



Team Leader Development

Bases of Power

French & Raven's Five Bases of Power

- 1 Referent Power
- 2 Legitimate Power
- 3 Expert Power
- 4 Coercive Power
- 5 Reward Power

Referent Power

Definition

Power that comes from being admired or respected.

Example

A charismatic leader whom employees look up to and want to emulate.

Advantages

Strong influence through personal appeal, builds strong relationships.

Disadvantages

Can be subjective, may lead to favouritism.

Consider

This power is rooted in personal traits & relationships, & it can inspire loyalty and commitment.

Legitimate Power

Definition

Power derived from a formal position or role within an organization.

Example

A CEO has legitimate power

Advantages

Clear authority, structured hierarchy.

Disadvantages

Can lead to dependency, may not inspire intrinsic motivation.

Consider

Can be unpredictable and unstable.

Expert Power

Definition

Power derived from possessing specialized knowledge or skills.

Example

An IT specialist with deep technical expertise

Advantages

Builds trust & respect, highly effective in specialized fields.

Disadvantages

Can lead to dependency, may not be transferable to other areas.

Consider

This is based on credibility & respect for the leader's expertise



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Coercive Power

Definition

Example

Advantages

Disadvantages

Consider

Power based on the ability to punish or sanction.

A supervisor who can impose disciplinary actions or terminate employment.

Can ensure compliance, useful in crisis situations.

Can lead to fear, resentment, and low morale.

This power can lead to compliance. Threats & punishment are common coercive tools.

Reward Power

Definition

Example

Advantages

Disadvantages

Consider

Power that comes from the ability to provide rewards or incentives.

A manager who can give bonuses, promotions, or other benefits.

Can motivate & incentivize performance.

Can lead to short-term motivation, potential for favouritism.

Effective as long as the leader has control over valued rewards & uses them fairly.

Understanding these five bases of power helps leaders leverage different types of influence effectively