


Power Prerequisites: The
■ Legitimizing Effects of Status on
Power Possession and Use



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■ The Story of Ingrid



■ Going to the DMV



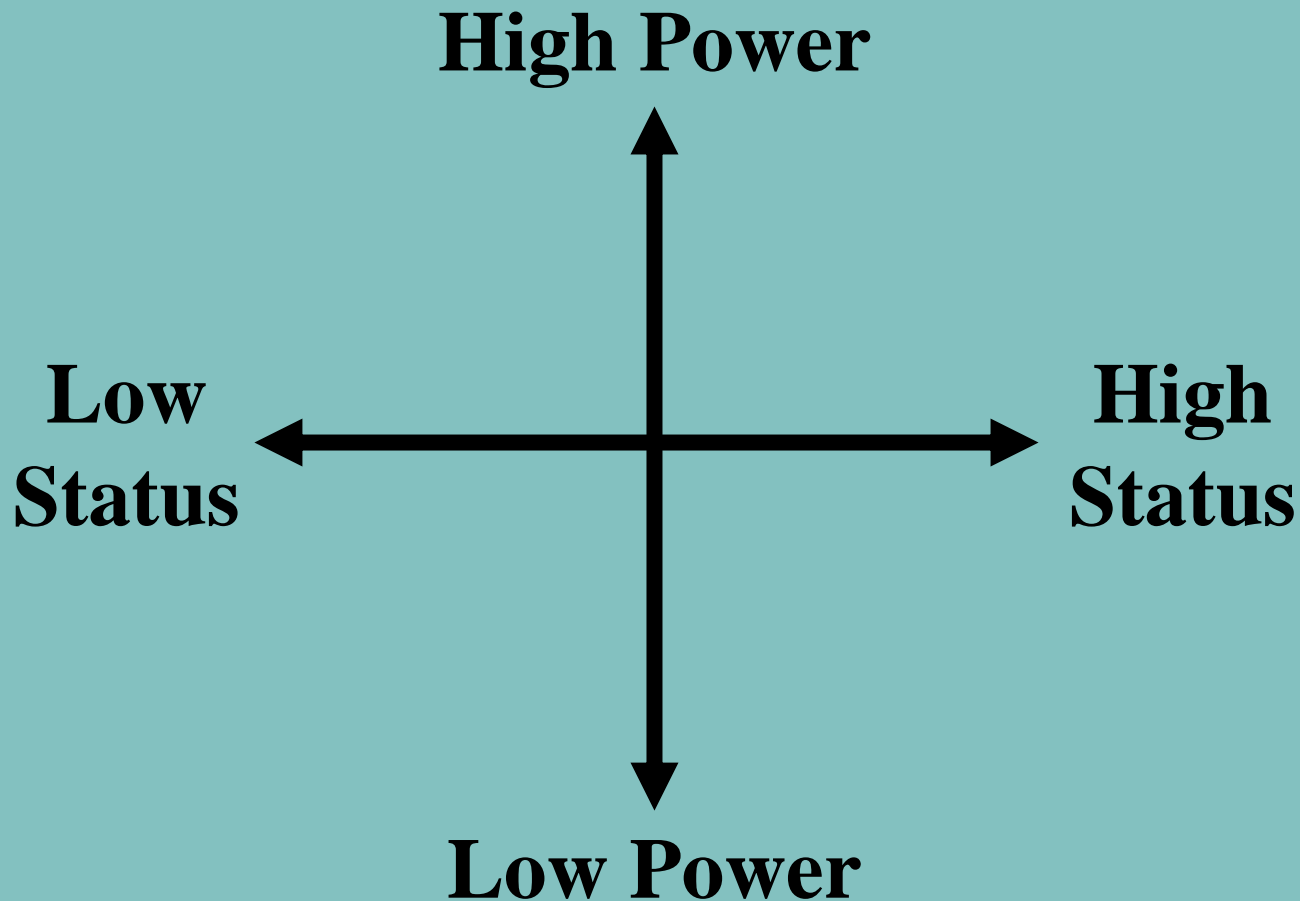
■ Research Questions

- What is the difference between power & status?
- What consequences do individuals experience when they possess **power without status** or **status without power**?
 - How are they perceived by others?
 - How do they behave?

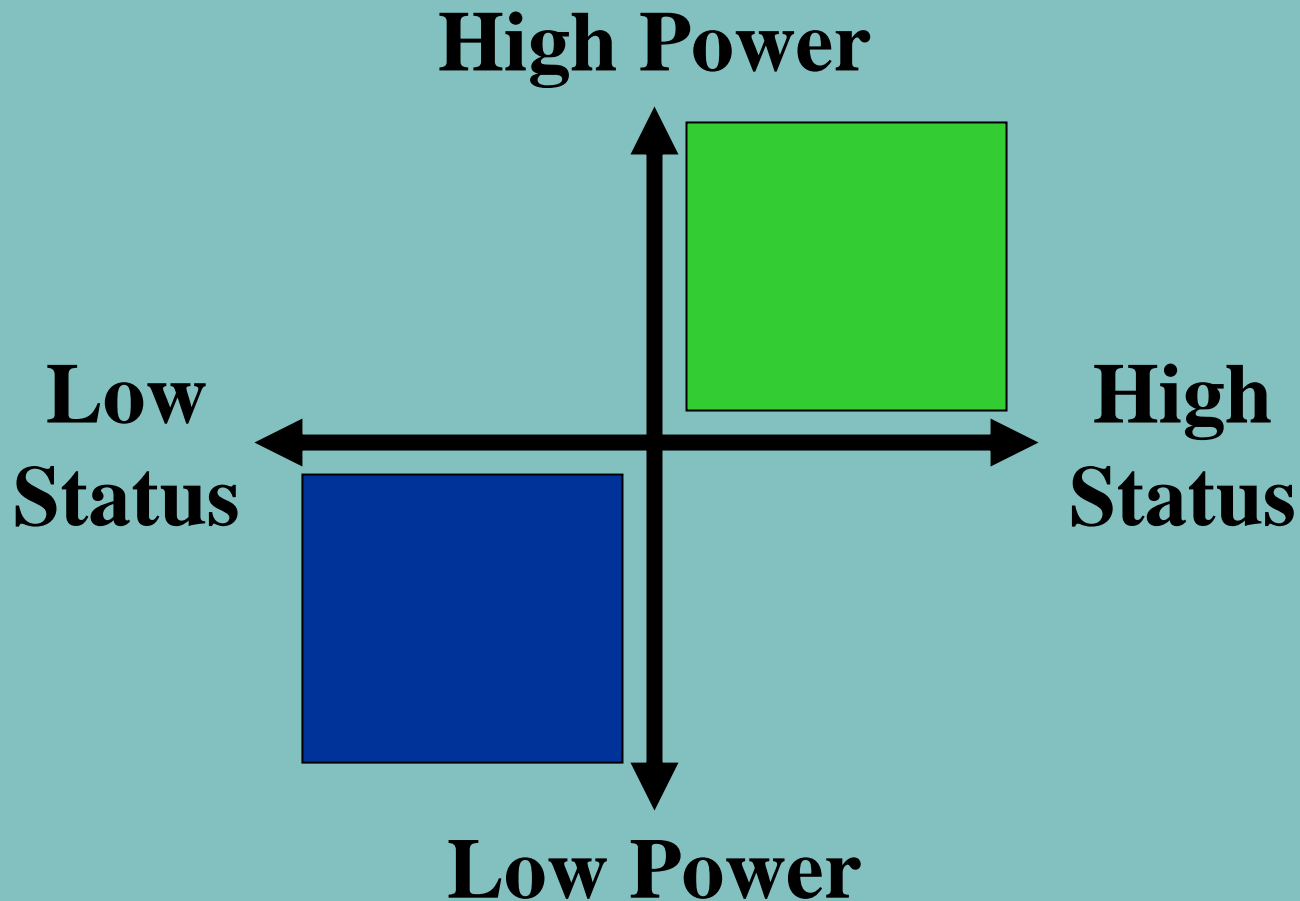
■ Status vs. Power

- Similarity: Both affect influence over others
 - Difference: Source of the influence
- **Status:** The extent to which an individual is respected, admired, & highly regarded by others
e.g., Anderson, John, Keltner, 2001; also Ridgeway, 2001
 - **Power:** The extent to which an individual can reward or punish others by granting or withholding valued resources
e.g., Keltner, Gruenfeld, & Anderson, 2003; Galinsky, Gruenfeld, & Magee, 2003

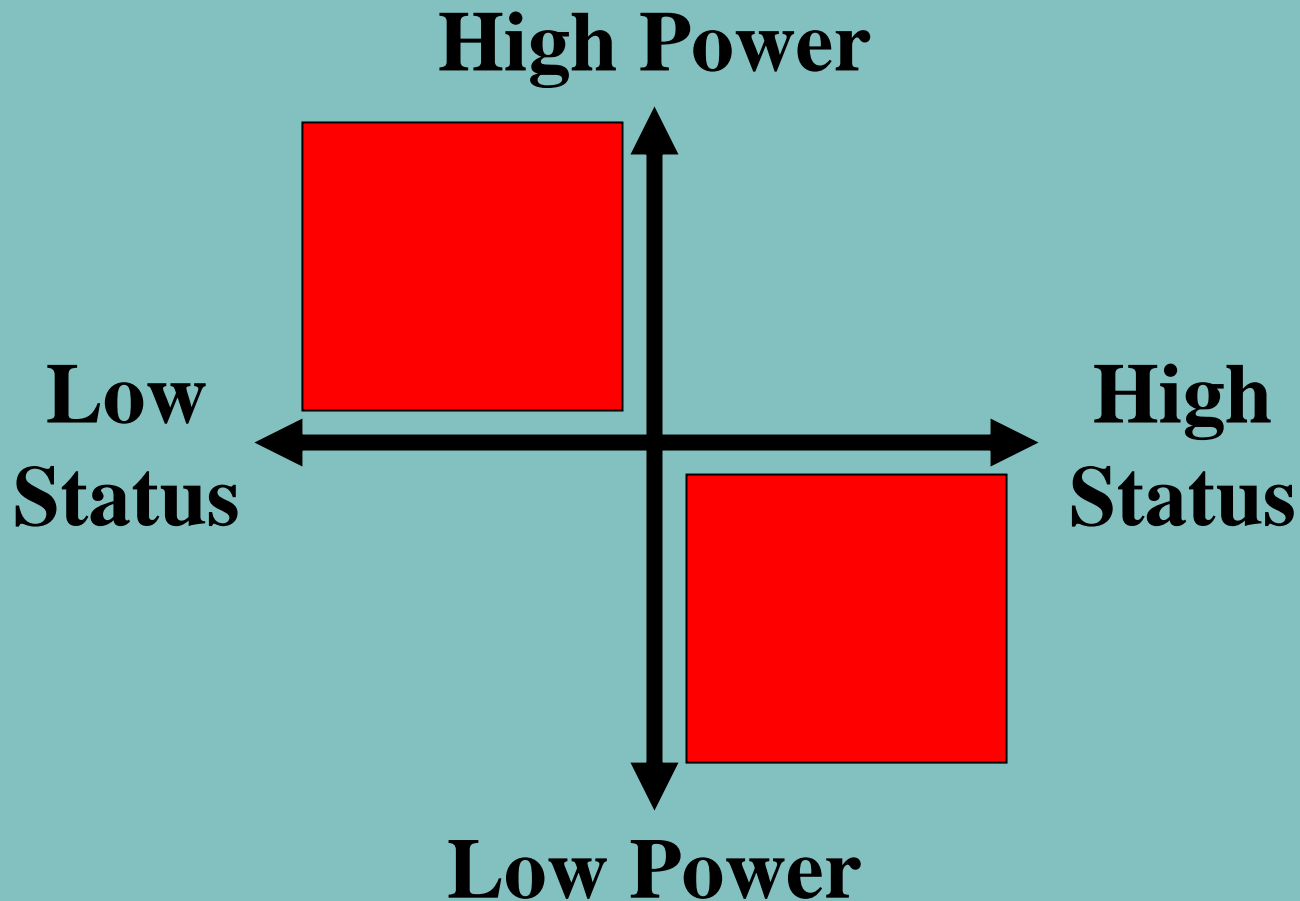
■ The Dimensions of Influence



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■ Power Prerequisites

- Status & power are not simply different, yet equivalent, sources of influence
- Status serves as a prerequisite for the amount of power one can legitimately possess
- Acceptable to possess equal or less power than status, but not more
- Power > Status viewed as illegitimate

■ Overview of the Current Research

If Power > Status seen as illegitimate, what are the consequences for individuals?

- Stereotypes & evaluative judgments made by others
 - Power > Status = Negative stereotypes & perceptions

Study 1: Occupational Stereotypes

- Pretest: 42 occupations – Dept. of Labor
 - Ability to reward and punish (power)
 - Respected and admired (status)

		Status	
		Low	High
Power	High	Bill collector Imm. officer Bouncer	Dean VP of US Professor
	Low	Secretary Waiter Payroll clerk	Emer. Prof. Olympic ath. Author



4 Power-Status Clusters

- LP-LS
- LP-HS
- HP-LS
- HP-HS

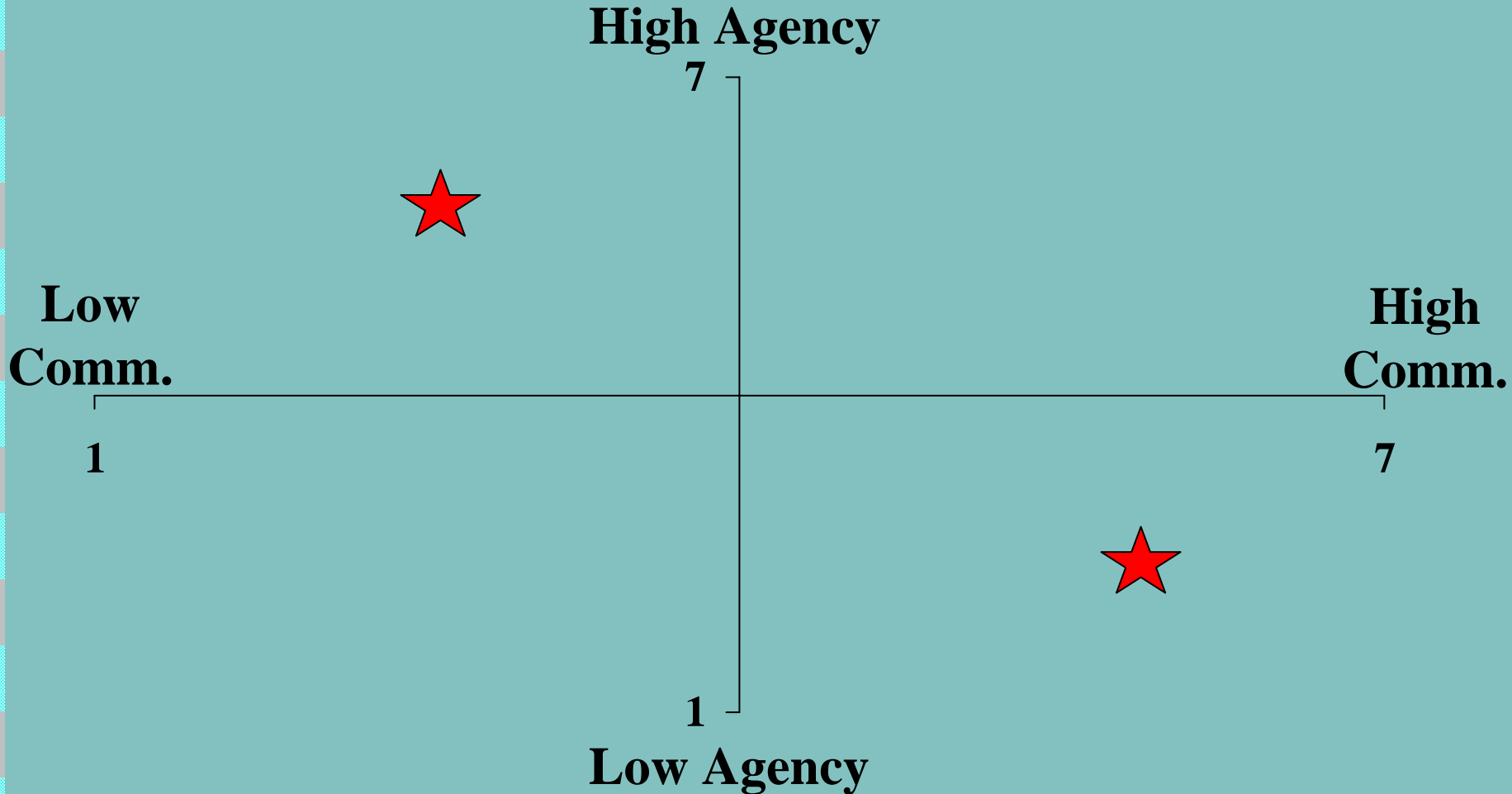
■ Study 1: Research Questions

- Are occupations within a given power-status cluster stereotyped similarly?
- What is the specific content of these stereotypes?
- What is the valence of these stereotypes?

■ ■ Stereotype Content

- Two fundamental dimensions of person perception:
 - **Agency** – self-assertion & mastery of environment
 - Example Traits: Dominant, Forceful, Assertive
 - **Communality** – concern for & relations with others
 - Example Traits: Agreeable, Cooperative, Respectful

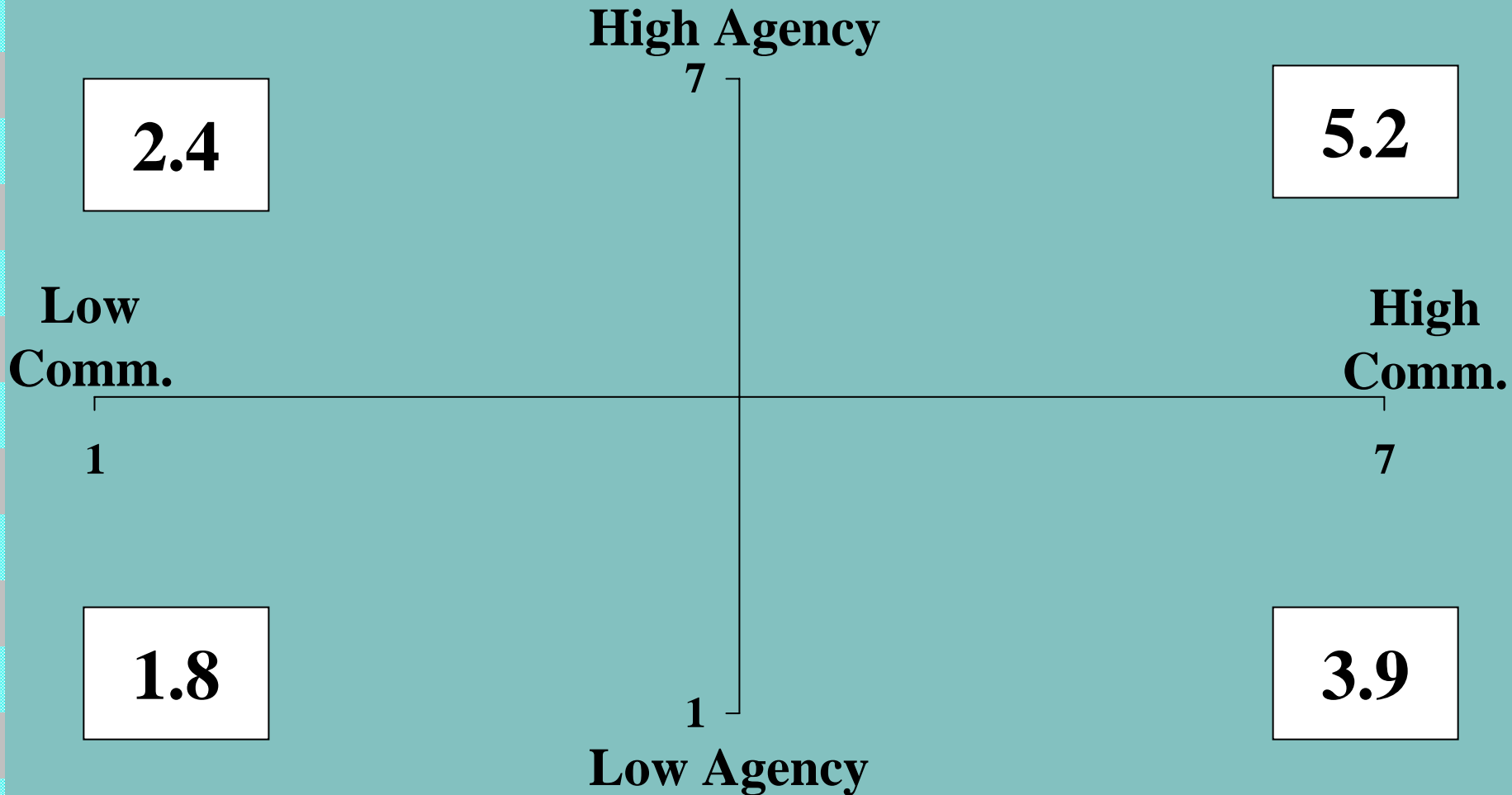
Stereotype Content



■ ■ Stereotype Valences

- 5 questions about positivity/negativity of these descriptions (all 1-7 scales; $\alpha = .92$):
 - Favorable description
 - Positive characterization
 - Good person
 - Compliment to be described this way
 - Insult to be described this way (reversed)

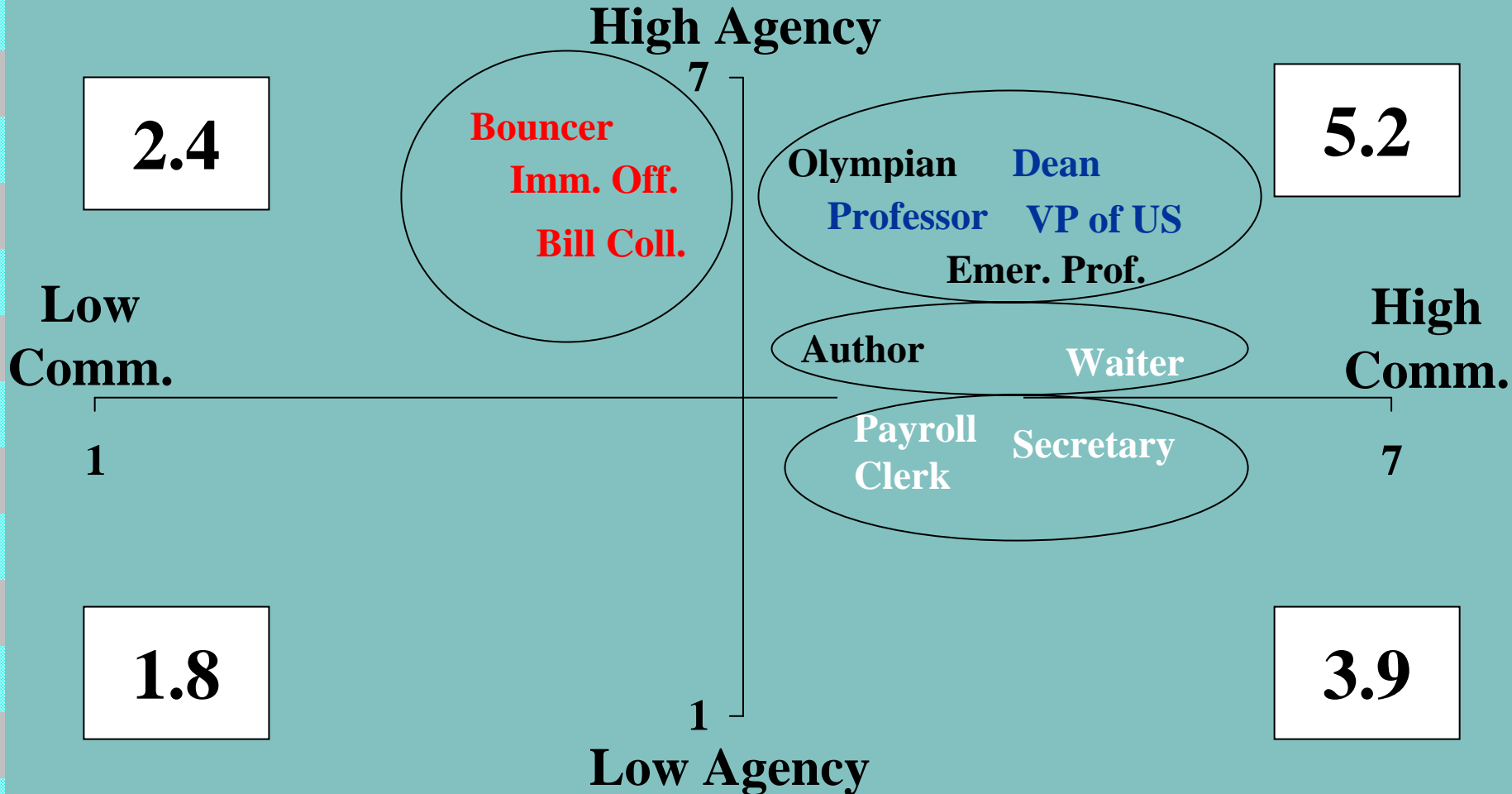
Stereotype Valences



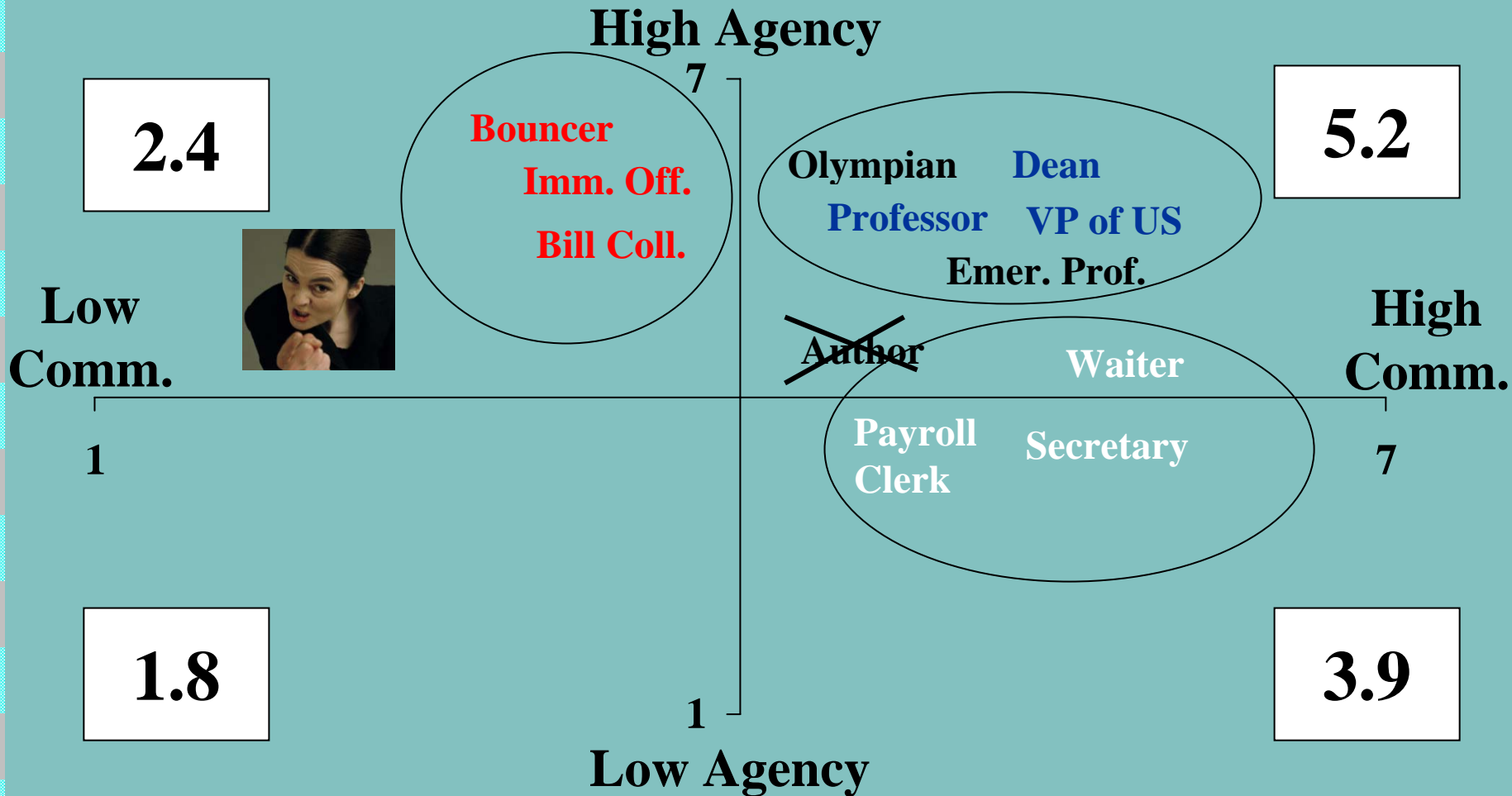
■ Study 1: Occupational Stereotypes

- Participants rated 12 occupations on:
 - **8 Agentic traits** (α s = .70 - .86): assertive, dominant, timid(r), submissive(r)...
 - **8 Communal traits** (α s = .77 - .88): cordial, respectful, impolite(r), uncooperative(r)...
 - All items rated on 1-7 scales

Study 1: Cluster Analysis



Study 1: Cluster Analysis



■ Study 2: The “L” Study

- Participants read 1 of 4 vignettes about “L”
- 2(Status: High vs. Low) x 2(Power: High vs. Low)
- Measures
 - Rated L on agentic and communal traits ($\alpha s = .96$)
 - Wrote paragraph imagining a typical interaction with L
 - 2 coders analyzed content for positivity of impression, legitimacy of L’s behavior, and experienced emotions

■ High Status-Low Power

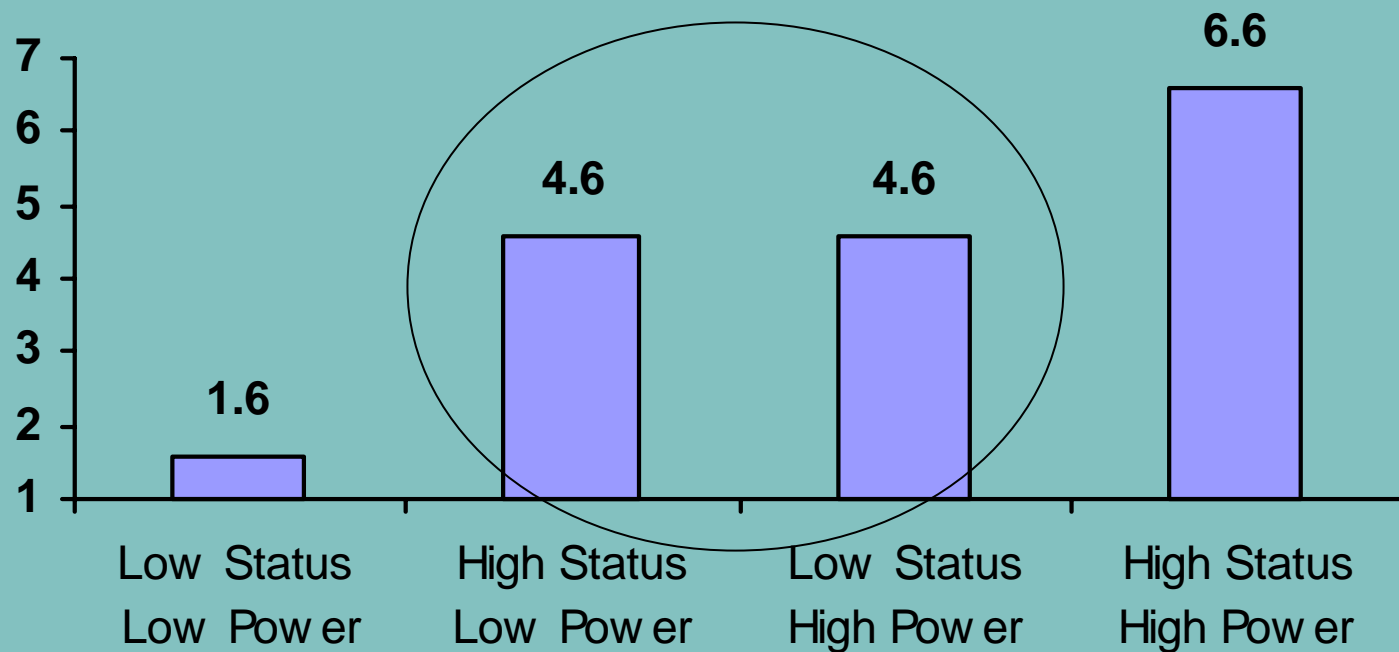
In L's organization, L holds a formal position that gives him/her **very little control** over valued resources in the organization. Thus, L does not have influence over others because of his/her access to resources in the organization. However, L is **highly respected and admired** by other members of the organization. As a result, L has influence over others in the organization because these individuals value L's opinion.

■ Low Status – High Power

In L's organization, L holds a formal position that gives him/her **a great deal of control** over valued resources in the organization. Thus, L has influence over others because of his/her access to resources in the organization. However, L is **not very respected or admired** by other members of the organization. As a result, L does not have influence over others in the organization because these individuals value L's opinion.

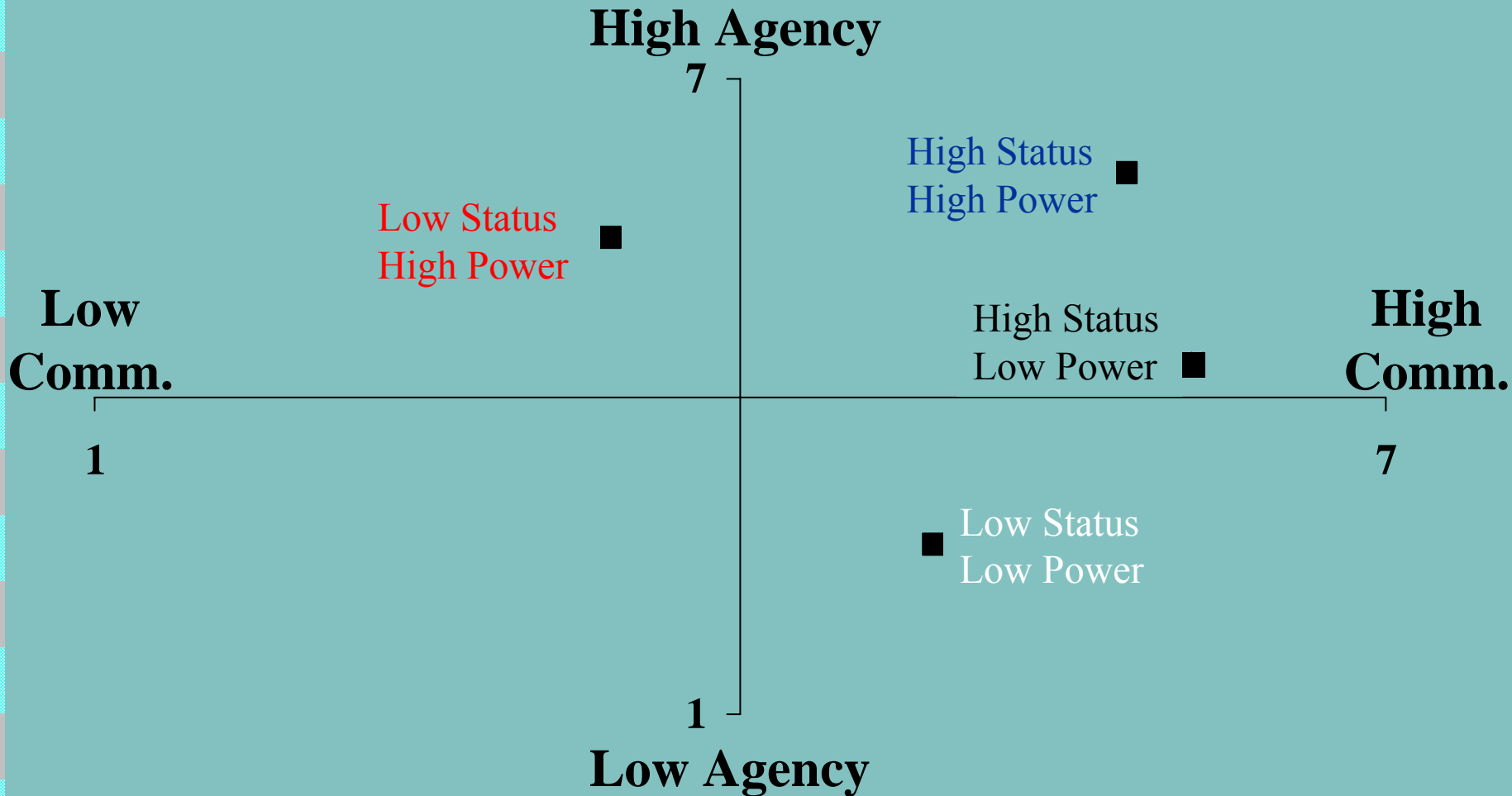
Manipulation Check – Influence

How much influence does L have?



Both main effects: $F_s(1, 110) > 133.60$, $ps < .001$
Interaction: $F(1, 110) = 6.10$, $p = .015$

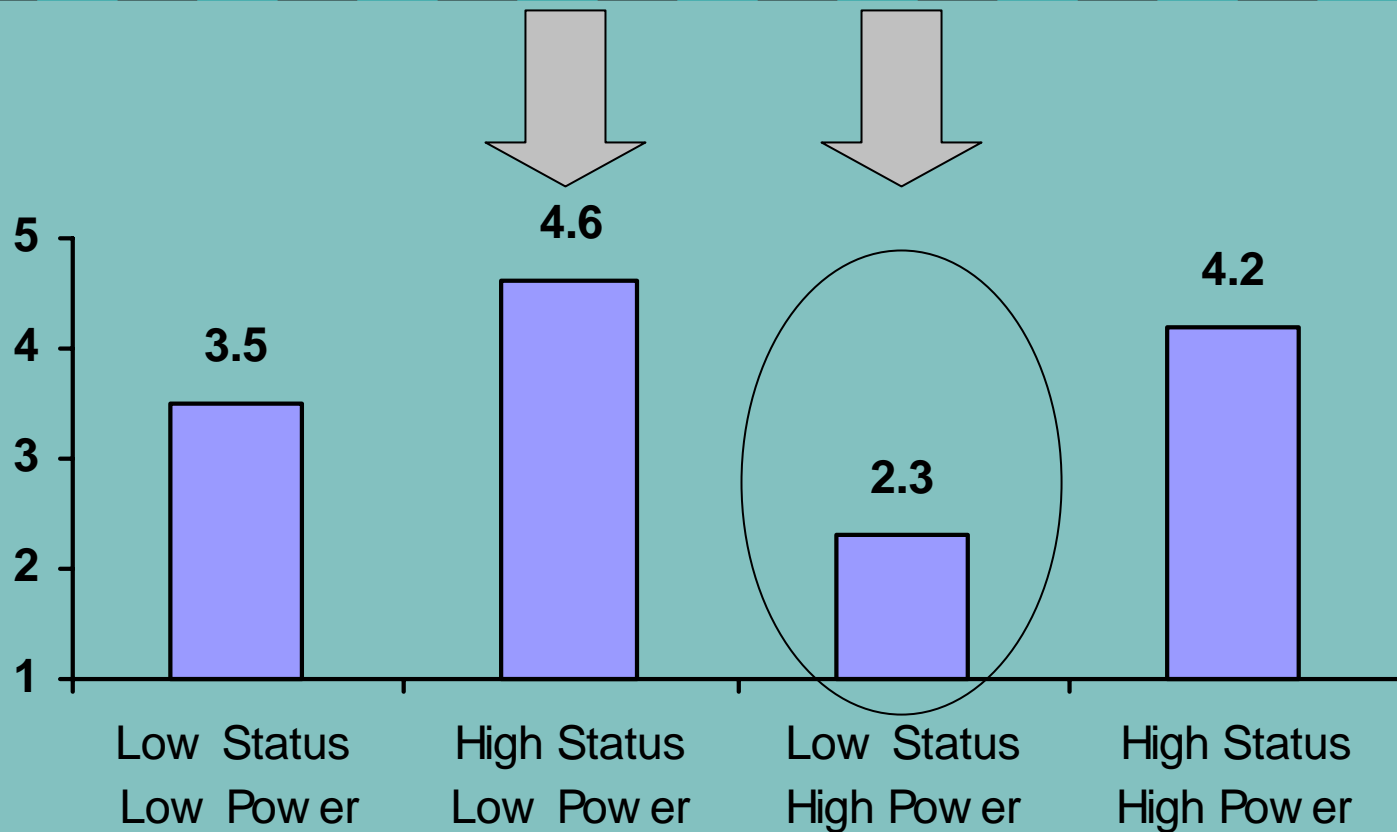
L's Agency and Communality



Content Analysis

- 5 questions about impressions of L (all coded on 1-5 scales; $\alpha = .96$):
 - Enjoy interacting with L
 - See L as a good person
 - See L's behavior as legitimate
 - Think L is trying to be accommodating/difficult
 - Think L is behaving coercively (reversed)

Impressions of L



Both main effects: $F_s(1, 105) > 26.68$, $ps < .001$
Interaction: $F(1, 105) = 5.09$, $p = .026$

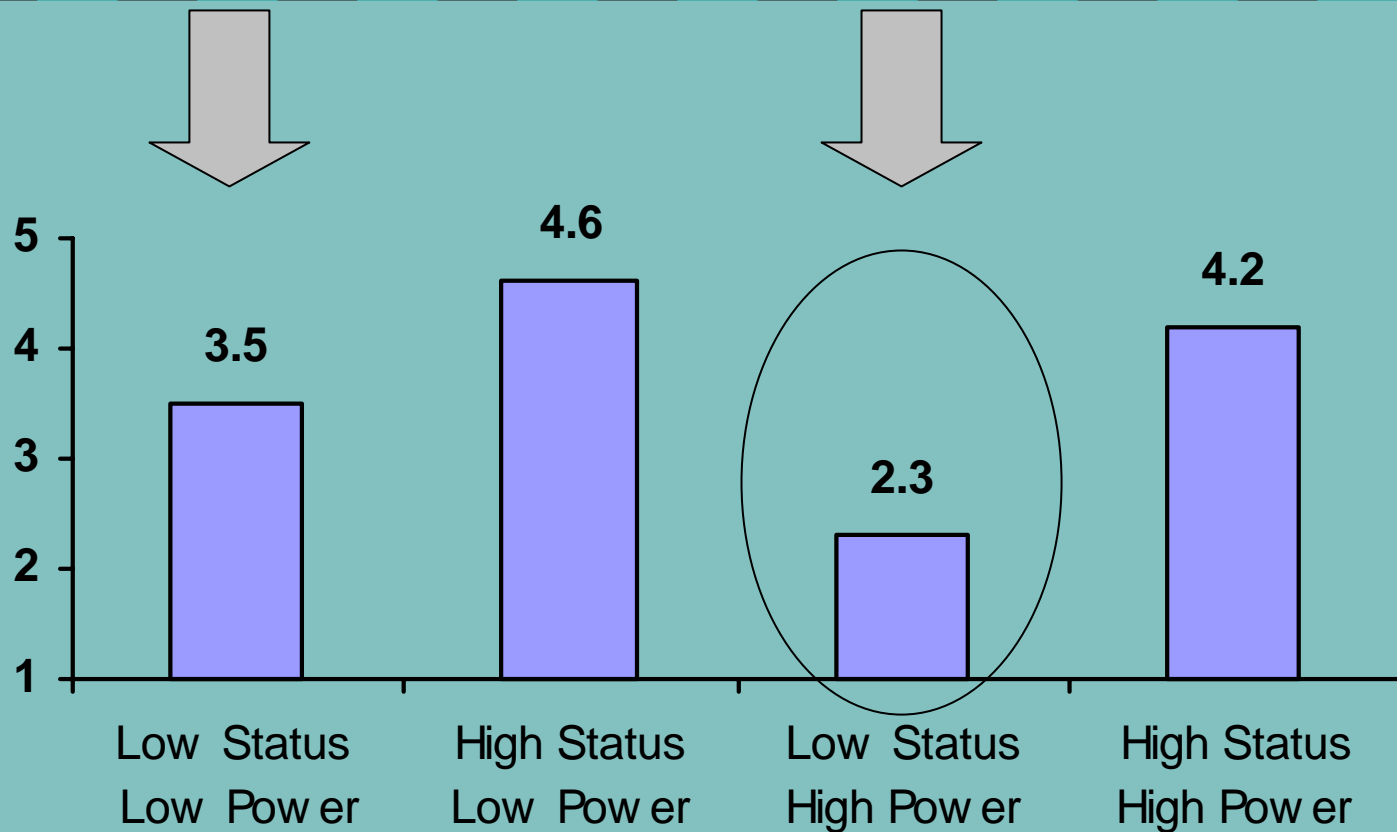
■ Participant 45 – HS/LP

L is very agreeable and pleasant to hang out with. She always takes my opinion into account and always shares her own insightful opinion. She's always humble and friendly. She makes me feel fine about myself and pleased with the interaction.

■ Participant 121 – LS/HP

He'd probably be smarmy and ooze with disrespect and be completely unaware of how disrespectful he is. I could see him making offensive jokes and eating with his mouth open. He'd probably take forever answering whatever question I'd asked him, and would always emphasize his position of authority. He's not very helpful either. He just wants to boast. I would probably despise my interactions with him.

Impressions of L



Both main effects: $F_s(1, 105) > 26.68$, $ps < .001$
Interaction: $F(1, 105) = 5.09$, $p = .026$

■ Participant 137 – LS/HP

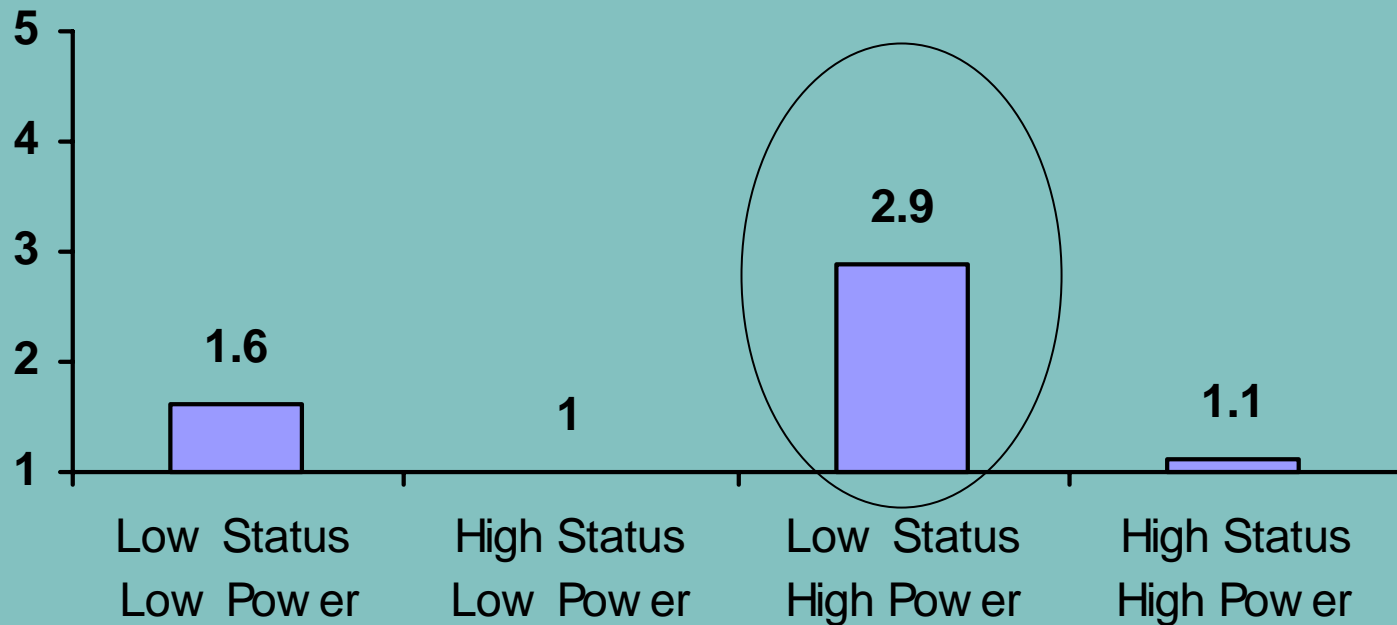
If L and I are working on a project together for something in the company, L wouldn't appreciate my ideas and she'd want to do everything her way. She would try to make me feel unworthy. She would make me feel that our meeting was a waste of time and that she's an impossible person to work with.

■ Participant 50 – LS/LP

L would be polite, maybe to the point but possibly chatty if I chatted with him because he doesn't have much interaction with a lot of people in the organization. If I showed him caring and kindness, I think he would show the same. It would be important for me to be on good terms with him if I was going to feel good about my workplace.

Experience Negative Emotions

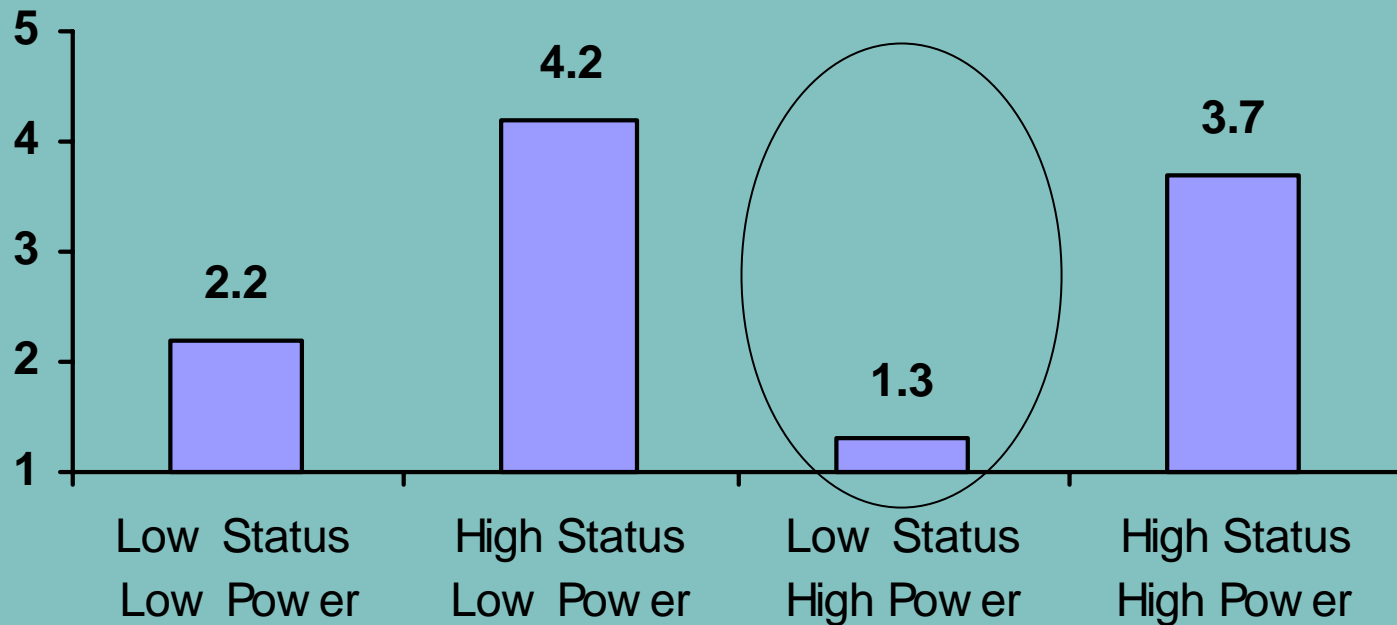
Frustration, Anger, Sadness ($\alpha = .91$)



Both main effects: $F_s(1, 105) > 22.35$, $ps < .001$
Interaction: $F(1, 105) = 16.27$, $p < .001$

Experience Positive Emotions

Happiness, Satisfaction ($\alpha = .99$)



Both main effects: $F_s(1, 105) > 12.77$, $ps < .001$
Interaction: $F(1, 105) < 1$, $n.s.$

Study 3: Race- and Gender- Based Status

- How is the use of power by a high or low status individual perceived by observers?
- Two conditions:
 - Both high power
 - Manipulated status through gender and race
 - Situation adapted from a real incident

Showdown on Capitol Hill



Prediction: Use of power seen as more legitimate for Norwood than for McKinney

■ Perceived Legitimacy of Power Use

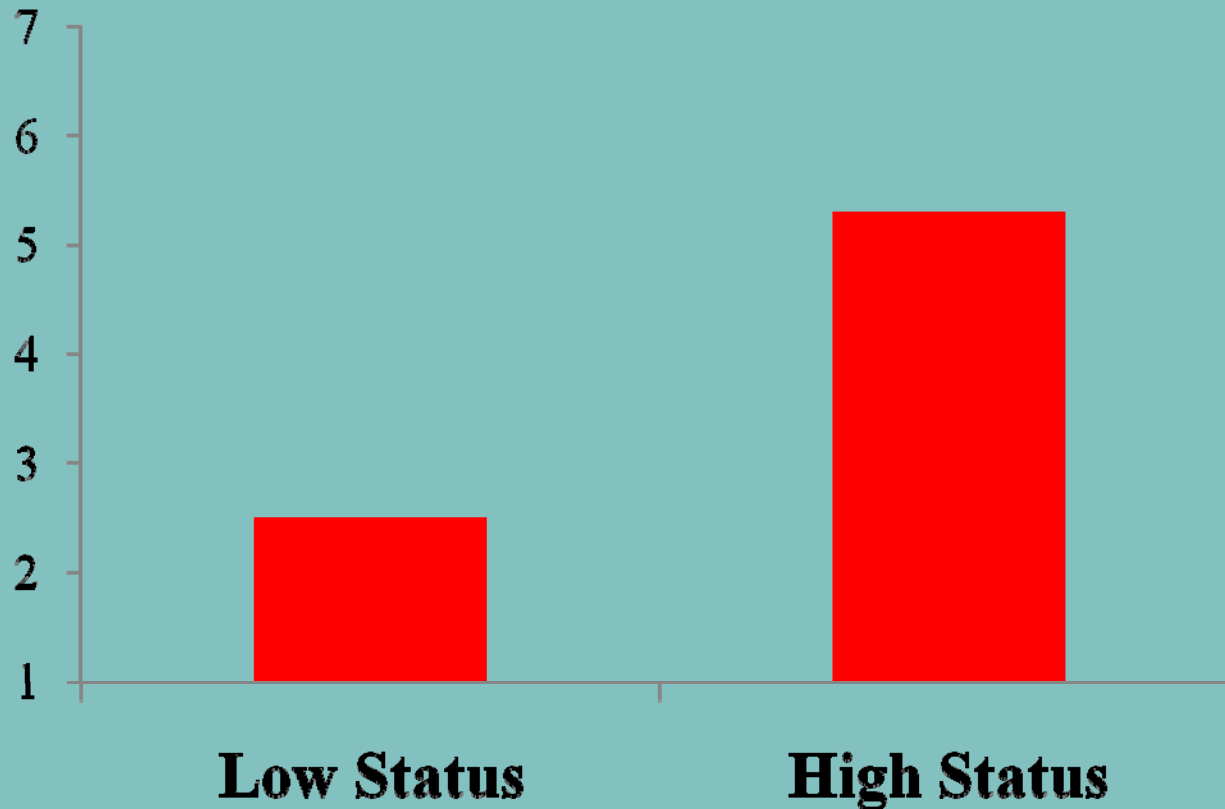
- 7 questions about legitimacy of representative's behavior ($\alpha = .93$):
 - Legitimate to punch the police officer
 - Justified in punching police officer
 - Police officer deserved what happened to him
 - Legitimate for rep. to be upset about officer's actions
 - Rep's actions were appropriate

Unexpected “Red/Blue” Twist



Status of representatives differed by region

■ Perceived Legitimacy of Power Use



Main effect of measured status: $F(1, 102) = 82.81, p < .001$.

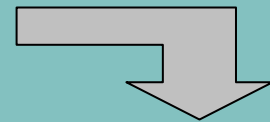
Conclusions & Implications

- Status and power are not simply different, yet equivalent, sources of influence
 - Stereotypes & evaluative judgments not just affected by magnitude, but by source
 - Status & power interact to produce distinct stereotypes
 - High status (H or L power): High agency & communality
 - Low status & power: High communality, lower agency
 - Low status, high power: High agency, low communality

Conclusions & Implications

Respect constrains resource control

- Status places upper-bound on amount of power that one can legitimately possess
- Power > Status seen as illegitimate



Negative Reactions from Others

Enjoy interactions less, seen as “bad people”

See their behavior as less legitimate, more coercive

Trying to be difficult

More negative, less positive emotions

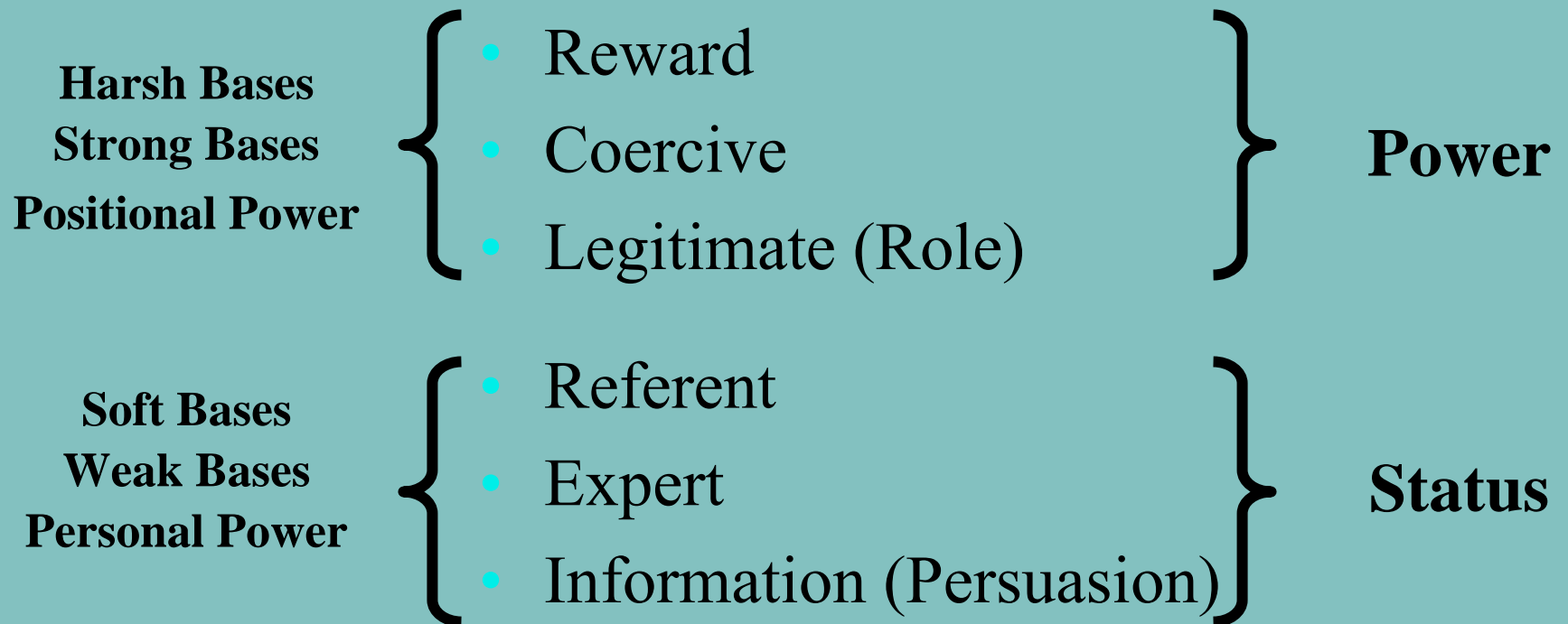
General Implications

- Bases of influence structured hierarchically
- Prescriptive advice on the benefits of acquiring power should be qualified
- High power without equivalent status:
 - Negative evaluations by others
 - Reluctance to use power



Thank You

The Bases of Influence

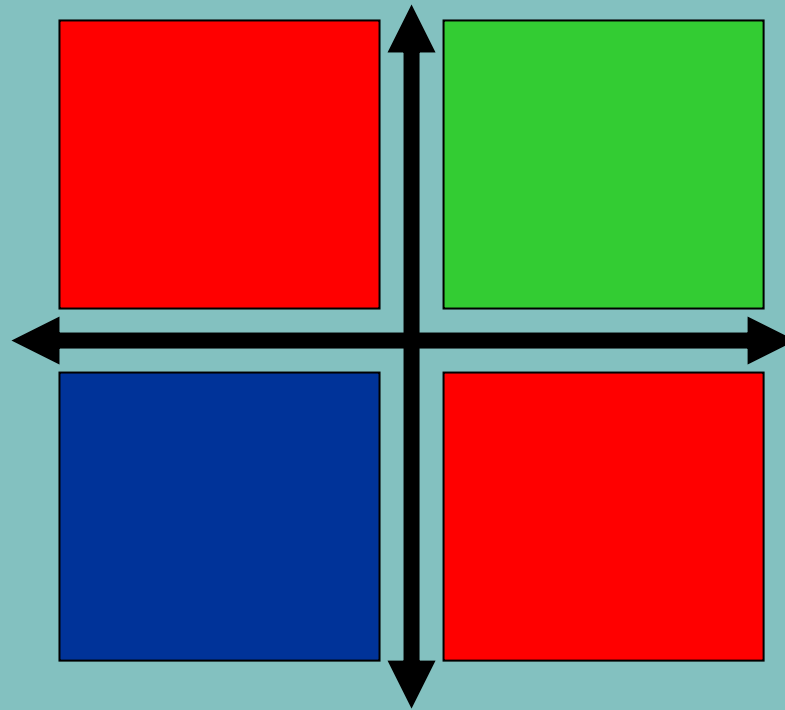
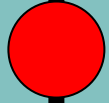


French & Raven, 1959; Raven 1965; Raven, Schwarzwald, & Koslowsky, 1998

■ The Dimensions of Influence

High Influence

High Power



**Low
Status**

**High
Status**

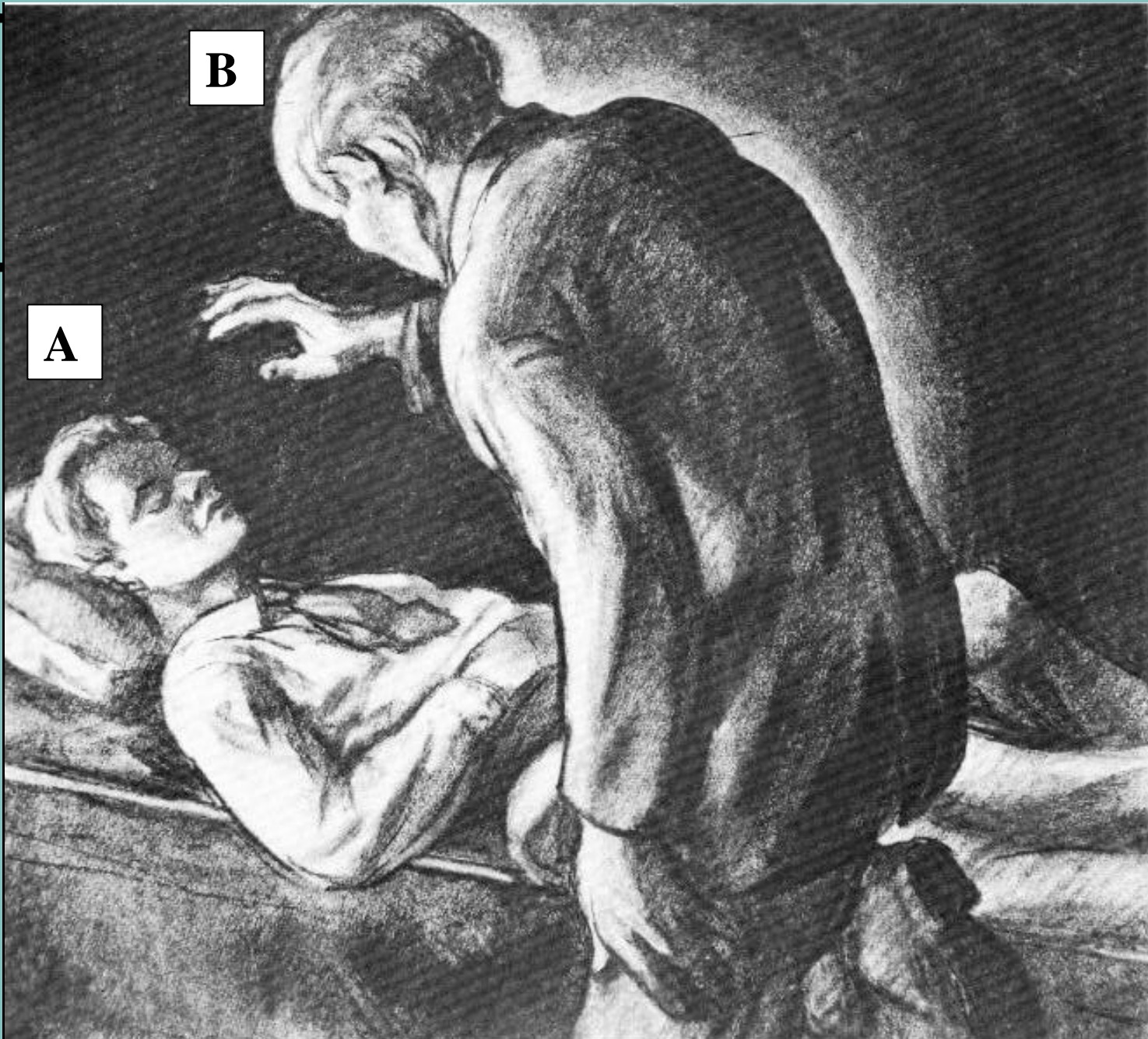
Low Influence

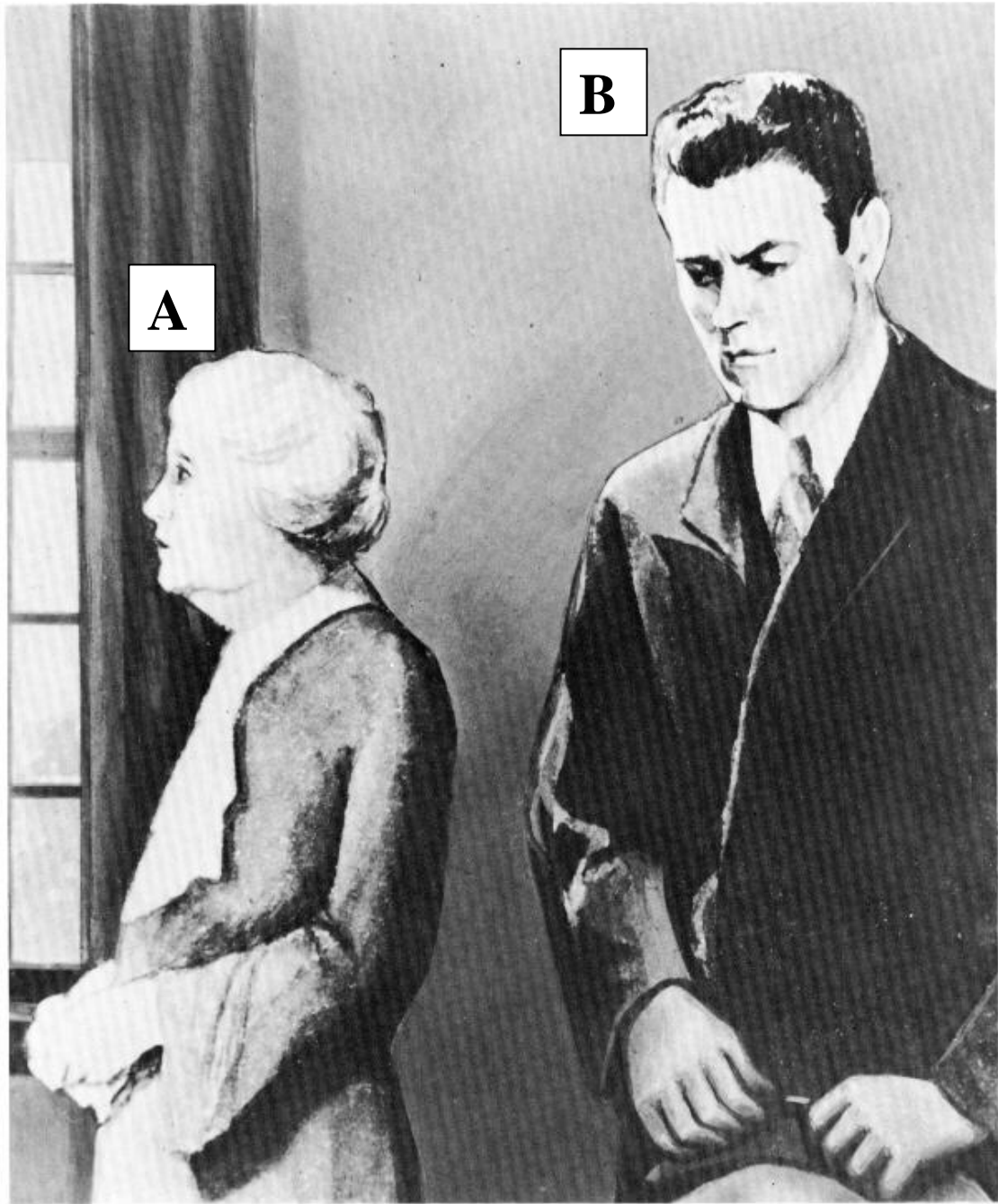
Low Power

Study 4: Interpretation of Ambiguous Situations

- Participants read 1 of 4 vignettes about “B,” and looked at 1 of 2 pictures (taken from TAT)
- 2(Status: High vs. Low) x 2(Power: High vs. Low) x 2(Picture Version)
- “What is going on in this picture?”
 - Content analyzed by two coders
 - 3-item composite ($\alpha = .90$): B’s behavior good/bad, B has sinister/benevolent motives, B trying to help A

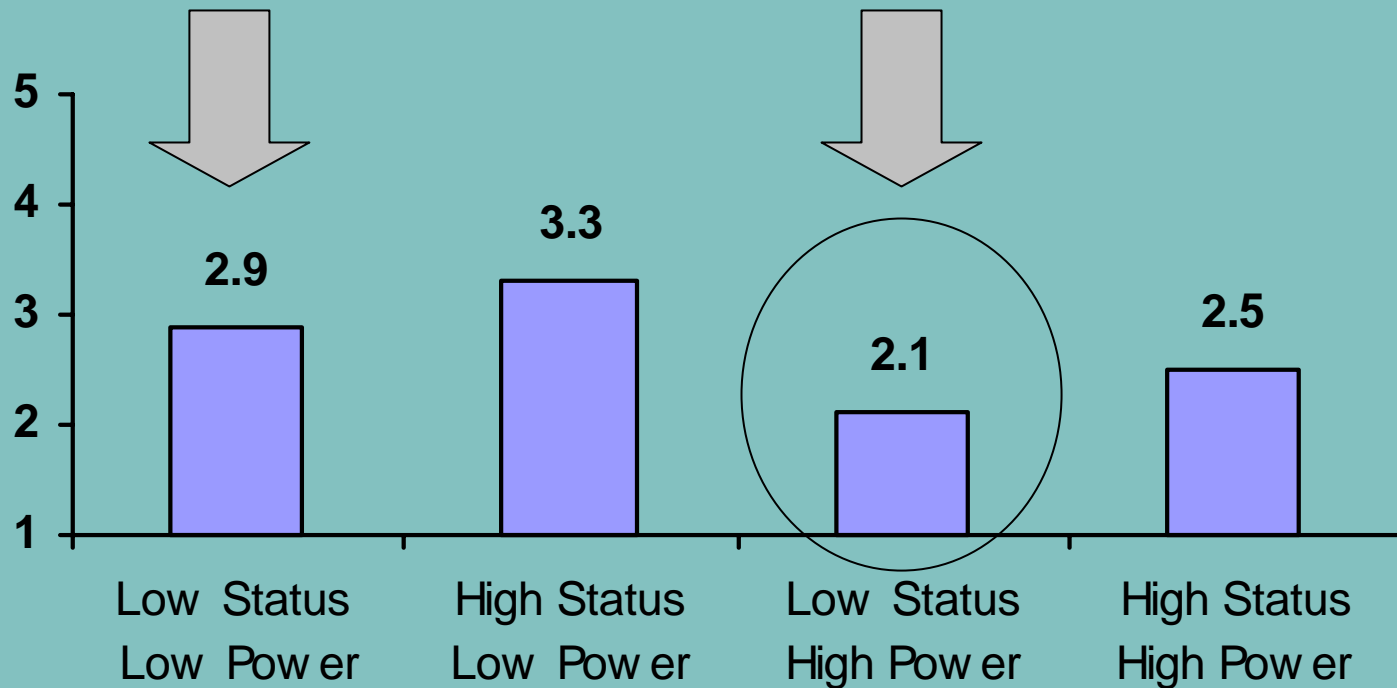
$N = 203$





Interpretation of B's Behavior

B's behavior good/bad, B has sinister/benevolent motives, B trying to help A



■ Participant 43 – LS/LP

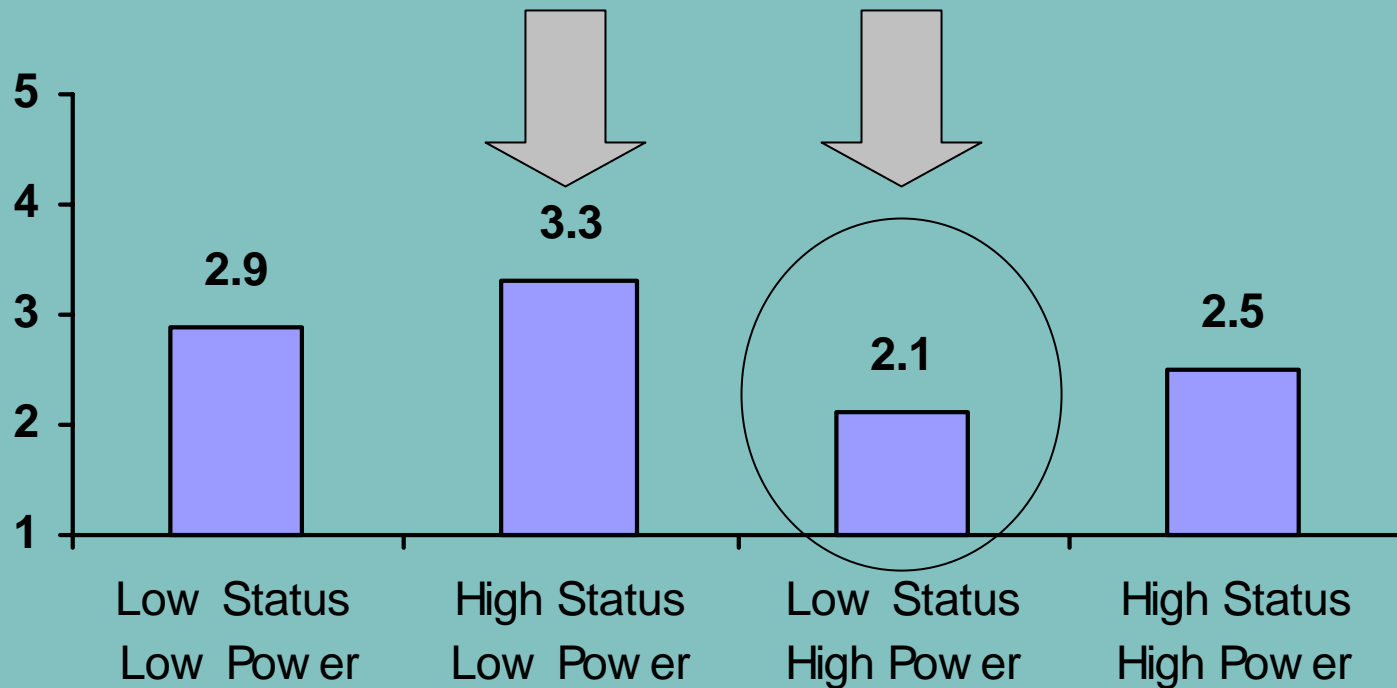
I think that although the man is not respected in society, that he still has good intentions. He looks like he is trying to heal A through some sort of ancient/religious healing method.

■ Participant 63b – LS/HP

The woman (A) is sleeping and the man (B) has entered her domain uninvited. He has been standing there without A's knowing for quite some time. He is unwanted and is violating A's privacy. Even if A wakes up, not much can be done about the intrusion because B has power over A.

Interpretation of B's Behavior

B's behavior good/bad, B has sinister/benevolent motives, B trying to help A



■ Participant 66 – HS/LP

Judging by the aura of light around B and the position of A who appears to be lying on a bed or on a stretcher, it appears that A is letting B help him or heal him in some way. A doesn't appear to be physically sick since he is nicely dressed and looks healthy, so if he has a problem, it's probably mental or emotional. Judging by B's posture he seems humble & likeable.