Power and leadership

Goals
- Identify sources of power, key influence tactics
- Review major findings about
  - How leaders emerge
  - What makes them effective

Sources of power
- French & Raven (1959) – sources of interpersonal power
  - Reward
  - Coercive
  - Legitimate
  - Referent
  - Expert

Organizational sources

Personal sources
Reward power

- Ability to affect/control distribution of rewards
- Formal or informal power?
  - Can be defined by formal rules of organization
  - Can be defined by informal social norms, roles

Coercive power

- Ability to hand out punishments – e.g., force people to do something
- Can also be formal or informal

Legitimate power

- Does person have perceived right to give orders, expect people to follow them?
  - Based on formal position in the group/organization
  - Example: President vs. VP
Referent power

- Informal social power
  - Act as referent/role model for others
  - Influence through identification, emulation

Expert power

- Power from expertise in specific areas
  - More limited than referent power
  - Extends to areas of expertise

Other sources of power

- Social capital – ability to mobilize resources in your social network to get things done
  - Who do you know? What resources can you access?
Social capital

- Number of social connections to other actors in network
- Center actor has more connections in (A) than (B) – more social capital

Relative position in social structure
- E.g., brokerage positions

General notes on power

- Sources of power are additive
- Power doesn’t always flow down through organizations – can also flow up
- Effective power isn’t always visible (Paton, 1983)
  - Influence agenda, information before it gets discussed
  - Indirectly increase cooperation from others by changing/developing work practices to benefit them
  - Prevent conflicts that directly test your power before they happen

Effective power isn’t always visible (Paton, 1983)
Influence tactics
- From Kipnis et al. (1984)
  - Assertiveness
  - Friendliness/ingratiation
  - Rationality
  - Sanctions
  - Appeal to higher authority
  - Bargaining
  - Coalitions

Leadership
- One definition: Consensual influence towards a goal

- Two questions
  - Which people are more likely to be perceived as leaders?
  - What makes leaders more or less effective?

Leadership emergence
- Two lines of research
  - Individual characteristics: personality, demography (psychological perspective)
  - Position in formal, informal social structure (structural perspective)
Leadership emergence

- Individual differences - explains large amounts of variance in leadership nominations (50-80%, Kenny & Zaccaro, 1983)
  - Skills and behaviors of emergent leaders
    - Communicate first, more often
    - Use wider variety of influence tactics, more assertive tactics
    - Perceived to have greater task-related competence

- Personality
  - Need for achievement, affiliation
  - Self-monitoring
  - Five factors (except for agreeableness)

- Demographic characteristics
  - Gender

Leadership emergence

- Individual differences - explains large amounts of variance in leadership nominations (50-80%, Kenny & Zaccaro, 1983)

Leadership emergence

- Leader categorization theory (Lord, 1984)
  - Individuals have implicit theories of leadership (e.g., leadership schemas)
  - Observed individual traits get compared to traits of “prototypical” leaders
  - Based on comparison, people are categorized as leaders or not
Leadership emergence

- Social structure
  - Example: Forcing people to use certain communication structures affected leadership nominations

Leadership emergence

- Social structure
  - Centrality in formal, informal structure predicts leadership nominations
    - Communication, work-flow networks
    - Friendship, advice-seeking networks

Leadership effectiveness

- What makes a **good** leader?
  - General types of theories
  - Current major theories
Trait theories

- “Great man” theories of leadership
- Generally not supported, but…
  - Energy level
  - Stress tolerance
  - Integrity
  - Self-confidence

Behavioral theories

- Two-factor theories of leadership
  - Ohio State studies
  - Task-oriented leadership behaviors (initiating structure)
  - People-oriented leadership behaviors (consideration)
- Participative leadership
  - Consult with group, delegate authority

Situational theories

- Contingency theories – effectiveness of leader behaviors, traits depends on situation
- Leadership substitutes theory (Kerr & Jermier, 1978) - Aspects of situation can ...
  - Replace leadership functions/behaviors (substitutes)
  - Prevent/negate effect of leadership behaviors (neutralizers)
Situational theories

- Cognitive Resources Theory (Fiedler, 1986)
  - Leader cognitive resources predict group performance when
  - Leader is directive, task is unstructured
  - High stress situations: leader experience has bigger effect than intelligence
  - Low stress situations: leader intelligence has bigger effect than experience

Relational theories

- Type, quality of interpersonal relationship between leader and follower
  - Leader-Member Exchange theory (LMX)
  - Transactional/transformational leadership

LMX

- Leaders have different types of relationships with different followers (e.g., Graen & Scandura, 1987)
  - “High” versus “low” quality exchange relationships
  - Quality of dyadic relationships predict
    - Follower performance ($r = .3 - .5$)
    - Satisfaction with supervisor ($r = .7$)
    - Overall satisfaction ($r = .5$)
    - Organizational commitment ($r = .4$)
Transformational leadership

- Bass (1985): Two types of leaders
  - Transactional
  - Transformational

Transactionals leadership

- "Managerial" leadership
  - "Quid-pro-quo" exchange relationships with subordinates – do your job, get rewarded.
  - Focuses on narrow self-interest of followers
    - Monitoring and correcting subordinate work (actively or more passively)
    - Clarifies reward contingencies (what needs to be done to be rewarded), distributes rewards

Transformational leadership

- Get followers to focus on more than just narrow self-interest; empower, motivate to go ‘above and beyond’
- Several aspects:
  - Individualized consideration
  - Intellectual stimulation
  - Inspirational motivation
  - Idealized influence
Transformational leadership

- Positive effects (Bass, 1998; 1999) on
  - Commitment and loyalty
  - Involvement in organization
  - Performance

- Downsides?
  - ‘Dark side’ to charismatic leadership (an aspect of transformational leadership)
    - Possibly identify with leader’s particular ideology or person instead of the larger organization

Power and leadership

Culture and climate

- Organization-level constructs

- Culture (Schein, 1990)
  - Shared assumptions, norms, beliefs
  - Develops over time – stable, hard to change

- Climate (Hulin, Fitzgerald, & Drasgow, 1996)
  - Shared perceptions of relationships between specific behaviors and consequences

- Usually interested in specific types of culture/climate
  - Safety
  - Diversity/sexual harassment
  - Innovation