

# Dimensions of Power and Distributed Leadership for NCUEA Leaders



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# How Do We Define Power?

- ▶ Designated—positional power
- ▶ Distributive—either/or power
- ▶ Integrative— both/and power

Why did whoever you pictured represent POWER to you? What kind of power did they represent?

# Classifications of Power



Power *With*



Power  
*For*

Power  
*Over*



# Power Dynamics

- ▶ The dynamics of power are “neutrally charged”—that is to say, none are inherently bad or good.
- ▶ How power is used depends upon self-awareness and skill.
- ▶ Constructive use of power solves problems, enhances relationships, and balances others’ power.

# Examples of Power Dynamics

Psychologists Bertram Raven and John French identified seven types of power that impact power dynamics in the workplace:

- **Coercive power:** Those who have this type of power can use the threat of punishment to keep others from performing certain actions. An example would be a manager who can give a poor performance review to a team member.
- **Expert power:** Someone with expert power has an extraordinary skill or talent that makes them highly desirable. An example of this type of power could be a bilingual employee in a company that regularly serves customers who don't speak English.
- **Reward power:** A person with reward power can provide a prize when they see a desired behavior. A manager has reward power when they provide an incentive or praise to an employee.

# More Examples of Power Dynamics

- **Informational power:** Those with informational power have specific knowledge that awards them status. An employee who has a niche education that helps the company would have informational power.
- **Formal power:** A person with formal power has legitimate control of others. In the workplace, the CEO or company owner has formal power.

# Final Examples of Power Dynamics

- **Referent power:** Someone with referent power is well-liked by others and has sway over the actions of their peers. An example might be a popular employee who can motivate their peers to meet goals.
- **Connection power:** Those with connection power can help people meet their goals through their access to resources. For example, a job recruiter has connection power

# For Discussion

What type(s) of power do you think we typically utilize within current state structures?





# “I’m A Spoke in a Wheel...”: Your Role in the Power Play

- ▶ How much power do you have? Is it high? Low? Balanced?
- ▶ Do you feel you are empowered by someone else, or is your power inherent?
- ▶ What are your one or two habitual ways of engaging in power dynamics?
- ▶ How would it benefit you or others to shift? Under what circumstances would you make a change?

# Equity

- ▶ Power dynamics can impact who feels comfortable contributing in a group setting and who doesn't.
- ▶ When you're aware of the power dynamics, you can establish practices for ensuring everyone has an equal opportunity to contribute.
- ▶ Power dynamics can impact every interaction that takes place in a worksite.



Oftentimes,  
we mistake the  
leader for the  
person who speaks  
**loudest, first, or  
most often.**



**Adam Grant** ✓

@AdamMGrant

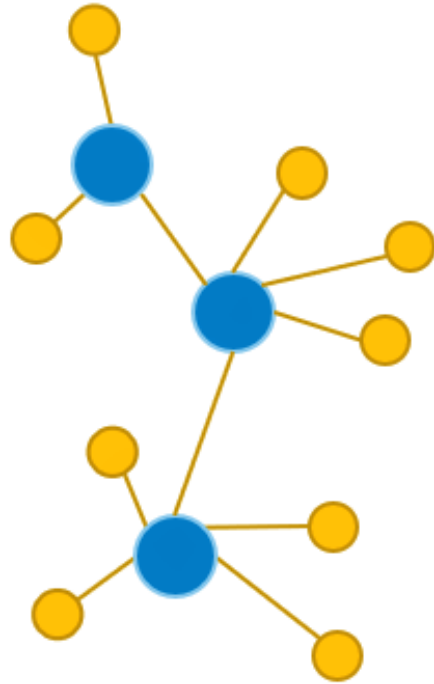
The true leader in a group is rarely the person who talks the most. It's usually the person who listens best.

Listening is more than hearing what's said. It's noticing and surfacing what isn't said.

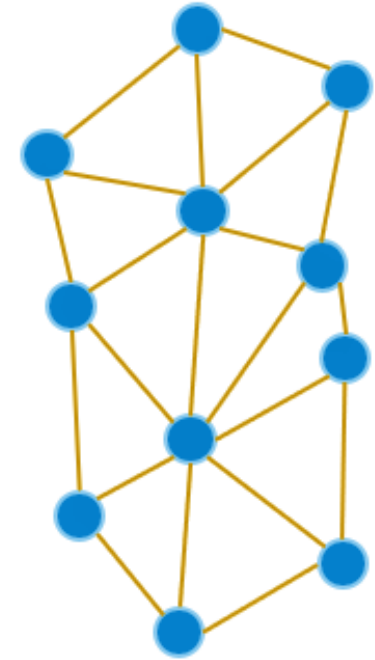
Inviting dissenting views and amplifying quiet voices are acts of leadership.



Centralized



Decentralized



Distributed

## LEADERSHIP STRUCTURES & EVOLUTION

# Distributed Leadership

- An emergent property of a group or network of individuals
- Openness of the boundaries of leadership
- Varieties of expertise are distributed across the many, not the few
- Release of control over followers and future leaders

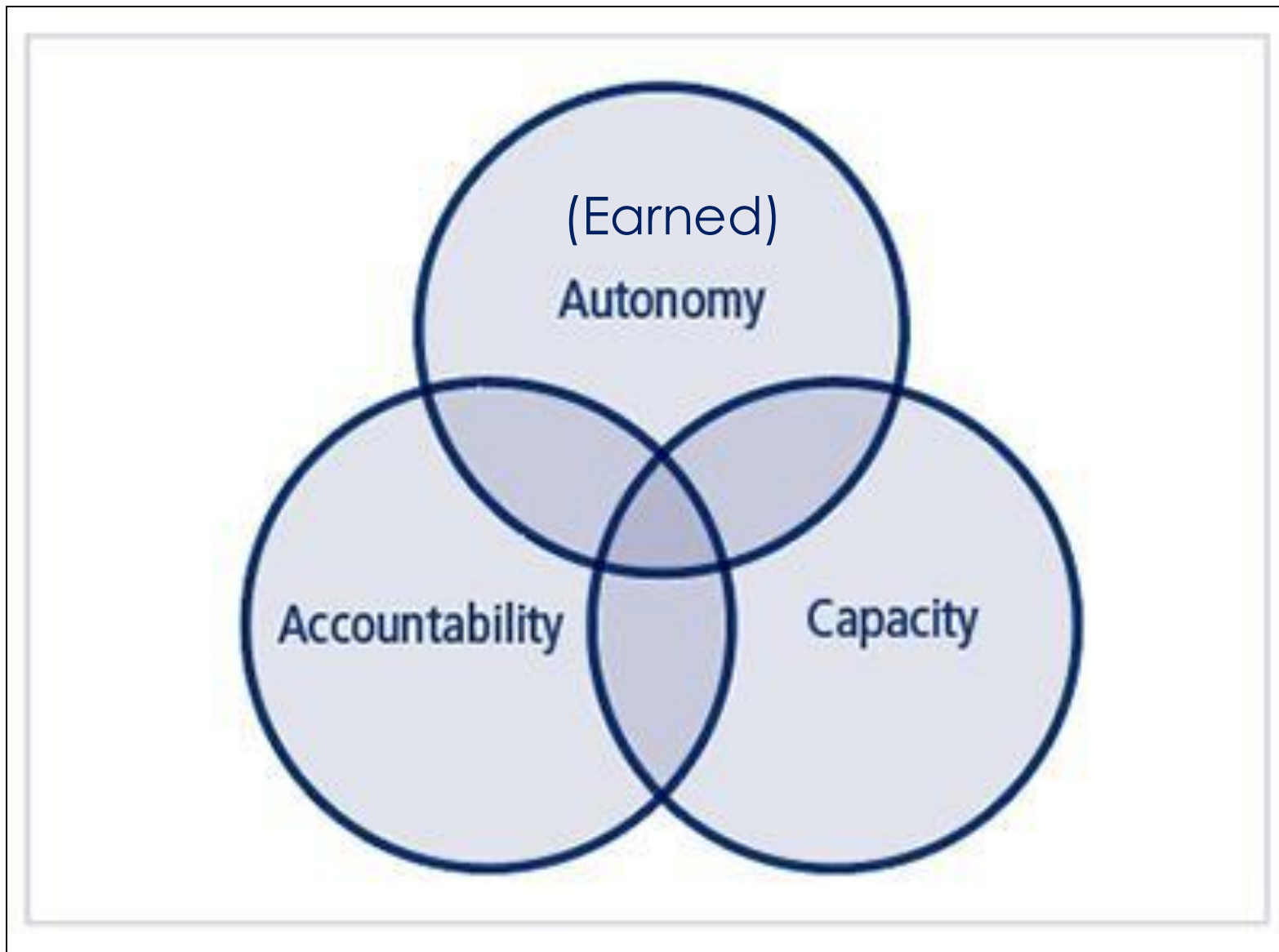


Joseph Kessels on Distributed Leadership and Learning Culture - Bing video

## Equity in Distributed Leadership

- ▶ **By nature, distributed leadership involves a diverse range of stakeholders in decision-making.**
- ▶ **This significantly reduces the risk of ill-considered or unethical decisions.**

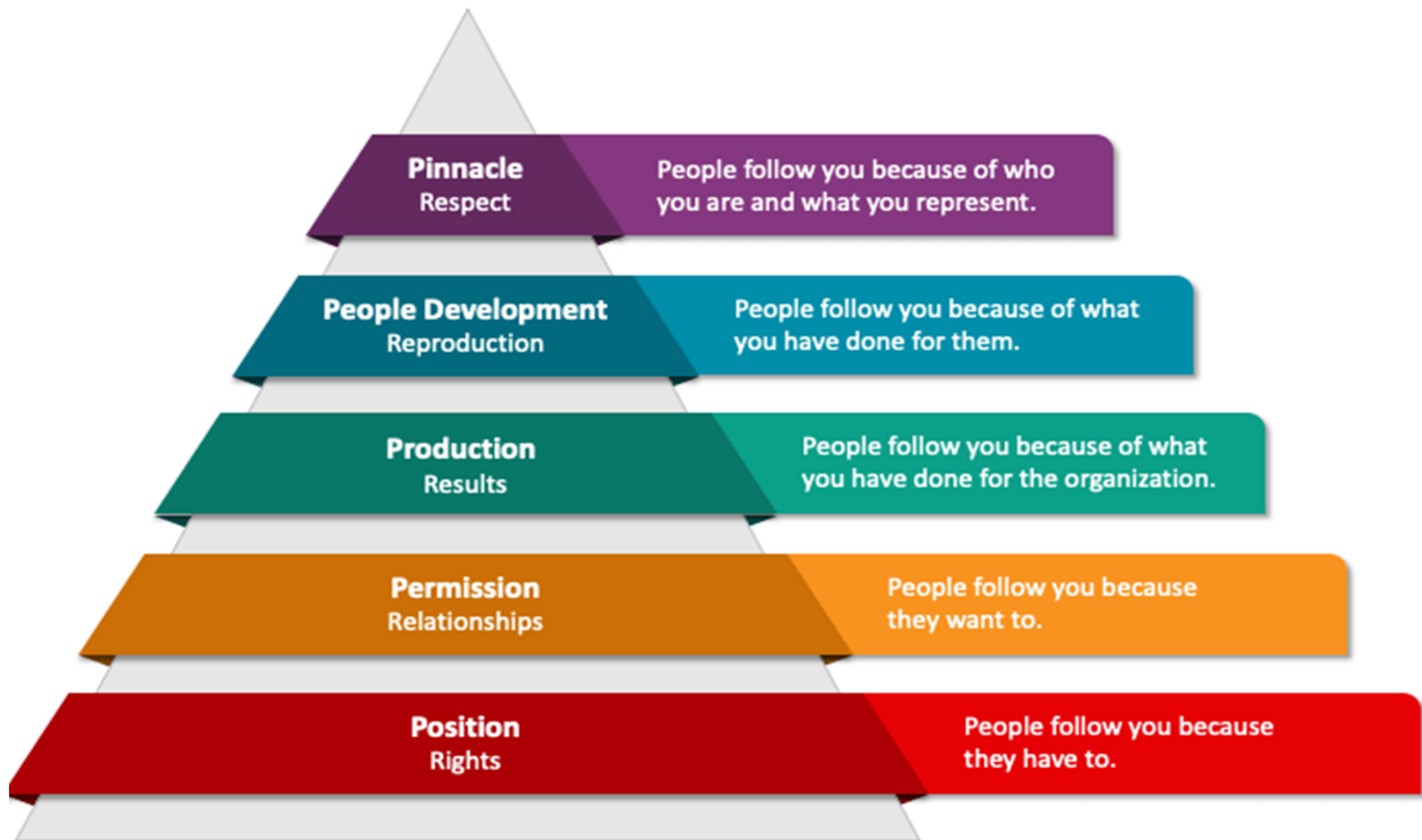
# Typical Distributed Leadership in Education Worksites



# Distributed Leadership is Relational

The distributed leadership model focuses on the **interconnectedness** of individuals and views the environment as a network of **exchange** and **reciprocity**.





**Pinnacle**  
Respect

People follow you because of who you are and what you represent.

**People Development**  
Reproduction

People follow you because of what you have done for them.

**Production**  
Results

People follow you because of what you have done for the organization.

**Permission**  
Relationships

People follow you because they want to.

**Position**  
Rights

People follow you because they have to.

Danette  
Stokes

**DISTRIBUTED  
LEADERSHIP IN  
ACTION**



Still Have Questions?

We've Got Answers...

And if we don't right now, we can get them to you.

# Acknowledgement for the Work Of:

- Peter Gronn (Distributed Leadership and the DL taxonomy)
- Harris and Spillane (Distributed Leadership):  
<https://cefcambodia.com/2021/01/20/distributed-leadership-in-school-a-brief-review-of-the-literature/>
- Hocker and Wilmot (Interpersonal Conflict)
- John Maxwell (Levels of Leadership):  
<https://www.johnmaxwell.com/blog/the-5-levels-of-leadership1/>
- Raven and French (Dimensions of Power)
- Ben Solly (<https://www.sec-ed.co.uk/best-practice/distributed-leadership-explained/>)