

Power influence approach



Power-influence leadership assumes the cause and effect relationship between leaders and followers only flows from management to subordinate (Yuki, 2010, p. 4). For example, a manager instructs his employee to pay an invoice, and the employee does as told. Or employees attend an ethics seminar because the executives mandate it. Exercising power-influence can ensure adherence to internal policies like safety, dress codes, and hours of employment. It can also ensure adherence to federal laws like the provisions in the Sarbanes-Oxley Act. The power-influence leadership approach enables a leader to influence the behaviors and attitudes of followers (Yuki, 2010, p.). It is effective in managing and accomplishing tasks as a leader gives instructions that others follow. Power influence can sway people's thoughts and opinions, which can be beneficial in terms of innovative ideas and more efficient methods of operations. It is especially effective for those who resist change even if it will lead to progress. The power-influence method of leadership has its drawbacks as well. Some individuals use force and intimidation to accomplish certain objectives.

They may use their title or position to pressure others to comply, and even though employees may obey at first, such coercion eventually leads to resistance and the undermining of authority (Alynn, 2009). For example, a manager may tell a direct report that if he does not complete a given stack of work, his quarterly review will reflect it. This is a drastic example of the negative effect of power-influence, but it does well to demonstrate how a manager can use coercion as a source of " motivation. Using power to accomplish activities in an organization is a common practice among managers and executives. In fact, prior to 2011, management at Jack in the

Box, Inc. depended on the power-influence approach to complete objectives. The organization believed employees required specific instruction, so management influenced subordinates and coworkers through the use of power. It is important to note that few individuals abused this power, but as the nature of the business changed, so did its leadership approach.

In 2011, the executives of Jack in the Box worked to change the company's culture from one of power to one that focused on individual roles, achievements, and support. Management encouraged employees to share ideas, to question and challenge methods of operation, and to take initiative and responsibility for one's work. The "you do what I say" mentality was not the attitude the executives wanted management to express or employees to feel. Instead, the company wanted to nurture leaders to make the organization stronger and more cohesive.

Power and one-directional instruction from management to subordinates prevented innovative opportunities and fresher ways of thinking, which ultimately inhibited the company's possibilities. The new culture placed management and direct reports on more level ground, and the open communication instilled trust and a sense of unity among employees of all levels. The power-influence approach in studying leadership examines the role that power plays in influencing others' actions, attitudes, and beliefs. Its use can have both positive and negative effects in the workplace, depending on the leader's intentions. Power is viewed as important not only for influencing subordinates, but also for influencing peers, superiors, and people outside the organization, such as clients and suppliers" (Yuki, 2010, p. 14). It is important for leaders to remember that others look to them for

instruction, inspiration, and direction. With such power come certain responsibilities and expectations not to abuse it.