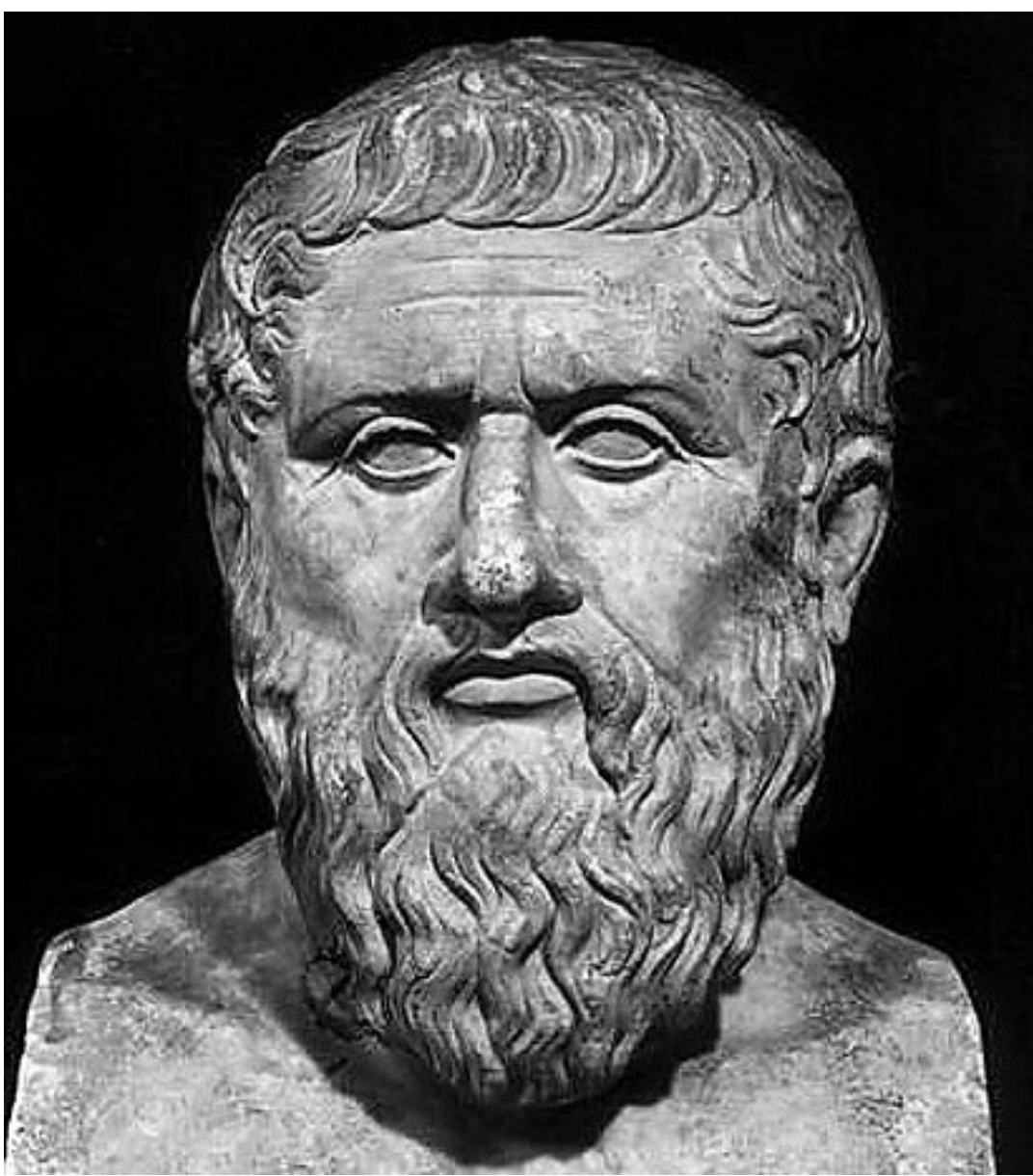


Question: Who are the 10 most powerful people in the world, according to *Forbes* magazine?

- 1. Vladimir Putin (president, Russia)**
- 2. Barack Obama (president, US)**
- 3. Xi Jinping (president, China)**
- 4. Francis (pope)**
- 5. Angela Merkel (chancellor, Germany)**
- 6. Bill Gates (chair, Gates Foundation)**
- 7. Ben Bernanke (chair, Federal Reserve)**
- 8. King Abdullah (king, Saudi Arabia)**
- 9. Mario Draghi (pres., European Bank)**
- 10. Michael Duke (CEO, Wal-Mart)**

**The measure of a man is what he does
with power.**



Plato

**It is better to be feared than loved, if you
cannot be both.**



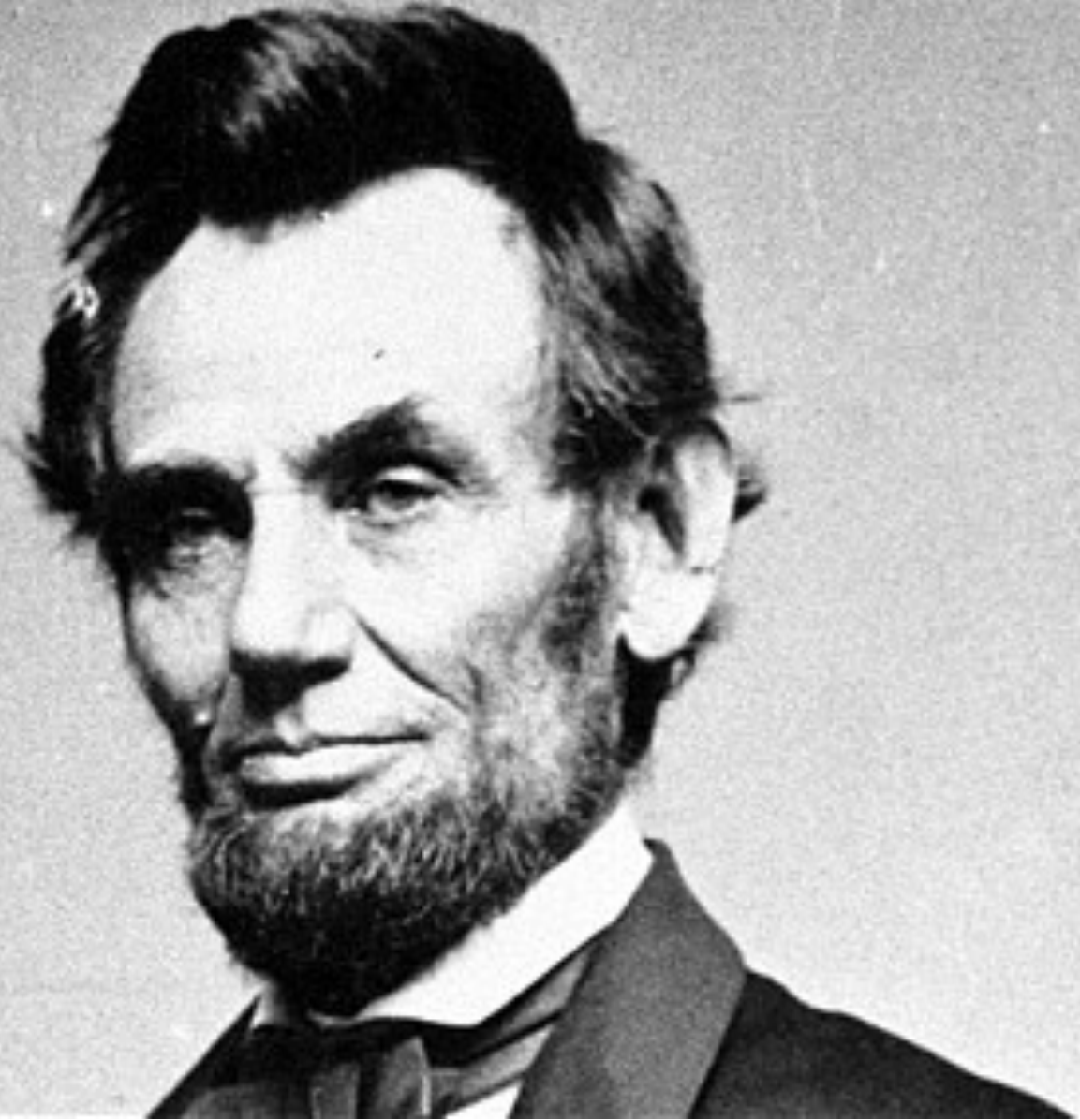
Machiavelli

**O, it is excellent
To have a giant's strength
but it is tyrannous
To use it like a giant.**



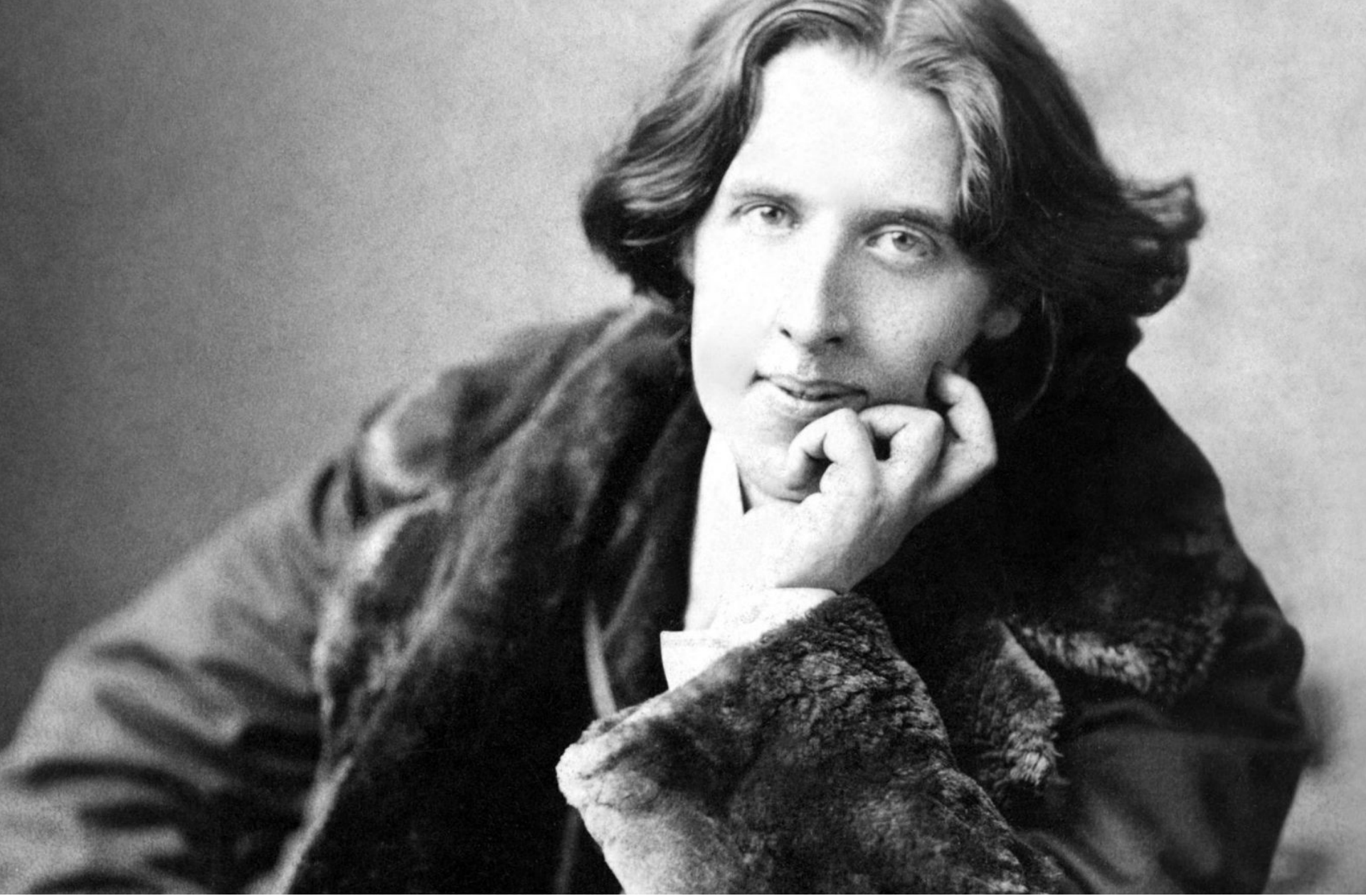
Shakespeare

**Nearly all men can stand adversity, but
if you want to test a man's character,
give him power.**



Abraham Lincoln

**Everything in the world is about sex
except sex. Sex is about power.**



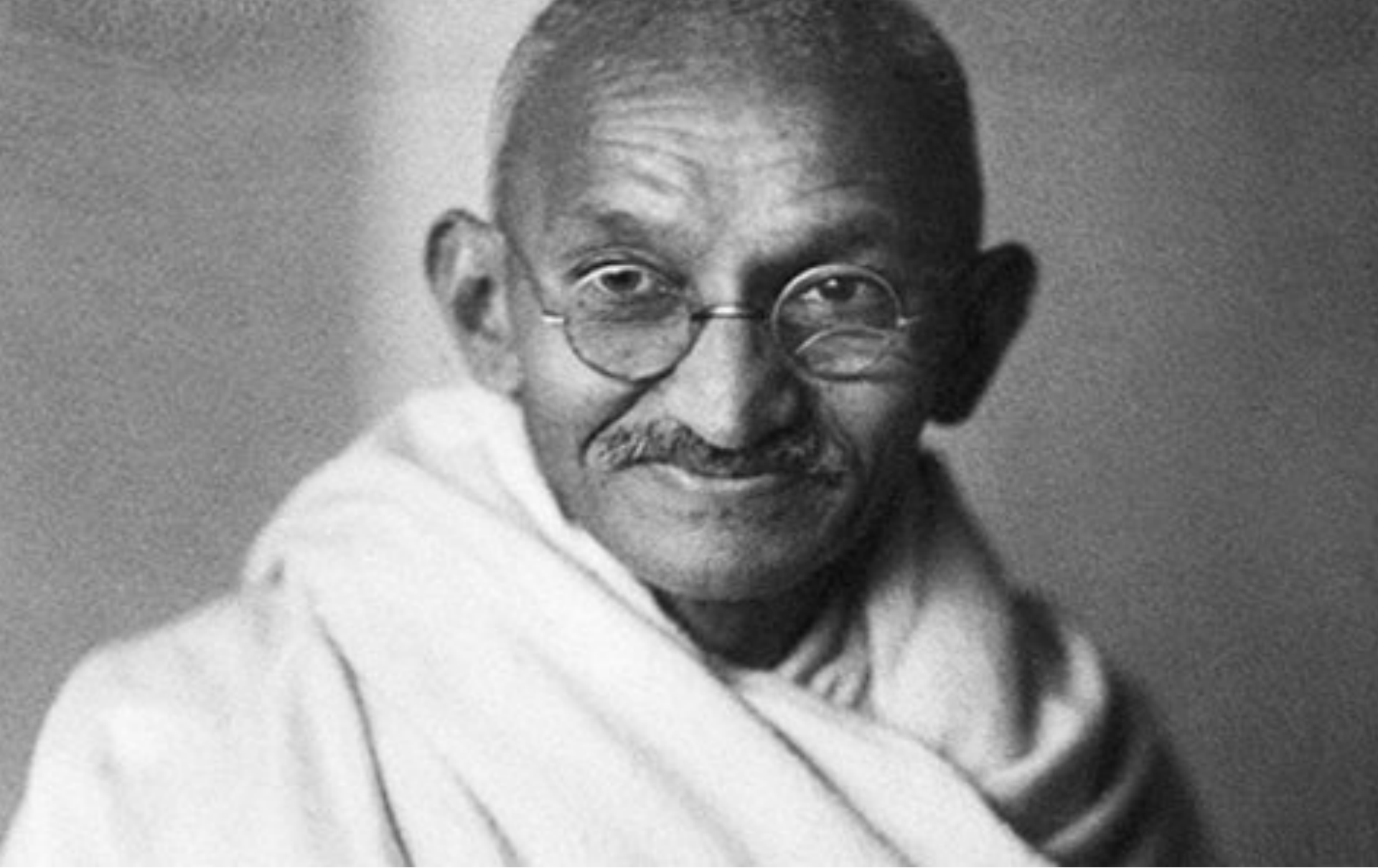
Oscar Wilde

It is not truth that matters, but victory.



Adolf Hitler

**The day the power of love overrules
the love of power, the world will
know peace.**



Mohandas Gandhi

**Our scientific power has outrun our
spiritual power. We have guided missiles
and misguided men.**



Martin Luther King, Jr.

**Being powerful is like being a lady. If
you have to tell people you are,
you aren't.**



Margaret Thatcher

**With great power there must also come
great responsibility!**



Spider-Man





**John R. P. French
(University of Michigan)
and
Bertram Raven
(UCLA)**

Five Bases of Power #1:

**Coercive Power - Power derived from use of strength
(physical, financial, technological, institutional)**

Alec Baldwin's threats to fire the salesmen

Loans/debts

Forcing a job change

Fistfight/Biting someone's ear off

Forcing someone to do their job in a particular way

Doctors and prescriptions

Military drones

Patents and trademarks and copyrights

Congress and other legislatures

Rape

Quid pro quos

Five Bases of Power #2:

Reward power: Power derived from the granting of resources or rewards

Glengarry leads/Cadillac

Job promotions

Gold stars/Grades

Research grants

Bidding wars

Reality shows/game shows

Casinos

Allowances from parents

Charities

Bonuses/Raises

Treaties and trade agreements

Five Bases of Power #3:

Legitimate power: Power derived from the ability to create feelings of obligation, guilt, or shame

**You' re not a real man
Parental guilt trips
Relationship responsibilities/trading
Living up to expectations
Blackmail
Political scandals
“puppy dog eyes”
Frank in “House of Cards”
Advertising
Peta/ASPCA/Dog adoption commercials
Starving children**

Five Bases of Power #4:

Referent power: Power derived from the ability to make another feel accepted or respected, the ability to grant higher social status

Closer or not

Awards in school

Promotion in position or rank

“Mean Girls” (social cliques)

Granting of internships

Granting of memberships (sorority or frat)

College admissions

LSAT/SAT/GRE

Making a sports team/MVP/Varsity letter

Clothes and uniforms

Nobel/Oscar

Five Bases of Power #5:

Expert power: Power derived from special mastery or expertise

Baldwin is the best salesman

Professor/Teacher

Expert witness

Doctors/Medical professionals

Athletes

Managers and coaches

Master mechanic/Master carpenter

Artists

Lawyer

Black belt in karate

Computer expert

But there's a sixth!:

Informational power: Power derived from use or misuse of information

Knowledge of their personal lives

Journalist with a scandal

Blackmail

Information aggregators (Google, FB)

Favre/Weiner and their pictures

Identity fraud or theft

CIA/NSA

Edward Snowden

Trade secrets

Tattling

Nuclear football

Wiretapping

Blake in "Glengarry Glen Ross"

Coercive	Yes
Reward	Yes
Legitimate	Yes
Referent	Yes
Expert	Yes
Informational	Yes

Three strategic choices

Balance between hard/soft tactics: Muscle-flexing, threats, etc. vs. persuasion and charm

Rational and non-rational tactics: Reasoning and logic vs. emotion and misinformation

Unilateral and bilateral tactics: Imposition of outcomes vs. collaboration and negotiation

Blake in "Glengarry Glen Ross"

Coercive	Yes
Reward	Yes
Legitimate	Yes
Referent	Yes
Expert	Yes
Informational	Yes

Hard or Soft?	Hard
Rational or Non-Rational?	Non-rational
Unilateral or Bilateral?	Unilateral



Gunnery Sgt. Hartmann in "Full Metal Jacket"

Coercive	Yes
Reward	Yes
Legitimate	Yes
Referent	Yes
Expert	Yes
Informational	Yes

Hard or Soft?	Hard
Rational or Non-Rational?	Non-Rational
Unilateral or Bilateral?	Unilateral



The "Pawn Stars"

Coercive	Yes
Reward	Yes
Legitimate	Yes
Referent	No
Expert	Yes
Informational	Yes

Hard or Soft?	Soft
Rational or Non-Rational?	Rational
Unilateral or Bilateral?	Bilateral



Lecter and Martin in "Silence of the Lambs"

Coercive	Martin: Implied/Lecter: Yes
Reward	Martin: Implied/Lecter: Yes
Legitimate	Martin: Implied/Lecter: Yes
Referent	Martin: Yes/Lecter: Yes
Expert	Martin: No/Lecter: Yes
Informational	Martin: No/Lecter: Yes

Hard or Soft?	Martin: Hard/Lecter: Hard
Rational or Non-Rational?	Martin: Rational/ Lecter: Non-Rational
Unilateral or Bilateral?	Martin: Unilateral/ Lecter: Bilateral



Margaret Thatcher in "The Iron Lady"

Coercive	Yes
Reward	Yes
Legitimate	Yes
Referent	Yes
Expert	Yes
Informational	Yes

Hard or Soft?	Both
Rational or Non-Rational?	Both
Unilateral or Bilateral?	Unilateral

Assorted Notes:

- There are many different types of power (Bill Gates vs. Vladimir Putin, Pope Francis vs. Ben Bernanke)
- The subject of power has been of interest to humans for millennia
- Raven and French first published their work in 1959; Raven has further developed their framework since then (French died 1995)
- The eyes/eye contact are one of the most effective ways to assert power and authority
- Choosing a strategy that is primarily hard, non-rational, and unilateral is very common in business, the military, sports, etc. This is called the "Machiavellian trio"
- Not all power bases and strategies for using power are created equal. In the short term, it is most effective to use coercive power and a non-rational strategy (like Hannibal Lecter). Long term, such techniques can backfire, causing the target to rebel or develop resistance
- Women who wish to be powerful generally find themselves switching power bases and strategies more frequently than do men (like Margaret Thatcher did). A woman who is consistently 'hard' risks being denigrated as a 'bitch', for example, while a woman who is consistently 'soft' risks being perceived as weak