

**COERCIVE POWER** is based on a leader's ability to invoke fear in people. The leader has the ability to take away privileges or punish those who do not cooperate.

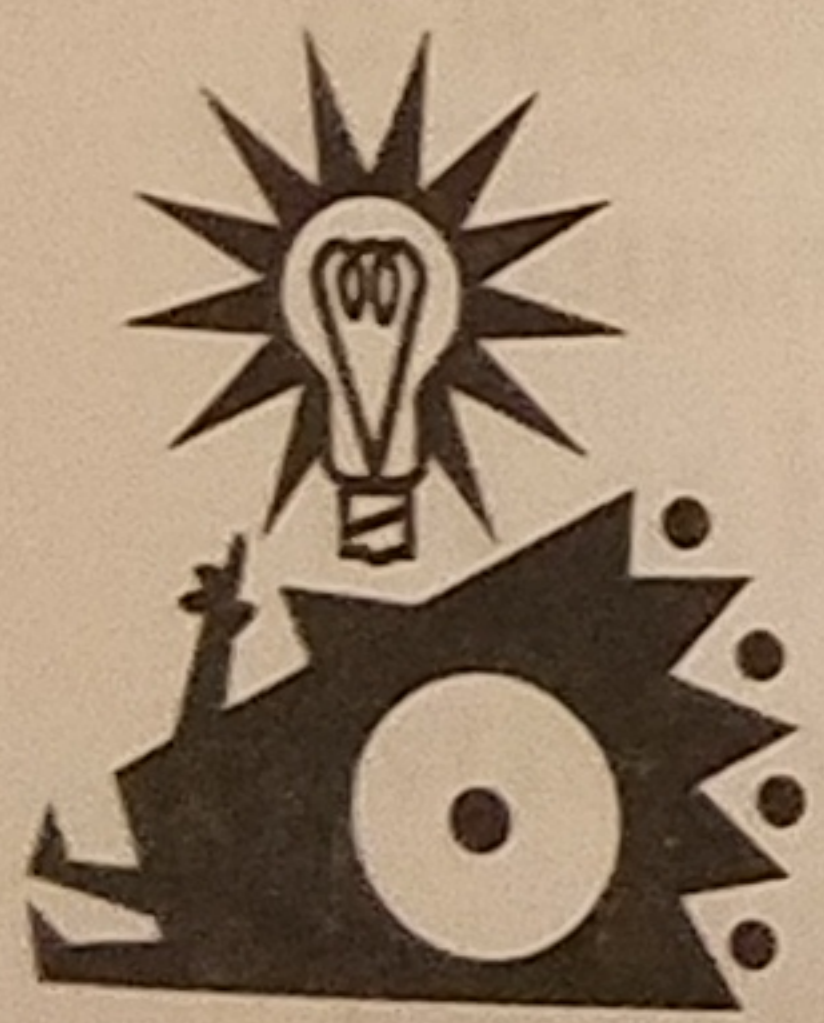
*Example:* A parent who insists you complete a project exactly the way he or she says or else you can't do something you were hoping to do.

- *Positive effect:* Sometimes, setting specific rules is the only way to get a job done.
- *Negative effect:* Often, threatening punishment doesn't help people recognize the value of the project.

### FIND OUT MORE ABOUT IT

## Making Things Happen

To get things done and use their power, leaders apply different styles. Some draw on their *authority*, the process of insisting or demanding that others do a task; others use *influence*, a way of persuading that's less direct or obvious. Both styles are ways of expressing power, and leaders can use them with positive and negative effects.



## Think and Write About It

Certain types of power are used in different settings. For example, legitimate power relates most obviously to governmental leaders. For each type of power listed (see "What You Know or Who You Know?" on pages 31–33 for definitions), write about situations where you saw this power in action—a time when it was used positively, and another when it was used negatively. If possible, write about situations where you were the one using the type of power. Be specific.

## REWARD POWER

Positive use: \_\_\_\_\_

Negative use: \_\_\_\_\_