

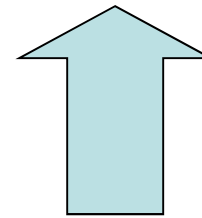
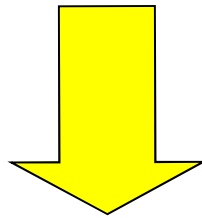
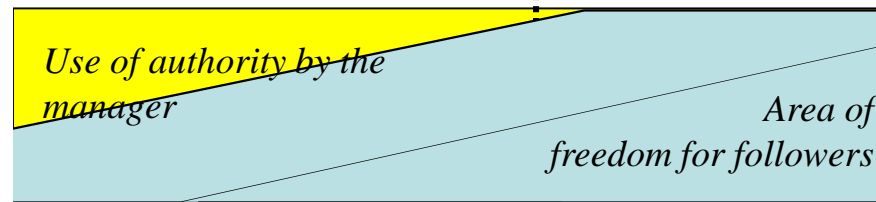
ELSS810
S3 L2

**Improving Leadership: Analyzing
and Managing Organizational
Phenomena by Reframing;
political frame**

Institute of Educational Leadership
University of Jyväskylä
Jukka Alava, PhD, Professor emeritus

The early understanding of leadership behaviour

Authoritarian ← **Leadership behaviour** → *Democratic*



Sources of power



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Sources of power - 1

French and Raven, 1959, "The Bases of Social Power"

They identified five distinct bases of power:

legitimate, reward, coercive, expert and referent



Sources of power - 2

**Hershey and Blanchard, 1982,
"Management of Organizational
Behaviour"**

two more bases of power - connection
and information.



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Sources of power – a synthesis

