

## SIX TYPES OF POWER

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This focus is on how power, overt or covert, may be expressed by individuals; therefore six types of power will be considered.

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**COERCION OR PRESSURE:** based on fear of punitive acts against the recipient of the coercive acts of influence. This type of power is employed as a way to ensure that the acts of influence will be accepted and individuals or groups will comply.

**POSITION:** related to the status a person has in the organizational structure and in his/her job. Theoretically, organizational structures ascribe equal power to all persons in equal hierarchical positions. This type of power goes with the office or status regardless of the characteristics of the office holder. Positional power is also known as institutional, legal, traditional, or legitimate power.

**REWARD:** has to do with the capacity of assigning direct or indirect, material, or psychological compensations (money, position, visibility, strokes, etc.).

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**SUPPORT:** based on the ability to stimulate the involvement of peers, superiors, subordinates, and others (inside and outside the organization) in organizational endeavors.

**KNOWLEDGE:** related to skills, experience, information, practice, and expertise relevant to the job and to the organization.

**INTERPERSONAL COMPETENCE:** based on communication skills, empathy, authenticity, caring, respect, trust, and capacity for intimacy. Involves primarily the informal web of relationships.

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### COERCION -- POSITION -- REWARD

Are organizationally-based types of power. They may be used **ONLY** as part of the organizational structure.

### SUPPORT -- KNOWLEDGE -- INTERPERSONAL COMPETENCE

May be used in **ANY** situation because they are personally-based types of power.



OPINIONS AND FEELINGS ARE FREQUENTLY A PERSONAL TRIUMPH OVER GOOD THINKING  
YOU DEFINE REALITY BY WHAT YOU KNOW, WHAT YOU BELIEVE, AND WHAT YOU DO ABOUT IT.