationship. Followers allow the leader to lead, and leaders derive their power from followers. This module is based on leadership theory that points to seven different bases of power:

- Coercive power
- Legitimate power
- Expert power
- Reward power
- Referent power
- Informational power
- Connection power

## Objectives

As a result of participating in this module, participants will:

1. Understand the idea of power as it pertains to community leadership development.
2. Learn the seven bases of power.
3. Recognize their own use of power to reach personal or community goals.
4. Seek out and learn more about power and its place in personal and public decision making.

## Length and Sample Agenda

The module should take approximately 1 hour 20 minutes to complete. Each section may take you more or less time to complete than what is listed. Feel free to revise this agenda to fit your purposes and time constraints.

- 0:00 Introduction and Background (5 minutes)
- 0:05 Elements of Power (5 minutes)
- 0:10 Power Bases and Power Systems (20 minutes)
- 0:30 Activity: Using Power Bases to Reach a Goal (40 minutes)
- 1:10 Evaluations (8 minutes)
- 1:18 Closing Comments (2 minutes)
- 1:20 End

## Description of Module Contents

- **Participant's Packet** – Contains all the informational content of the module. Duplicate and hand out to participants, one each.
- **PowerPoint Presentation** – Present while teaching the module.
- **Module Outline (in this Instructor's Guide) – A multipurpose teaching aid.**
  - The **Right Column** contains all the information from the Participant's Packet along with corresponding slide numbers.
  - The **Left Column** contains the numbered PowerPoint slide headings in bold, bulleted talking points, and directions for the instructor in italics.
  - **Shaded boxes** contain Activity instructions.
- **Evaluation Forms** – Attached to the end of the Participant's Packet. Collect the evaluations after having participants complete them at the end of your session.

## Preparation

1. Review the PowerPoint, Participant's Packet, and Module Outline thoroughly.
2. Practice presenting the module until you can do so confidently; above all, avoid reading the Module Outline talking points or Participant's Packet to the participants. Feel free to make notes on the Module Outline to personalize your presentation.
3. Develop a plan for presenting the module and facilitating discussion.
4. Gather necessary equipment (computer, projector, etc.).
5. Duplicate enough Participant's Packets for each participant.

## Evaluation

The evaluation form, at the end of the Participant's Packet, is the only formal feedback received from this module. It is your responsibility to encourage all participants to complete the evaluation form at the end of the session and to collect it. Evaluations assist in improving programs and also help document the results of educational programs provided by Cooperative Extension. Return completed evaluation forms to your Extension Educator.

## Additional Readings

(See the References and Additional Readings at the end of the Instructor's Guide.)

**Talking Points (bulleted) and Directions (italicized) for Each Slide Number**

## Participant's Packet Contents

### 1. Power and Influence

*Introduce the module by asking participant's what comes to mind when they hear the word "power": Authority? Influence? Muscle?*

- Power is actually a function of the leader, the followers, and the situation, meaning it is in the relationship between the three elements.

### 2. What is Power?

*Go through the definitions. Ask participants to share some examples of power relationships they have experienced, or supply one of your own based on your understanding of this module.*

### 3. Objectives

*Go through the objectives with participants.*

## Introduction and Background

### (Slide 1)

The concepts of leadership and power have generated lively interest, debate, and occasional confusion for decades. In fact, there has long been discussion on the ideas of personal power and position power. Back in the sixteenth century, Machiavelli raised the question of whether it is better to have a relationship based on love (personal power) or on fear (position power).

It is common to believe power belongs to the leader, but those who study leadership and power, point out that power is actually a function of the leader, the followers, and the situation. In other words, power is a function of a relationship. Followers allow the leader to lead, and leaders derive their power from followers.

### (Slide 2)

There are multiple definitions of power in popular and scientific literature. Those definitions tend to contain some variation of the following:

- The capacity to produce effects on others.
- A resource to influence others, induce compliance.
- The potential to influence others.
- The energy that gets things done.

People often think of power as belonging to the leader. Scholars who have studied leadership and power, however, point out that power is actually a function of the leader, the followers, and the situation. In other words, power is a function of a relationship. Followers allow the leader to lead, and leaders derive their power from followers. In their book, *The Leadership Challenge*, Kouzes and Posner note that leaders truly begin to lead when they give up some of their power. Where does a leader's power come from? Do leaders have it or do followers give it to them? The answer may be both.

## Objectives

### (Slide 3)

It is helpful for community leaders to understand power in order to use it effectively. As a result of participating in this module, you will:

- Understand the idea of power as it pertains to community leadership development.
- Learn the seven bases of power.
- Recognize your own use of power to reach personal or community goals.
- Seek out and learn more about power and its place in personal and public decision making.

#### 4. Elements of Power

*Discuss the points in the slide and the Participant's Packet.*

- Power is always part of a relationship.

#### 5. Two Essentials of Power

*Discuss resources and motivation.*

- When resources and motivation fit well together, leaders can develop and use power.

### Elements of Power

#### (Slide 4)

Power is fundamental, and it comes from many sources, such as intelligence, money, information, and hard work. Bertrand Russell said that power is just as fundamental a concept in social science as energy is in physics.

Although people often speak of power as a bad thing, it is neither good nor bad by itself. Rather, it is the way we use power that determines whether it is harmful or beneficial.

For that reason, aspiring leaders must be fully aware of power and its causes and effects. They must know its potential and have the integrity to use it for the benefit of those they lead.

### Power is in the Relationship

Power does not exist by itself – it is always part of a relationship. For power to exist, it must be allowed to exist. Someone, something, somewhere lets power emerge. For a dictator to have absolute power, the masses must let theirs go. For a child to have power, parents must allow that power to exist.

The phrase ‘balance of power’ describes the organic quality of the power relationship between people, including societies and governments. Those who keep a balance of power acknowledge its existence, use it, and enjoy it without letting it become the primary ingredient of the relationship.

### Two Essentials of Power

#### (Slide 5)

The two essentials of power are resources and motivation.

Some of us have the resources – such as money or intelligence or skills – to rebuild downtown buildings, to bring people together to work on common goals, to lose weight, or to stay within a budget. If we lack motivation, however, we don't have enough power to accomplish any of these things.

But is it enough to have motivation? To answer that question, consider this: some of us may be motivated to win an Olympic event or become an astronaut, but if we lack the resources of talent and training, neither of those things will happen.

It is only when resources and motivation fit well together that leaders can develop and use power. This means, for us as community leaders, that our goals must coincide with our real assets. It means that the collective motivation of the group must fit the collective resources of the group, as well as meshing with our own personal motivation and resources. When that fit occurs, we will have the power to accomplish our collective goals.

## 6. The 7 Power Bases

*Introduce the power bases.*

- Researchers have developed the Power Base Classification Systems, which form the basis of this module.

*Discuss the salient characteristics of the 7 Power Bases as you move through the slides. Have participant's follow along in the packet. Occasionally, ask for feedback from participants, such as personal experiences and examples. Offer examples of your own as well.*

## 7. Coercive Power

- Based on fear.

## 8. Legitimate Power

- Based on position.

## Power Bases

### (Slide 6)

Power has been studied by people for centuries, including many scholars who have conducted research on the forms or bases of power since the mid-1900s. These scholars have examined and studied power in an attempt to understand and classify it. Some of the findings include the power base classification systems, which are the basis of this leadership development module. While many of these systems have been created, the framework developed by French and Raven and expanded upon by Raven and Kruglanski and Hersey working with Marshall Goldsmith is widely accepted. These scholars together propose that there are seven different bases of power:

- Coercive power
- Legitimate power
- Expert power
- Reward power
- Referent power
- Informational power
- Connection power

These seven bases of power are identified as potential means of successfully influencing the behavior of others.

### Coercive Power

#### (Slide 7)

Coercive power is based on fear. Fear of being hurt, poorly treated, or dismissed allows people with coercive power to rule over the fearful. A leader high in coercive power gets others to follow by communicating that failure to comply will lead to punishment.

### Legitimate Power

#### (Slide 8)

Legitimate, or positional, power is based on the position, office, or title held by the leader. Normally, the higher the position or status, the more compliance the leader is able to get from the followers. The president, dean, director, or chief executive officer can theoretically “call the shots” in an organization and be fairly certain his or her instructions will be carried out. A leader high in legitimate power gets the compliance of others because they feel that this person has the right, by virtue of position, to expect that suggestions will be followed.

## 9. Expert Power

- Based on one's skill and knowledge.

## 10. Reward Power

- Based on rewards, such as pay, promotion, or recognition.

## 11. Referent Power

- Based on personal traits.

## 12. Informational Power

- Based on access to information.

## 13. Connection Power

- Based on links with important people.

## Expert Power

(Slide 9)

Expert power is based on the knowledge, talent, and/or skills of the leader. For expert power to exist, it must be coupled with respect for that knowledge, talent, and/or skill, along with the assumption that this expertise is valuable to followers. A leader high in expert power is seen as having the expertise to facilitate the work of others. The respect leads to compliance with the leader's wishes.

## Reward Power

(Slide 10)

Reward power is based on the leader's ability to provide rewards for other people. People who follow a leader with reward power believe that going along with the leader's suggestion will lead to positive incentives, such as pay, promotion, or recognition.

## Referent Power

(Slide 11)

Referent power is based on the leader's personal traits and the need others have to be referred to or associated with people of influence. Traits such as charm, charisma, and creativity are all intangible but very real characteristics of most leaders. They can command awe, respect, and loyalty. A leader high in referent power is generally liked and admired by others because of personality. This admiration and identification with the leader influences others to act on the leader's suggestions.

## Informational Power

(Slide 12)

Informational power is based on the leader's ability to get and give the information that is necessary to the organization or individual followers, or is perceived as valuable by others. This power base influences others because they need this information or want to be in on things. Channeling or withholding information is a very effective way for a leader with information power to control actions.

## Connection Power

(Slide 13)

Connection power is based on the leader's ability to build networks and coalitions that are helpful to the goals of the group – in other words, the leader's "connections" with influential or important persons inside or outside the organization. The familiar saying "It is not what you know but who you know" applies here. A leader high in connection power gets other people to follow because they aim at gaining the favor or avoiding the disfavor of the powerful connection.

#### 14. Is there a best type?

- Effective leader are able to use a combination or even all seven.

#### 15. Power Systems

- The two types, formal and informal, exist in all organizations.
- Formal is easy to recognize and usually based on position.
- Informal is less obvious and based on ability to influence others.
- In an informal system, those not in charge still have power to influence the leader.

### Determining the Best Type of Power

#### (Slide 14)

Is there one best type of power to have? Not really. Powerful leaders use as many of the seven bases of power as possible. In fact, truly effective leaders are able to use all seven power bases to some degree. Followers who are aware of these bases of power can also use them to limit or control the leader's power.

### Power Systems

#### (Slide 15)

Two types of power systems, formal and informal, exist within all organizations, including families, communities, and nations. The formal power system has ways of indicating "this is the person in charge." This is typically communicated by position within the organization or by the leader's ability to coerce or reward.

The informal power system is less obvious, but just as real. It is based on the ability of those who are not officially in charge to influence those who are. People who are good at influencing become the informal power brokers. Usually this is achieved through having information and knowledge, expertise, connections, and/or a likeable personality.

Aspiring leaders should realize that it is important to know and understand both systems to get things done. The exercise "Using Power Bases to Reach a Goal" helps to illustrate how you can use both power systems on a real life goal you would like to accomplish.

**16. Activity**

**Using Power Bases to Reach a Goal**

This 2-step exercise asks participants to identify a goal each would like to reach, as well as three people who play a major role in reaching that goal.

**Preparation**

You may wish to prepare a few extra copies in case participants want to keep a clean copy to use on their own time with other goals.

Complete the exercise before teaching the session using a goal you would like to reach. Be prepared to share your experience in doing the exercise as well as what you learned about your own power bases.

**Directions**

**Step 1** - Ask participants to begin the exercise by thinking of a goal they would like to reach and writing it on the lines provided. It can be a personal, professional, or community goal.

Now ask participants to identify three persons who play a major role in their reaching that goal and write those names in the three boxes, A, B, and C.

Instruct participants to read each statement and ask themselves to what extent the statement is true or false for each person. Refer them to the Key on the sheet. Allow approximately 15-20 minutes.

**Activity: Using Power Bases to Reach a Goal**

**Step 1 – Assessing Your Power Bases**

Anything we want to accomplish requires the use of some kind of power. We all have power, but often don't recognize it. This will help you assess your power bases in a situation.

1. On the lines below, write a goal you would like to reach:  
\_\_\_\_\_
2. In the boxes A, B, and C below, write the names of three people who play a major role in your reaching that goal – for example, you may have to get permission, money or help from them to accomplish your goal.
3. Using the key, put the number of the response that most closely describes the nature of your relationship to that person.

**KEY**

(0) False    (1) Mostly false    (2) Mostly true    (3) True

**Relationship Characteristics**

	Persons	A	B	C
1.	I have something this person wants and could make it available.			
2.	I could hurt this person in some way.			
3.	I have the authority to ask this person for what I want.			
4.	I can be of help to this person in meeting her/his goals.			
5.	I am in a position to get a powerful idol of this person to help.			
6.	I have tapes, documents, materials, and/or data this person could use to reach a goal.			
7.	I can convince someone else to punish or take something away from this person.			
8.	This person feels we have a lot in common.			
9.	I know how to impress this person.			
10.	This person respects my knowledge about reaching this goal.			

Persons	A	B	C
11. I have the information this person needs.			
12. I could make it difficult for this person to reach a goal.			
13. I can get someone else to give this person something she/he wants.			
14. This person regards me as a friend.			
15. I know someone this person is impressed by.			
16. I can get a friend of this person to help me.			
17. I have access to the answers this person wants.			
18. I can get someone influential to convince this person for me.			
19. This person respects my ability and past successes at reaching goals like this.			
20. This person would think it was appropriate for me to ask directly for what I want.			
21. I can get someone else, who has a right to ask this person, to make the request for me.			

**Step 2** - Review the directions on the sheet. Allow approximately 7-10 minutes of quiet time for participants to transfer responses and total the figures.

Discuss the exercise as a group. Ask the group to voluntarily share scores. Ask questions that will help you determine if they have learned what was intended by this exercise (on the final slide).

## Step 2 – Figuring Your Power Score

Figure your power score for this goal.

The middle column contains item numbers that correspond to the relationship characteristics from the previous step. Transfer the numbers you placed on the questionnaire to the appropriate blanks below.

Add the three scores to get a subtotal; then, total all scores under each person. See the next page for information on interpreting your scores.

		Person A	Person B	Person C	
<b>Formal Power</b>	<b>Reward</b>	Item 1			
		4			
		13			
		<b>Subtotal</b>			
	<b>Coercive</b>	Item 2			
		7			
		12			
		<b>Subtotal</b>			
	<b>Legitimate</b>	Item 3			
		20			
		21			
		<b>Subtotal</b>			
<b>Informal Power</b>	<b>Expert</b>	Item 5			
		10			
		19			
		<b>Subtotal</b>			
	<b>Referent</b>	Item 8			
		14			
		16			
		<b>Subtotal</b>			
	<b>Connection</b>	Item 9			
		15			
		18			
		<b>Subtotal</b>			
<b>Information</b>	Item 6				
	11				
	17				
	<b>Subtotal</b>				
<b>TOTAL</b>					

Adapted from P. Cuming, The Power Handbook, CBI Publishing Company, Boston, 1981.

## Figure your power score for this goal

So what do the numbers tell you? Look at the Subtotal for each of the seven power bases. A subtotal score of 6-9 means you are strong in that power base for a given person, and a subtotal score of 0-4 means that you are relatively low in that power base.

For example, look at the subtotal row for the Reward power base, and find the column for Person A. If you have a subtotal score of 6-9, that means you have a strong base in Reward power in your relationship with Person A, and vice versa if you have a lower score. Look further down the column under Person A. Find the subtotals where you have higher scores as well as medium-to-lower scores. Perhaps you were already aware of these facets of your relationship with Person A, but perhaps not. This activity illustrates where you have power-base strengths and weaknesses in your relationships with Persons A, B, and C. The final total at the bottom of each column gives you the big picture as to how strong (or how weak) your power base is overall with a given person. As you seek the help of Persons A, B, and C, you now know what power bases to draw from as you approach them for help with your goal.

You may find that your subtotal and final total scores with a given person are fairly low. Perhaps that person is not the one to work with on your goal, and you may want to consider other persons. You may also realize that you want to work on your base of power in one or more areas, particularly in the Informal Power bases: Expert, Referent, Connections, and Information. You can build your capacity in each of these power bases, and that can change your relationship with a person.

## 17. Conclusions

*Discuss the conclusions from this module, and encourage participant's to go out and use what they have learned to achieve goals for their communities.*

***Remember to collect evaluations!***

## Conclusions

(Slide 17)

The relationships you have with people can reflect a balance of the seven power bases – we all have something to give as well as to receive from others. You possess each of the seven power bases to some extent. Now that you understand them better, you can recognize them in personal leadership experiences and use them in a positive way to help achieve goals for your community.

## References and Additional Readings

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