



C-Suite Newsletter from Dr. Linda Liang, Organizational Resources, LLC

I. Introduction

Welcome! In this VUCA world (volatile, uncertain, complex and ambiguous), with Covid-19 challenges, and human rights and dignity issues, I have had a burning desire to reach out, connect with others, and provide help in any way I can. Thus, the launch of my C-Suite newsletter!

I have long been asked to provide pertinent topics of leadership and organizational development for C-Suite leaders. Once a month, the newsletter will contain pertinent leadership topics of interest to C-Suite Executives, based on what I am hearing in the workplace. Each newsletter will consist of three sections:

- a. A brief article (with references)
- b. What's new in the workplace
- c. Update of what is happening at Organizational Resources, LLC. e.g, speeches, presentations, publications, offerings, radio spots, etc.

II. Article: Power in the Workplace is not About Authority

"Power generated in any organization is the capacity generated in relationships."
Margaret A. Wheatley

As you may know, power is one of my favorite topics. Research on Power Bases has been around for over fifty years (French and Raven, 1959). Power is the ability to do, capability to act, influence others, and, also, to empower others to be the best they can be. Power, seen as positive and helpful to others, is often confused with control, which is the ability to curb, restrain or hold back.

Here are traditional power bases:

Expert Power. The power of knowledge. Being able to influence others through your expertise in a particular area.

Referent or Charismatic Power. A person who has power because they are admired and liked by others.

Connection-based or Association Power. Being affiliated with someone who is powerful. e.g. the Executive Assistant to the President of a company.

Credibility Power. Being able to fully express your talents, strategies, thoughts and ideas. Having a voice.

Executive Presence Power. How you come across to others, your image, (comprised of gravitas, communication skills and appearance), not on performance.

Legitimate Power. Power due to the authority you hold.

Reward Power. The ability to influence by having the authority to bestow positive rewards.

Coercive Power. The ability to influence by having the authority to punish or bestow negative rewards.

Information Power. The ability to influence by having information that others need to do their jobs effectively.

Resource Power. Having power through controlling budgets, staffing and decision making.

Assumptive Power. Creating our own power in situations by taking action.

Margaret Wheatley, in the quote above about the power of relationships was prophetic. This month in the Harvard Business Review, there is an excellent article about new types of power. They are relational, situational and dynamic. These new types of power are defined as:

Relational power. Power from your interactions with others, who provide information, support, advice and resources. Lack of relationships can provide friction, conflict, ghosting and roadblocks.

Situational power. Power you hold in the current situation based on the environment, situational factors, your goals and power bases.

Dynamic power. In our rapidly changing environment and workplace, this is the need to constantly assess and modify your strategies for influence.

In this challenging and rapidly changing world, relationships are more important than ever. Here are some tips on how to increase your relationship power:

- Spend time with others on a more personal level; find out their needs, desires, goals, passions.
- Observe: learn to read others body language, tone, eye contact, energy, etc.
- Connect with others. Stop talking and listen. Ask them open-ended questions.
- Take time to think rather than do. Think about current strategy vs. future strategy; how people will be affected, etc.
- Be both realistic and optimistic.
- Be authentic, consistent, and trustworthy.
- Communicate often and honestly about what is happening.
- Be open to change and thinking out of the box.
- Take care of yourself and your emotions so you can be fully present in the situation.

Sources:

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Hiebert, Murray and Klatt, Bruce. The Encyclopedia of Leadership. McGraw-Hill: 2001.

Hughes, Rich; Ginnett, Robert; and Curphy, Gordy. Leadership: Enhancing the Lessons of Experience. McGraw Hill: 1999.

Liang, Linda A. Definition of Assumptive Power, Credibility Power and Executive Presence Power. 2020.

Lingo, Elizabeth Long & McGinn, Kathleen L. "A New Prescription for Power." Harvard Business Review. July-August, 2020.

III. What's New

"A Better Way to Onboard AI," Harvard Business Review, July-August 2020.

IV. Update for Organizational Resources, LLC, WBE

Our focus is on:

- Coaching for passion, purpose, power and prosperity
- Identifying and developing underrepresented high potential leaders in organizations
- Designing coaching systems for culture change
- Enhancing change management leadership styles for adaptability and flexibility

Organizational Resources Happenings:

- How to Pivot coaching groups beginning in two weeks.
- Linda Liang, WCGO radio, June 19, How to Pivot in a Rapidly Changing World.
- Workshop on Power and Executive Presence for Diversity Media, May, 2020.

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