

- Other Bases of Power

- **Information power** – power based on the leader's possession of or access to info perceived as valuable by others
- **Connection power** – power based on the leader's connection with influential or important persons inside or outside the organization

Range of Influence Tactics

- Influence tactics can be viewed in terms of the amount of freedom the leader allows the follower to accept his or her influence
 - **Soft Tactics**
 - Influence behaviours that are considered thoughtful and constructive; these allow the person to be influence more latitude in deciding whether or not to accept the influence (rational persuasion, personal appeals, inspirational appeals)
 - **Hard tactics**
 - More forceful; push the other person to comply by leaving the target with less freedom; may place more strain on the relationship (exchange, pressure, upward appeal)

Reactions to Power

- **Commitment** – enthusiastic response with high-level effort
- **Compliance** – moderate response with minimal effort
- **Resistance** – minimal, if any, response with delayed effort

EMPLOYEE REACTIONS TO BASES OF POWER

Source of Leader Power	Continuum of Most Likely Employee Response	Tactics (listed in order of use frequency)	Outcomes (%)		
			Resistance	Compliance	Commitment
Coercion	RESISTANCE	Rational Persuasion	47	30	23
Reward	COMPLIANCE	Personal Appeal	56	41	3
Legitimate	COMPLIANCE	Exchange	25	33	42
Expert	COMMITMENT	Ingratiation	24	41	35
Referent	COMMITMENT	Coalition	41	28	31
		Legitimizing	53	44	3
		Consultation	44	56	0
		Inspirational Appeal	18	27	55
			0	10	90

Positive Tactics – those that do not harm relations when you use them (inspirational appeal, consultation, exchange)

Negative tactics – those that strain relationships, hurt others, and/or damage reputations

**** The process of influence is very dynamic. Once a leader selects an influence tactic, its success is determined by the response of the follower. Effective leaders learn how to modify their approach in real-time in response the follower.**

- Bill Gates (Microsoft)
- Warren Buffet (Berkshire Hathaway)
- Andreas Jung (Avon)
- Craig Newmark (Craigslist)

Personality: A Point of Clarification

- Extraverted individuals are more likely to be **perceived** and to **emerge** as leaders
 - In groups “assertive talkers” tend to become leaders regardless of the quality of their ideas
 - In companies, extraverted executives are more likely to receive higher compensation
- However, highly extraverted leaders are **not** necessarily more **effective** than non-highly extraverted leaders
 - People with introverted personalities tend to be better listeners and engage in more reflective thinking
- Extraversion tends to be associated with energy, but not the quality of direction

Emotional and Social Intelligence

- **Emotional Intelligence:** Ability to handle ourselves and our emotions; ability to perceive and apply emotions to life’s tasks; reason/understand emotions; express emotions; use emotions to facilitate thinking; manage emotions within oneself & relationship
- **Social Intelligence:** Ability to act wisely in social relationships; ability to tune into other people, read and understand their emotions, and communicate effectively...
- “Leaders who can stay optimistic and upbeat even under intense pressure, radiate the positive feelings that create resonance. By staying in control of their feelings and impulses, they craft an environment of trust, comforts and fairness. And that self-management has a trickle-down effect from the leader”

Are Leaders Born or Made?

- Potentially a bit of both...
- Research that has explored whether leaders are born versus made has involved striding identical and fraternal twins; identical twins have 100% of the same genetic makeup and fraternal twins share about 50%
 - Research suggests that approximately 50% of the variation in leadership style and emergence is accounted for by heritability, the remaining variation is attributed to differences in environmental factors such as individuals having different role models and early opportunities for leadership development
- Research shows that personality (E.g. conscientiousness, etc.) worth ethic, and satisfaction are relatively stable over time:
 - Virtually all personality characteristics show heritabilities in the range of 50% and substantial cross-time stability, even over spans of decades

Recap of the Traits Approach

- Over 100 years research; provides a benchmark for what to look for in a leader
- Certain traits, motives, and characteristics increase the probability that a certain person will emerge as a leader...and will be effective as a leader (which are not necessarily the same thing!)
- Possessing certain traits does not guarantee leadership effectiveness...little research on the effects of traits on leadership outcomes
- The leadership **situation** often influences which traits are most important: A person who emerges as a leader in one situation may not emerge as a leader in another situation

Application of the Trait Approach

- Provides direction as to which traits are good to have if one aspires to a leadership position
- Through various test and questionnaires, individuals can determine whether they have the select leadership traits and can pinpoint their strengths and weaknesses

Comparing Contingency – Based Models

Model	Leader Behaviour/Style	Contingency Variables	Effectiveness Criteria
1. Situational (Hersey & Blanchard)	- Task - Relationship	Follower's developmental level (Competence, Commitment)	- Performance - Job satisfaction
2. Path-Goal (Evans, House)	- Directive - Supportive - Participative - Achievement-oriented	- Task characteristics - Employee characteristics	- Job performance - Employee job satisfaction
3. Contingency (Fiedler)	- Task-oriented (Low LPC) - Relationship-oriented (High LPC)	- Task structure - Group atmosphere - Leader position power	Performance

Fiedler's Contingency Model

- Central Premise: **Effective group performance depends on the proper match between the leader's style and the degree to which the situation gives control to the leader**
- Least preferred co-worker (LPC) questionnaire determined whether individuals are primarily interested in
 - Good personal relations with co-workers, and thus **Relationship Oriented**, or
 - Productivity, and thus **Task Oriented**
- Fiedler assumed that an individual's leadership style is fixed (e.g. leadership style is a trait – a stable personality characteristic)

Leadership Style: The LPC Scale

- The **Least Preferred Co-worker Scale**, or LPC scale
 - Think of a person with whom you can work least well. He or she may be someone you work with now or someone you knew in the past. This coworker does not have to be the person you like least but should be the person with whom you had the most difficulty in getting a job done.

Pleasant	.8..7..6..5..4..3..2..1.	Unpleasant
Friendly	.8..7..6..5..4..3..2..1.	Unfriendly
	- - -	
Insincere	.1..2..3..4..5..6..7..8.	Sincere
Kind	.8..7..6..5..4..3..2..1.	Unkind

Low score = Task Motivated (57): concerned primarily with reaching a goal
High score = Relationship Motivated (63): concerned with close interpersonal relationships
 (If 58-62, "socioindependent"): ambivalent, mixed motivations, socially independent, not clear

Fiedler's Contingencies

- Leader-Member Relations:** The degree of confidence, trust, and respect members have in their leader
- Task Structure:** The degree to which the job assignments are procedurized (that is, structured or unstructured)
- Position Power:** The degree of influence a leader has over power variables such a hiring, firing, discipline, promotions, and salary increases

Summary: General Advice for Leaders

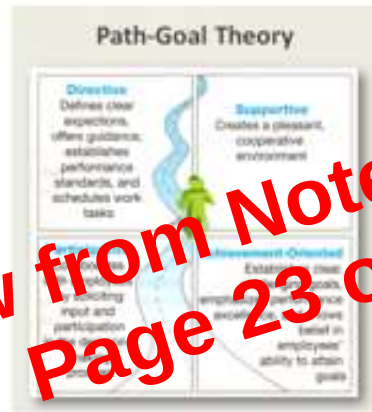
- Maintain **situational awareness**: How does the situation affect performance? What factors can be adjusted to improve performance?
- Assess the situation and select a leadership behaviour appropriate to situational demands
- Provide more **direction** to those subordinates who are inexperienced subordinates and/or working on ambiguous tasks
- Provide more **support** to those subordinates who are working on repetitive, challenging or stressful tasks
- Provide more **participative** leadership and consultation to experienced/knowledgeable subordinates who are advancing in the organization

Situational Leadership Models

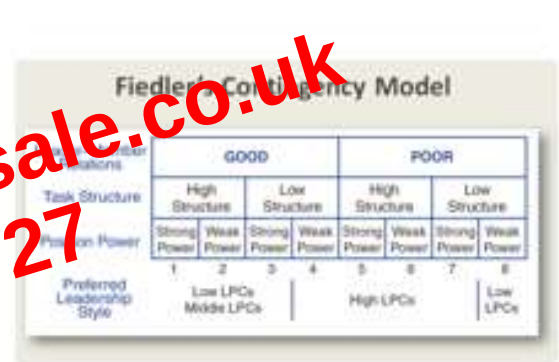
- These models of leadership tried to specify 'under what conditions' various behavioural styles would be most effective



According to Blanchard's Situational Leadership Model, the most effective leadership style is determined by the developmental level of the subordinate.



According to Path-Goal theory, leaders need to motivate subordinates by giving them what is missing in their environment and by helping them compensate for deficiencies in their abilities.



According to Fiedler's Contingency Model, effective group performance depends on the proper match between the leader's style and the degree to which the situation gives control to the leader. Fiedler used LPC scale to assess the leadership style.