

“Power and the Supervisor: Understanding power and its effective application”

⇒ INTRODUCTIONS:

⇒ GOALS:

1. Understand what individual “power” within a group setting means and implications for supervision.
2. Understand the interpersonal sources of power within a group setting.
3. Understand the structural sources of power within a group setting.
4. Understand effective/ineffective application of power within a group and recommended influence strategies.

⇒ INDIVIDUAL/GROUP EXERCISE #1:

- Complete the exercise sheet that is being passed to you. For each statement you will write a number between 1 and 7 where 1 = strongly disagree and 7 = strongly agree. There is no right or wrong answers ... answer honestly as you view yourself within any given group.
- Take the SCORE SHEET and write your numerical response in the correct column. Please pay attention to the number ordering to avoid confusion. One written in, please add the number separately for each column and total. When you are finished you should have a total number for visibility and a number for influence. Plot the numbers on the graph and identify which quadrant you are a member of.

- Form four groups within the room that match your quadrant. When getting into the groups discuss together the following questions:
 - i. How would you define the quadrant – related to power?
 - ii. What contributed to the members of your group responding the way they did ... that resulted in the formation of your group?
 - iii. What have you learned so far?

- RON DEBRIEFS MATRIX

- ⊗ POWER - DEFINED
 - Definitions
 - Power vs. Authority

- ⊗ GROUP EXERCISE #2 – GOOD & BAD EXAMPLES OF POWER AND THE SUPERVISOR

- Stay in your groups. Here I would like you to consider a supervisor that you have worked for in the past or leader of a group. Provide a couple examples of:
 - A situation where a supervisor or leader used his/her power in a positive manner to influence change
 - A situations where a supervisory or leader misused (or at least used poorly) power but was successful in influencing change
 - A situation where a supervisor or leader misused (or at least used poorly) power in a failed attempt to influence change
- Let's discuss as a collective body.

3 THE POWER MODEL FOR GROUPS

- Here's a model that research suggest explains sources of power and the ability to influence behavior in organizations. The model has three major elements:
 - Interpersonal sources of power
 - Structural sources of power
 - Effective/ ineffective application of power
- Interpersonal sources of power
 - Reward – ability to reward positive behavior
 - Coercive – ability to punish for undesirable behavior
 - Legitimate – ability to influence by virtue of position within group
 - Expert – ability to influence by recognized skills, talents, or specialized knowledge
 - Referent- ability to influence behavior because of being liked or admired
- Structural sources of power
 - Knowledge – Individuals, teams and other sub-groups that possess knowledge crucial to attaining the group's goals have power.
 - Resources – Individuals, teams and other sub-groups that can provide essential or hard-to-obtain resources acquire power in the group.
 - Decision Making – An individual or sub-group acquires power to the extent to which they affect decision-making in the group.
 - Networks – Implies that various friendships, channels of information and coalitions (both

inside and outside the group) represent sources of power.

⇒ GROUP EXERCISE #3

Please go back to the examples that your group came up with in exercise #2 (good and poor uses of power). For each, identify the interpersonal and/or structural sources of power that might have been at work fueling the situation.

⇒ NEXT STEP – AFTER UNDERSTANDING INTERPERSONAL AND STRUCTURAL SOURCES OF POWER

- Now that you understand the interpersonal and structural sources of power (the left side of the model) ... what is the next step in understanding power?
- ANSWER: Understanding effective/ ineffective **applications of power {also called influence strategies}**

⇒ INFLUENCE STRATEGIES

REVIEW EACH OF THESE POSSIBLE INFLUENCE STRATEGIES:

- Rational persuasion
- Inspirational appeal
- Consultation
- Ingratiation
- Exchange
- Personal appeal
- Coalition
- Legitimizing

- Pressure

INSIDE THE EXCHANGE INFLUENCE STRATEGY:

- Resources
- Assistance
- Cooperation
- Information
- Advancement
- Recognition
- Network
- Personal support

IS THERE A DIFFERENCE IN STRATEGY WHEN THE OTHER INDIVIDUAL IS YOUR BOSS? YOUR SUBORDINATE?

{SEE SLIDE ON USE OF POWER TACTICS}
---- Most to least popular ---

- ⇒ TIME TO PRACTICE – Group Exercise #4
--- For this exercise you will once again stay in your small groups. The goal is to discuss each of the scenarios provided and consider the following:
- What power influence strategy/strategies would we recommend in this situation?
 - If an *exchange* strategy is recommended, how specifically might we do that? (see handout on exchange influence strategy)

- How does this correspond to use of a power tactic?

SCENARIOS: You are the Leader of a COBRA Team and trying to influence:

- Influence COBRA Program Director:
 1. Getting permission to try a new quality improvement initiative which calls for contacting clients 24-48 hours before a scheduled appointment with a reminder; goal is reduced no-show visits.
 2. Trying to get the COBRA Program Director to ease off your team a bit and not micro-manage activities.
 3. Requesting a budget increase to cover new unpredicted expenses for your team.
- Influence your Team Members (CMT & CFW):
 1. One of your CMTs is regularly late to work (about three times per week). You want this practice to stop.
 2. Your Team consistently does a poor job in documenting their activity in progress notes. As a result, billing is less than it should be and performance measures lower than they should be. You want to see improvement here.
 3. Too many times you see one of your CMTs at her desk and never out of the office. You want her to be out in the community serving clients and meeting needs.

4. One of your CFWs may be getting too politically involved during work hours. As a result, work is not being accomplished on-time and clients are missing services.
- Influence a peer Team Leader:
 1. You want another Team Leader to join you on a quality improvement initiative to improve access to GYN services for clients. You need his support.
 2. You have noticed that training in your COBRA program is somewhat lacking and Team members don't seem to be learning anything. Your COBRA Program Director may not receive this news too well and you want to seek out coalition partners before pushing for improvement.
 3. One of the COBRA Teams is having problems and as a result their clients are suffering. The performance measures for the entire program are dropping and you want to see improvement ... for the good of all.
 - Influence a Client:
 1. One of your clients has real *potential* to begin making her own decisions and to assist in getting herself to scheduled appointments. You want to encourage this and get this client moving forward.
 2. Your team has heard from a clients primary care manager that he is not following a prescribed medication regime. The physician has asked your case

- management team to work with the client and influence him to take his medication.
3. Your team has set up legal appointments for a client on three occasions and she has been a no-show on each occurrence. You know the client has some pressing legal matters and that Legal Services can help.

ə