

A Network Perspective on Power and Leadership

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Agenda

- Review background distinctions
 - Power and leadership
 - Leaders & managers
- Primal side of leadership
- Relational views of leadership
- Network perspective
- Wrap-up

What is Power?

The ability to get things done

Sources of Power

- Power comes down to control over resources
 - Resources you need to get things done
 - Resources others need
- Don't have to own the resources or even have authority over them
 - Just need access
 - Access can be through relationships – social ties
- On the other hand, mere access resources is not the whole story – must exploit
 - Possibly through understanding the social network

Harnessing Resources

	Your resources	Others' resources
For yourself	<p>“Investor”</p> <p>Harness own human capital to further your own efforts</p>	<p>“Borrower”</p> <p>Harness others' human capital to get your work done</p>
For others	<p>“Lender”</p> <p>Exploit the value to others of your resources</p>	<p>“Banker”</p> <p>Exploit the value to others of others' resources</p>

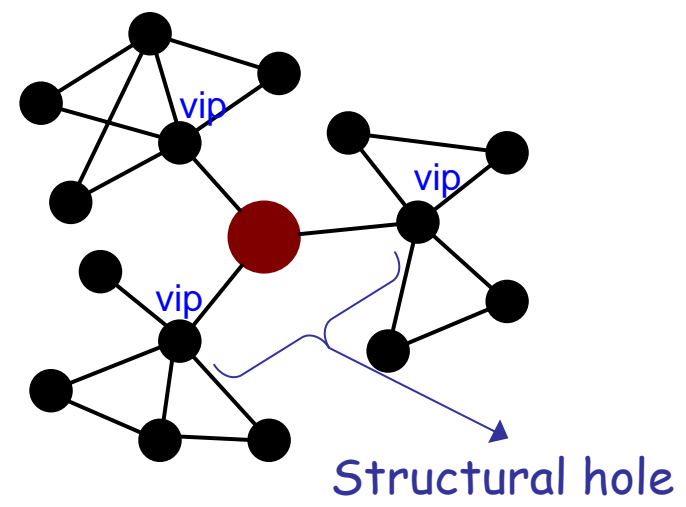
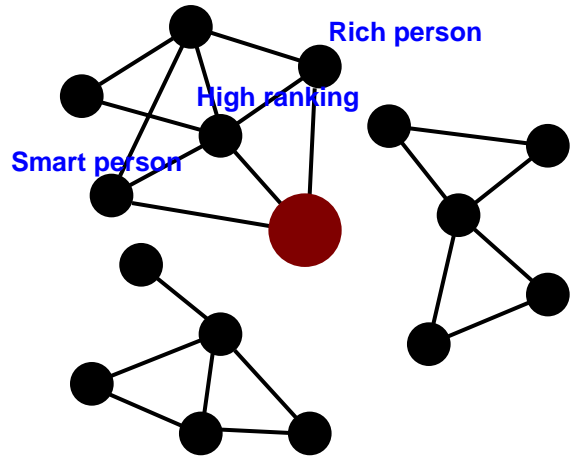


Blue boxes indicate social capital

Sources of Power

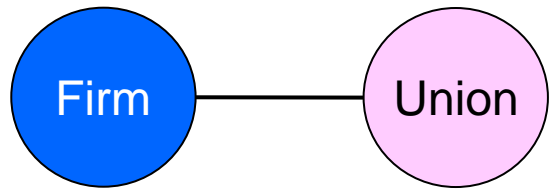
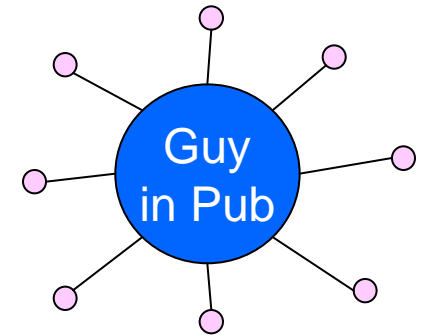
$$\text{Power} = \text{Human capital} \times \text{Social capital}$$

Who you know How they are connected

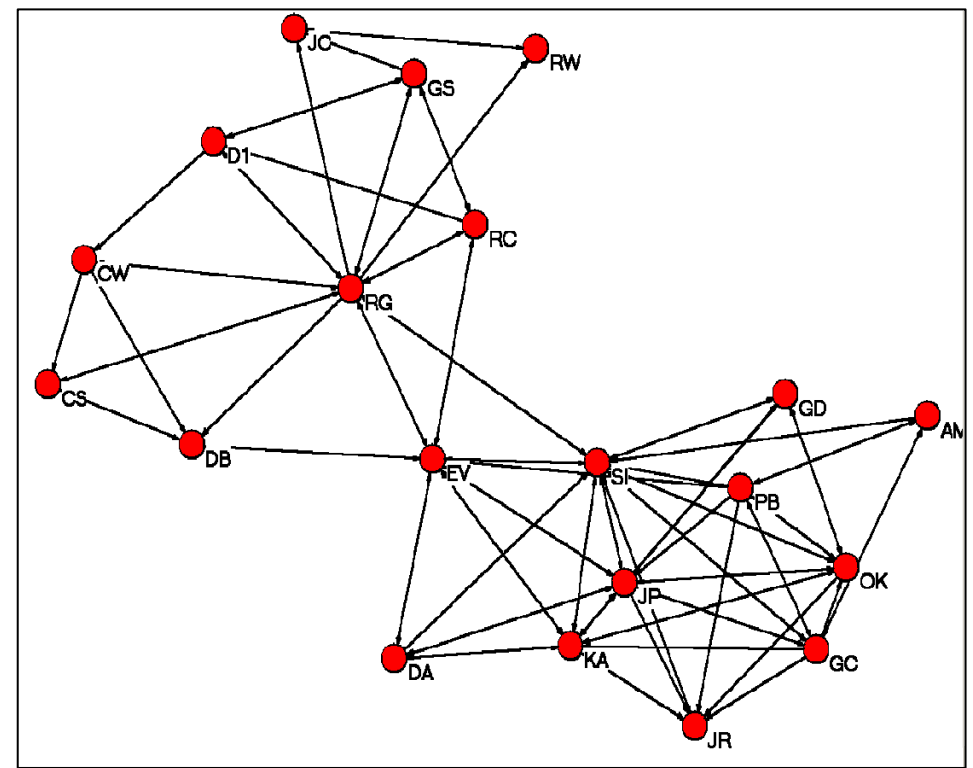


Benefits of Structural Holes

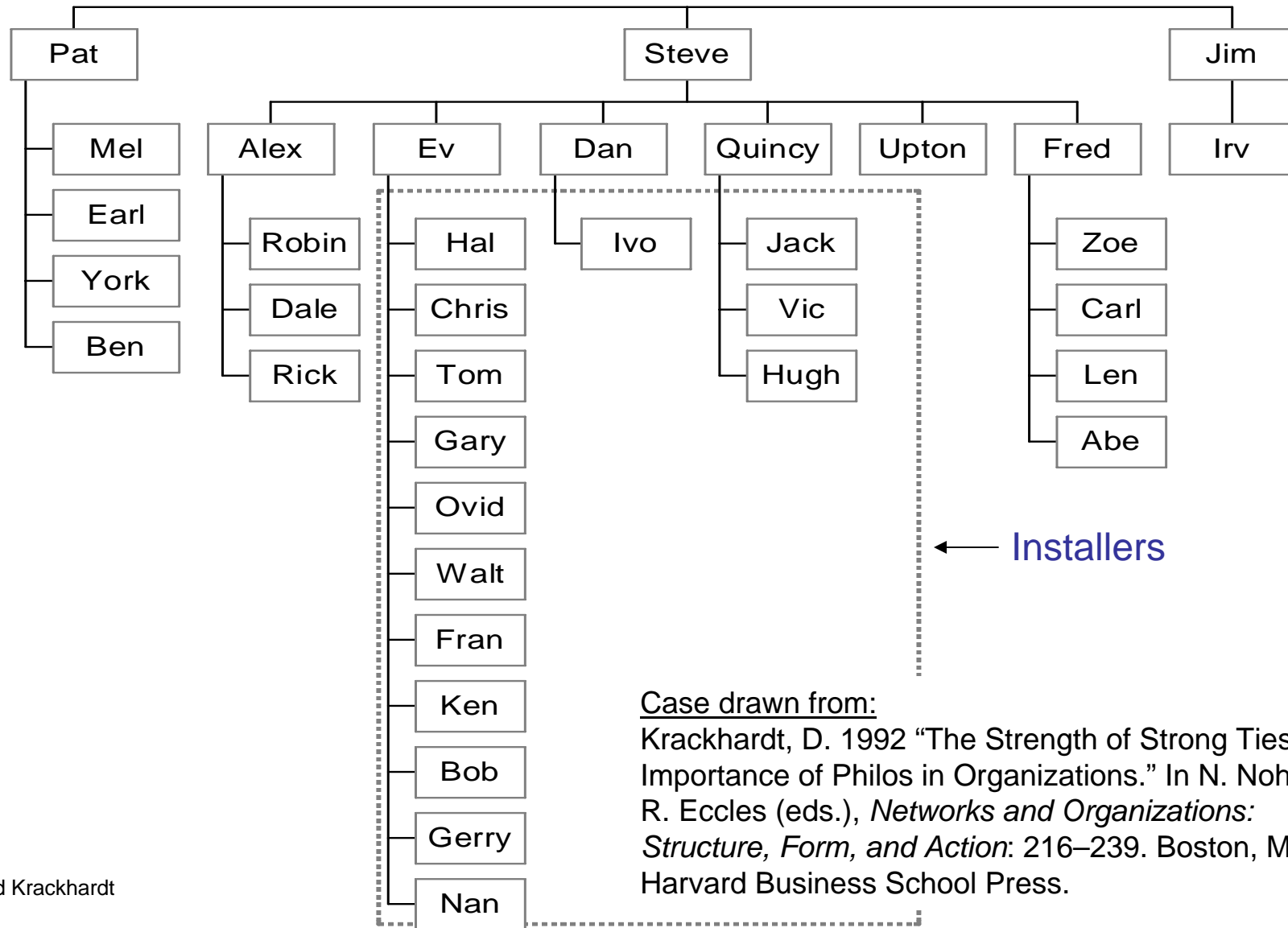
- Autonomy – freedom of action
- Competition / playing off others
- Information



“Divide and conquer”

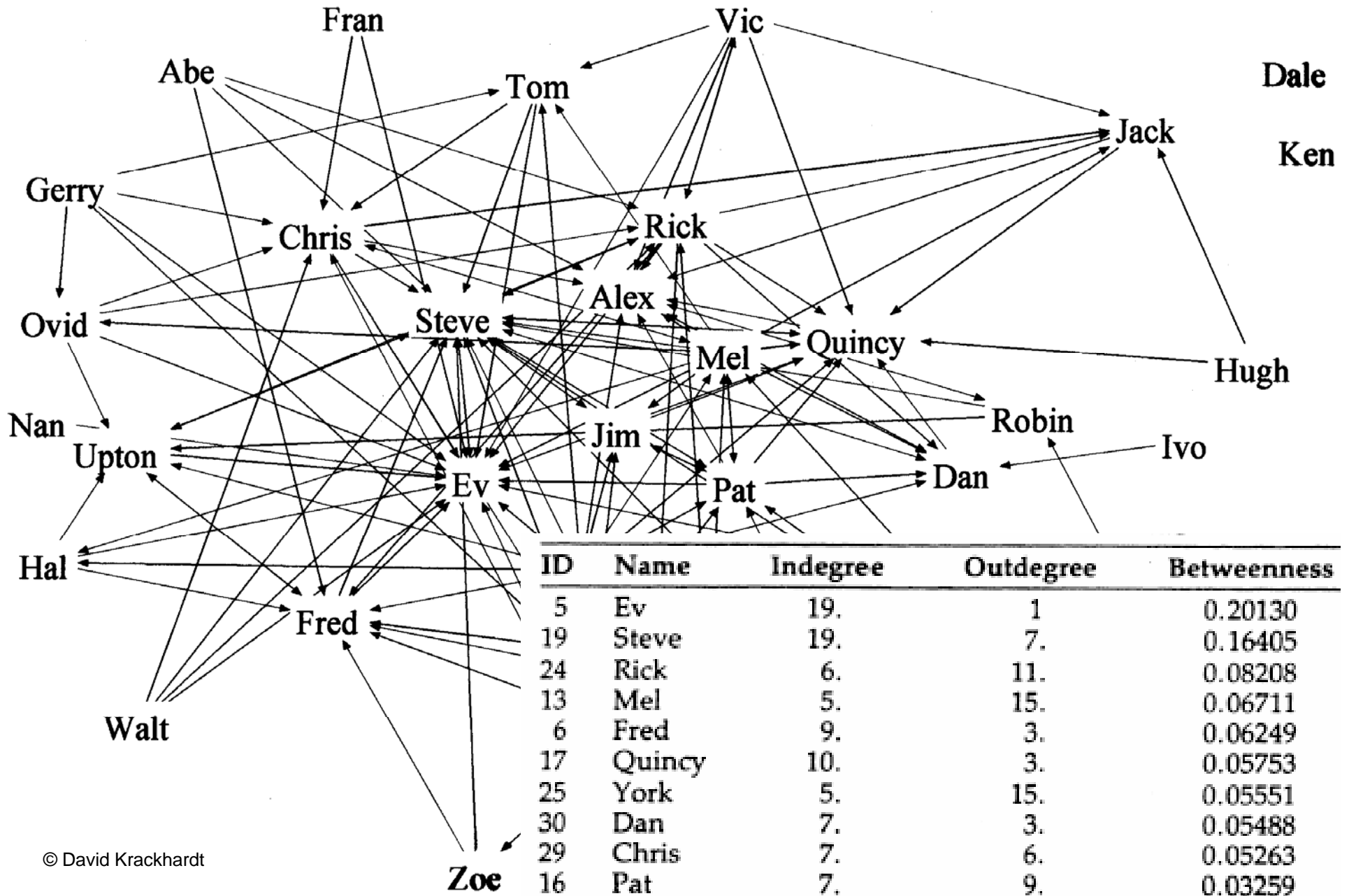


Silicon Systems



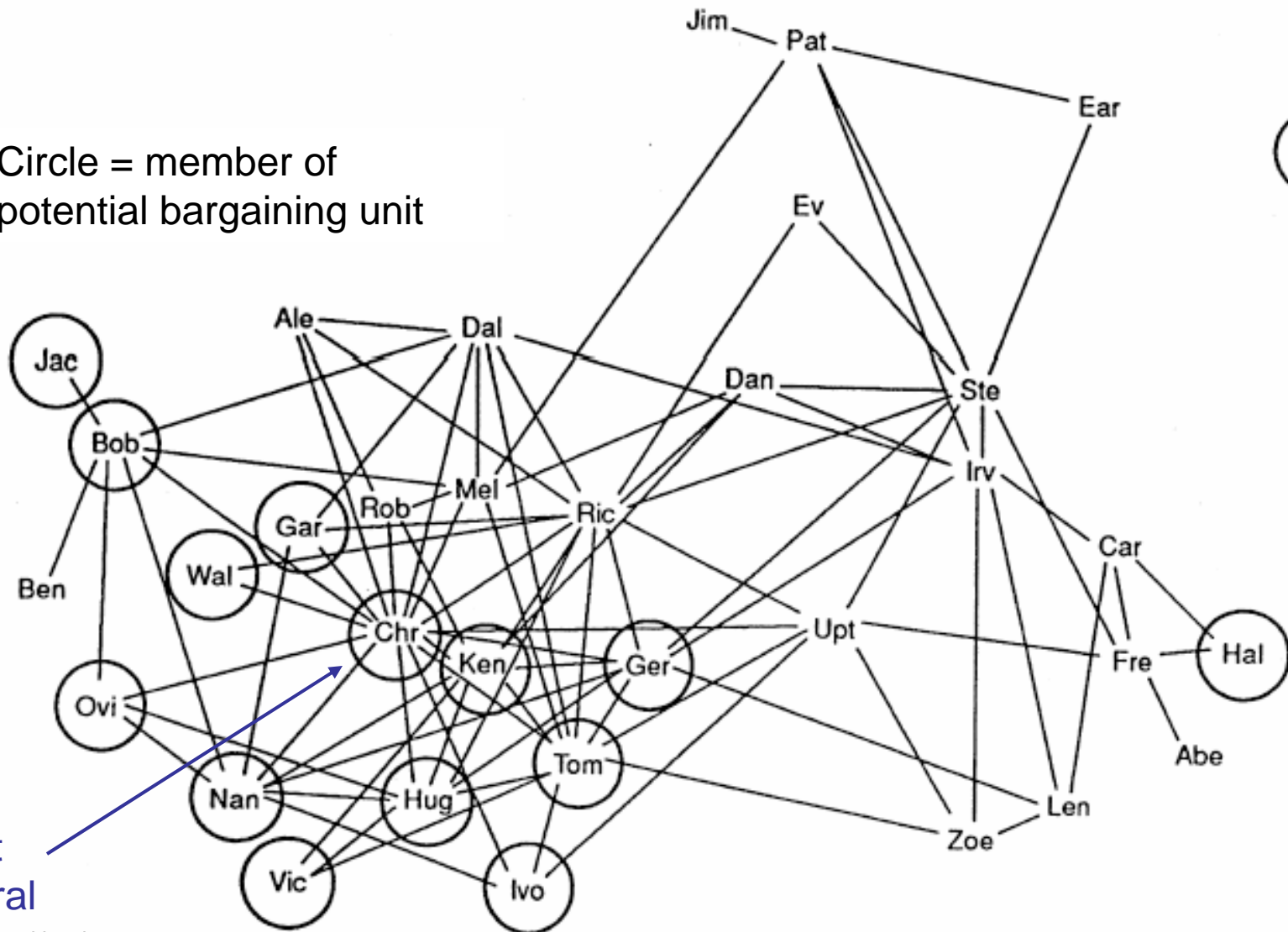
Case drawn from:
Krackhardt, D. 1992 "The Strength of Strong Ties: The Importance of Philos in Organizations." In N. Nohria & R. Eccles (eds.), *Networks and Organizations: Structure, Form, and Action*: 216–239. Boston, MA: Harvard Business School Press.

Advice Network

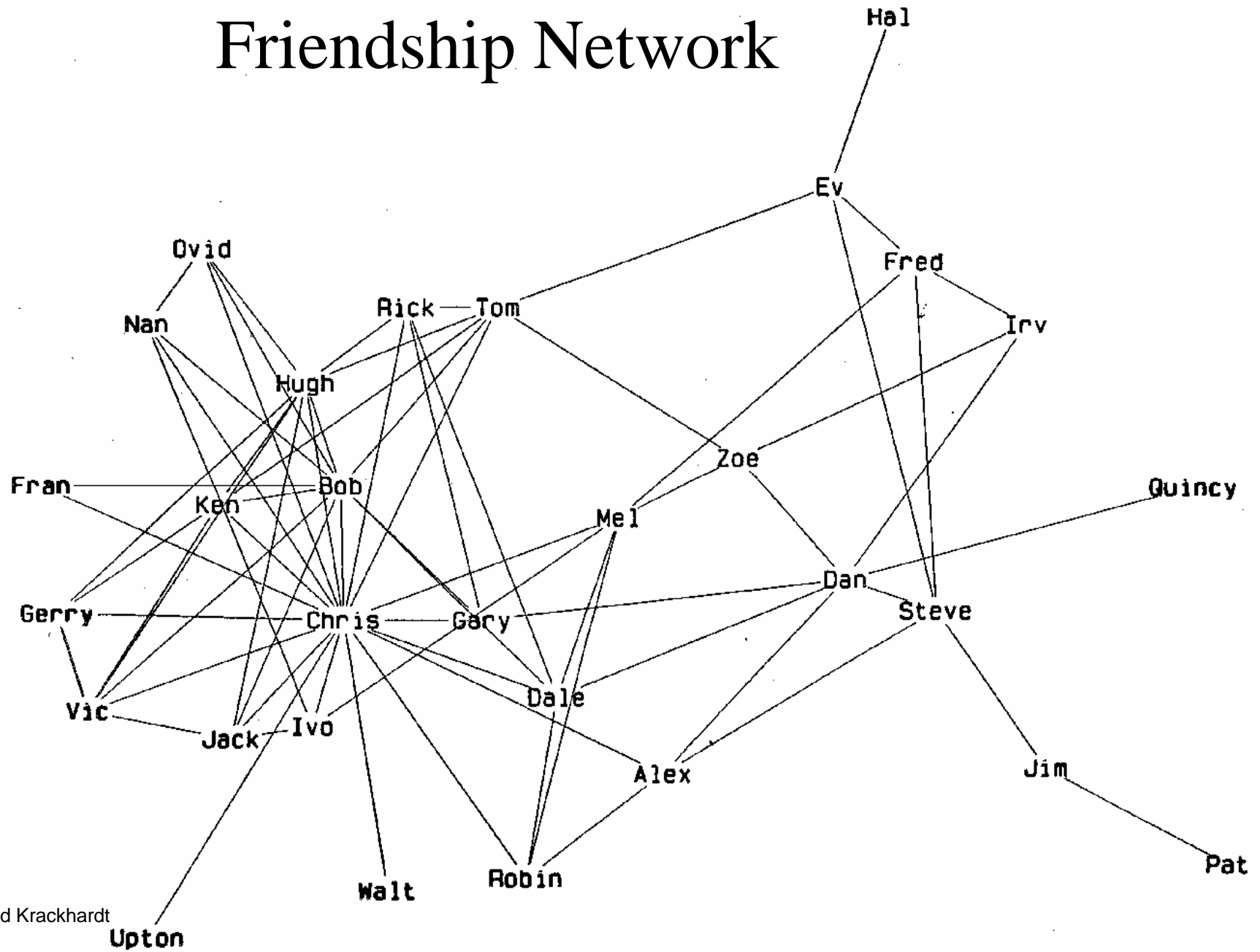


Friendship Network

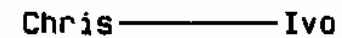
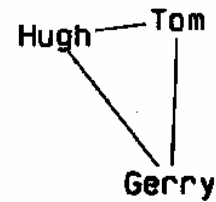
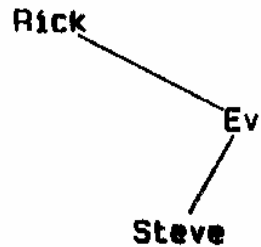
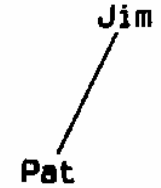
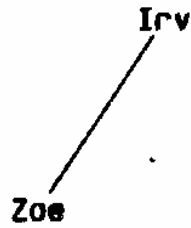
Circle = member of potential bargaining unit



Chris' Perception of the Friendship Network



Ev's Perception of the Friendship Network



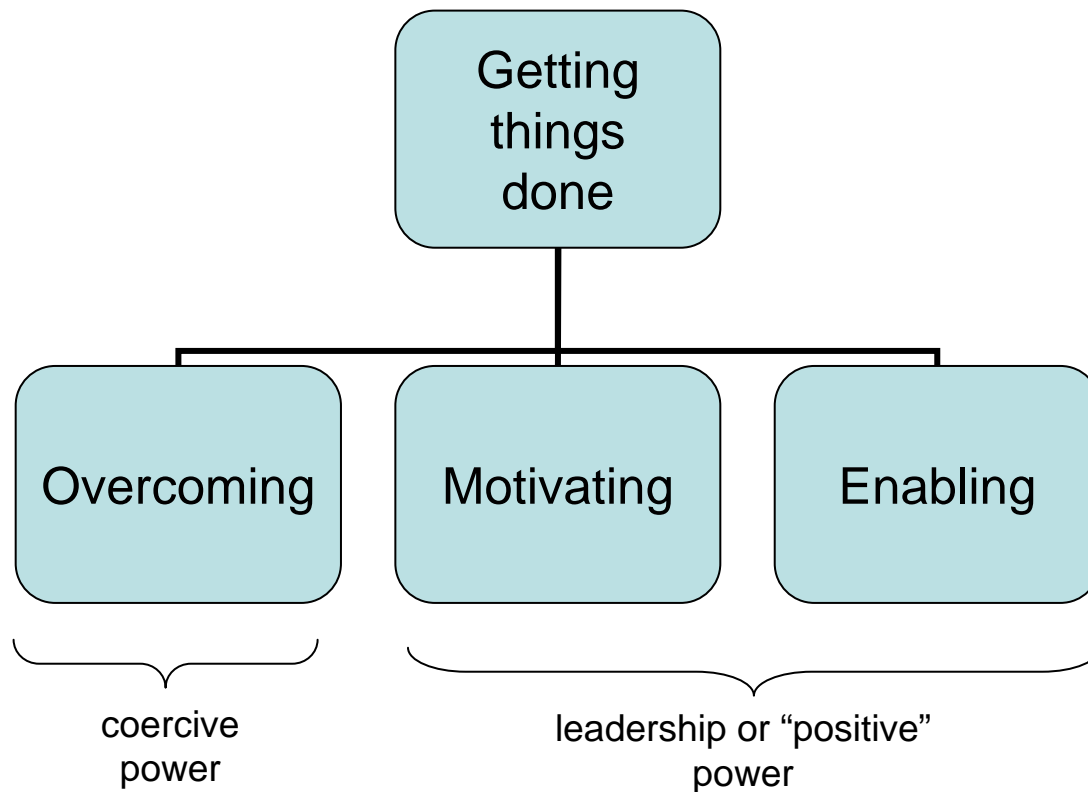
The Unionization Drive

- CWA is invited by Hal who works for (and hates) EV
- 50% of workers to sign “interest card” in order to start union drive
- Steve livid, hires union-busting lawyers
- Union must pick a worker leader
 - They don’t know the network.
 - They pick Hal
- Chris torn

Outcome

- Chris goes to Steve to request leave (to avoid voting)
- Chris quits the company
- Vote-day comes
- Union loses
- Chris rejoins, Ev is moved to a non-managerial position

Power and Leadership



Managers and Leaders

Managers ...	Leaders ...
Cope w/ uncertainty Promote stability	Press for change
Budget	Set direction
Organize & staff	Align goals
Control	Motivate
Solve problems	Enable solutions
Single-loop learning	Double-loop learning
Do things right	Do the right thing
Provides know-how	Provides know-why
	Deployment of self thru positive self-regard

The primal side of leadership

- Motivating / inspiring; creating solidarity, community, and identity; energizing
- Talking to the (emotional) unconscious via stories, symbols, metaphors, visuals, music, smells
- Mysterious, mystical, almost religious, element
 - Charisma
 - Being part of a movement, the “oceanic feeling”
 - Take the ordinary and turn it into a quest, a journey, a story
 - Moving from the profane to the sacred
 - Sainly quality of some leaders
 - Use of rituals and ritual repetition

The Oceanic Feeling

“I had sent [Romain Rolland] my small book that treats religion as an illusion, [The Future of an Illusion] and he answered that he entirely agreed with my judgement upon religion, but that he was sorry I had not properly appreciated the true source of religious sentiments. This, he says, consists in a peculiar feeling, which he himself is never without, which he finds confirmed by many others, and which he may suppose is present in millions of people.”

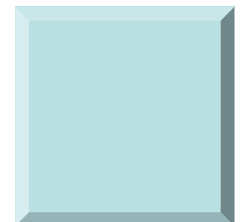
“It is a feeling which he would like to call a sensation of ‘eternity’, a feeling as of something limitless, unbounded -- as it were, ‘oceanic’. This feeling, he adds, is a purely subjective fact, not an article of faith; it brings with it no assurance of personal immortality, but it is the source of the religious energy which is seized upon by the various Churches and religious systems, directed by them into particular channels, and doubtless also exhausted by them. One may, he thinks, rightly call oneself religious on the ground of this oceanic feeling alone, even if one rejects every belief and every illusion.”

-- Sigmund Freud, *Civilization and its Discontents*

Martin Luther King

- “I have a dream” speech
 - 28 August 1963, at the Lincoln Memorial, Washington D.C.
- Watch for
 - Metaphor, stories, symbolism
 - Links to something bigger, oceanic
 - Mass setting, common focus of attention
 - Ritual repetition, include intertwined fugues
 - Rising and falling voice, like ocean waves
 - But oration is far from perfect

12:17



Metaphor

- Five score years ago, a great American, in whose symbolic shadow we stand today, signed the Emancipation Proclamation. This momentous decree came as a great **beacon light of hope** to millions of Negro slaves who had been seared in the **flames of withering injustice**. It came as a **joyous daybreak to end the long night of their captivity**.
- But one hundred years later, the Negro still is not free. One hundred years later, the life of the Negro is still sadly **crippled by the manacles of segregation and the chains of discrimination**. One hundred years later, the Negro lives on a **lonely island of poverty in the midst of a vast ocean of material prosperity**. One hundred years later, the Negro is still languished in the corners of American society and finds himself an exile in his own land. And so we've come here today to dramatize a shameful condition.
- It would be fatal for the nation to overlook the urgency of the moment. This **sweltering summer of the Negro's legitimate discontent** will not pass until there is an **invigorating autumn of freedom and equality**. Nineteen sixty-three is not an end, but a beginning. And those who hope that the Negro needed to blow off steam and will now be content will have a rude awakening if the nation returns to business as usual. And there will be neither rest nor tranquility in America until the Negro is granted his citizenship rights. The **whirlwinds of revolt will continue to shake the foundations of our nation until the bright day of justice** emerges.

Hypnotic Repetition

- I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident, that all men are created equal."
- I have a dream that one day on the red hills of Georgia, the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood.
- I have a dream that one day even the state of Mississippi, a state sweltering with the heat of injustice, sweltering with the heat of oppression, will be transformed into an oasis of freedom and justice.
- I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.
- I have a dream today!
- I have a dream that one day, down in Alabama, with its vicious racists, with its governor **having his lips dripping with the words of "interposition" and "nullification"** -- one day right there in Alabama **little black boys and black girls will be able to join hands with little white boys and white girls** as sisters and brothers.
- I have a dream today!
- I have a dream that one day every valley shall be exalted, and every hill and mountain shall be made low, the rough places will be made plain, and the crooked places will be made straight; "and the glory of the Lord shall be revealed and all flesh shall see it together."²

Fugal Subtheme

- This is our hope, and this is the faith that I go back to the South with.
- With this faith, we will be able to hew out of the mountain of despair a stone of hope. With this faith, we will be able to transform the jangling discords of our nation into a beautiful symphony of brotherhood. With this faith, we will be able to work together, to pray together, to struggle together, to go to jail together, to stand up for freedom together, knowing that we will be free one day.

Ritual Repetition

- And so let freedom ring from the prodigious hilltops of New Hampshire.
- Let freedom ring from the mighty mountains of New York.
- Let freedom ring from the heightening Alleghenies of Pennsylvania.
- Let freedom ring from the snow-capped Rockies of Colorado.
- Let freedom ring from the curvaceous slopes of California.
- But not only that:
- Let freedom ring from Stone Mountain of Georgia.
- Let freedom ring from Lookout Mountain of Tennessee.
- Let freedom ring from every hill and molehill of Mississippi.
- From every mountainside, let freedom ring.
- And when this happens, when we allow freedom ring, when we let it ring from every village and every hamlet, from every state and every city, we will be able to speed up that day when *all* of God's children, black men and white men, Jews and Gentiles, Protestants and Catholics, will be able to join hands and sing in the words of the old Negro spiritual:
- *Free at last! Free at last!*
- *Thank God Almighty, we are free at last!*³

Journey together

A glimpse of
the sublime

Oceanic

Greatness, Innocence and Vulnerability

- Consider these leaders:
 - Don Quixote, Joan of Arc
 - Out of touch with reality
 - Jesus, dalai lama, buddha, gandhi, jobs
 - Childlike, trusting and unarmed
 - MLK, Corey Booker, Spanish parliamentarian, martyrs
 - In harm's way
 - “I may not get there with you ...”

MLK – Mountain top speech

- And they were telling me --. Now, it doesn't matter, now. It really doesn't matter what happens now. I left Atlanta this morning, and as we got started on the plane, there were six of us. The pilot said over the public address system, "We are sorry for the delay, but we have Dr. Martin Luther King on the plane. And to be sure that all of the bags were checked, and to be sure that nothing would be wrong with on the plane, we had to check out everything carefully. And we've had the plane protected and guarded all night."

And then I got into Memphis. And some began to say the threats, or talk about the threats that were out. What would happen to me from some of our sick white brothers?

Well, I don't know what will happen now. We've got some difficult days ahead. But it really doesn't matter with me now, because I've been to the mountaintop.

- And I don't mind.
- Like anybody, I would like to live a long life. Longevity has its place. But I'm not concerned about that now. I just want to do God's will. And He's allowed me to go up to the mountain. And I've looked over. And I've seen the Promised Land. I may not get there with you. But I want you to know tonight, that we, as a people, will get to the promised land!
- And so I'm happy, tonight. I'm not worried about anything. I'm not fearing any man! Mine eyes have seen the glory of the coming of the Lord!!

Leadership and Evocation

- What does it evoke?
 - Emotional response, e.g. help and protect
 - Pay back trust
 - Ownership of the problem – responsibility
 - Connection to something greater -- oceanic
- How does it evoke it?
 - Interaction rituals
 - Network ties

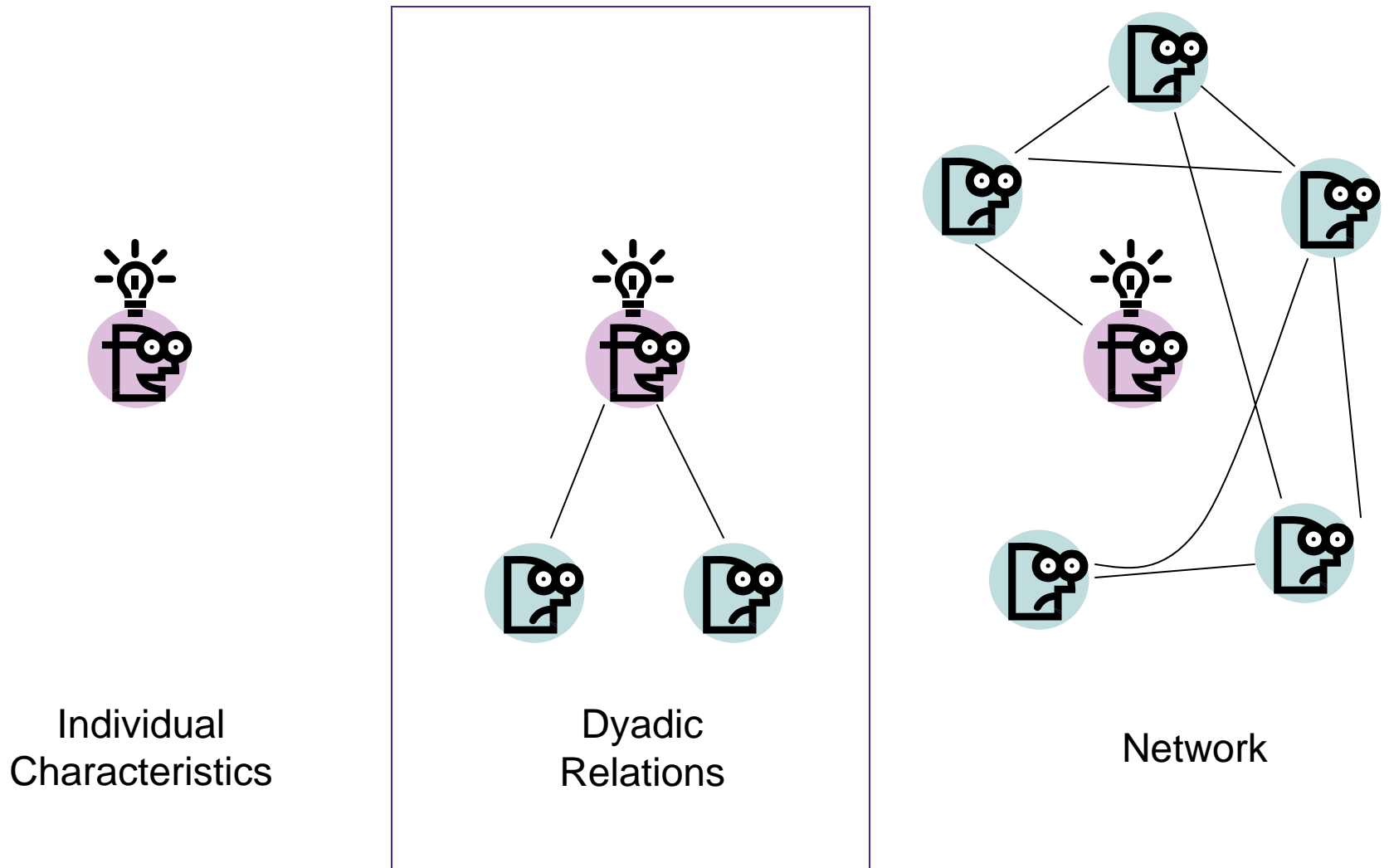
Interaction rituals

- Collins
 - Face-to-face assemblage
 - Symbolism
 - Smells, music
 - Common focus of attention
 - Common emotional mood
 - Intensification over time
 - In the extreme become “a kind of socially induced trance as well as an encompassing emotion”
 - Production of “moral” sentiments & energy in members

Leadership and Evocation

- Who does it evoke it in?
 - Focus on the followers

Theories of Leadership



Leader-Member Exchange

- Also known as vertical dyad linkage theory (vdl)
- Leadership fundamentally involves exchange of intangible goods
 - Leader provides belongingness, respect, legitimation, meaning, etc
 - Member provides respect, validation, labor, loyalty, etc.
- Much research on the quality of L/M relationship
 - Favored in-groups and out-groups (differentiation)
 - Homophily a factor

Trust is definitely important

- Krackhardt case (HBR article)
 - Placing technically tops manager in charge of group failed because he wasn't widely trusted
- Krackhardt pentagon case

Life in the Military

A case by David Krackhardt

Roger was in charge of a prestigious Advisory Team, which made recommendations to the Joint Chiefs of Staff. His experience was considerable, and he was a well-respected authority in the area. Of the 16 people who worked for him, he trusted those who also had a considerable amount of wartime experience, either in Vietnam or in other combat operations. He found their counsel to be particularly valuable.

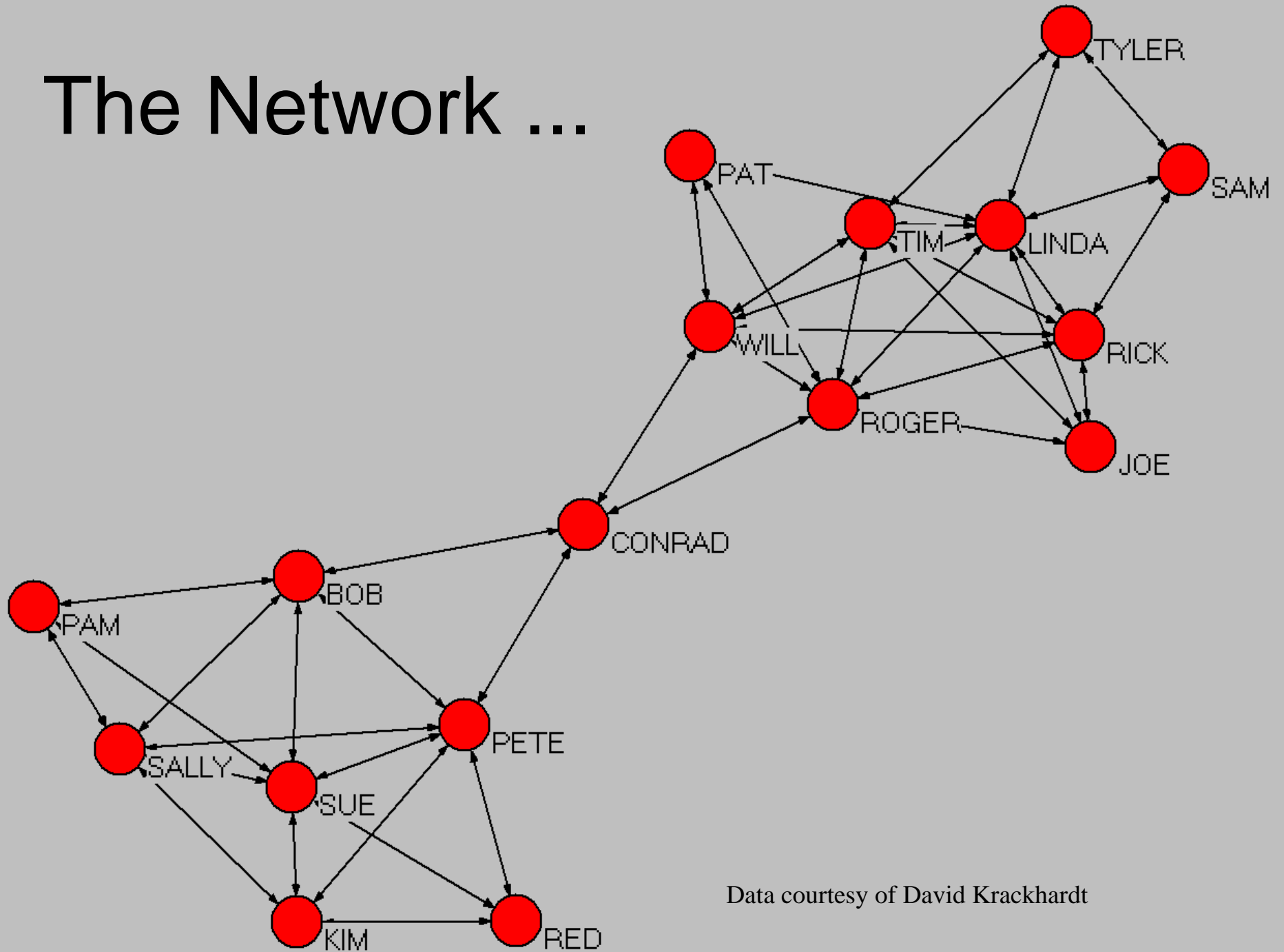
Roger and Rick each had a PhD, and the remaining people all had graduate professional degrees in a variety of areas. Bob, Pete, Red and Sally were the newest members of the Team (they had been there for almost a year), and were fresh out of training in advanced weapons technology. Pete was the youngest member of the team. His background was computer science, and he had worked at MIT in their Draper Labs on simulations of war strategies using various weaponry.

Life in the Military ... cont.

Linda was a senior member of the team and also one of the most approachable. She saw it as part of her responsibility to make sure people were getting along with each other, since cooperation across this disparate group was critical to its effectiveness. She and Rick would frequently hold social events to help solidify the group. Linda had been with the group the longest (almost 12 years) and had seen it grow in stature and respect over that time.

Roger had been criticized recently for his management style, which was admittedly authoritarian. At the request of some of his colleagues, he had called in an organizations consultant to advise him and the Team how to best proceed with teamwork and other managerial issues. The consultant ran team-building workshops. Roger felt that the consultant was a “touchy-feely” type and that the experience had been a total waste of time. He refused to bring in any more consultants. Some of the Team members were talking behind the scenes about resigning or requesting a transfer.

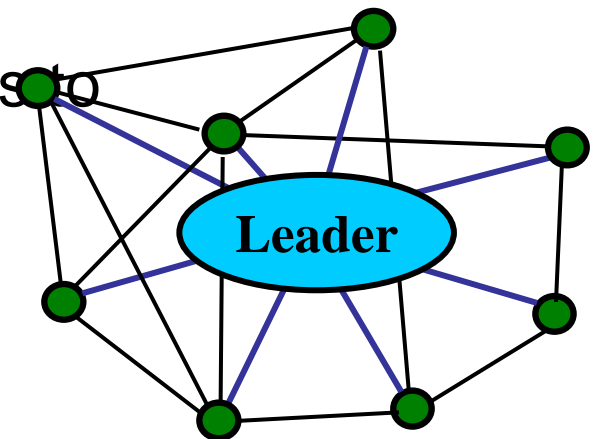
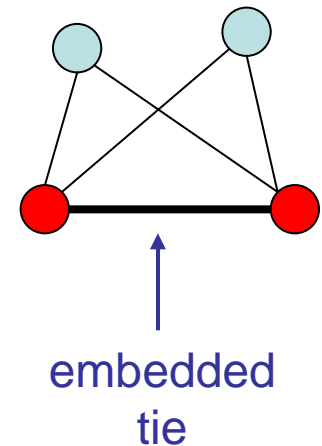
The Network ...



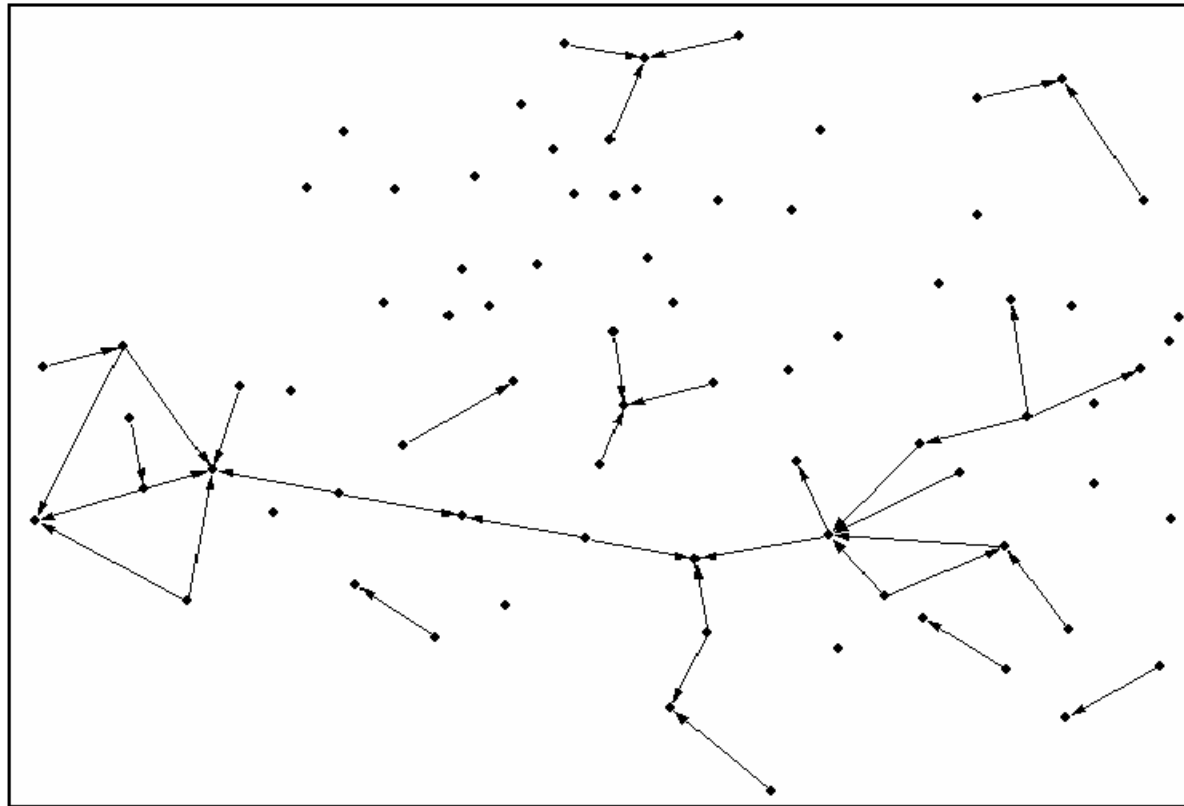
Data courtesy of David Krackhardt

Network Extension of LMX Theory

- L/M relationship quality a function of embeddedness of the relationship
 - Due to cognitive dissonance process
 - Strength of strong ties: transitivity
- Leader's group tends to be densely connected; best recruits have in-group friends
 - Leader has no structural holes in ties to followers
 - Acts to *reduce* structural holes



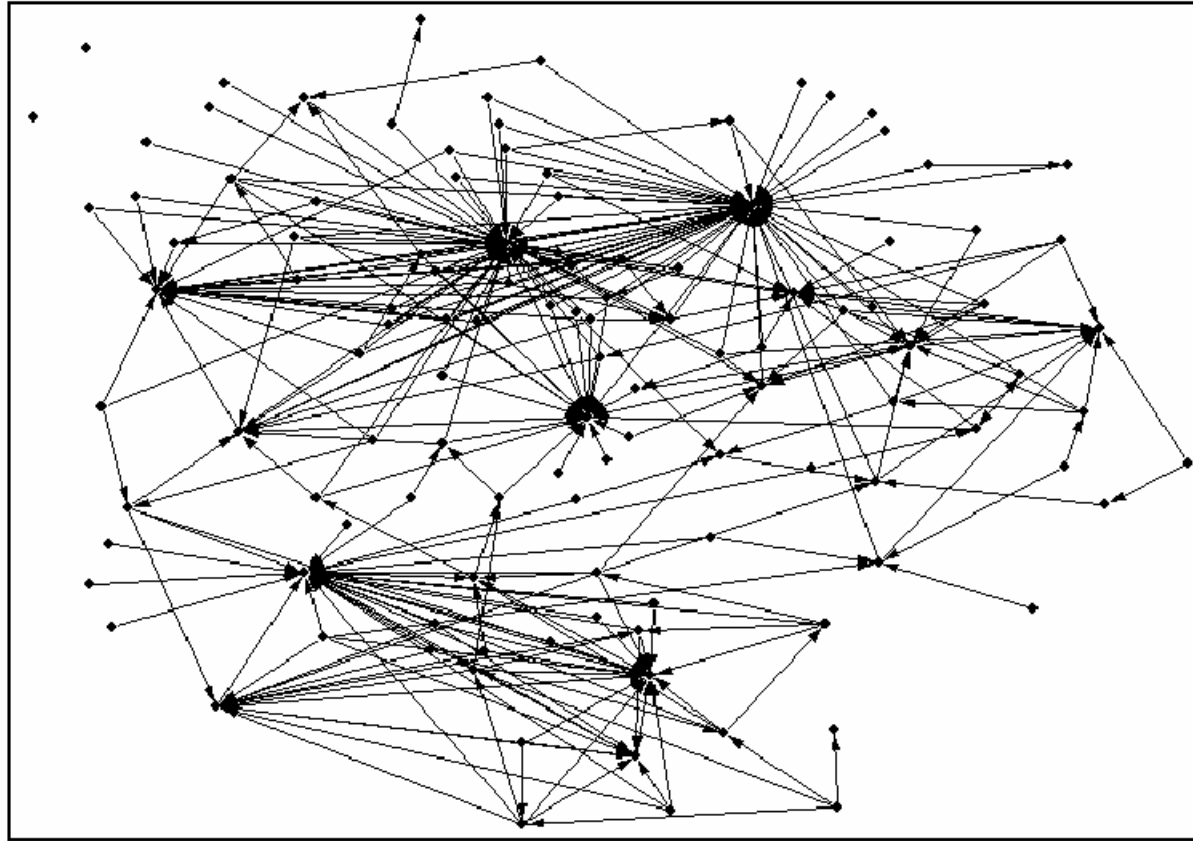
Help With the Rice Harvest



Village 1

Data from Entwistle et al

Help with the rice harvest

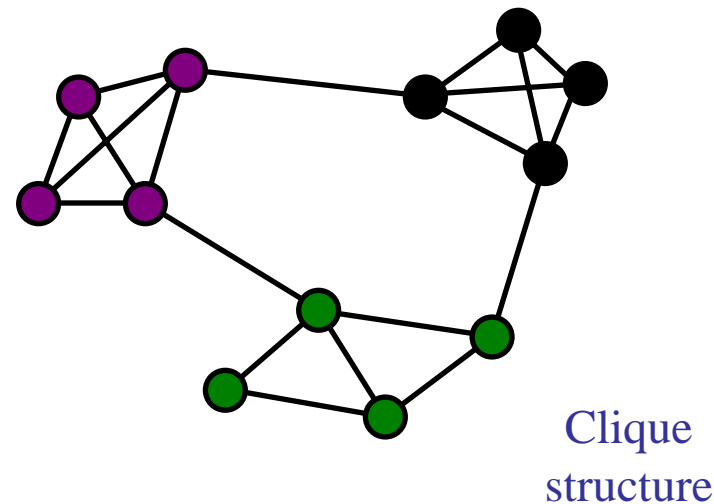
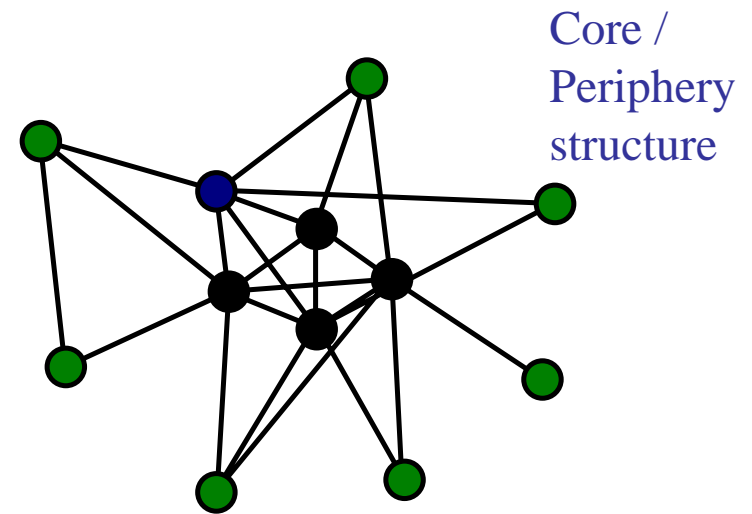


Village 2

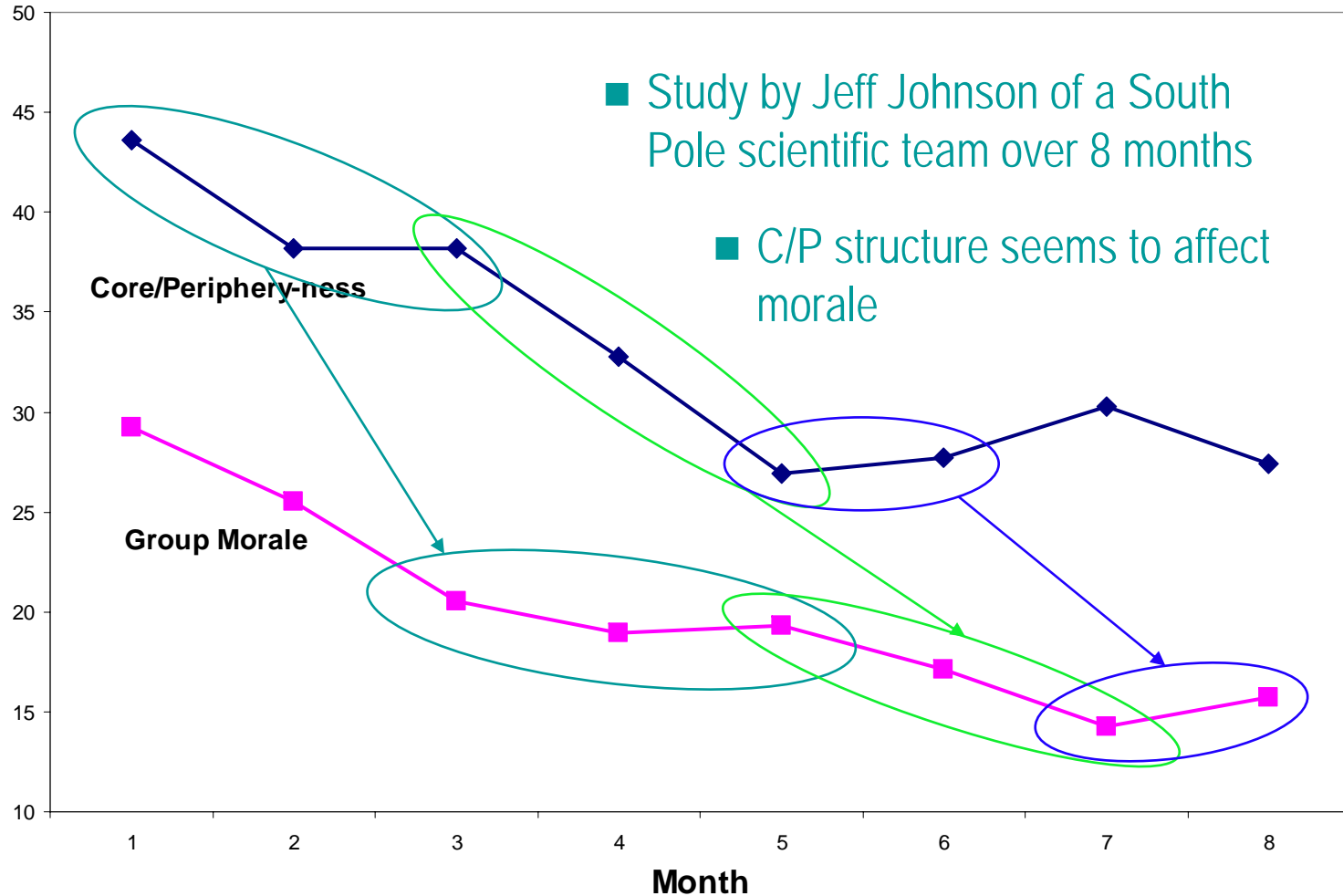
Data from Entwistle et al

Core-Periphery Structures

- Well-led groups have core-periphery structures
 - Network consists of single group (a core) together with hangers-on (a periphery),
 - Core connects to all
 - Periphery connects only to the core
 - Short distances, good for transmitting information, practices
 - Identification with group as whole
 - Lack of warring internal factions
 - Strong morale



C/P Structures & Morale

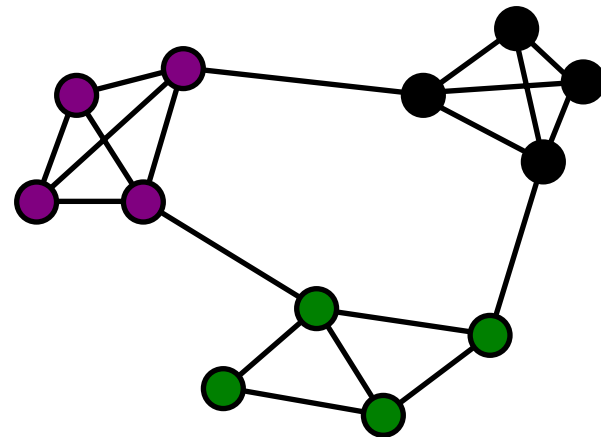
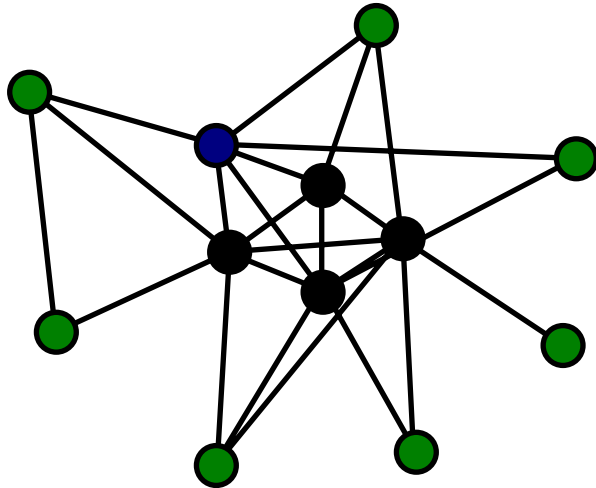


Caution: this is an "n" of 1

Costs of Unity

"I would never have conceived my theory, let alone have made a great effort to verify it, if I had been more familiar with major developments in physics that were taking place. Moreover, my initial ignorance of the powerful, false objections that were raised against my ideas protected those ideas from being nipped in the bud."

- Michael Polanyi (1963), on his major contribution to physics



Leadership and Decentralization

- Not unusual for leaders to decentralize, empower followers
 - Jan Carlzon, SAS during heyday (1980s)
- Leadership is about working through others
- Interestingly, decentralizing also creates vulnerability in the leader and responsibility / need to protect in the follower
 - Corey Booker et al

Conclusions

- Leaders fill a primal, emotional need in people
 - Connection to something greater
 - The sacred
 - The group
 - Provide meaning
- Leaders achieve this by
 - communicating
 - Directly to the unconscious, via stories symbols rituals
 - Providing a storyline that is based on “we are ...”
 - creating a group for the followers to belong to
 - Embedded ties
 - core/periphery structures
 - Encouraging additional expressive leaders to knit together the group
- Groupness enhanced by
 - activating people’s need to help and protect the innocent, young, helpless
 - “I will sit in harm’s way until we as a community solve this problem”
 - Decentralizing, empowering, placing success of group in each person’s hands
- Network members work together to the advantage of the leader
 - Accomplishing work through others
 - At the mercy of followers

Final Thoughts

- Leadership not always possible/desirable
 - Leadership and expansion/change go hand in hand
 - Journey, opposition bind people together
 - Leadership for contraction/stability is difficult
 - Cost reduction tends to bring centralization, loss of community