



One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

This worksheet will help you focus on understanding the sources of power in an organisation and how power can be used to support and motivate.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

## 1. The Power Gap

"Managing complex diversity and interdependence in an effective and responsible way requires, first, sufficient power to make up for the power gap inherent in leadership jobs and then, second, the willingness to use that power to manage all the interdependencies in as responsible a way as possible." Which elements are needed to facilitate conversational leadership?

Kotter, J. P. (1985). Power and Influence The Free Press

a. Use the space below to explain, in your own words, what this means:

b. Do you agree? Use the space below for your answer:

## 2. Power Bases

a. Use the table below to identify two advantages and two disadvantages of each of the six bases of power that may be used in an organisation:

Power Base	Advantages	Disadvantages
Reward Power		
Coercive Power		
Referent Power		
Legitimate Power		
Expert Power		
Informational Power		



# Worksheet

## Conversation: Conversational Leadership

b. Looking now at your job title and role at work, use the table below to:

- rank each power base from 1 – 6, where 1 – used most often and 6 – used least often
- describe, with examples, how you use each power base to support and motivate your team

Power Base	Ranking	How I use the Power Base
Reward Power		
Coercive Power		
Referent Power		
Legitimate Power		
Expert Power		
Informational Power		

French and Raven (1959) and Raven, B. H. (1965)

c. Looking at your response to the previous task, which two power bases do you most need to develop to support and motivate your team? How will you do this?

Use the space below for your answer:

**3. How would you start a conversation with a new team leader to explain how to use power in a positive way to support and motivate their team?**