

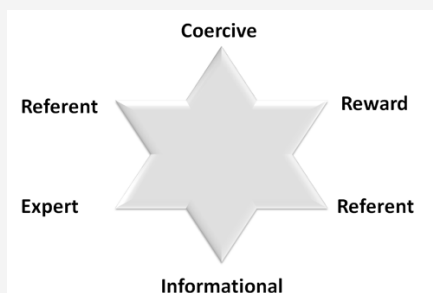
Introduction

Al Capone once said that "You can get much farther with a kind word and a gun than you can with a kind word alone." However, while almost anyone can use power, it takes skill to use leadership. Leadership power is much more than the use of force. Leadership is influencing others to truly WANT to achieve a goal, while power forces others to achieve a goal.

Power refers to a capacity that a person has to influence the behavior of another so that he or she acts in accordance with the his or her' wishes. This power is a capacity or potential as it implies a potential that need not be actualized to be effective. That is, a power may exist, but does not have to be used to be effective. For example, an officer in the Army has certain powers over enlisted personal, but that power does not have to be used to be effective. The mere knowledge of an officer's power by an enlisted person has some influence over him or her.. A person has the potential for influencing six points of power over another (French, Raven, 1959; Raven, 1965). The points of power allow you to determine the influence you have available to achieve full negotiation skills.

Credit: <http://www.nwlink.com/~donclark/leader/leadled.html>
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Diagram



Points of Power

- **Coercive Power** — Power that is based on fear. A person with coercive power can make things difficult for people. These are the people that you want to avoid getting angry. Employees working under a coercive manager are unlikely to be committed, and more likely to resist the manager.
- **Reward Power** — Compliance achieved based on the ability to distribute rewards that others view as valuable. Able to give special benefits or rewards to people. You might find it advantageous to trade favors with him or her.
- **Legitimate Power** — The power a person receives as a result of his or her position in the formal hierarchy of an organization. The person has the right, considering his or her position and your job responsibilities, to expect you to comply with legitimate requests.
- **Expert Power** — Influence based on special skills or knowledge. This person earns respect by experience and knowledge. Expert power is the most strongly and consistently related to effective employee performance.
- **Referent Power** — Influence based on possession by an individual or desirable resources or personal traits. This is often thought of as charisma, charm, or admiration. You like the person and enjoy doing things for him or her.
- **Informational Power** — Raven (1965) later came up with a sixth power, Informational: Providing information to others that result in them thinking or taking acting in a new way.