

## High-Powered Leaders: When Leadership Power Becomes Counterproductive

What is the connection between power and leadership? Having unassailable authority make you a better leader? Three business researchers, Leigh Plunkett Tost of the University of Washington, Francesca Gino of Harvard Business School, and Richard P. Larrick of Duke University – suggest that too much power can have a negative effect on one's leadership effectiveness. In a paper written for the Harvard Business School the researchers support the following conclusions:

- 1) High-power leaders often dampen the productive exchange of ideas at meetings. The reason for this includes the common perception that the powerful leader is the keeper of quality ideas and, because of this, he/she isn't particularly interested in the ideas of underlings. Certainly this perception isn't necessarily fair, but it often permeates the thinking of team members who have high- ad-