

Critical thinking on power and influence

[Business](#), [Company](#)



As a brand manager of a large consumer products company, the sources of power that goes with the position are as follows: legitimate power, reward power, expert power, and referent power . Legitimate power is vested by the organization in terms of the position as brand manager of toothpaste. As such, it was explicitly stated that as part of the job, the responsibility entails designing strategies that would encourage the advertising and production groups to promote and manufacture the toothpaste more effectively.

Likewise, legitimate power is also vested of the position as explicitly stated in the company's policies and procedures. Accordingly, personnel from other departments are expected to complete tasks requested by brand managers. Concurrently, as brand manager, one exudes reward power by motivating the personnel from advertising and production departments to intensify positive features and strengths of the toothpaste and to acknowledge increased productivity and performance depending on increased sales. As emphasized, “ managers have formal authority that gives them power over the distribution of organizational rewards” .

In addition, a brand manager is acknowledged to be an expert in the field of discipline he or she is assigned in. As the brand manager of toothpaste, one is expected to have gained expertise through educational background and work experience. Therefore, one possesses the theoretical framework, in conjunction with core competencies and skills set to design strategies that would promote the toothpaste in the most effective manner according to the needs and demands of their clientele.

Finally, referent power is generated from the manager's interpersonal skills, as well as charisma . Therefore, to enable influencing personnel from the

advertising and production departments to manufacture and market the toothpaste in the most effective manner, the brand manager is expected to exude charisma and people skills that would encourage and motivate them to achieve the explicitly identified goals.

Reference

McShane, S., & Von Glinow, M. (2015). *Organizational Behavior*. Retrieved November 22, 2014, from McGraw Hill Education: <http://www.coursesmart.com/1259338932/firstsection#X2ludGVybmFsX0J2ZGVwRmxhc2hSZWFkZXI/eG1saWQ9MTI1OTMzODkzMi9paWk=>