

Power

CHAPTER8

DONELSON FORSYTH



Power

- **Social Power** - the ability to influence others even when they actively resist
 - **Obedience to Authority** – social power is a common process in group interactions



Power in Groups

- **Power Bases (French & Raven)** – six key components of social power over other people
 - Reward Power
 - Coercive Power
 - Legitimate Power
 - Referent Power
 - Expert Power
 - Informational Power



Power Tactics

- **Power Tactics** – supplemental strategies used to influence others
- Differ on three dimensions (Table 8.2)
 - **Soft vs. Hard Tactics (Reward vs Bullying)**
 - **Rational vs. Nonrational (Inspire vs Ingratiation)**
 - **Unilateral vs. Bilateral (Fait Accompli vs Collaborate)**



Social Status in Groups

- **Status Relations (pecking order)** – relatively stable system of authority and/or prestige in the group
 - **Claiming Status** – verbal and nonverbal cues can communicate status desires
 - **Social Dominance Orientation** – dispositional preference for hierarchical networks and dominance



SDO-6 questions^[1] [\[edit\]](#)

1. Some groups of people are simply inferior to other groups.
2. In getting what you want, it is sometimes necessary to use force against other groups.
3. It's OK if some groups have more of a chance in life than others.
4. To get ahead in life, it is sometimes necessary to step on other groups.
5. If certain groups stayed in their place, we would have fewer problems.
6. It's probably a good thing that certain groups are at the top and other groups are at the bottom.
7. Inferior groups should stay in their place.
8. Sometimes other groups must be kept in their place.
9. It would be good if groups could be equal.
10. Group equality should be our ideal.
11. All groups should be given an equal chance in life.
12. We should do what we can to equalize conditions for different groups.
13. Increased social equality is beneficial to society.
14. We would have fewer problems if we treated people more equally.
15. We should strive to make incomes as equal as possible.
16. No group should dominate in society.

Keying is reversed on questions 9 through 16, to control for [acquiescence bias](#).

Social Status in Groups

- **Perceiving Status** – group members intuitively notice status characteristics (**Expectations States Theory**)
 - **Specific-status Characteristics** – qualities that are suited for group's task
 - **Diffuse-status Characteristics** – general characteristics thought to be relevant to ability
- **Status Generalization** – tendency for members to rely more on diffuse-status characteristics
 - **Solo Status** – low status attributed to token members

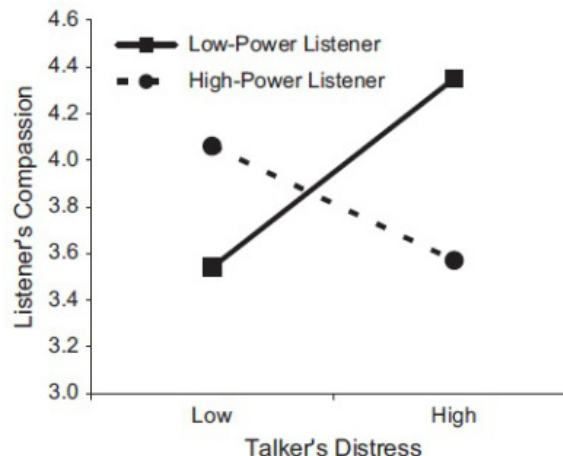


Status Hierarchies

- Hierarchies usually form in groups
- **Iron Law of Oligarchy** – powerful individuals act to protect their power.
- **Interpersonal Complementarity Hypothesis** – certain actions tend to evoke congruent behaviors in others
- **Stability** – stable hierarchies tend to be more harmonious and productive

Changes in the Powerholder

- **Approach/Inhibition Theory** – power is associated with increased action, energy, focus, motivation, and emotion
- **Negative Effects of Power** – leads to more favorable self-evaluations, unfair treatment, overstepping, less empathy, power-seeking
 - **Bathsheba Syndrome** – claiming unfair privileges, rights, and honors



Source: van Kleef, G. A., Oveis, C., van der Löwe, I., LuoKogan, A., Goetz, J., & Keltner, D. (2008). Power, distress, and compassion: Turning a blind eye to the suffering of others. *Psychological Science*, 19(12), 1315-1322. doi:10.1111/j.1467-9280.2008.02241.x

Reactions to Power

- **Kelman's 3 Stages of Conversion:**
 - **Compliance** - disagreement
 - **Identification** – approval seeking
 - **Internalization** – acceptance
- **Agentic State** – feeling of reduced autonomy leading to blind obedience (**Lucifer Effect**)



Reactions to Power

- **Resistance to Influence** – targets do not always obey an authority
 - **Reactance** – reasserting one's sense of autonomy when individuality is threatened
 - **Ripple Effect** – spread of negative group behavior resulting from hard tactics
 - **Coalition** – a subgroup that resists an authority figure



Milgram Experiments

- Milgram demonstrated the shocking effects of power in his infamous experiments.



Public Announcement

**WE WILL PAY YOU \$4.00 FOR
ONE HOUR OF YOUR TIME**

Persons Needed for a Study of Memory

*We will pay five hundred New Haven men to help us complete a scientific study of memory and learning. The study is being done at Yale University.
*Each person who participates will be paid \$4.00 (plus 50¢ carfare) for approximately 1 hour's time. We need you for only one hour; there are no further obligations. You may choose the time you would like to come (evenings, weekdays, or weekends).

*No special training, education, or experience is needed. We want:

Factory workers	Businessmen	Construction workers
City employees	Clerks	Salespeople
Laborers	Professional people	White-collar workers
Barbers	Telephone workers	Others

All persons must be between the ages of 20 and 50. High school and college students cannot be used.
*If you meet these qualifications, fill out the coupon below and mail it now to Professor Stanley Milgram, Department of Psychology, Yale University, New Haven. You will be notified later of the specific time and place of the study. We reserve the right to decline any application.
*You will be paid \$4.00 (plus 50¢ carfare) as soon as you arrive at the laboratory.

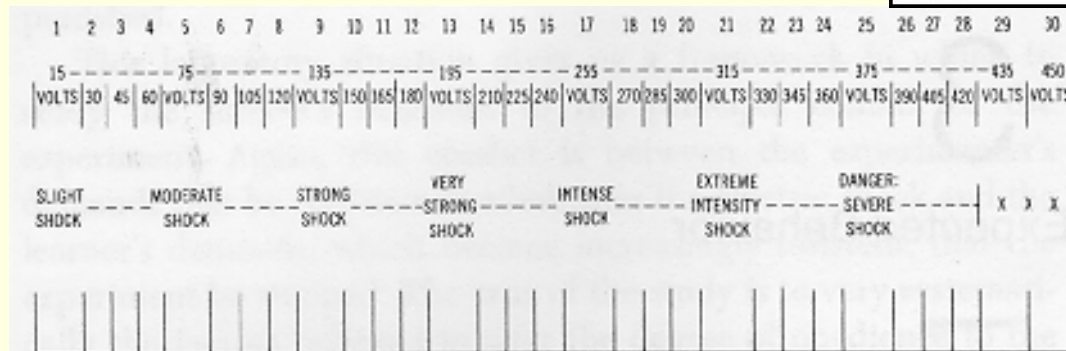
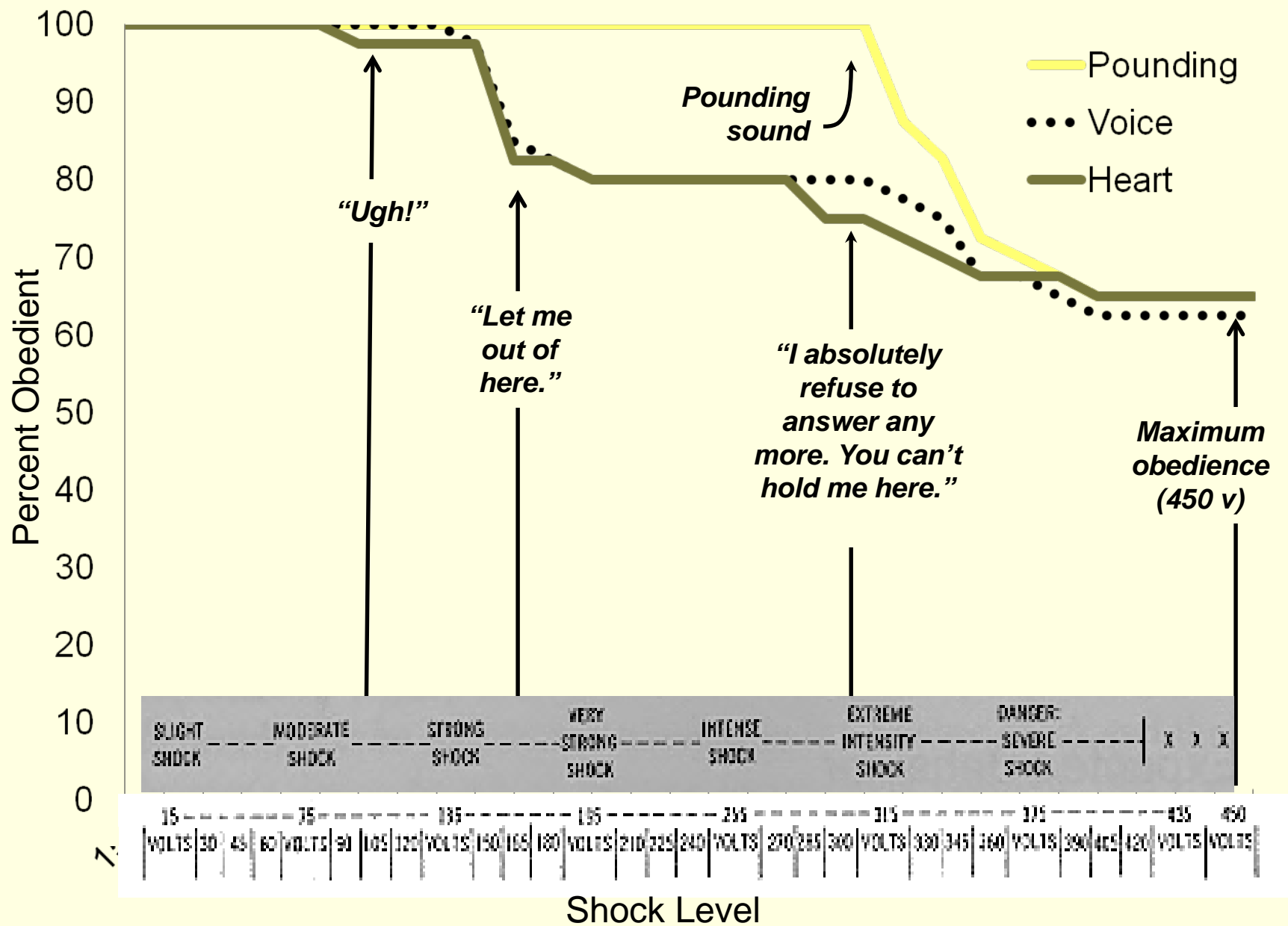
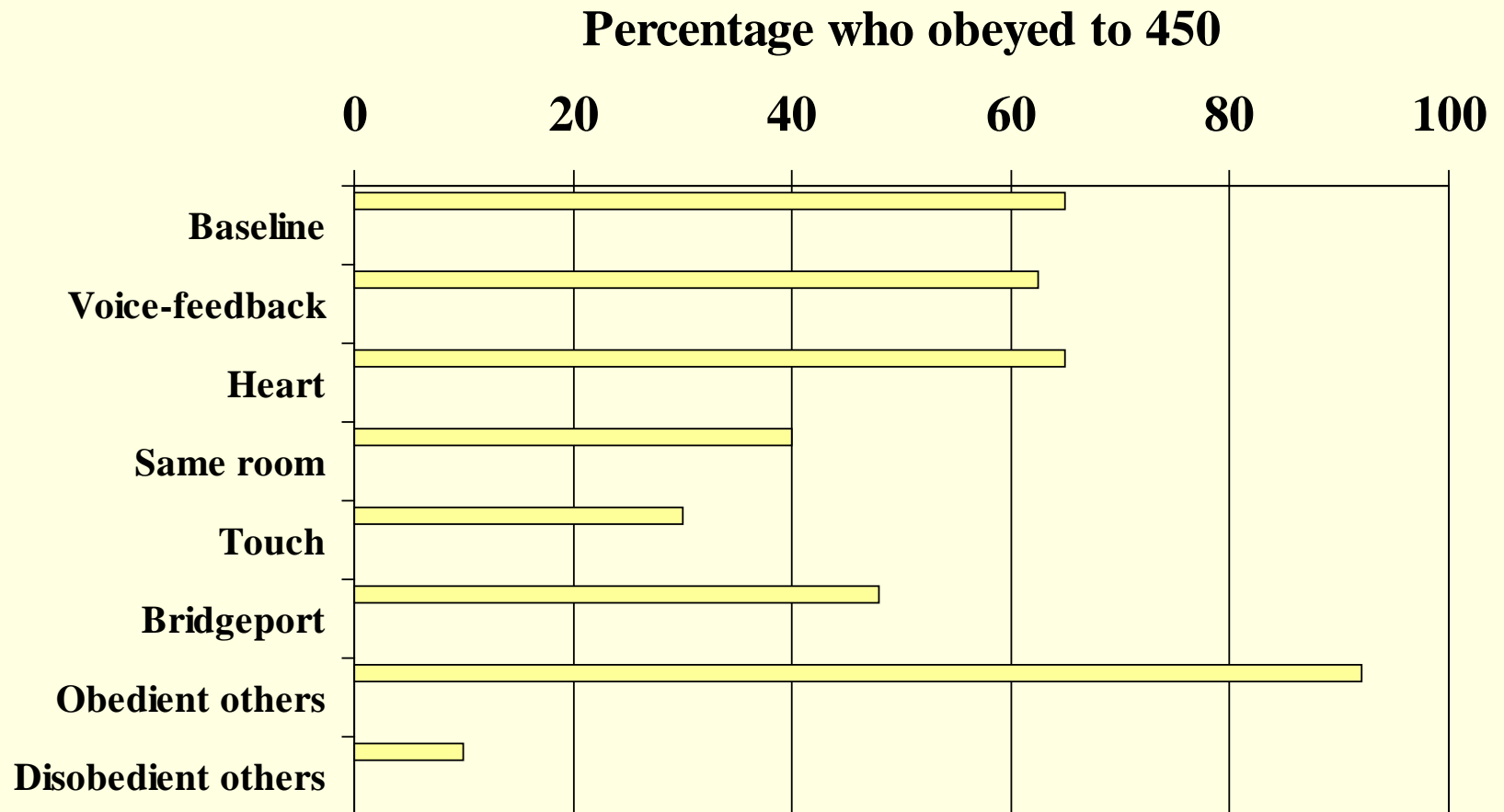


Fig. 4. Diagram of control panel.



Milgram Experiments

Original and Follow-up Results

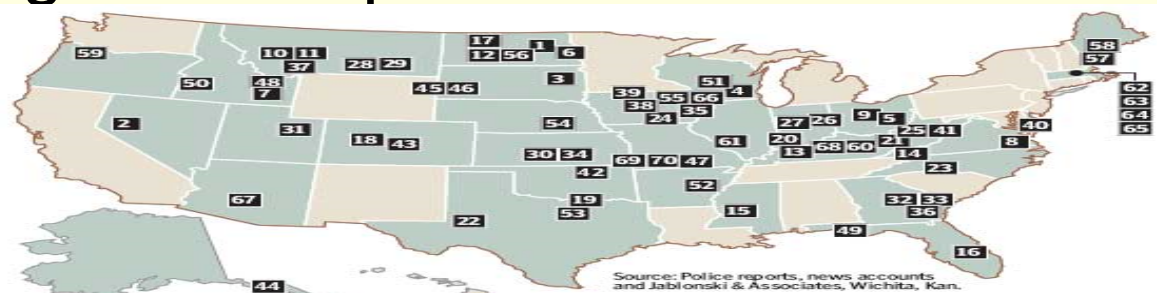


Limiting Power

- The Power of the Milgram Situation
 - Led to changes in research ethics
 - Some suggest that Milgram's subjects were unique or flawed

Contemporary Obedience

- Contemporary Obedience
 - McDonald's Hoaxes
 - Milgram's Replication



Known cases of hoaxes around the country

DATE	CITY	STORE
1995		
1 March 7	Devils Lake, N.D.	Pizza Hut
2 June 17	Fallon, Nev.	McDonald's
1998		
3 Sept. 9	Watertown, S.D.	Blockbuster Video
4 Oct. 29	Brookfield, Wis.	McDonald's
1999		
5 June 3	Zanesville, Ohio	McDonald's
6 June 20	Fargo, N.D.	Burger King
7 Dec. 16	Blackfoot, Idaho	Pizza Hut
8 Dec. 23	Toano, Va.	McDonald's
2000		
9 April 1	Delaware, Ohio	Not identified
10 July 24	Helena, Mont.	McDonald's
11 July 24	Bismarck, N.D.	Wendy's
12 Oct. 5	Leitchfield, Ky.	McDonald's
13 Nov. 30	Claypool Hill, Va.	McDonald's
2001		
15 Jan. 2	Pearl, Miss.	McDonald's
16 Feb. 19	Lake Mary, Fla.	Wendy's
17 March 1	Minot, AFB, N.D.	Burger King
18 March 6	Vail, Colo.	McDonald's
19 April 27	North Denslon, Texas	McDonald's
20 May 3	Linton, Ind.	McDonald's
21 May 18	Louisia, Ky.	Burger King
22 July 15	Odessa, Texas	Taco Bell
23 Sept. 5	Belmont, N.C.	Burger King
24 Nov. 1	Ottumwa, Iowa	Hardee's
25 Nov. 1	Charleston, W. Va.	Burger King
26 Dec. 17	Pendleton, Ind.	Arby's
27 Dec. 17	Noblesville, Ind.	Video Library
28 Dec. 20	Billings, Mont.	Not identified
29 Dec. 26	Billings, Mont.	Not identified
2002		
30 April 16	Wichita, Kan.	Applebee's
31 May 29	Roosevelt, Utah	McDonald's
32 Nov. 25	Statesboro, Ga.	Ruby Tuesday's
33 Nov. 25	Statesboro, Ga.	Taco Bell
2003		
34 Jan. 22	Wichita, Kan.	Village Inn Restaurant
35 Jan. 26	Davenport, Iowa	Applebee's
36 Feb. 2	Hinesville, Ga.	McDonald's
37 Feb. 19	Bozeman, Mont.	Wendy's
38 March 11	Marshalltown, Iowa	Perkins Restaurant
39 March 11	Mason City, Iowa	Perkins Restaurant
40 March 16	Dover, Del.	Burger King
41 April 23	Charleston, W. Va.	Applebee's
42 May 9	Bartlesville, Okla.	Taco Bell
43 June 3	Aurora, Colo.	Burger King
44 June 3	Juneau, Alaska	Taco Bell
45 June 5	Rapid City, S.D.	Hardee's
46 June 10	Rapid City, S.D.	Perkins Restaurant
47 June 20	West Plains, Mo.	Taco Bell
48 June 30	Idaho Falls, Idaho	Burger King
49 July 11	Panama City, Fla.	Winn-Dixie
50 Aug. 23	Boise, Idaho	Pizza Hut
51 Oct. 5	Wright County, Minn.	Burger King
52 Oct. 31	Wynne, Ark.	McDonald's
53 Dec. 2	Sherman, Texas	Pizza Hut
54 Dec. 5	York, Neb.	Wendy's
55 Dec. 17	Dubuque, Iowa	McDonald's
56 Dec. 18	Bismarck, N.D.	Blockbuster Video
2004		
57 Jan. 2	South Portland, Maine	Pizza Hut
58 Jan. 2	Portland, Maine	Kennel Shop
59 Feb. 5	Gresham, Ore.	Burger King
60 Feb. 13	Richmond, Ky.	Bob Evan's
61 Feb. 18	Collinsville, Ill.	Burger King
62 Feb. 20	Whitman, Mass.	Wendy's
63 Feb. 20	Ablington, Mass.	Wendy's
64 Feb. 20	West Bridgewater, Mass.	Wendy's
65 Feb. 20	Wareham, Mass.	Wendy's
66 March 17	Dubuque, Iowa	Musicland
67 March 22	Fountain Hills, Ariz.	Taco Bell
68 April 9	Mount Washington, Ky.	McDonald's
69 May 26	Joplin, Mo.	Sonic
70 May 26	Joplin, Mo.	Sonic