



## 4.9 Power in the Workplace Worksheet

### Try This!

Review the basic types of power as defined. Give examples of when you have seen this power in your unit. Discuss with your mentor.

#### Coercive Power

This power rests in the ability of a manager or co-worker to force you to comply with an order through the threat of punishment. Coercive power usually leads to short-term compliance but produces dysfunctional behavior in the long-run.

Example:

#### Legitimate Power

This power rests in the belief that the manager or co-worker has the right to give you orders based on position or title.

Example:

#### Reward Power

This power rests in the manager or co-worker's ability to give you some sort of a reward for a behavior. This can be a strong motivator. However, it can backfire when too much emphasis is placed on the reward versus the actual performance.

Example:



### Referent Power

This power comes from respect for the manager or co-worker and your desire to identify with or emulate him or her. The manager or co-worker leads by example, and this power rests heavily on trust. The concept of empowerment in the workplace rests primarily on referent power.

Example:

### Expert Power

This power rests on the belief that an individual has a particularly high level of knowledge or highly specialized skill set.

Example:

*Discuss what type of power base works best for you and why.*

*Star (\*) the types of power you feel you currently have at work and at home.*

*Discuss examples of how you use this power. For example, if you are a parent, you might use reward power when your child makes good grades.*

*Double star (\*\*) the types of power bases you would like to develop.*

(Rev 11-10)