


Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)



Power and Interdependence in Organizations

Power is an inescapable feature of human existence. It plays a role in all social contexts and is particularly important in the functioning of organizations and work groups. Organizational researchers have certainly recognized the importance of power but have traditionally focused on its negative aspects. Yet power can also have very positive effects. *Power and Interdependence in Organizations* capitalizes on significant developments in social science over the past twenty years to show how managers and employees can manage power in order to make it a constructive force in organizations. Written by a team of international academics, the book explores both the positive and negative aspects of power, identifying opportunities and threats. It shows that harnessing the positive aspects of power, as well as controlling its more destructive effects, has the potential to revolutionize the way that organizations function, making them both more humane and productive.

DEAN TJOSVOLD is the Henry Y. W. Fong Chair Professor of Management at Lingnan University, Hong Kong.

BARBARA WISSE is Associate Professor of Organizational Psychology at VU University Amsterdam.

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

Power and Interdependence in Organizations

Edited by

DEAN TJOSVOLD

AND

BARBARA WISSE



CAMBRIDGE
UNIVERSITY PRESS

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

CAMBRIDGE UNIVERSITY PRESS

Cambridge, New York, Melbourne, Madrid, Cape Town, Singapore, São Paulo, Delhi

Cambridge University Press

The Edinburgh Building, Cambridge CB2 8RU, UK

Published in the United States of America by Cambridge University Press, New York

www.cambridge.org

Information on this title: www.cambridge.org/9780521703284

© Cambridge University Press 2009

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 2009

Printed in the United Kingdom at the University Press, Cambridge

A catalogue record for this publication is available from the British Library

ISBN 978-0-521-87859-3 hardback

ISBN 978-0-521-70328-4 paperback

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication, and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

To my lovely son, Alexander, who empowers me.

BW

To my wonderful sons and daughters, Jason, Wesley, Lena and Colleen: They grow and stay united.

DT

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

Contents

<i>List of figures</i>	<i>page</i> x
<i>List of tables</i>	xi
<i>Foreword</i>	xiii
Introduction	1
I Relationships to manage the faces of power	15
1 Understanding power in organizations JEFFREY PFEFFER	17
2 How can power be tamed? DAVID G. WINTER	33
3 Power and self-construal: How the self affects power processes BARBARA WISSE AND DAAN VAN KNIPPENBERG	52
4 The conceptualization of power and the nature of interdependency: The role of legitimacy and culture JORIS LAMMERS AND ADAM D. GALINSKY	67
5 Power in cooperation and competition: Understanding the positive and negative faces of power DEAN TJOSVOLD AND PEIGUAN WU	83
II Participative leadership: Leading with others	101
6 Growing powerful using cherry-picking strategies: Coworker networks as cherry trees GEORGE B. GRAEN	103

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

viii		<i>Contents</i>
7	Acting fairly to be the boss: Procedural justice as a tool to affirm power relationships with subordinates DAVID DE CREMER AND MARIUS VAN DIJKE	118
8	A tale of two theories: Implicit theories of power and power-sharing in organizations PETER T. COLEMAN	133
	III Exchange dynamics and outcomes	151
9	Power and social exchange LINDA D. MOLM	153
10	The power process and emotion EDWARD J. LAWLER AND CHAD A. PROELL	169
11	Gender inequalities in power in organizations ALICE H. EAGLY AND AGNETA FISCHER	186
	IV Power to influence	205
12	Power and the interpersonal influence of leaders GARY YUKL	207
13	Bases of leader power and effectiveness M. AFZALUR RAHIM	224
14	Power tactics preference in organizations: Individual and situational factors MENI KOSLOWSKY AND JOSEPH SCHWARZWALD	244
15	Influence triggers and compliance: A discussion of the effects of power, motivation, resistance, and antecedents JOHN E. BARBUTO, JR. AND GREGORY T. GIFFORD	262
16	Leadership and conflict: Using power to manage conflict in groups for better rather than worse RANDALL S. PETERSON AND SARAH HARVEY	281
17	Organizational change LOURDES MUNDUATE AND FRANCISCO J. MEDINA	299

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

<i>Contents</i>	ix
V Leading with values	317
18 Servant-leadership, key to follower well-being DIRK VAN DIERENDONCK, INGE NUIJTEN, AND IMKE HEEREN	319
19 Ethical leadership: The socially responsible use of power ANNEBEL H. B. DE HOOGH AND DEANNE N. DEN HARTOG	338
20 The <i>Tao</i> of value leadership and the power of interdependence PING PING FU AND CAROLINE FU	355
<i>Index</i>	372

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)*Figures*

2.1 Means of averaged responsibility scores (standardized within pairs) for eight matched pairs of war and peace crises	<i>page</i> 42
6.1 Dyads, triads, indirect relationships	107
6.2 Leadership-sharing strategies of leader and follower	110
6.3 It takes a network	115
10.1 Power process model	171
13.1 A model of bases of leader power and employee performance and satisfaction	236
14.1 The choice of power tactics in the IPIM	251
14.2 The mediational process with harsh tactics as outcome variable	256
15.1 The framework for understanding targets' compliance	263
15.2 Targets' resistance to behavioral directives	270
15.3 Framework for understanding the effect of antecedents on influence triggers and target compliance	276
17.1 Relationships of power sources, bases, and responses elicited in followers	306
17.2 Conceptual model of predictors and outcomes of an employee's proactive attitude toward change	307
18.1 Servant-leadership and follower well-being	322
19.1 A model of antecedents, effects, and processes of ethical leadership	339
20.1 The symbol of <i>Tao</i>	361

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

Tables

2.1	Adult correlates of responsibility measure	<i>page</i> 38
2.2	How responsibility moderates the expression of power motivation	39
2.3	Childrearing antecedents of responsibility	41
6.1	Formal and informal bases of power (juice)	105
12.1	Definition of the eleven proactive influence tactics	212
14.1	IPI items classified by power strategy and power tactic (subordinate perspective)	247

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

Foreword

Mark Twain made a very simple observation to do with leaders and power in life generally, “keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can somehow become great.” As the Editors of this outstanding and timely volume indicate, leadership and power permeate all aspects of our life, both inside and outside of organizations. From an organizational behavior and behavioral science point of view, we need to better understand the nature of this power and its interdependence with other aspects of organizational life. In terms of the latter, James MacGregor Burns (2003: 240) suggested in his book *Transforming Leadership*, for example, that “transforming change flows not from the work of the great man who single-handedly makes history but from the collective achievement of a great people.”

Whereas in the 1960s and 1970s the literature was replete with leadership studies, the 1980s and 1990s saw a slight decline in popularity in this subject, as other related subjects took hold (i.e. TQM [total quality management]). But with a different global business scene today involving the emergence of India, China, Russia, and other formerly underdeveloped countries, with differing political traditions and systems in a multimedia age, the issues of leadership, power and “leading with others” has come to “front of stage” once again. And although we have an academic tradition of understanding leadership in the context of the last half of the twentieth century, we have never fully understood the concept of power in the context of the twenty-first century and beyond (Burke and Cooper 2006). This volume brings together some of the world’s leading thinkers to explore various aspects of power, participative leadership, exchange dynamics, influence models, and the concept of “leading with values,” in a way that highlights not only the current literature and reflections of the thought leaders in the field but also the implications for the future of organizational development.

Cambridge University Press

978-0-521-70328-4 - Power and Interdependence in Organizations

Edited by Dean Tjosvold and Barbara Wisse

Frontmatter

[More information](#)

We feel that this book makes an enormous contribution to the literature in the field, to help us understand where we are, where we are likely to go and the implications of these reflections on how we should get to where we might want to go to achieve organizational and individual objectives. The Editors ought to be congratulated on putting together a coherent, innovative, and scholarly volume of distinguished international scholars. We hope that this book will stimulate debate on issues of grave significance to all of us working in and with organizations over the next decades. Without the uninhibited reflections on these issues prevalent in this book, the old adage would apply “if you always do what you always did – you’ll always get what you always got!”

Series Editors

Cary L. Cooper,

CBE, Lancaster University Management School, England

Jone Pearce,

University of California, Irvine, USA

References

Burke, R. and Cooper, C. L. (2006) *Inspiring leaders*, London and New York, N.Y. Routledge.

Burns, J. M. (2003) *Transforming leadership: A new pursuit of happiness*, New York, N.Y.: Atlantic Monthly.