7 Types of Power

Using Power Effectively Within Organizations

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ITM GROUP

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Introduction

chapter 1

What is workplace power? Well, there's a quote by former Prime Minister of the United Kingdom Margaret Thatcher that says, "Power is like being a lady…if you have to tell people you are, you aren't." The study of power is fascinating because it's a moving target. Dictionary.com defines power as "a person or thing that possesses or exercises authority or influence". So in essence when we talk about the use of power; we're talking about our ability to get something or make something happen.

Now, don't be modest and think to yourself…I don't have any power. Everyone has power. And, that's not a bad thing. The issue becomes what kind of power a person has and how someone uses that power. This is what makes the topic of power both interesting and incredibly challenging. Power is one of those things - as individuals, we aren't always comfortable admitting that we have some.

In this e-book, we will explore the seven types of power in the workplace and how you can use them. As you will see, there are various ways power can manifest itself. And for that reason, it's important to realize that power exists in everyone. It's also possible that you have different kinds of power with different groups or situations.

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Research and theory suggests there are seven different power bases we may use in influencing the behavior of others. They are as follows:

Coercive power is associated with people who are in a position to punish others. People fear the consequences of not doing what has been asked of them. Often when we think of individuals who are on the proverbial "power trip", we think of coercive power.

There are some advantages to coercive power. For example, situations where there's a crisis or danger might call for someone to exert their influence in a forceful way for the safety of the team. So when there's a potentially harmful condition, coercive power might be exactly what's needed.

The number of emergency situations that justify the use of coercive power are probably limited. It's important to remember that there's a price to using coercive power. If used at inappropriate times or too often, it could prompt a backlash from employees. None of us likes to be forced into doing things. And, if someone feels they've been pressured into doing something, it could create resentment or distrust.

Connection power is based upon who you know. The person with connection power knows and has the ear of other powerful people within the organization. As a consequence of that connection, the leader is seen as

The 7 Types of Power

1. Coercive
2. Connection
3. Expert
4. Information
5. Legitimate
6. Referent
7. Reward

being able to get things done or use the power of their connections.

Imagine the administrative assistant to the chief executive officer. Part of the administrative assistant's role is to manage the number of requests made to the chief executive. If a person wanted to see the CEO, it might be helpful to know (and have a positive relationship) with the administrative assistant.

Or think of the times when you get a call from a stranger who says, "I got your name and number from INSERT NAME OF YOUR BEST FRIEND HERE." If my best friend thinks I should connect with this person, I pay attention. Connection power is talked about frequently in the context of social media. Not only in terms of how many connections a person has but whether or not their connections have value.

Expert power comes from a person's expertise (duh!). This is commonly a person with an acclaimed skill or accomplishment. Leaders who are high in expert power are able to influence others because of their acknowledged skill or experience in a particular area or subject.

Keep in mind the term expert doesn't have to mean Albert Einstein or a Nobel Prize Winner. For example, I know a person who used to book speakers for big conferences. Whenever I have a question about speaking at conferences, I call her. She's my expert, my Albert Einstein, my Nobel Winner. She has expertise and knowledge I don't have.

Think of the employee in your office who is the "go-to" person for certain types of problems or issues. It could be their knowledge of certain software programs, an ability to source critical supplies or mastery of project management. Expert power can be found in the person who has a unique knowledge or skill

as well as the ability to do something better than anyone else.

Information power is based on information not previously available to others. Leaders who are high in information power can influence others because they possess or have access to information others perceive as valuable or important. I'm totally convinced this is where the "knowledge is power" cliché comes from. It references people who withhold information to make themselves more powerful or influential.

But in today's world, information is everywhere. In fact, some would argue there's information overload. So access to information isn't the obstacle it once was. It's finding exactly the right information at the moment you need it. Curation is the term being used to describe finding the precise information at the exact moment. Knowing what information is necessary, how to gather it and most importantly, the proper way to interpret it is an essential skill in today's workplace. People who can curate information are and will be in demand.

So, having information that is not available to others is a form of power. And, we can now add to that the idea of being able to find information the moment it's necessary as being powerful.

Legitimate power comes from the position a person holds. This is related to a person's title and job responsibilities. You might also hear this referred to as positional power. Simply put, managers have more power than supervisors, directors more than managers and vice presidents more than all of them.

For example, in some department stores if you try to return an item without a receipt, it must be

approved by a manager. It's a responsibility granted to someone because of their job title. Others in the organization are very capable of making the same decision. But they do not have the positional power to authorize the refund. You might also see this when it comes to what positions in an organization can sign checks or authorize expenditures.

Years ago, a former boss of mine told me, "Once you become a director, you never go back." His comment referred to the power of the position and how you would always be viewed at that level. And as much as we might not like to admit it, on some level it's true.

People who are well-liked and respected can have **referent power**. There are people we know, regardless of their position, who are able to ask for things and get them because they are popular and well-liked. They have strong interpersonal skills and use them to build teams. It's important to understand who these people are in the organization.

As much as we want to say, "Work isn't a popularity contest.", there are times when it can feel that way. As a human resources pro, I've had employees complain about managers playing favorites with popular employees. Each of us as individuals wants to be liked and viewed as being friendly.

I've seen employees get very upset because a popular employee was disciplined – even if it was obvious that the employee did something wrong. Their likability within the organization was very powerful.

Reward power is based upon a person's ability to bestow rewards. Those rewards might come in the form of job assignments, schedules, pay or benefits. The manager who makes the schedule and can

give an employee a holiday off. Or the purchasing supervisor who gets sample products and gives them away to co-workers. These are examples of individuals who have the ability to bestow gifts.

Now part of the dynamic has to be that people desire whatever gift can be bestowed. I know a person who would give out snuggies – you know those hoodie/blanket things – to friends and colleagues. He had access to tons of them. If you wanted a snuggie, he could get you one. Well, I live in South Florida. I need a snuggie like I need a giant squid. So what might be a great reward to someone in North Dakota, doesn't have the same value to me. It's only powerful if the reward is valued.

Now let's figure out what kind of power we have…

What Types of Power Do You Have?
chapter 3

To help you identify your personal "power zone", take a moment and think about the ways you try to influence action from others. You could use the power descriptions in the previous chapter as a pseudo guide.

Now consider the way that others respond to your attempts to influence them. Listed at the bottom of the page are seven statements that describe reasons why others may respond positively to your attempts to influence their behavior. Use the following scale to describe the extent to which each of the seven statements is characteristic of your influence attempts.

1. This statement isn't at all characteristic of my attempts to influence others; it rarely is true of me.
2. This statement is only sometimes characteristic of my attempts to influence others; it's only occasionally true of me.
3. This statement is characteristic of my attempts to influence others; it's often true of me.
4. This statement is very characteristic of my attempts to influence others; it's very often true of me.
5. This statement is quite characteristic of my attempts to influence others; it's almost always true of me.
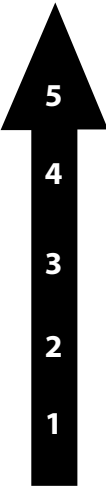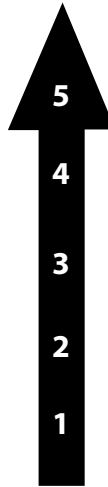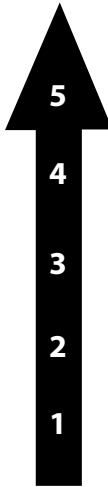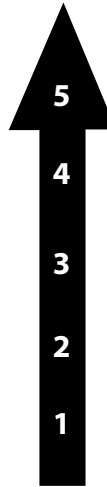
Again, use the scale on the prior page (1= not at all true of me, 2= sometimes true, 3= often true of me, 4= very often true, 5=always true of me) to describe the extent to which each of the following seven statements is characteristic of the reasons why others respond positively to your attempts to influence their behavior.

A. I can punish those who don't do what I ask.
B. I'm connected to powerful people in the organization.
C. I have expertise in that particular area or subject.
D. I have information that others need or see of value.
E. After all, I am the boss.
F. I'm personally liked or respected by others.
G. I can reward those who do what I ask.

Now you can chart your responses using the diagram below. Circle the number of your reply associated with each letter (aka type of power).

A	B	C	D	E	F	G
5	5	5	5	5	5	5
4	4	4	4	4	4	4
3	3	3	3	3	3	3
2	2	2	2	2	2	2
1	1	1	1	1	1	1
A	**B**	**C**	**D**	**E**	**F**	**G**
Coercive	Connection	Expert	Information	Legitimate	Referent	Reward

This self-declaration gives you perspective on the types of power:

1) You possess and use frequently,

2) You are most comfortable with, and

3) You use very little or not at all.

Take a moment to ask yourself the following questions:

- Am I comfortable with the types of power I'm using?

- Do I feel I'm getting the results I want using the types of power I'm using?

- Are there types of power I would like to use more often?

The answer to these questions will tell you if you need to develop some sort of action plan to refine your current types of power or maybe to work on developing power in areas that are important to you. You'll find some resources in later chapters to help you with setting your power goals and developing action plans.

Bestowed Power and Earned Power

chapter 4

It's important to realize some types of power are bestowed upon us. They're usually based upon our position or title. Or they may be granted to us in terms of who we have access to in the company or what actions we are able to authorize (based upon our position.) For example, as a human resources director, I could authorize payroll to cut a manual check for an employee. That was something I had the power to do based upon my title within the company.

That being said, even with bestowed power, if you abuse it, people will make things difficult for you. Bestowed power is not a license for the legendary power trip.

Earned forms of power are related to who we are as an individual. Or what we know in terms of expertise and information. It's less about title and position and more about what we know. For example, I attended a focus group on HR and social media. It's not related to my job as a training consultant but my expertise as an HR pro who is also a blogger. During those meetings I was able to have a voice (aka power) toward suggesting changes for a new social networking community being developed.

Ultimately, we need to realize the importance of having both bestowed power and earned power. This isn't an either/or situation. And the more we

> " *Ultimately, we need to realize the importance of having both bestowed power and earned power. This isn't an either/or situation.* "

can use earned and bestowed power together, the better it is for us and the people we're dealing with. In order to effectively blend bestowed and earned power, there are four things that must take place.

1. **Authenticity** – Simply put, be who you are. We can all tell when someone is fake or phony, and others can spot it if we aren't being authentic as well. When we talk about referent power, there's a clear connection. We like people who are authentic. The more authentic we are…the more opportunities to use our referent power.

2. **Knowledge** – The world is constantly changing and we have to be willing to change with it. This means opening ourselves up to lifelong learning and constantly increasing our knowledge. This directly relates to several different types of power. The more we know, the greater our information power. Which could also impact our legitimate power (by getting a promotion or increased responsibilities) as well as our expert power.

3. **Credibility** – Others have to know if we are individuals of our word. If we say we're going to do something, we must do it or renegotiate our commitment. And if we say we believe in something, then we need to demonstrate it in our actions. Connection power is very important here. Professionals do not want to connect with people they feel are not credible. And they certainly won't recommend them to others.

4. **Trust** – If we are authentic, knowledgeable and credible, others will trust what we say and what we do. Having the trust of others is a precious gift that should never be abused. Think for a second

about coercive power. It's possible that a person can have the ability to punish – i.e. our immediate supervisor – but we trust that person will use their power responsibly.

Now that we know we have power and the key elements to developing positive power, it's time to put our power to use. Knowing the best time to use your power is essential. When faced with a situation, ask yourself the following two questions:

1) What action do I want to take or like to see happen?
2) Do I have the power to make it happen?

If the answer to both questions is yes, then it's a good use of the power that you've either earned or have been given. Remember the components of trust, authenticity and knowledge as you use power to influence an outcome.

If you can't honestly answer yes to these questions, then ask yourself if there's a way to align with a person who does have the power you need to make it happen. It's possible you need to connect with another person who has the power necessary in order to accomplish the task. You might need to ask for permission to exert power.

Here's an example, let's say you've been asked to chair a committee at work. Some of the tasks assigned to the committee are not in your usual decision making authority. It's possible you will need to ask for permission to carry out the tasks given to you. This shouldn't be a big deal but it does need to be discussed. Part of authority is not only being given the responsibility to do something but the power to get it done.

The two biggest mistakes I see with people using power revolve around the way it's used. Either people try to use power they don't have or they use the wrong kind of power to achieve a result. Here are a few examples of how a subtle change in power can impact a situation:

Scenario #1: A manager notices an employee in another department is not wearing their name tag. The manager tells the employee they need to put their name tag on. The employee ignores them because they don't report to this manager.

This could be a situation where the manager has no positional power but thinks they do.

Scenario #2: A manager notices an employee in another department is not wearing their name tag. After work, the manager and employee play on the company softball team together. The team won their game and went out for pizza afterward. The next day, the manager sees the employee and reminds them to wear their name tag. The employee says, "That's cool" and puts the name tag on.

In this case, it's possible the employee likes the manager because they play on the company softball team together. So, responding to the manager's referent power, the employee complied with the request.

> " *When a person abuses or misuses their power, it's immediately recognized. Trust and confidence in the person is damaged.* "

Scenario #3: A manager finishes interviewing an employee for an internal transfer. At the end of the interview, the manager reminds the employee to put their name tag on. The employee gets their name tag right away.

In this version, the manager has reward power. The employee hopes to transfer to this manager's department.

So even with a simple request like "put your name tag on" – it's all in the power of the person delivering the message.

When a person abuses or misuses their power, it's immediately recognized. Trust and confidence in the person is damaged. Not having trust in the people around you can create dysfunctional teams. People have to trust each other, for teams to be truly effective.

But when we think about trust, the question arises: do we give our trust to others unconditionally or have others earn our trust? Trust is a pretty big thing. Like love, respect, admiration, etc. I don't know that we give those unconditionally. People have to earn them. By their actions and by their words. And, once you earn them…if they're taken for granted or abused, they might be taken away. As in, losing a person's respect.

Sometimes I wonder if this is what really happens: when we meet people it's not that we give them our unconditional trust…but we don't distrust them. There's a difference. Maybe there's a "trust limbo" where we all reside until a person decides they can unconditionally trust us or they need to distrust us. Just a thought I'm tossing out there.

In spending time thinking about trust, what really resonates with me is the speed for which you can lose both a person's trust and the probably of regaining it. You can lose a person's trust in an instant, without warning and sometimes without even doing anything. There are people who have been labeled untrustworthy simply because someone else said so. (Correction: Because someone with a whole bunch of power said so.)

And, once a person has the label of being untrustworthy…it's very difficult, if not virtually impossible, to regain that trust. Put this back into the context of power. If a person has power and uses it responsibly, they earn people's trust and the right to continue using their power. However, if that power isn't used appropriately, then the person loses the ability to use it. They might try to use power, but no one listens.

It's one of the reasons I believe power is so important. We can't kid ourselves into thinking we don't have it or that we're not using it. We must be open about the existence of power. When we are, it removes barriers and continues to build upon the trust that exists in our working relationships.

Using Power in Teams

In the previous chapter, we talked about using power in a one-on-one situation. Let's talk about power dynamics in a group environment using one of the most common organizational activities that takes place – the meeting. Specifically, let's talk about the type of meeting that's even more fascinating than the old run-of-the-mill weekly department meeting – the meeting after the meeting.

Yes, it's true. The meeting after the meeting does exist. It's not an urban legend.

In fact, the meeting after the meeting (or let's call it the MATM for short) can actually be more important than the original meeting. Many people think it's really a big gripe session about the meeting. But a true MATM is very important – it often provides insight into the people and discussions that you can't get during the meeting itself.

And as a business pro, you want to be included in the MATM. Here are a few dynamics to watch for:

The Purpose. Typically, the MATM is part venting and part strategy. Usually, people are frustrated about something that happened at the meeting (the venting part) and the conversation turns toward brainstorming ways to fix the situation (the strategy party). A MATM of only griping? Well that's just a

> *Bottom line, you can't have a voice unless you build the reputation and relationships necessary to get an invitation to the conversation.*

gripe session. And a meeting where you only discuss strategies to fix something…well, that's called a "real" meeting.

> One of the most common reasons I've seen for MATMs is when someone tries to use coercive power inappropriately. For instance, the boss is on vacation and the number two is in charge. During the weekly staff meeting, Number Two announces that the department is going to do something. The staff doesn't want to do it. It might even look like a power-play while the boss is on vacation. But the staff start having their own MATMs to figure out how to stop it.

The Attendees. From an office politics perspective, these folks are the players where this particular matter is concerned. The players can change from issue to issue. Also, try to notice who initiates the MATM. Figure out if they are the person who is ultimately accountable for this issue (and it appears they're soliciting feedback) OR are they trying to influence the person who is ultimately accountable?

> Using our previous example with Number Two, it's possible that the staff will need someone from the senior leadership team on their side. The staff isn't trying to declare mutiny. They just want the decision to wait until the boss comes back from vacation. This is where the staff have to figure out who they can connect with: someone who is willing to hear their side and possibly intervene.

The Location. Often, but not always, the MATM takes a more casual tone. So it might be a mid-morning coffee run, lunch or drinks after work. I've seen a lot of people shrug off the MATM because it looked social. That was unfortunate because they didn't recognize the signs. I've also seen organizers of the

MATM intentionally choose a venue knowing certain people wouldn't attend.

This one is a toughie. I can't tell you the right decision. I can say don't be naive and believe business only happens in office buildings and boardrooms. It happens everywhere – on golf courses, playing Fantasy Football, at coffee shops and during happy hour.

The Discussion. I mentioned earlier that the MATM can often be a gripe session. If you're at a MATM, listen carefully to the complaints. Try to understand the frustrations and why that frustration may or may not have been addressed during the meeting.

The other conversation that happens during a MATM is strategy. What people plan to do next as a result of the meeting. This can offer valuable insight into what happens behind the scenes in the organization. It can also tell you a lot about the individuals involved, their comfort zones, spheres of influence and workplace power.

It's possible that during the discussion phase, the staff will realize they need more information. Maybe the senior leader they connected with asked some questions the staff couldn't answer. Or possibly the strategy involves additional research or data. This is when the group might have to tap into someone with information power – because they either already know the information or are able to obtain it.

The Commitment. There's an over quoted line from the movie "Fight Club" – "The first rule of Fight Club is: You do not talk about Fight Club." Same goes here. What people share in the MATM must be

respected. People let their guard down in the MATM. They talk about the things that challenge them and they might share something they plan to do. Unless your role is to go forewarn someone, then you have to "Know The Code" of meetings after meetings.

> Instead of trying to eradicate the meeting after the meeting, figure out if you can play a positive role in them. I've often found that, when I was being invited to the MATM, it was to act as a sounding board or ask a tough question. It could be said that I was being used as an expert in that situation. Someone with knowledge of the company and the players involved who could be objective and offer guidance.

Bottom line, you can't have a voice unless you build the reputation and relationships necessary to get an invitation to the conversation.

Creating Powerful Goals
chapter 7

Before developing any kind of action plan, it's critical to set some goals. Setting goals is a valuable activity. We all need to have actions that we want to accomplish. Not sure about it? Here's a common example of a situation where people should have some goals:

> During a job interview, the recruiter asks "Where do you see yourself in five years?" (Yes, I know it's not the most imaginative interview question but it's a common one.) I can't imagine a person saying, "I just take things as they come. Setting goals for personal and professional growth is for losers." Honestly, I don't see a recruiter responding with, "You're exactly the kind of person this company needs. An employee with no plan or aspirations for the future."

Of course, I'm being tongue in cheek with the example but truth be told, we all have things we want to accomplish. It might be something personal or professional. Think of those things as your goals.

The great thing about goals is you can set them at any time. If you forget them – you can start again. They can change based upon experiences and situations. The real key to success with goals is managing them properly.

> **Set goals that are important to you.** If you create a goal based upon what the cool kids are doing, it's not really your goal. It's someone else's. And, chances are when you create goals that are important to you; you're more committed to them.

> Let's say all of your friends are starting blogs. After some pressure from your friends, you decide that you're going to go out and start one too. That way, they'll stop nagging you and you can say

you're blogger. But realistically, you know you don't have time to blog. Your boss has asked you to obtain a certification that will increase your job knowledge (expert power) and help next time a job promotion is available (legitimate power).

But you start a blog anyway and then you abandon it because you need to study. Later your friends start asking you when you're going to post something. Truth be told - It would have been better just to say, "I don't have time." from the beginning.

Create a realistic number of goals. Most people can't accomplish dozens and dozens of goals. It's better to have a small number of goals and achieve them than hundreds of goals that are left undone. It's great for our self-confidence and self-esteem to accomplish things.

Establish a manageable timeline for achieving your goals. I'm totally convinced part of the reason people don't accomplish their goals is because they try to start too many things at the same time. You've probably seen this too when it comes to New Year's Resolutions – people who quit smoking, start a diet and exercise program, and a Spanish language course all at the same time. Let's face it…that's too much change at once. Schedule goals over a span of time, let them become habits and then start some more.

One of my personal peeves is networking. Not networking itself…it's a business necessity. But that people don't network until they need to. And then it's too late. From a power perspective, networking is all about connection power.

If you're looking for a new job, connection power might help you hear about an opening before anyone else. It could move your resume to the top of a pile. Maybe get you an interview with the hiring manager.

I remember when I started my consulting firm. I started calling the people I knew and telling them my plans. One person replied, "Get over here right now. I have a project for you." That's how I got my first customer. The power of connections.

It never ceases to amaze me how people will start networking the minute they want something. And somehow they think the person on the other end doesn't realize it. They swear that they've learned the error of their ways and realize networking (aka building connection power) is important. Then they find a new job or a new project and you never hear from them again.

Allow for flexibility as conditions change. As dedicated as we may be toward accomplishing our goals, sometimes external forces decide to wreak havoc on our lives. Instead of beating ourselves up that our goals aren't progressing, we should step back and re-evaluate the goal. It could be that the goal is fine; we just need to give it a little bit more effort. Or maybe the goal needs a little tweaking for us to accomplish it successfully.

Taking the time to think about the stuff you want to do in the future is important. It doesn't matter when we do it. As long as it gets done.

Developing Your Power Action Plan
chapter 8

Now that you've developed your power goals, you need a plan that will help you achieve them. It frustrates me to no end when someone talks about a topic and in the last couple of sentences says something to the effect of "…and I challenge each of you to leave this session and create your own personal action plan to…"

Frankly, they should tell us how to create the action plan.

Since I just suggested that you develop your own power action plan, let me tell you my favorite way to develop one. I'm a big fan of SMART plans and find it to be a very flexible way to deal with setting goals and creating plans.

I didn't always feel this way about SMART plans. I once worked for a company that every time something went wrong, our President wanted a SMART plan explaining how we were going to fix it. Sad to say, we developed a lot of SMART plans. I thought it was some sort of punishment. It wasn't until a class in night school that I realized SMART plans have been around for many years and weren't some dreamt up form of torture from senior leadership.

> " *SMART plans force us to ask all the questions we need in order to develop a complete, well-thought out plan.* "

Developing Your Power Action Plan

chapter 8

Now, back to SMART plans. SMART is an acronym:

Specific – This is a statement of exactly what you would like to accomplish. Think of it as the who, what, where, when, which and why of the goal.

Measurable – The answer to this section should tell you how success is measured.

Achievable (or Attainable) – Outline the steps it will take to complete the goal.

Relevant or Realistic (some versions use Responsible) – There are two different ways to look at this: first, the goal must be important to you (i.e. relevant and/or realistic). Alternately – are there other people you need to help you reach this goal?

Time-bound (some versions use Trackable) – Identify the time frame to achieve the goal.

So as you're putting together your power action plan, you can use the SMART acronym. Here's an example: You feel that you're smart about the company's product or service and have a lot to contribute but people don't look at you as the "go-to" person for answers.

S - Your specific goal is to develop more expert power.

M – You'll know that you've achieved expert power when the company asks you to start participating in sales meetings with prospective clients to answer questions about how the product or service works.

A – You're going to start writing short articles for the company blog so everyone can see how much you know about the product or service.

R – You'll need support from your boss (so you can take time to write the articles) and support from the marketing department (to post the articles on the company blog.)

T – You estimate that it will take about six months for others to begin noticing your articles.

SMART plans force us to ask all the questions we need in order to develop a complete, well-thought out plan. It can be tempting to say, "My goal is to become an expert." and leave it at that. In my experience, defining the resources you need and the time frame are key to accomplishing your goals. Also, don't leave out defining what success looks like – and celebrate when you achieve it!

In Closing

chapter 9

Workplace power does not have to be a scary subject. It's a part of our business relationships and essential to get things done – so get comfortable with it. What's troublesome about power is when people use it improperly and at the wrong times. But this doesn't mean we can avoid using power.

Power isn't a bad thing. What's frightening is when individuals dismiss the presence and impact of workplace power. The people around you know you have power. And they also know what kinds of power you have. It can be just as damaging when a person clearly has the power to do something … and doesn't.

You can avoid the negative traps of power by being conscious of how power is formed, maintained and leveraged. Being an effective manager includes being able to manage power positively in the work place.

Want to be able to recognize power around the workplace? Here are seven common work occurrences. Determine which type of power applies best in each situation. (Answers are on the next page – no peeking!)

1. In a recent staff meeting, Sean asks each team member to identify one night in each pay period when they can work extra hours to cover staffing.
   a) Coercive
   b) Referent
   c) Information
   d) Legitimate

2. Maria gave a day off with pay to each staff member who worked so hard on developing the department policies and procedures manual before the board member visited.
   a) Expert
   b) Coercive
   c) Reward
   d) Information

3. Stephen meets with each of his new employees and answers any questions they have about the department.
   a) Legitimate
   b) Coercive
   c) Connection
   d) Referent

4. Following each advisory committee meeting, Joyce emails a copy of the minutes to each participant.
   a) Reward
   b) Information
   c) Legitimate
   d) Expert

5. Albert documents all absences and late arrivals in his employee files.
   a) Legitimate
   b) Connection
   c) Referent
   d) Information

6. Juana is actively involved in several civic and professional organizations.
   a) Reward
   b) Information
   c) Expert
   d) Connection

7. Besides being the chief nurse executive, Janelle is president of the state nurses association.
   a) Legitimate
   b) Connection
   c) Expert
   d) Reward

Answers

1. In a recent staff meeting, Sean asks each team member to identify one night in each pay period when they can work extra hours to cover staffing.

   a) Coercive

   While Sean is giving each team member the opportunity to choose when they want to work extra hours, it's clear that's the only choice the team is getting. This isn't to say Sean is doing anything wrong. Sometimes business necessity requires everyone to work extra. But Sean is using his coercive power to make sure everyone participates.

2. Maria gave a day off with pay to each staff member who worked so hard on developing the department policies and procedures manual before the board member visited.

   c) Reward

   By giving everyone who worked on the manual a day off with pay, Maria is showing she has the ability to give rewards.

3. Stephen meets with each of his new employees and answers any questions they have about the department.

   d) Referent

   Stephen is building relationships with new hires by scheduling a meeting to answer questions. If he comes across as being helpful and interested in a new employee's success, he has the ability to use his referent power.

4. Following each advisory committee meeting, Joyce emails a copy of the minutes to each participant.

   b) Information

   Joyce is giving participants information. This can be interpreted in two ways: Joyce has information and is sharing it with others. And Joyce is also giving the meeting participants information power by virtue of the minutes.

5. Albert documents all absences and late arrivals in his employee files.

   a) Legitimate

   A common responsibility for managers is documenting employee time and attendance. Albert is doing what is part of his legitimate power.

6. Juana is actively involved in several civic and professional organizations.

   d) Connection

   Networking outside the organization is a great way to build connection power. Juana is being very skillful as well as giving by volunteering with outside organizations.

7. Besides being the chief nurse executive, Janelle is president of the state nurses association.

   c) Expert

   Janelle's role as a chief nurse helped her obtain the position of president at the state nurses association. Her experience and skills are a key part of her expert power.

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About the Author

Sharlyn Lauby, SPHR, CPLP is president of ITM Group Inc., a consulting firm that focuses on developing training solutions that engage and retain talent in the workplace. The company has been named one of the Top Small Businesses in South Florida.

Prior to starting ITM Group, Sharlyn was vice president of human resources for one of the world's largest organizational consulting firms. She has designed and implemented highly successful programs for employee retention, internal and external customer satisfaction, and leadership development.

She is also the author of the blog HR Bartender, a friendly place to talk about workplace issues. The blog has been recognized as one of the Top 10 Business Blogs Worth Reading by the Society for Human Resource Management (SHRM).

Her personal goal in life is to find the best cheeseburger on the planet.

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