**Tool 7.2. What Sources of Power do you Frequently Use?**

Below is a list of statements that describe behaviors that leaders in work organizations can direct toward their followers. **Read each descriptive statement, thinking in terms of how often you as a leader use this to influence others.** Use the scale to indicate the extent to which you engage in this behavior. 1=Never, 2=Sometimes, 3=Rarely, 4=Often, 5=Always.

**When influencing other people in my organization…**

|  |  |
| --- | --- |
| 1 2 3 4 5 | 1. I provide them with sound technical recommendations. |
| 1 2 3 4 5 | 1. I connect them with other people who can help them. |
| 1 2 3 4 5 | 1. I give them useful information to make better decisions. |
| 1 2 3 4 5 | 1. I make them feel important. |
| 1 2 3 4 5 | 1. I influence their compensation level. |
| 1 2 3 4 5 | 1. I assign them undesirable jobs if they don’t perform. |
| 1 2 3 4 5 | 1. I remind them of their job commitments |
| 1 2 3 4 5 | 1. I give them good job-related advice. |
| 1 2 3 4 5 | 1. I help them increase their professional network. |
| 1 2 3 4 5 | 1. I provide important information to help them meet their goals. |
| 1 2 3 4 5 | 1. I let them know I genuinely appreciate them. |
| 1 2 3 4 5 | 1. I influence their pay increases or bonuses. |
| 1 2 3 4 5 | 1. I make work difficult if they don’t cooperate. |
| 1 2 3 4 5 | 1. I review their job requirements with them. |
| 1 2 3 4 5 | 1. I share my expertise or experience. |
| 1 2 3 4 5 | 1. I expose them to more people who share their interests. |
| 1 2 3 4 5 | 1. I give them access to knowledge and information sources. |
| 1 2 3 4 5 | 1. I make them feel personally accepted. |
| 1 2 3 4 5 | 1. I influence their promotions. |
| 1 2 3 4 5 | 1. I tell them I can make work unpleasant for them if they don’t meet their goals. |
| 1 2 3 4 5 | 1. I remind them of their job responsibilities. |
| 1 2 3 4 5 | 1. I share my technical knowledge. |
| 1 2 3 4 5 | 1. I introduce them to individuals they can work with or benefit from. |
| 1 2 3 4 5 | 1. I provide useful information. |
| 1 2 3 4 5 | 1. I make them feel important |
| 1 2 3 4 5 | 1. I give them special benefits. |
| 1 2 3 4 5 | 1. I tell them I can make working distasteful if they don’t perform. |
| 1 2 3 4 5 | 1. I emphasize their objectives and tasks. |

Below is a list of the questions and the power sources associated with them. Add up your scores for each power source.

Expert power: 1, 8, 15, 22

Connection power: 2, 9, 16, 23

Information power: 3, 10, 17, 24

Referent power: 4, 11, 18, 25

Reward power: 5, 12, 19, 26

Coercive power: 6, 13, 20, 27

Legitimate power: 7, 14, 21, 28

*Reflection*:

* What sources of power are you currently using the most?
* What sources of power might you be over-utilizing or under-utilizing?
* What ideas do you have to maximize, even enhance your capacity to influence and empower others?
* What adjustments can you make in influencing others, and what benefits would this bring you?