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What's My Preferred Type of Power?

Respond to the 20 statements by thinking in terms of how you prefer to influence others. Use the following scale for your answers:

1 = Strongly disagree

2 = Disagree

3 = Neither agree or disagree

4 = Agree

5 = Strongly agree

To influence others, I would prefer to:

1. Increase their pay level

1 2 3 4 5

2. Make them feel valued

1 2 3 4 5

3. Give undesirable job assignments

1 2 3 4 5

4. Make them feel like I approve of them

1 2 3 4 5

5. Make them feel that they have commitments to meet

1 2 3 4 5

6. Make them feel personally accepted

1 2 3 4 5

7. Make them feel important

1 2 3 4 5

8. Give them good technical suggestions

1 2 3 4 5

9. Make the work difficult for them

1 2 3 4 5

10. Share my experience and/or training

1 2 3 4 5

11. Make things unpleasant here

1 2 3 4 5

12. Make being at work distasteful

1 2 3 4 5

13. Influence their getting a pay increase

1 2 3 4 5

14. Make them feel like they should satisfy their job requirements

1 2 3 4 5

15. Provide them with sound job-related advice

1 2 3 4 5

16. Provide them with special benefits

1 2 3 4 5

17. Influence their getting a promotion

1 2 3 4 5

18. Give them the feeling that they have responsibilities to fulfill

1 2 3 4 5

19. Provide them with needed technical knowledge

1 2 3 4 5

20. Make them recognize that they have tasks to accomplish

1 2 3 4 5

ANALYSIS

Five bases of power have been identified. Reward (based on the ability to distribute valuable rewards); coercive (based on fear); legitimate (based on formal position); expert (based on possessing knowledge or skill); and referent (based on others' desire to identify with you).

A high score (4 or greater) on any of the five dimensions implies that you prefer to influence others by using that particular form of power. A low score (2 or less) suggests that you prefer not to employ this power base.

Managerial positions come with legitimate, reward, and coercive powers. However, you don't have to be a manager to have power. If you're not in a position of formal authority, you can still be a powerful person in your organization if you focus on developing your expert and referent power bases.

*Source: **Tools for Teams: Building Effective Teams in the Workplace.** Adapted from T .R. Hinken and C.A. Schermerhorn, "Development and Application of New Scales to Measure the French and Raven (1959) Bases of Social Power," *Journal of Applied Psychology*, August 1989, pp. 561–67.*