IACP Leading by Legacy Webinar Series

Identifying Types of Leadership and Power in Smaller Agencies

Serving the Leaders of Today, Developing the Leaders of Tomorrow

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Webinar Panelist

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BASES OF POWER

- What is power?
  The ability to control and influence other people and their actions.

- Why do we study it?
  - Power people exercise over us
  - Power we can use

FIVE BASES OF POWER:

Referent

Expert

Personal

Legitimate

Reward

Positional

Coercive

BASES OF POWER: REFERENT POWER

- Based on personal feelings of attraction, or admiration that others have for you

- "I accept your influence because I like you and want you to like and accept me."

BASES OF POWER: EXPERT POWER

- Expert power: based on your skill, knowledge, accomplishments, or reputation

- "I accept your influence because I acknowledge that you know more than I do about what needs to be done in a given situation."

BASES OF POWER: LEGITIMATE POWER

- Legitimate power: based on the formal authority that is embodied in your position and/or title

- "I accept your influence because I acknowledge that your position authorizes you to ask or tell me what to do in the areas of legitimacy."

BASES OF POWER: REWARD POWER

- Reward power: based on your capacity to provide things that others desire

- "I accept your influence because you can give me something that I value or need."

Bases of Power: Coercive Power

- Coercive power: based on your ability and willingness to produce conditions that others want to avoid or find unpleasant

- "I accept your influence because you can punish or hurt me if I don't."

BASES OF POWER: OUTCOMES

- **Internalization**: people accept influence because of the satisfying nature of adopted attitudes or behaviors

- **Identification**: people accept the direction or influence because they identify and seek to maintain relationships with them

Bases of Power: Outcomes

- **Compliance**: people conform to the wishes or directives of others to acquire favorable outcomes for themselves in return

- **Resistance**: people say no, make excuses, stall or put up an argument

TYPES OF LEADERSHIP
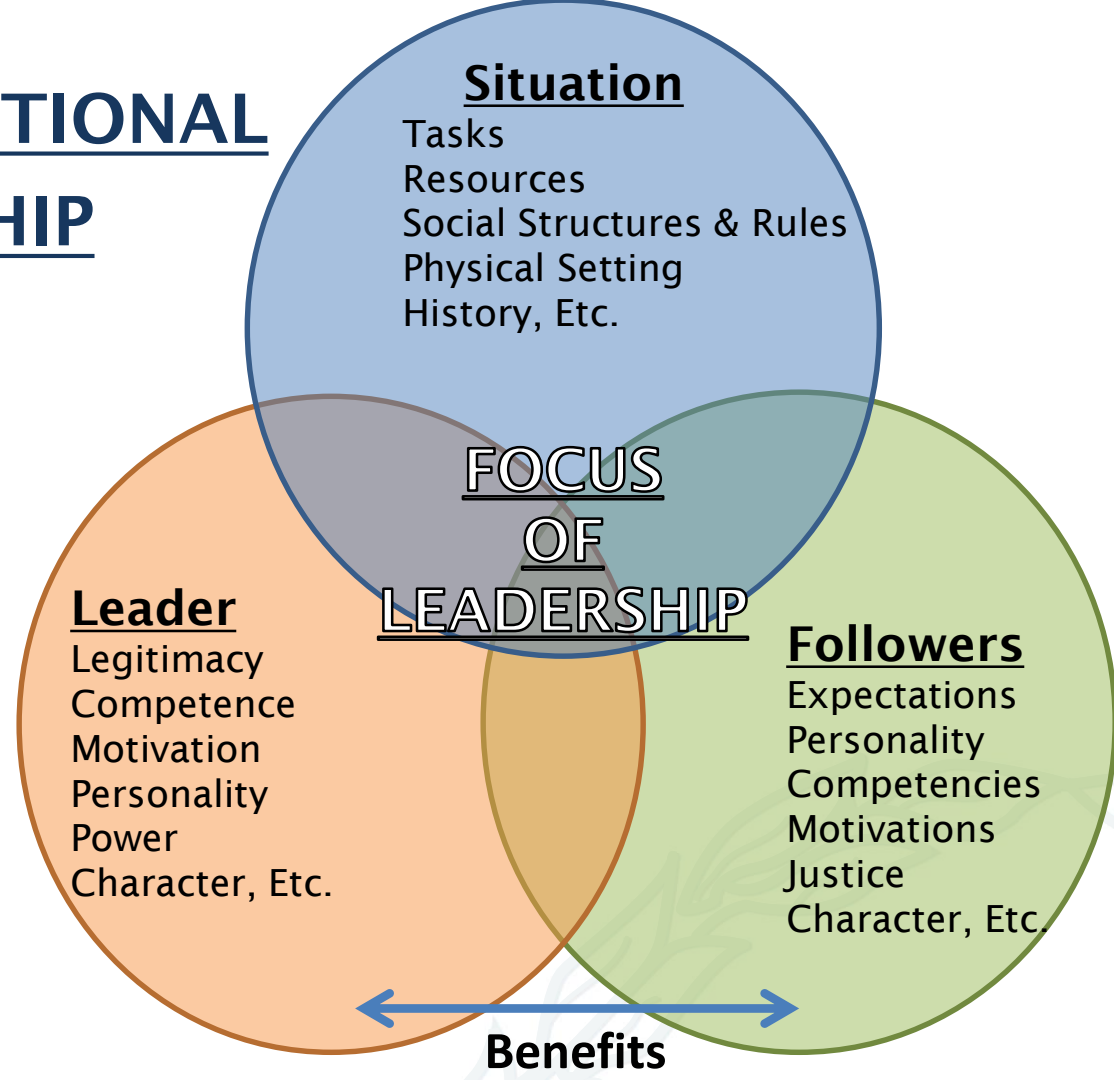
- Transactional

- Transformational

TRANSACTIONAL LEADERSHIP

- Based on an exchange between leader and follower – one-way influence

- Leaders and followers engage in a transaction for their own self-interest

- Followers are motivated by what they will personally gain from the task (i.e. money)

- Based on the values of fairness and honesty

TRANSACTIONAL LEADERSHIP

Situation
Tasks
Resources
Social Structures & Rules
Physical Setting
History, Etc.

FOCUS
OF
LEADERSHIP

Leader
Legitimacy
Competence
Motivation
Personality
Power
Character, Etc.

Followers
Expectations
Personality
Competencies
Motivations
Justice
Character, Etc.

Benefits

TRANSFORMATIONAL LEADERSHIP

"Transforming thoughts which lead to formulating: a higher purpose, which proceed to dictate our actions; and thus our actions become character-determining habits, shaping the life and setting the course for the future."

Transformational Leadership

- Transformational leaders cause followers to engage in more than their day to day job duties by:

  - Raising consciousness

  - Motivating a transcendence of self-interest

Movie Clip

Transformational Leadership

- Gettysburg

- What to look for:

Transformational Leadership: Benefits

- Produces commitment to goals, vision, and values shared by the leader and followers

- Develops values that include ideals such as liberty and justice (long-term end states)

- Creates a bias for change (transformation of organization and individuals)

Transformational Leadership: Benefits

- Arouses a strong sense of purpose, excitement, and pride in followers

- Creates respect and trust in the follower towards the leader

- Allows for minimal supervision of followers because of commitment and self-regulation

- Allows followers to do the right thing to the best of their ability… whether or not the leader is watching!

TRANSFORMATIONAL LEADERSHIP

- Effect on followers:

    - Transformational = extraordinary performance & internalization/ commitment

TRANSFORMATIONAL LEADERSHIP

- Conditions for transformational leadership include:

    - Crisis, change, instability

    - Mediocrity

    - Follower disenchantment

    - Future opportunity

TRANSFORMATIONAL LEADERSHIP

- Transformational leader behaviors:

  - Develop and communicate a vision

  - Use unconventional strategies to achieve performance

  - Communicate high expectations and confidence

  - Show concern for others

  - Demonstrate self-sacrifice

TRANSFORMATIONAL LEADERSHIP

- Transformational leadership:
    - Is the key to your individual legacy
    - Differentiates between management and true leadership

- The clear link to legacy is that "a transformational leader *is* the organization that he/she leads"

FIVE BASES OF POWER:

1. Referent

2. Expert

3. Legitimate

4. Reward

5. Coercive

QUESTIONS

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