Correct use of power helps small business owner

British Lord Acton observed that power corrupts, and absolute power corrupts absolutely. Power is defined as the ability to make happen what we want to hap-pen, as well as being able to block the occurrence of events that are un-

desirable. Whether you are aware of it, we all display some kind of power in our day-to-day dealing with the people we work with. The kinds of power small business owners and managers use and and how they implement them have a direct bearing on the management success they achieve.

there are six kinds of power that are commonly used among management personnel. Knowing way to be over the property of the pro

se and and how they implement hern have a direct bearing on the nanagement success they achieve.

IN HER book, "The Power Hand-ook," Pamela Cuming states that



focus: small business Marv 👺 DiPaolo

versity.

Reward power can also be a prob-lem when it is used as the main mo-tivation for performance. Employ-ces who get used to rewards will in-

variably begin to regard them as

when A person is promoted into a management position, some type of power usually goes along with the position. It is not necessarily earned but is awarded, along with the position.

tion.
This use of legitimate power can

be effective if it is supplemented by reward and coercive power. Next, expert power is the capacity to influence others because of the knowledge or skills a person is pro-sumed to have. You have expert power when your employees are willing to follow your suggestions because they respect your expertise or ability.

you are the people you have referent power over or vice versa.

Last, associative power is used by people who are name droppers. They try to influence the people they work with on the basis of who they know, rather than what they know or what they can do.

Associative power should be used with caution. It's not really who you know that gives you power, but your ability to gain access to that person's many they want to the person's many that they have a solution to the person's many that they want to the person to the person want to the person to the person want to the p

because they respect your expertise

Associative power should be used or ability.

Expert power cannot be conferred on a person; it must be earned.

EXPERT POWER can betrengthen by referent power. Referent power, in its purest sense, is proposed of friendablp, mutual affection and trust.

The people who would do anything you ask because they like and trust.

Associative power should be used who was the facility of really who you know that gives you power, but your ferrends, a Farmington facility of the cable television series, "Chamber Perspectives."

"Chamber Perspectives."

datebook

PURCHASING MANAGERS
 Thursday, Oct. 19 — Purchasing Management Association of Detroit meets in Farmington Hills. Information. 474, 4800.

• BUILDING OWNERS
Thursday, Oct. 19 — Bullding
Owners and Managers Association
meets in Southfield. Information:
964-4000.

HUMAN RESOURCES
 Thursday, Oct. 19 — Human Resources Association of Greater Detroit meets at 6:30 p.m. in Southfield. Information: 965-6611 Ext. 120 or 396-6495.

• SAVE ON TAXES
Saturday, Oct. 21 — Free seminar on Michigan tax-free bonds and other tax-free investments begins at 10:30 a.m. in Rochester. Information: Jack Churilla, 655-4326.

● LOTUS 1-2-3
Saturdays, Oct. 21 through Nov. 11
— Course on Lotus 1-2-3 on the IBM
PC offered 9 a.m. to 12:30 p.m. in
Rochester. Fee: \$150. Information:
370-3120. Sponsor: Oakland Univer-

LIEN LAW SEMINAR
 Monday, Oct. 23 — Seminar on the
Michgan Lien Act offered 8:30 a.m.
to noon in Troy. Non-member fee:
435. Information: 737-4477. Sponsor:
Builders Association of Southeastern
Micheles Association of Southeastern
Micheles Association of Southeastern
Micheles Association of Southeastern
Micheles Association of Southeastern

● INTERMEDIATE LOTUS1-2-

3 Mondays, Oct. 23 through Nov. 13 — Intermediate Lotus 1-2-3 on the IBM PC offered 7-9 p.m. in Bloom-field Hills. Information: 645-3635. Sponsor. Cranbrook Schools

Tuesday, Oct. 24 — Engineering fundamentals review course offered in Detroit. Information: Anthony Corte, 271-1509, Ext. 515. Sponsor: Society of Manufacturing Engineers.

@ EMPLOYMENT LAW

e EmM-LUYMENT LAW Tuesday, Oct. 24 — "Employment Law: A Legal Update" offered 9 a.m. to 4:30 p.m. in Southfield. Non-mem-ber fee: \$205. Information: 353-4500. Sponsor: American Society of Em-ployers.

PERSONAL LAW
 Tuesday, Oct. 24 — Personal law update seminar offered at the Kingstey Inn, Bloomfield Hills. Non-member fee: \$45. Sponsor: Oakland Coun-



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CUT WORKER COMP

Tuesday, Oct. 24 — "Reducing Workers Compensation Costs" of-fered 9 a.m. to 4 p.m. in Southfield. Non-member fee: \$205. Information: 353-4500. Sponsor: American Society of Employers.

6 FRANCHISE

• FRANCHISE
OPPORTUNITIES
Tuesday, Oct. 24 — Franchise
seminar 8-11:30 a.m. in Detroit. Information: 964-4000 Ext. 284. Sponsor: Greater Detroit Chamber of
Commerce.

• WILLS AND TRUSTS
Tuesday, Oct. 24 — Free seminar
on wills, trusts and property ownership begins at 7 p.m. in Southfield.
Information: 557-7840. Sponsor: Empire of America.

O SLOW GROWTH
Tuesday, Oct. 24 — "Slow Growth,
EAPLADNR, No. Growth" offered
8:30-10:30 a.m. in Southfield. Nonmember fee: \$12. Information: 7374777. Sponsor: Builders Association
of Southeastern Michigan.

BEGINNING COMPUTER
 Tuesdays, Oct. 24 through Nov. 14
 "Beginning Computer — Surving the Computer Age" offered 7-9 p.m. in Bloomfield Hills. Fee: \$70.
Information: 645-3635. Sponsor:
Cranbrook Schools.

ty Chamber of Commerce. Informa-tion: 644-1229.

MERGERS AND
ACQUISITIONS
Thursday, Oct. 26 — "Creating
Shareholder Value Through Mergers
and Acquisitions" offered 8:30 a.m.
to 4:20 p.m. in Rochester, Fee: \$225.
Information: 370-3120. Sponsor; Oakland University.

CAREER FAIR
Thursday, Oct. 26 — Women's Advertising Club career fair 5:30-9:15
p.m. in Bloomfield Hills. Student fee:
\$20, Information: Fay Stone, 3561101

o EFFECTIVE SUPERVISION Thursday-Friday, Oct. 26-27 —
"Becoming an Effective Supervisor"
8:30 a.m. to 4:30 p.m. in Troy. Fee
270. Information: 689-8282 Ext.
260. Sponsor: Walsh College.

◆ WORDPERFECT 5.0 Thursdays, Oct. 26 through Nov. 16 — "WordPerfect 5.0 (Word Pro-vessing on the IBM PC) offered 7-9 p.m. in Bloomfield Hills. Fee: \$80. Information: 645-3635. Sponsor: Cranbrook Schools.

• CPAs AND BANKERS
Friday, Oct. 27 — CPA-banker
conference 8 a.m. to 4 p.m. in Troy.
Fee: \$95. Information: 855-2288.
Sponsor: Michigan Association of
Certified Public Accountants.

• MANUFACTURING SEMINAR Friday, Oct. 27 — "Meeting the

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G.R.E. WORKSHOPS
 Saturdays, Oct. 28 through Dec. 2
 Graduate Records Examination
preparation workshops offered 9
 a.m. to 12:30 p.m. in Rochester. Fee:
\$125. Information: 370-3120. Sponsor: Oakland University.

Challenge of World-Class Competi-tion" 8:30 a.m. to 4:30 p.m. in Troy. Fee: \$190. Information: James Low, 577-4495. Sponsor: Wayne State Uni-

BUILDERS ASSOCIATION
 Monday, Oct. 30 — Builders Association of Southeastern Michigan meels in West Bloomfield. Nonmember fee: \$25. Information: 737-4477.

AUTO CONFERENCE
 Monday-Wednesday, Oct. 30
through Nov. 2 — Autofact conference and exposition at Cobe Hall in
Detroit. Information: 271-1500.

● COMPUTER-INTEGRATED
MANUFACTURING
Tuesday-Wednesday, Oct. 31 and
Nav. 1 — Computer-Integrated manufacturing fundamentals review
course offered in Detroit. Information: Anthony Corte, 271-1500 Ext.
515. Sponsor: Society of Manufacturing Endineers. ing Engineers.

BUSINESS WRITING
 Tuesday, Oct. 31 — "Business
Writing for Clarity" 8:30 a.m. to 4:30



p.m. in Detroit. Fee: \$135. Informa-tion: 689-8282 Ext. 260. Sponsor: Walsh College.

• JOB FAIR

Wednesday, Nov. 1 — Free job fair 9 a.m. to 5 p.m. in Southfield.
Sponsor: United Way of Southeastern Michigan. Information: 226-9888.

EXECUTIVE ROUNDTABLE

Wednesday, Nov. 1 — "Improving Leadership Styles — Learning From the Classics" talk 8:30 a.m. to 12:45 p.m. in Rochester. Information: 370-3120. Sponsor: Oakland University.

 SOCIAL SECURITY
 Nov. 1 — "Under-Wednesday, Nov. 1 — "Under-standing Social Security for the '90s" presented in Bioomiteid Hills. Fee: \$12. Information: 645-3635. Sponsor: Cranbrook Schools.

• WORDPERFECT

• WORDPERFECT
Wednesdays, Nov. 1-15 — Increase skill with WordPerfect 6:30-9
p.m. in Rochester. Fee: \$125. Information: 370-3120. Sponsor: Oakland
University.

• CPA TAX WORKSHOP
Thursday, Nov. 2 — Michigan tax
workshop 8 a.m. to 4 p.m. in Bloomfield Hills. Fee: \$90. Information:
855-2288. Sponsor: Michigan Asceiation of Certified Public Accountants.

• LEGAL ASSISTANT

© LEGAL ASSISTANT SEMINAR Friday, Nov. 3 — "Family Law and the Legal Assistant" seminar of-fered 9 a.m. to 4 p.m. in Rochester, Fee: \$95. Information: 370-3120. Sponsors: Oakland University, Legal Assistants Association of Michigan.

LSAT WORKSHOP

LSAT WORKSHOP
 Saturdays, Nov. 4-18 — Law
 school admissions test preparation
 workshop offered 9 a.m. to 4 p.m. in
 Rochester. Fee: \$175. Information:
 370-3120. Sponsor: Oakland University.

BUSINESS WRITING
Monday, Nov. 6 — "Back to the Basics: the Business Writing Registersher Workshop" in Southfield-Non-member fee: \$99. Information-644-1229. Sponsor: Oakland County-Chamber of Commerce.





