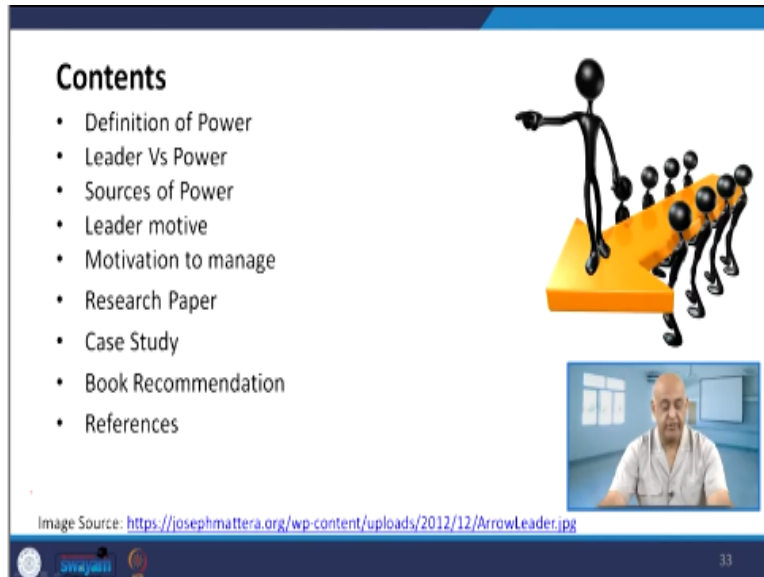


Leadership and Team Effectiveness
Prof. Santosh Rangnekar
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Lecture – 18
Power and Leadership

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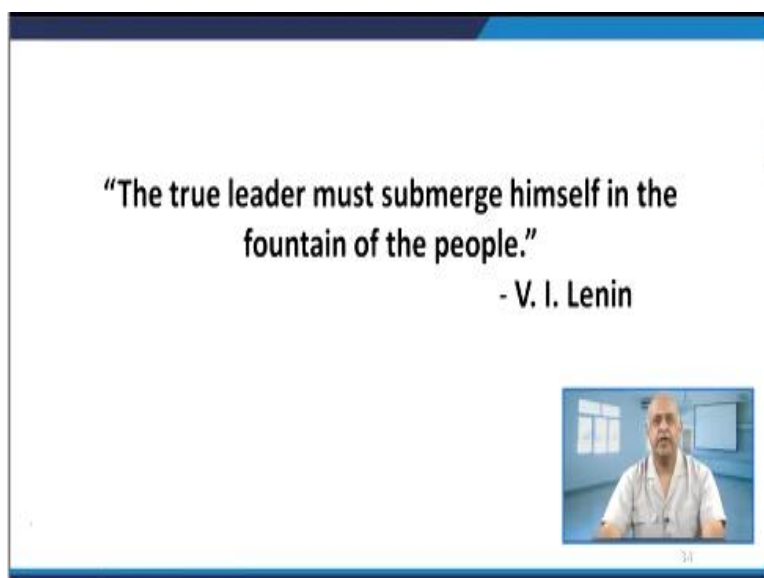
- Definition of Power
- Leader Vs Power
- Sources of Power
- Leader motive
- Motivation to manage
- Research Paper
- Case Study
- Book Recommendation
- References

Image Source: <https://josephmatters.org/wp-content/uploads/2012/12/ArrowLeader.jpg>

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Whenever we talk about power and leadership, we will discuss the definition of power, leader versus power, sources of power, leader motive, motivation to manage, research papers, case studies, and book recommendations for this particular session.

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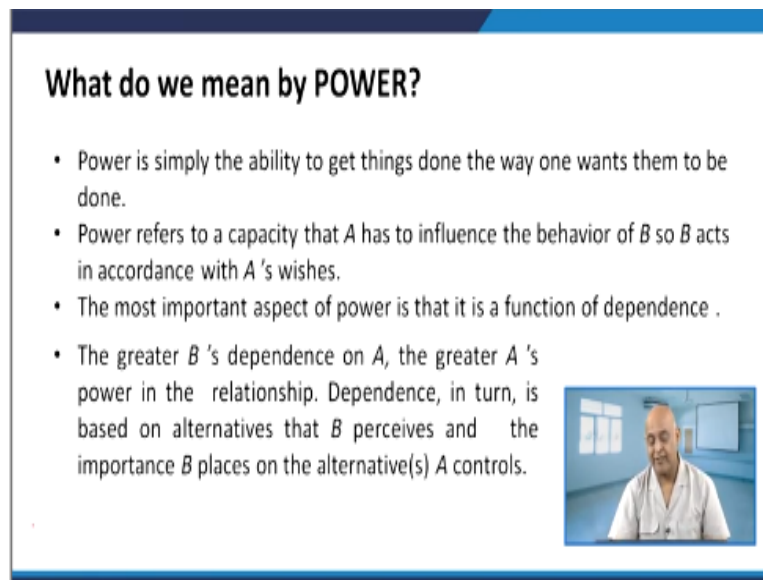


**“The true leader must submerge himself in the
fountain of the people.”**
- V. I. Lenin

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The true leader must submerge himself in the foundation of the people, and therefore, in that case, whenever we are talking about the use of the power, so, therefore, they should not be the power distils; he submerges himself in the fountain of the people, that means; he is not different, he is a part of them and therefore, how this is to be done in practice that we will see.

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What do we mean by POWER?

- Power is simply the ability to get things done the way one wants them to be done.
- Power refers to a capacity that A has to influence the behavior of B so B acts in accordance with A's wishes.
- The most important aspect of power is that it is a function of dependence .
- The greater B 's dependence on A, the greater A 's power in the relationship. Dependence, in turn, is based on alternatives that B perceives and the importance B places on the alternative(s) A controls.




Power is simply the ability to get things done; it is how one wants them done. Moreover, this definition you might be connecting with the definition of the manager. So, a manager is powerful. Why is he powerful? Because he gets things done the way one wants them to be done, the manager is getting that done with the help of the positioning power.

In power also, there are different types. Leadership power is the influence of behaviour on others. So, getting things done by influencing others. Power refers to a capacity that A has to influence the behaviour of B. So, B acts following A's wishes, as I mentioned. The most crucial aspect of power is its dependence function; the more extraordinary B depends on A, the more excellent A's power is in the relationship.

So therefore, if we take about a superior-subordinate relationship, the subordinate is highly dependent on A. In that case, A will have more power, and the dependence, in turn, is based on alternatives that B perceives and the importance B places on the alternatives A controls; excellent statement.

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| DEFINITIONS OF POWER | | |
|----------------------|------|---|
| Author Name | Year | Definition |
| Robert Dahl | 1957 | "A has power over B to the extent that he can get B to do something that B would not otherwise do." |
| Bertrand Russell | 2004 | "Power may be defined as the production of intended effects" |
| Romano Guardini | 1998 | "Power is the ability to move reality." |
| Max Weber | 1980 | "Opportunity which permits one to carry out one's own will, even against resistance, and regardless of the basis on which the opportunity rests." |



Source: www.differencebetween.net/differences/difference-between-power-and-leadership/

So, therefore, in that case, B has many options now, whose power he should accept. So, then he will have the choice on that. So, in that case, it is the acceptance of the B towards A whether to accept the power or not to accept the power. So, Robert Dahl, in 1957, A has power over B to the extent that he can get B to do something that B would not otherwise do.

Furthermore, therefore, in that case, when we will say that power is exercised, because if he is doing, then there is nothing new, but when he is doing, otherwise he would not do, but he is doing because of A, so, we will say that A's power has been exercised. Bertrand Russell in 2004, power may be defined as the production of intended effects. Moreover therefore, in that case, it will always be whenever we are talking about what we want to get done. So, that is why we say it is the intended effect.

Romano Guardini in 1998, power is the ability to move a reality. So, that is the make them move for the whatever the things are to be done. Max Weber in 1980, opportunity permits one to get it out of one's own will even against resistance and regardless of the basis on which the opportunity rests.

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| POWER Vs LEADERSHIP | | |
|---------------------|-----------------------------|---|
| Basics of Power | Power | Leadership |
| Definition | Ability to exercise control | Ability to influence people to follow your instructions |
| Credibility | Not needed | Needed |
| Source | Position of authority | Personal attribute |
| Nature | Forceful and controlling | Inspiring |
| Dependence | Not dependent | Dependence of power |



<https://www.differencebetween.net/business/difference-between-power-and-leadership/>

This is a very high potential (()) (04:08) definition is there that is whatever the opportunity is there, and based on the opportunity, the person has been influenced to avail that particular opportunity. The basics of power definition are the ability to exercise control over others, and leadership is the ability to influence people to follow your instructions.

Furthermore, in leadership, the ability to influence is there, but the difference between the control and influence is; that control is having the that position here is written that is a source. Sources of power are a position; while it is in the leadership, the power source is a personal attribute, and because of the personal attribute of the individual, the other person is following that particular job, doing that particular job.

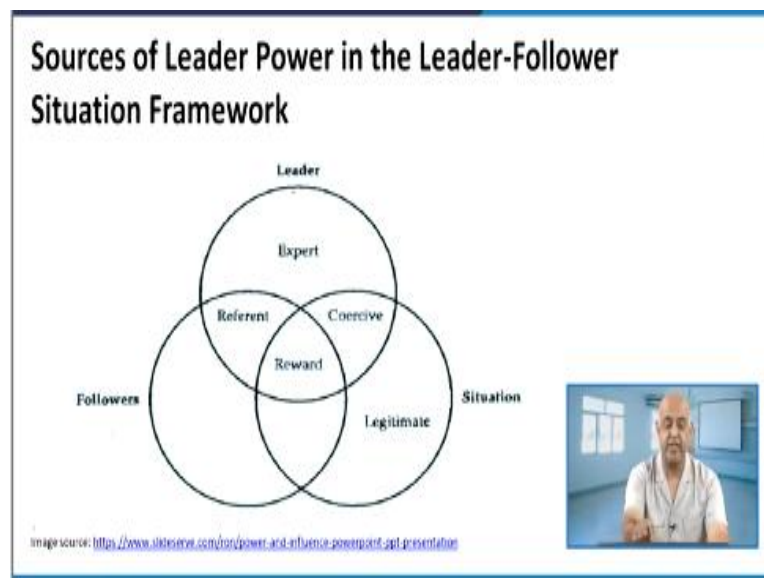
Credibility is not needed, it is needed, and nature is forceful and controlling, while here, leadership is inspiring. That is why whenever we talk about the controller over the others to do the things, then many times, we find that as soon as the control is absent, the person stops doing, but when we talk about the influence so, not necessarily that the person is directly controlling over them

I want to use the example. When the children are away from home, so, whether they were under control or they were under the influence of the family culture, when they go out from home, you get the opportunity to go away from home and the way that we have, which shows that they were not behaving earlier in the family at home, because there was control over them.

However, when they are away from the family, and still they are not doing anything wrong, which is not acceptable, then, in that case, it will be about that inspiring. So therefore, they are highly inspiring. So, whenever they are highly inspiring, so because of the influence of parents, parents influence them, they have met the foundation, and that foundation is that you are not supposed to do anything wrong.

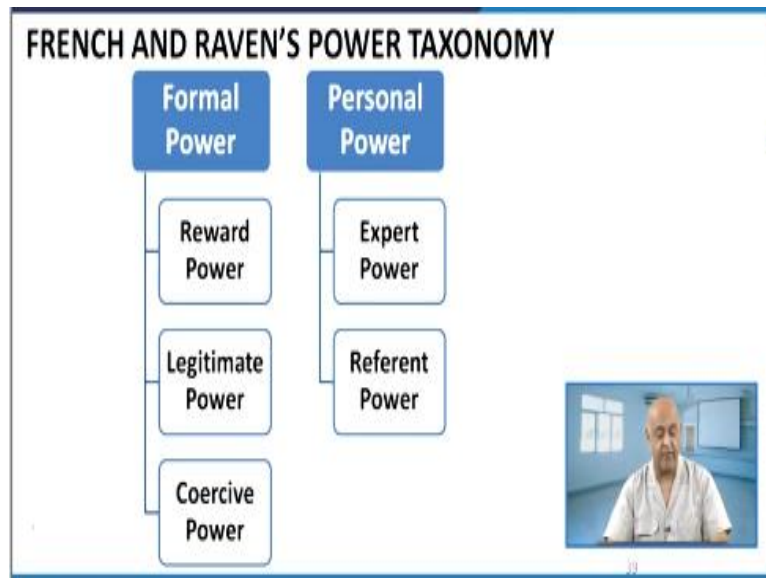
So, they will not do anything wrong; they will do socially acceptable things.

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In the leader-follower situation framework, the sources of leader power are that the leader has the expert. Therefore, the expert is there, the follower follows him, and the referent is there. They are different power because the referent is there. Coercive is there, and the reward is there. Nevertheless, a situation is legitimate; a legal situation is there; a positioning situation is there, so the person follows.

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In the case of the French and the Raven's power taxonomy, the formal power is the reward power, legitimate power, and the coercive power are there and in the personal power, it is the expert power and the referent power is there.

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REWARD POWER

Reward power involves the potential to influence others due to one's control over desired resources. This can include the power :

- To give raises, bonuses, and promotion
- To grant tenure
- To select people for special assignments or desirable activities
- To distribute desired resources like computers, offices, parking places, or travel money
- To intercede positively on another's behalf
- To recognize with awards and praise; and so on.






Image Source: <https://www.myhealthspain.com/diabetes-information/diabetes-articles/yay-did-someone-say-reward>

So, whenever we are talking about reward power, reward power involves the potential to influence others due to one's control over desired resources. Moreover, this can include power. There is a reward power to give raises, bonuses, and promotions. To grant tenure is a reward power; to select the people for special assignments or desirable activities is also a reward power.

So, whenever we talk about the reward, distribute the desired resources, like the computers, resources, allocation, or intercede positively on another's behalf. So, then definitely, in that

case, that will be the reward power. To recognize with awards and praise and so on to the person and therefore, in that case, whenever he is at the workplace, he has been highly rewarded and recognized and praise, then definitely he is using that reward power is there.

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LEGITIMATE POWER

- Legitimate power depends on a person's organizational role.
- It can be thought of as one's formal or official authority.
- Some people make things happen because they have the power or authority to do so.
- The boss assigns projects; the coach decides who plays; the colonel orders compliance with uniform standards; the teacher assigns homework and awards grades.


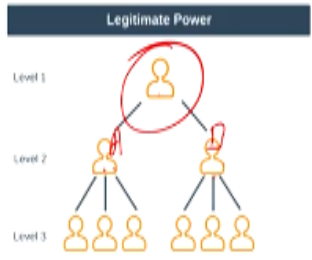


Image Source: <https://expertprogrammanagement.com/2018/09/legitimate-power/>

Now, legitimate power: a person's organizational role, role, and responsibilities can be thought of as one's formal or official authority, and some people make things happen because they have the power or authority to do so. So, therefore, in that case, it is becoming the more, they have the power authority so, here whenever we have the one's formal or official authority to do, then definitely, in that case, it is becoming a very, very important thing that is we are having that organizational structure and hierarchy.

Moreover, the person will be illegitimate power with organizational structure and hierarchy. As for here, if we have this particular position, then definitely this person has the power over the direction with these two and indirectly with the rest of the level 3 implies, but whenever we are talking about the exercising power, then they have the power or authority to do so when the things are going to be the happen.

Furthermore, it becomes essential that this boss assigns the projects the code to place, then this is A, this is B, and therefore he assigns the job. The colonel orders compliance with the uniform standards, and the teacher assigns the homework and awards, and grades are there. So, therefore in that case, whatever the job assignment will be there, that will be used by the positioning power.

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COERCIVE POWER

Coercive power, the opposite of reward power, is the potential to influence others through the administration of negative sanctions or the removal of positive events. In other words, it is the ability to control others through the fear of punishment or the loss of valued outcomes.



Image Source: <https://sites.psu.edu/leadership/2013/04/19/power-and-leadership/>

Coercive power is the opposite of reward power, and it is the potential to influence others through the administration of negative sanctions or the removal of positive events. In other words, it is the ability to control others through the fear of punishment or the loss of valued outcomes. So, this type of power nowadays is the minimum exercise power, because if we use this power, then definitely people will be away from you and then only you can use the legitimate as the positioning power.

You cannot use this power; this power cannot be used as a tool that influences the behaviour of others. There is leadership, so leadership with the coercive power and managership can be done with the coercive power, but leadership cannot be done with the coercive power. So, in other words, it is the ability to control with the fear of punishment because, as I mentioned, this positioning power will be towards the more administrative power.

Nevertheless, when we are talking about administrative position power, whenever we are talking about this leadership, that is, the influence is there. So, this will not be the influence.

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EXPERT POWER

Expert power is the **power of knowledge**. Some people can influence others through their relative expertise in particular areas. A surgeon may wield considerable influence in a hospital because others depend on her knowledge, skill, and judgement, even though she may have no formal authority over them.




Image Source: <https://vietnambiz.vn/quyen-vy-do-trinh-do-chuyen-mon-mang-lai-expert-power-la-gi-2019081513042215.htm>

Expert power: knowledge is power. When Sri Krishna asked Arjun to make me the powerful, most powerful person and then Krishna told (0) (FL: 11:20). Knowledge is power. So, therefore, what happens if you have the money power? Money power will go with the period. The muscle power will go with the period. So, whatever the beauty you are having, then go with the period.



If you have the position power, the position will go with the bed of time. So therefore, whether you have the money, muscles, beauty or positioning power, that will go with the period. Which power will not go? Your knowledge power. So, that expert power, power of knowledge that will never go, and that are why Sri Krishna told, (0) (FL: 11:57), the knowledge is power.

Some people can influence others through their relative expertise in a particular area. A surgeon may wield considerable influence in a hospital because others are dependent on her/him knowledge, skills and judgement even though she may have no formal authority over them. So, the formal authority maybe with the administration. However, when a doctor in the hospital or a chef in the hotel or a teacher in the economic Institute exercises power, that power is the knowledge power the exercise.

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REFERENT POWER

- **Referent power** refers to the potential influence one has due to the strength of the relationship between the leader and the followers.
- When people admire a leader and see her as a role model, we say she has referent power.
- For example, students may respond positively to advice or requests from teachers who are well liked and respected, while the same students might be unresponsive to less popular teachers.

Source: http://www.johnwilky.net.au/highered/management/study/menu/leading/power_and_influence/?page=008


Referent power refers to the potential influence one has due to the strength of the relationship between the leader and the followers are there, and when people admire a leader and see her as a role model, we say she has the referent power there. So, referent power has always been used to strengthen the leader and follower relationship.

So therefore, in that case, whenever potential influence is seen, the people start to follow based on that referent power is there. May respond positively to advise or requests from well-liked and respected teachers, while some students might be unresponsive to less popular teachers, and therefore, in that case, this becomes the example of the referent power.

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Which Bases of Power Are Most Effective?

- Personal sources of power are most effective.
- Both expert and referent power are positively related to employees' satisfaction with supervision, their organizational commitment, and their performance.
- Reward and legitimate power seem to be unrelated to these outcomes.
- Coercive power—actually can backfire in that it is negatively related to employee satisfaction and commitment.



Which bases of power are most effective? Personal sources of power are most effective. Therefore, in that case, both expert and referent power are positively related to the

employees' satisfaction with supervision, organizational commitment, and performance. This will happen concerning the employee's satisfaction and supervision.


Reward and legitimate power seem to be unrelated to these outcomes. So, therefore, in that case, many times, these rewards and legitimate power are not very relevant. Coercive power can backfire in that it is negatively related to employee satisfaction and commitment. So, therefore, if you are getting work done forcefully, then sometimes it may also backfire because that might negatively affect employee satisfaction and commitment.

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Dependence: The Key to Power

The things below creates the dependence:

- **Importance** – It refers to the value of the resource. The key question here is “how important is this?” If the resources or skills you control are vital to the organization, you will gain some power. The more vital the resources that you control are, the more power you will have.
- **Scarcity** – It refers to the uniqueness of a resource. The more difficult something is to obtain, the more valuable it tends to be.
- **Non-substitutability**-The fewer viable substitutes for a resource, the more power control over that resource provides.



Source-<https://pressbooks.uconn.edu/organizationalbehaviour/chapter/chapter-13/>

So, what is the key to power? So, dependence is the key to power. If a person is dependent on you, he will follow your power and that things will create the dependence importance; it refers to the value of the resource. The critical question here is how important is this. The value of the resource is very, very important. If the resources or skills you control are vital to the organization, you will gain some power.

The more vital the resources you control, the more power you will have. So, therefore, it is the knowledge and skills you are required that you can control that will be decided based on the dependency. So, if you have a strong knowledge, when you have all the control over them, whatever the job is to be done, you are dependent on your followers, and you will be an influential person.

Scarcity: refers to the uniqueness of a resource. The more complex something is to obtain, the more valuable it tends to be. So therefore, in that case, this is also important the power; power

is not very common. Power will not be given to all. So, the power is scarce. They will be the few positions demanding or more; therefore, that will be the power.


So, that will be more difficult to obtain, the more valuable it tends to be. Non-substitutability: The fewer viable substitutes for a resource, the more powerful control over that resource provides is there.

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Principles of Power in Interpersonal Relationships

There are many types of power and also have principles.

- Power as a Perception.
- Power as a Relational Concept.
- Power as a Resource-Based.
- Power as a Prerogative.
- Power as Enabling or Disabling.
- The Principle of Least Interest and Dependence Power.



Source- <https://pressbooks.senecacollege.ca/organizationalbehavior/chapter/chapter-33/>

There are many types of power and also have principles. Power is a perception; power is a relational concept, and power is resource-based; therefore, who is more powerful? Who is influencing? It is a perception basically and not only in the case of the leadership in the executive power also. It is the perception of the individual which is making him move.

For example, if the subordinate is there and if he perceives that is his perception is, he perceives that his boss is very highly influential, then definitely he will follow that his power. So, power is a relational concept is there, and power is a resource best is also there. So, in that case, whenever we are talking about power, a resource-based is there. So, what resource does the person has? The way he has the resources, he will be more powerful. Power is the prerogative used by many people, enabling or disabling their ability, and the principle of the slightest interest and dependence on power is there.

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Need for Power Motive

- People vary in their motivation to influence or control others. McClelland called this the **need for power**, and individuals with a high need for power derive psychological satisfaction from influencing others.
- They seek positions where they can influence others, and they are often involved concurrently in influencing people in many different organizations or decision-making bodies.

Two Types of Power Motive

- Personalized Power Motive
- Socialized Power Motive



Moreover, therefore, we will find that the people are looking for power in that case. So, what is the need for the power motive? People vary in their motivation to influence or control others, which is a desire. Furthermore, McClelland calls these the need for power and individuals with a high need for power to derive psychological satisfaction from influencing others. So, there are the people who are highly in need of power and cannot live without power.

If somebody snatches their power, they become very, very restless. Therefore, the need for power is becoming very important. So, individuals with a high need for power derive psychological satisfaction from the influence of others are there. They seek the positions where they can influence others, and they are often involved or concurrently influencing people in many different organizations or decision making bodies are there, and they will be working accordingly.

Two types of power motives are there. The personalized power motive and socialized power motive are there.

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TWO TYPES OF POWER MOTIVE

➤ Personalized power

- Individuals who have a high need for personalized power are relatively selfish, impulsive, uninhibited, and lacking in self-control. These individuals exercise power for their own needs, not for the good of the group or the organization.

➤ Socialized power

- Socialized power is exercised in the service of higher goals to others or organizations and often involves self-sacrifice toward those ends. It often involves an empowering, rather than an autocratic, style of management and leadership.



Now, in the case of the personalized power motive, individuals who have a high need for personalized power are relatively selfish, impulsive, unlimited, and lacking self-control and these individuals exercise power for their own needs and not for the good of the group or the organization. So, therefore, in that case, it is a personal interest that is very important. So, whenever the persons exercise their power for their own needs, then definitely, in that case, that will not be good for the group or the organization is concerned.

So, whenever we talk about socialized power, social power is exercised to serve the higher goals of others or organizations and often involves self-sacrifice toward those ends. It often involves an empowering rather than an autocratic management style, and leadership is there. So therefore, in that case, it is suggested that rather than the autocratic style of management leadership, we should have the participative style of leadership.

Furthermore, therefore what we do in the socialized power is influence. The social pressure is there; people are ready to do the work because of the social pressure.

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MOTIVATION TO MANAGE

- Individuals vary in their motivation to manage in terms of six composites:
 1. Maintaining good relationships with **authority figures**.
 2. Wanting to **compete** for recognition and advancement.
 3. Being **active** and **assertive**.
 4. Wanting to **exercise influence** over subordinates.
 5. Being **visibly different** from followers.
 6. Being **willing** to do **routine** administrative tasks.



The motivation to manage is individuals vary in their motivation to manage in terms of 6 composites. Maintaining a good relationship with authority figures because the power motivates them because their authorities are into the power, so they are good relationships. Want to compete for recognition and advancement. Moreover, in that case, they want to win because they are competing, and for competing purposes, they will go for recognition and advancement.

Furthermore, in recognition and advancement of these issues, they will go here; they will make the; they get the influenced by the power is there. Being active and assertive is there. So because they want to exercise power, invariably, they will be active and assertive. Waiting to exercise influence over subordinates and, therefore, it is becoming essential to exercise this influence of these leaders they are going for the over the subordinates.

Being visibly different from followers because of what happens when you have the power, you are looked at differently. So, people know that they are in this particular position so that the benefits can be denied. So, that is the many times that is the influence is the power to what, his subordinates, being visually actually because they are at the position so, rest of the people are not in the position, so, they are treated and seen, significantly the differently.

You are willing to do routine administrative tasks. Moreover, therefore, in that case, they are very keen to do these routine administrator tasks is there. Now, I would like to give you a tip. It becomes very, very important that you want to be. For example, if you want to be the

knowledge power in the academic institutes, then which is a permanent power, evergreen power.

So, therefore, you are to enhance your knowledge and then, especially young academicians, they will acquire more knowledge with the national, international exposure and understanding and learning with the (0) (21:49) time, they will be adopting this particular power. While in the academic Institutions, somebody is also very keen to be in the administrative positions because they are willing to do the routine administrative task or want to make a good relationship with the authority.

They want to compete for recognition and advancement because you will be seen differently than others whenever you are in power. When you occupy the administrator position in the academic institutes, you will be seen differently, and some people they have that want to be seen differently will be the motivation.

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RESEARCH PAPER **Power and transformational leadership in public organizations**

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Purpose
The purpose of this paper is to examine the relationship between perceived power and transformational leadership in the public sector.



So, here now, we will talk about these research papers. Here, the power and transformational leadership in the public organization. This paper aims to examine the relationship between the perceived power and transformational leadership in the public sector is there. Now, I would like to recall talking about transactional, transformational, and charismatic leadership styles.


Please do not forget about those models because those models' transformational leadership style in that public sector is related to that particular strategy that this paper has discussed.

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RESEARCH PAPER

Design/methodology/approach
The authors investigate this topic empirically in the context of German police forces using a between-groups design, manipulating power and statistically analyzing the results on the multifactor leadership questionnaire.

Findings
Police officers with a high perception of power achieve significantly lower scores on transformational leadership compared to their low power counterparts.



The authors investigate this topic empirically in the context of the German police forces, using between-groups design, manipulating power and statistically analyzing the results of the multifactor leadership questionnaire. This paper talks about the German police forces and that group design, and what happens is the manipulating the power and statistically analyzing the results are there.

So, being an empirical study, the data was collected, and based on the data, the multifactor leadership questionnaire was collected and analyzed. Police officers with a high perception of power achieve significantly lower scores on transformational leadership than their low power counterparts, and therefore, in that case, as far as the transformational leadership is concerned, their scoring is low.

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RESEARCH PAPER

Research limitations/implications

The study contributes to advancing public leadership theory by showing that transformational leadership, which is considered as particularly useful in public organizations, is likely to be adversely affected by leaders' power. Furthermore, it also extends on the literature on power by providing first empirical evidence that power has a significant impact not only on factors such as the pursuit of a goal, social behavior, or affect, but also on leadership.

Practical implications

The results suggest either to control power accumulation in leadership positions of public organizations, for instance by implementing flat hierarchies, or to come to terms with more authoritative leadership styles in top management.



The study advances public leadership theory by showing that transformational leadership, considered particularly useful in public organizations, is likely to be adversely affected by leaders' power. Furthermore, it also extends on the literature and power by providing the first empirical evidence that power significantly impacts factors such as the pursuit of a goal, social behaviour or effect and leadership.

So, this paper talks about how a significant impact can be there based on the leadership and making these the effect of the power. The results suggest either controlling power accumulation in leadership positions or public organizations by implementing flat hierarchies or coming to terms with the more authoritative leadership style in top management.

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FOCUS ON POWER: THE CASE STUDY OF STEVE JOBS

- In 2007, Fortune named Steve Jobs the "**Most Powerful Person in Business.**" In 2009, the magazine named him "CEO of the Decade." Jobs, CEO of Apple Inc. (NASDAQ: AAPL), has transformed no fewer than five different industries: computers, Hollywood movies, music, retailing, and wireless phones.
- His Apple II ushered in the personal computer era in 1977, and the graphical interface of the Macintosh in 1978 set the standard that all other PCs emulated. His company Pixar defined the computer-animated feature film. The iPod, iTunes, and iPhone revolutionized how we listen to music, how we pay for and receive all types of digital content, and what we expect of a Mobile phone.



Now, here, in this case, study, we will talk about Steve Jobs. The fortune named Steve Jobs 2007 the most influential person in business in 2009. the magazine named him CEO of the decade. Jobs, CEO of Apple incorporation, has transformed five different industries, computers, Hollywood movies, music, retailing and wireless phones.


So, most of us know these Steve Jobs based on the computer only, but here is to the very few, we noted it, it is the Hollywood movies, music, retailing and wireless phones also that is he is the CEO of these, all these businesses. So, ushered in the personal computer era in 1977, and the graphical interface of the Macintosh in 1984 set the standard that all other PCs emulated. His company Pixar defined a computer-animated feature film.

The iPod, iTunes and iPhone revolutionized how we listen to music, how we pay for and receive all types of digital content, and the expectations of a mobile phone.

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FOCUS ON POWER: THE CASE STUDY OF STEVE JOBS

- **How has Jobs done it?**
- Jobs draws on all **five types of power: legitimate, expert, reward, coercive, and referent**. His vision and sheer force of will helped him succeed as a young unknown. But the same determination that helps him succeed has a darker side—an autocracy and drive for perfection that can make him tyrannical. Let's take each of these in turn.
- **Legitimate power.** As CEO of Apple, Jobs enjoys unquestioned legitimate power.
- **Expert power.** His success has built a tremendous amount of expert power. Jobs is renowned for being able to think of markets and products for needs that people didn't even know they had.




So, how these Steve Jobs achieve this leadership? The jobs draw all five types of power; legitimate power, expert power, reward power, coercive power and referent power. His vision and sheer force all helped him succeed as a young unknown, but the same determination that helps him succeed has a darker side in an autocracy and a drive for perfection that can make him the tyrannical.

So therefore, let us take each of these in turn. Legitimate power is legitimate power. So, as CEO of Apple, Jobs enjoys unquestioned legitimate power. Expert power: his success has built a tremendous amount of expert power, and jobs are renowned for being able to think of

markets and products for needs that people did not even know they had. So, therefore, even the people do not know what they need. However, Steve Jobs was able to identify those needs as an expert in advance.

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- **Reward power.** As one of the richest individuals in the United States, Jobs has reward power both within and outside Apple. He also can reward individuals with his time and attention.
- **Coercive power.** Forcefulness is helpful when tackling large, intractable problems, says Stanford social psychologist Roderick Kramer, who calls Jobs one of the “great intimidators.” Robert Sutton notes that “the degree to which people in Silicon Valley are afraid of Jobs is unbelievable.” Jobs is known to berate people to the point of tears.
- **Referent power.** But at the same time, “He inspires astounding effort and creativity from his people.” Employee Andy Herzfeld, the lead designer of the original Mac operating system, says Jobs imbues employees with a “messianic zeal” and can make them feel that they’re working on the greatest product in the world



Reward power is one of the richest individuals in the United States; Job has reward power within and outside Apple. He also can reward the individuals with his time and attention. Coercive power: Forcefulness is helpful when tracking significant intractable problems, says Stanford social psychologist Roderick Kramer, who calls Jobs one of the great intimidators, and Robert Sutton notes that the degree to which people in Silicon Valley are afraid of Jobs is unbelievable. Jobs is known to berate people to the point of tears.

Moreover, therefore, in that case, you will find that is how these coercive power have been used. Referent power: at the same time, he inspires great effort and creativity from his people. Employee Andy Herzfeld, the lead designer of the original Mac operating system, says jobs imbue employees with messianic zeal and can make them feel that they are working on the most excellent product in the world, and in this way, he was influencing.

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BOOK RECOMMENDATION:

**When Execution Isn't Enough:
Decoding Inspirational Leadership**

Authors: Claudio Feser, Manfred F.R. Kets de Vries
Publisher: WILEY Publication (2016)
Language: English
Paperback: 208 Pages
ISBN: 978-1-119-30265-0

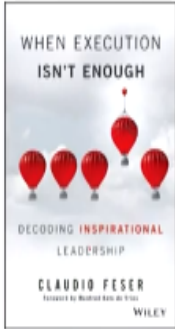




Image Source: <https://www.amazon.in/When-Execution-Isn't-Enough-Inspirational/dp/1119302650>

So, this is the book the recommendation is there to decode inspirational leadership when execution is insufficient. So therefore, in that case, what happens, you know, especially in many organizations that have done only the executions and therefore, they are the inspirational leadership is required at a time so that the organization can be revived and survive.

This book describes the behaviour to inspire that can be learnt to turn a good leader into a great leader. Nowadays, we all talk about the excellent workplace to the great workplace, good leader to a great leader.

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BOOK RECOMMENDATION

This book describes the behaviors to inspire that can be learned—to turn a *good* leader into a *great* leader.
 Understand the neuroscience of inspiration.
 Tailor your inspirational approach to different leadership scenarios.
 Initiate an inspiration cascade to influence people at scale

The picture of leadership has changed over time. Today's great leaders are authentic, enthusiastic decision-makers with engaging visions, who are quick to communicate and take action. Less than half of all CEOs believe that their training investments will pay off, yet everyone agrees that leadership drives performance—where is the disconnect? It's in the belief that simple leadership behaviors equal results, forgetting that exceptional results only come from inspiration.

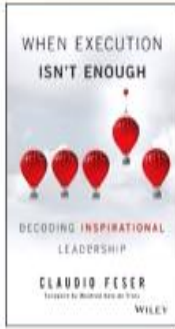




Image Source: <https://www.amazon.in/When-Execution-Isn't-Enough-Inspirational/dp/1119302650>

Understand the neuroscience of inspiration: tailor your inspirational approach to different leadership scenarios. Initiate an inspirational cascade to influence people at scale: The picture


of leadership has changed over time. Today's great leaders are authentic, enthusiastic decision-makers with engaging visions who are quick to communicate and take action. Less than half of all CEO believes that their training investments will pay off, yet everyone agrees that leadership drives performance. Where is the disconnect?

Now, it is in the belief that simple leadership behaviour equals results, forgetting that exceptional results only come from inspiration. So, high is the inspiration; high will be the results.

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These are the references you can refer to later on about this leadership and when this particular book, especially when the execution is not enough for decoding inspirational leadership that is also, I am sure that helps you to understand this particular concept with a more effective.

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WEB REFERENCES

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Some of these contents have been taken from the websites. These are the web references are there, there is a social media and then the Roffeypark and then this Merriam and also the Pressbooks Senecacollege, these references have been taken, so that the further readings you can make use for how you can make this power and leadership power make the use of the power is leadership to learn mechanism.

So, this is all about power and leadership. So, you understood how the personality and the types of power we can use to influence the behaviour of others. Thank you.