

## ADM 2336 Chapter 12 and 13 In-Class

### Power, Influence and negotiation leadership

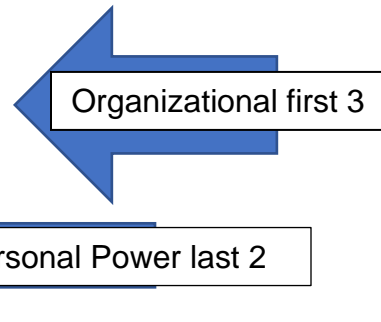
- **Figure 12-1**

- Power

- Ability to influence others
- Ability to resist influence

- Bases of power

- Legitimate power (CEO) (Police officer)
- Reward Power (you have control of desired resources)
- Coercive Power (Police Officer)
- Referent Power: well liked, admired
- Expert power: Unique skills



- Power and Influence

- Substitutability: The degree to which people have alternatives in accessing the resources that a leader controls
- Centrality: How important a person's job is and how many people depend on that person to accomplish their tasks
- Discretion: The degree to which managers have the right to make decisions on their own
- Visibility: How aware others are of a leader and the resources that leader can provide

- Influence tactics

- See book page 411-413
- Rational Persuasion: The use of logical arguments and hard facts to show someone that a request is worthwhile
- Inspirational appeals: An influence tactic designed to appeal to one's values and ideals, thereby creating an emotional or attitudinal reaction
- Consultation: An influence tactic whereby the target is allowed to participate in deciding how to carry out or implement a request
- Collaboration: An influence tactic whereby the leader makes it easier for the target to complete a request by offering to work with and help the target
- Ingratiation: The use of favours, compliments, or friendly behaviour to make the target feel better about the influencer
- personal appeals: An influence tactic in which the requestor asks for something based on personal friendship or loyalty
- exchange tactic: An influence tactic in which the requestor offers a reward in return for performing a
- request apprising: An influence tactic in which the requestor clearly explains why performing the request will benefit the target personally
- pressure: An influence tactic in which the requestor attempts to use coercive power through threats and demands

- coalitions: An influence tactic in which the influencer enlists other people to help influence the target
- **Responses to influence**
  - **Resistance**
    - Coercive is effective at reducing this. dark
    - Reward. light
  - **Compliance**
    - Coercive. light
    - Reward. dark
    - Legitimate. dark
  - **Internalization**
    - Legitimate. light
    - Expert. Dark
    - Referent. Dark
- **Conflict resolution and negotiation**
  - See book pg. 418-424
  - **Competing:** A conflict resolution style by which one party attempts to get his or her own goals met without concern for the other party's results
  - **Avoiding:** A conflict resolution style by which one party wants to remain neutral, stay away from conflict, or postpone the conflict to gather information or let things cool down
  - **Accommodating:** A conflict resolution style by which one party gives in to the other and acts in a completely unselfish way
  - **Collaboration:** (as conflict resolution method) A conflict resolution style whereby both parties work together to maximize outcomes
  - **Compromise:** A conflict resolution style by which conflict is resolved through give-and-take concessions
- **Negotiations**
  - A process in which two or more interdependent individuals discuss and attempt to reach agreement about their differences
  - **Negotiation Strategies**
    - **Distributive bargaining:** A negotiation strategy in which one person gains and the other person loses
    - **Integrative bargaining:** A negotiation strategy that achieves an outcome that is satisfying for both parties
  - **Negotiation Stages**
    - Preparation
    - Exchanging information
    - Bargaining
    - Closing and commitment

## Leadership

- What does it mean to lead?
  - Using power and influence...
  - To direct the activities of followers...
  - Toward goal achievement.
- Great person (man/women) theory
  - What traits do effective leaders possess?
    - Table 13-2
- The behavioral approach
  - What are effective leadership behaviours? It depends on the situation...
  - Day to day leadership behaviours
    - What do leaders actually do?
      - **Initiating structure**
        - A pattern of behaviour in which the leader defines and structures the roles of employees in pursuit of goal attainment
        - Directive
        - Task-oriented
      - **Consideration**
        - A pattern of behaviour in which the leader creates job relationships characterized by mutual trust, respect for employee ideas, and consideration of employee feelings
        - Supportive
        - Relations-oriented
  - Life cycle theory of leadership – see book page 451-453
    - Life cycle theory of leadership: A theory stating that the optimal combination of initiating structure and consideration depends on the readiness of the employees in the work unit
      - R1: Telling
      - R2: Selling
      - R3: Participating
      - R4: Delegating
  - Leader decision making styles (figure 13-2)
    - **Delegative style** (high follower control)
      - More appropriate when
        - Decisions more significant
        - Employee commitment more important
        - Expertise: Leader < employees
        - Employees work well as a team
        - Shared objectives
    - **Facilitative style**: A leadership style in which the leader presents the problem to a group of employees and seeks consensus on a solution,

Scale

making sure his or her own opinion receives no more weight than anyone else's

- **Consultative style:** A leadership style in which the leader presents the problem to employees asking for their opinions and suggestions before ultimately making the decision him- or herself
- **Autocratic style:** making decisions without consulting members (high leader control)
  - More important when:
    - Decisions are less significant
    - Employee commitment less important
    - Expertise: Leader > employees
    - Employees don't work well as a team
    - Own objectives
- Dominant leadership theories
  - Transactional/Transformational leadership
    - (the "full range" model of leadership)
    - **Transactional leadership behaviours**
      - **Contingent award**
        - Most important/effective transactional behaviour
        - A more active and effective type of transactional leadership, in which the leader attains follower agreement on what needs to be done using rewards in exchange for adequate performance
      - **Management by exception (Active)** (Solving problems before they occur)
        - Sometimes necessary
      - **Management by exception (Passive)** (Waiting for problems to occur and then solve them)
        - No good
    - **Transformational leadership behaviours**
      - A pattern of behaviour in which the leader inspires followers to commit to a shared vision that provides meaning to their work while also serving as a role model who helps followers develop their own potential and view problems from new perspectives
      - **Idealized influence** (emotional connection with leader)
      - **Inspirational motivation**
      - **Intellection stimulation** (challenging others)
      - **Individualized consideration** (feels like manager speaks directly to you)
    - Managerial implications
      - When to use transactional leadership?
      - When to use transformational leadership?

- **Ted talk**
  - Three groups motivated by three different scenarios...bonuses and charisma
    - Charisma work almost just as well as motivation
    - A charismatic leader must
      - Frame
      - Substance
      - Delivery
- Leader-member exchange
  - The quality of the work relationship between the leader and the followers
  - Role taking and role making
    - As you build relationships with your employees as a leader you develop relationships with some employee and you can trust them
    - High-quality LMX relationship:
      - High trust + respect
      - High sense of obligation
      - Repeated exchange of “favours”
      - Higher employee satisfaction
      - Higher task performance + OCBs