LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 19

The Art of Influence in Leadership

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- Power Vs Influence Vs Influence Tactics
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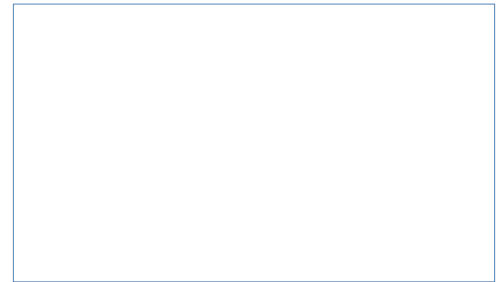- Research Paper
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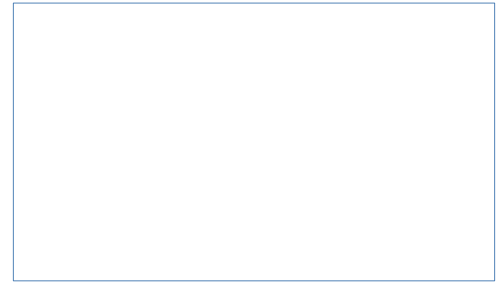
DEFINITIONS OF INFLUENCE

| Author Name	Definition
Susan Jeffers	Influencing as "not the ability to get someone to do what you want them to do, it's the ability to get yourself to do what you want to do"
Jeffrey W. Lucas and Amy R. Baxter	Influence—defined as compelling behavior change without threat of punishment or promise of reward—results largely from the respect and esteem in which one is held by others.
Brian Solis	Influence is the ability to cause desirable and measurable actions and outcomes.

POWER Vs INFLUENCE Vs INFLUENCE TACTICS

Power	Influence	Influence Tactics
Power has been defined as the capacity to produce effects on others or the potential to influence others.	**Influence** can be defined as the change in a target agent's attitudes, values, beliefs, or behaviors as the result of influence tactics.	**Influence tactics** refer to one person's actual behaviors designed to change another person's attitudes, beliefs, values, or behaviors.

POWER Vs INFLUENCE Vs INFLUENCE TACTICS

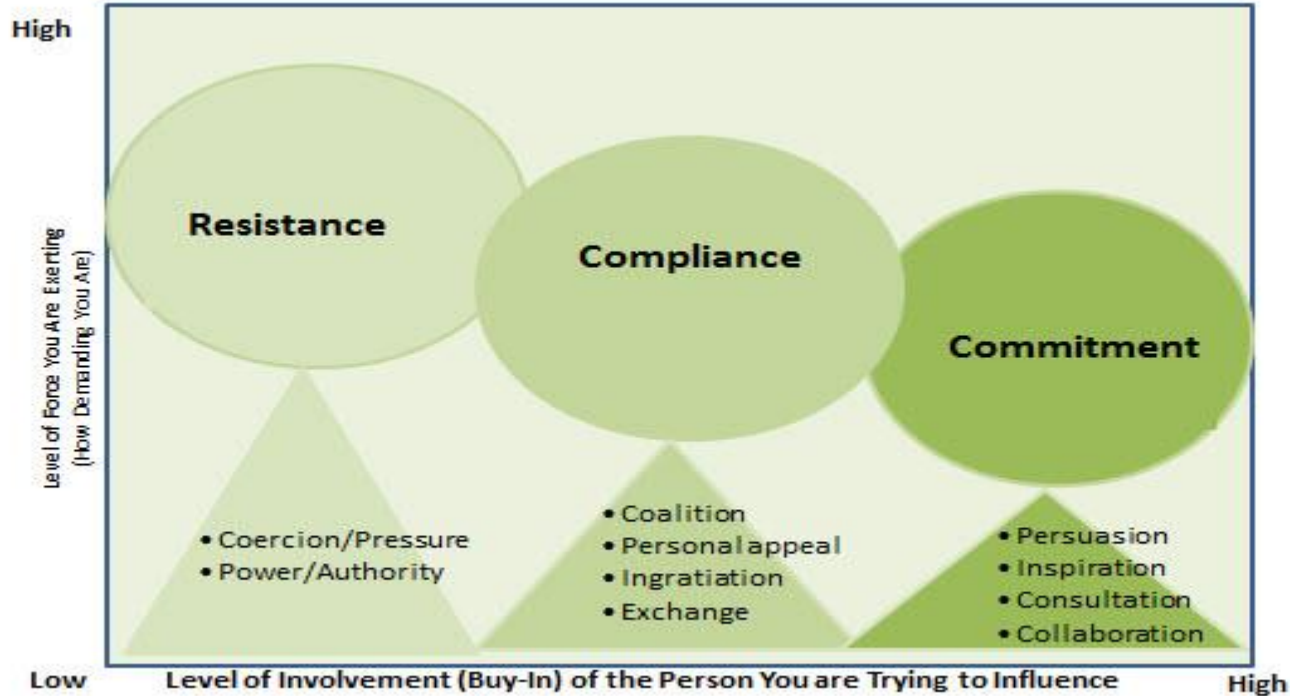| Power	Influence	Influence Tactics
Power is the capacity to cause change	Influence is the degree of actual change in a target person's attitudes, values, beliefs, or behaviors.	Influence can be measured by the behaviors or attitudes manifested by followers as the result of a leader's influence tactics.
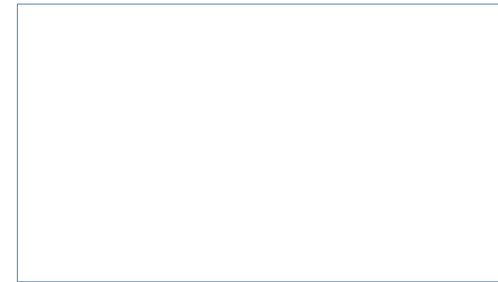
Consequences of Influence Methods

Image Source: https://guides.himmelfarb.gwu.edu/c.php?g=389282&p=2641498

TYPES OF OUTCOME

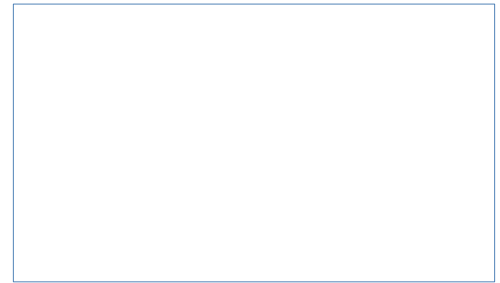| SOURCES OF LEADER INFLUENCE	TYPES OF OUTCOME		
	Commitment	Compliance	Resistance
Referent Power	Likely, if the request is believed to be important to the leader	Possible, if the request is perceived to be unimportant to the leader	Possible, if the request is for something that will bring harm to the leader
Legitimate Power	Possible, if the request is polite and very appropriate.	Likely, if request or order is seen as legitimate	Possible, if arrogant demands are made or request does not appear proper.

SOURCES OF LEADER INFLUENCE	TYPES OF OUTCOME		
	Commitment	**Compliance**	**Resistance**
Expert Power	Likely, if the request is persuasive and subordinates share the leader's task goals.	Possible, if the request is persuasive but the subordinates are apathetic about task goals.	Possible, if the leader is arrogant and insulting, or the subordinates oppose task goals
Coercive Power	Very unlikely	Possible, if used in a helpful, non-punitive way	Likely, if used in a hostile or manipulative way.
Reward Power	Possible, if used in a subtle, very personal way.	Likely If used in a mechanical, impersonal way.	Possible If used in a manipulative, arrogant way.	

Source: https://www.iedunote.com/power

Four Generalization about Power and Influence

1. Effective leaders typically take advantage of all their sources of power.
2. Leaders in well-functioning organizations are open to being influenced by their subordinates
3. Leaders vary in the extent to which they share power with subordinates.
4. Effective leaders generally work to increase their various power bases or become more willing to use their coercive power.

THE NINE INFLUENCE TACTICS
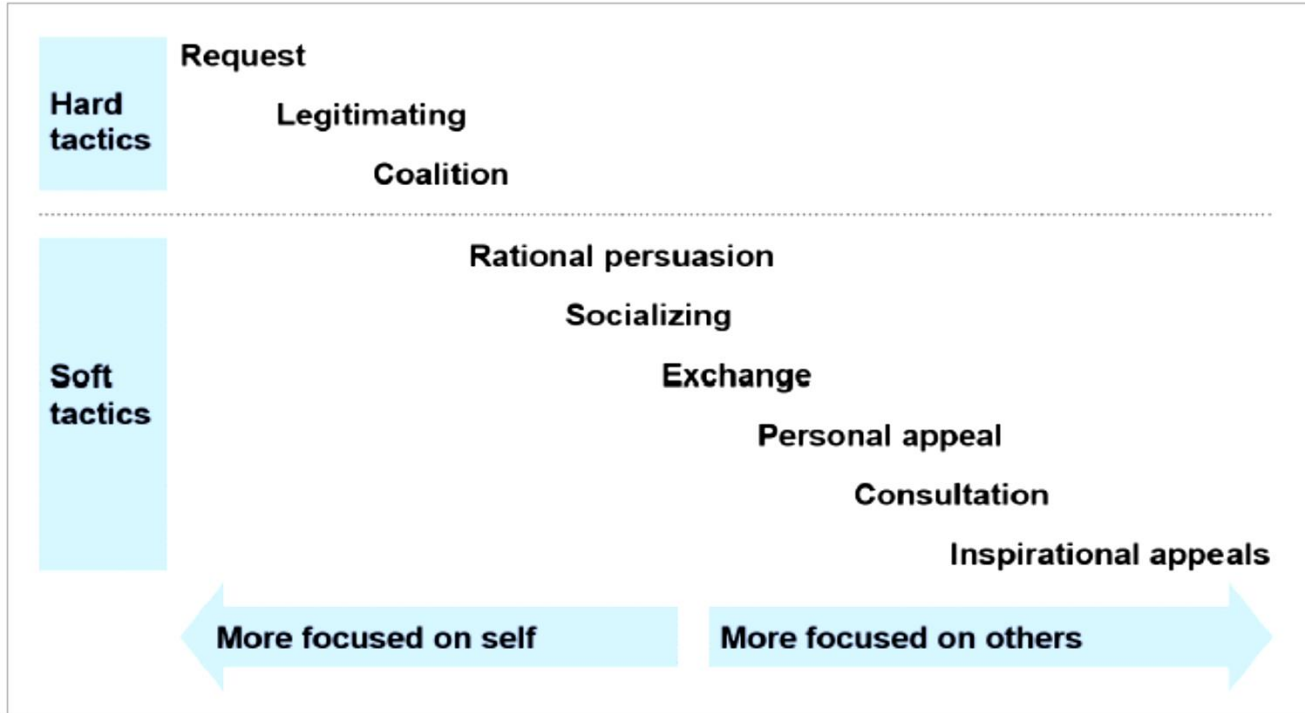
Source: Feser, C., & Kets, . V. M. F. R. (2016). *When Execution Isn't Enough: Decoding Inspirational Leadership*. Newark: Wiley.
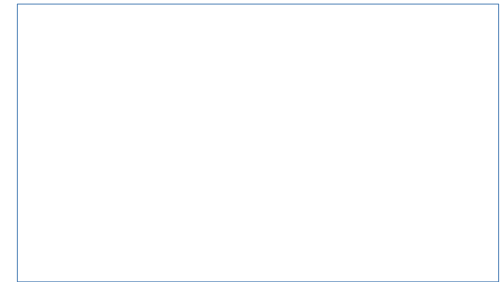
HARD vs. SOFT TACTICS

- The **Hard tactics** on the left are simple and straightforward. Leaders carry them out simply by building on their own perspectives.

- The **Soft tactics** on the right are more complex and require the ability to influence based on the followers' perspectives, characteristics, and *inner motivators*. We review them in turn.

HARD TACTICS

1. **REQUESTING** is probably the simplest influence approach. Requesting is when the leader uses simple demands to get others to take action. It is the influence approach at the core of "command and control" leadership.

   - Requesting—often referred to as "**pressure tactics**" in academic papers—is based on the principle of authority, meaning that people tend to obey authority figures.
   - Typical statements by a leader using requesting are:
     - "I want you to inform Jack that. . . ."
     - "Could you please call Frank and . . . ?"
     - "I did ask you to inform him. Have you had a chance to do it?"

HARD TACTICS (Cont.)

2. **LEGITIMIZING TACTICS** occur when agents make requests based on their position or authority. For instance, when leaders show that what they want is consistent with policy, procedure, or company culture.
   - Typical statements by a leader using legitimating tactics include:
     - "According to policy, all air travel must be. . . ."
     - "The CEO has asked me to look into. . . ."
     - "As you know, it is a standard practice that. . . ."

HARD TACTICS (Cont.)

3. **COALITION TACTICS** differ from consultation in that they are used when agents seek the aid or support of others to influence the target. Coalition tactics include creating a network of supporters to extend the leader's power base, building consensus, defining a group position, or creating an "us-versus-them" situation.

    - Typical statements by a leader using coalition tactics are:
        - "Jack and I both think that. . . ."
        - "Everyone on the finance team says. . . ."
        - "As a team, we have decided that. . . ."

SOFT TACTICS

4. **Rational persuasion:** It occurs when an agent uses logical arguments or factual evidence to influence others. To make a case using rational persuasion, leaders rely on having the knowledge or expertise to present facts analytically or they provide charts, graphs, data, statistics, photographs, or other forms of proof.

- Typical statements by a leader using rational persuasion tactics are:
  - "The company's transformation is necessary to achieve growth, to reduce costs, and to beat the competition."
  - "Given the data available, the most logical approach is."
  - "I want you to take action. The facts suggest three reasons for moving ahead. . . ."
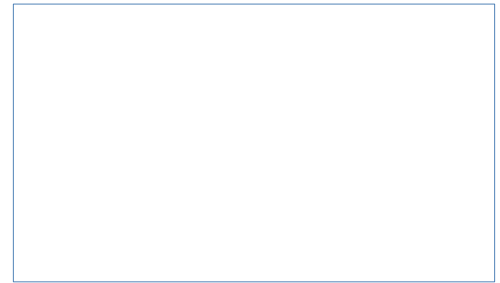
SOFT TACTICS (Cont.)

5. **SOCIALIZING**: **It** occurs when an agent attempts to get you in a good mood before making a request. Socializing uses praise and flattery before or during an attempt to get others to carry out a request or support a proposal. Academic papers sometimes refer to socializing as "ingratiation."
   - Typical statements by a leader using socializing tactics are:
     - "I am very impressed by what you have achieved. That really shows lots of commitment and dedication. It would be great if you could.
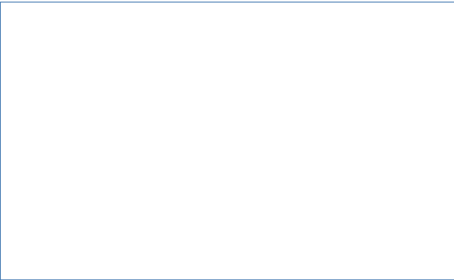   - "I see the problem exactly the same way. . . ."

SOFT TACTICS (Cont.)

6. **EXCHANGE**: influencing a target through the exchange of favours is labelled **exchange.** With exchanging, leaders give something of value to the people being led in return for getting something they want. Exchanging is based on the concept of reciprocity.

- Typical statements by a leader using exchanging tactics are:
    - "In return for participating in this employee survey, I will send you the aggregated results."

    - "If you support the decision, I will support your request. . . "

SOFT TACTICS (Cont.)

7. **PERSONAL APPEALS:** Agents use **personal appeals** when they ask another to do a favour out of friendship.

- Typical statements by a leader using personal appeals are:
  - "You and I go back a long time in this company. I'd really like your help on."
  - "I need to ask you for a favour. . . ."
  - "Can I count on you guys making . . . ?"

8. **CONSULTATION** is even more focused on others. Participative leadership is a form of consultation. Consultation means asking others to help the leader arrive at an acceptable solution, appealing to others' expertise, asking for input, probing for feedback, inviting others to participate or become involved in a process.

SOFT TACTICS (Cont.)

Typical statements by a leader using consultation tactics are:

"My suggestion is that we do XYZ. What would you suggest?"

"In your opinion, what would be the advantages and disadvantages?"

"Knowing the industry, do you see a merger as the best choice?"

9. **INSPIRATIONAL APPEALS:** Last come inspirational appeals, the core ingredient of inspirational leadership. Leaders using this tactic appeal to people's values and ideals or seek to arouse their emotions to gain commitment for a request or proposal.

- A leader using inspirational appeals might say:
    - "You're the best one to handle this negotiation because you care about being both business like and environmentally sensitive."
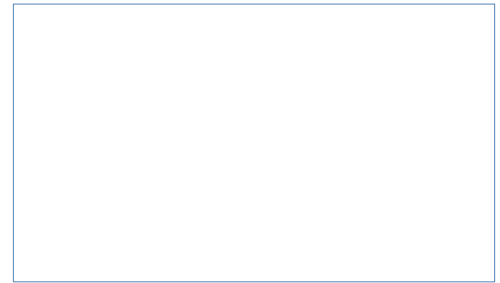
Tactics to Increase Influence

- **Offer assistance**
  - Decrease workload, improve quality of work, help with goal attainment, or make others feel appreciated
- **Stand out as a source**
  - Offer valuable information, resources, or expertise
- **Step in to resolve conflicts**
  - Guide the team toward a common goal; solve problems to keep the team on track

- **Persuade team members think differently**
  - Frame issues in different ways to lead to discovery of alternate solutions or new opportunities

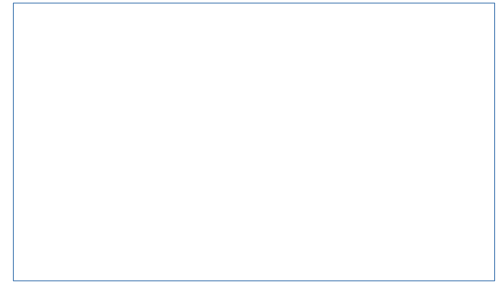Source- https://guides.himmelfarb.gwu.edu/c.php?g=389282&p=2641498
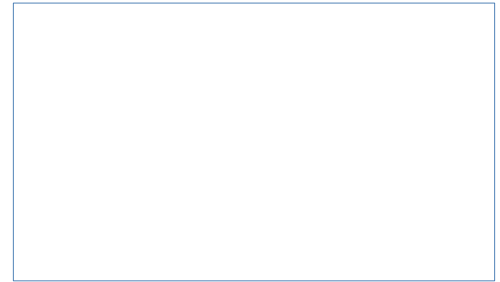
Tactics to Increase Influence

- **Go above and beyond**
  - Collaborate, contribute to individuals, and support the team

- **Show interest in others**
  - Indicate your understanding of other people's needs and interest

RESEARCH PAPER

CONSEQUENCES FOR MANAGERS OF USING SINGLE INFLUENCE TACTICS AND COMBINATIONS OF TACTICS

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Purpose

- The study involved analyses of incidents described from the perspective of the targets of influence attempts. We coded influence behaviour in the incidents into nine tactics and classified outcomes as Commitment, Compliance, or Resistance. Author conducted the study to learn more about the likely outcomes of using different influence tactics alone in various combinations.
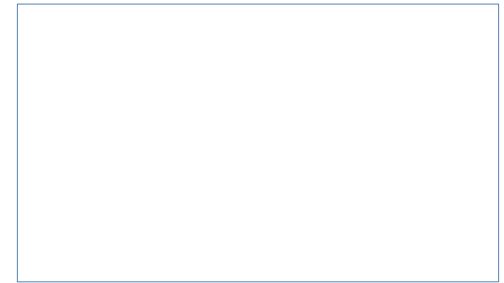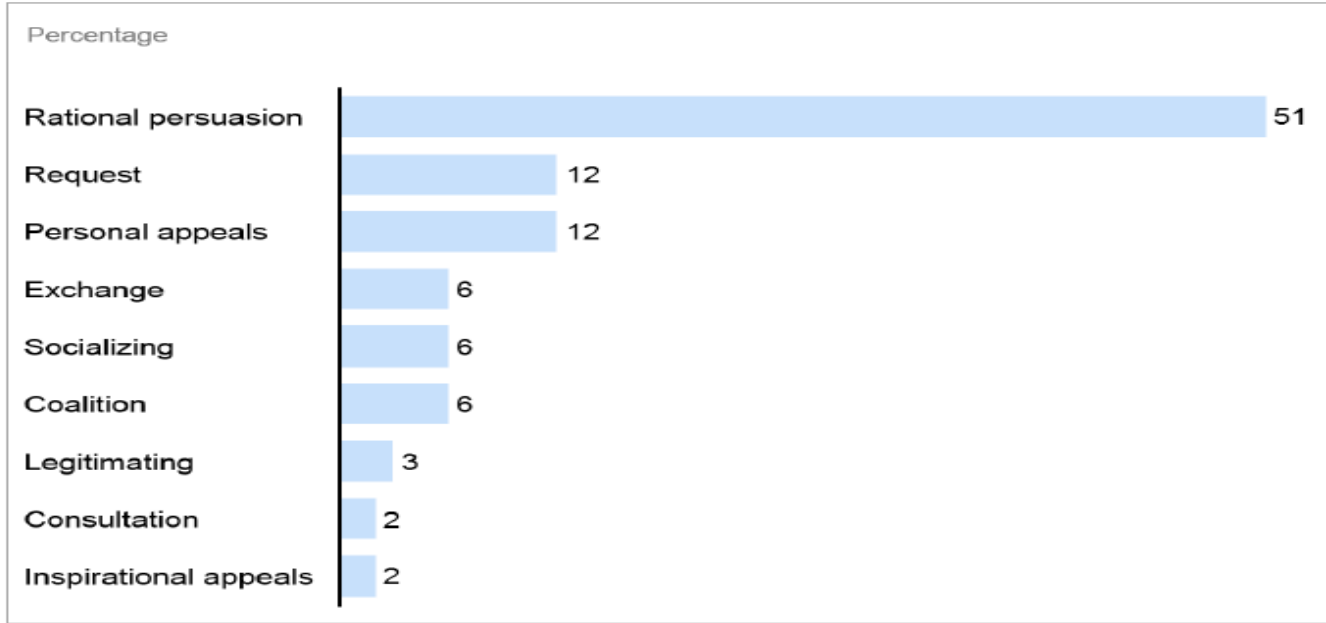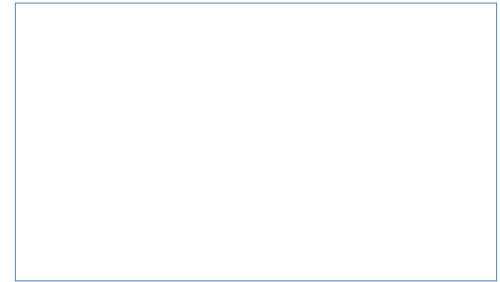
Design and Methodology

- Yukl and Falbe analysed the frequency of influencing approaches by gathering (n=504) influence-related incidents from 95 evening MBA students at a large state university.

- The students worked in regular jobs during the day at a variety of large and small private companies and public agencies. Nearly half the students were managers, and most of the rest were non-managerial professionals.

- Critical Incidents were used to investigate the outcomes of influence attempts. In contrast to analysis based on questionnaire, analysis of individual influence attempts makes it possible to assess the effectiveness of each tactics used alone or in combinations

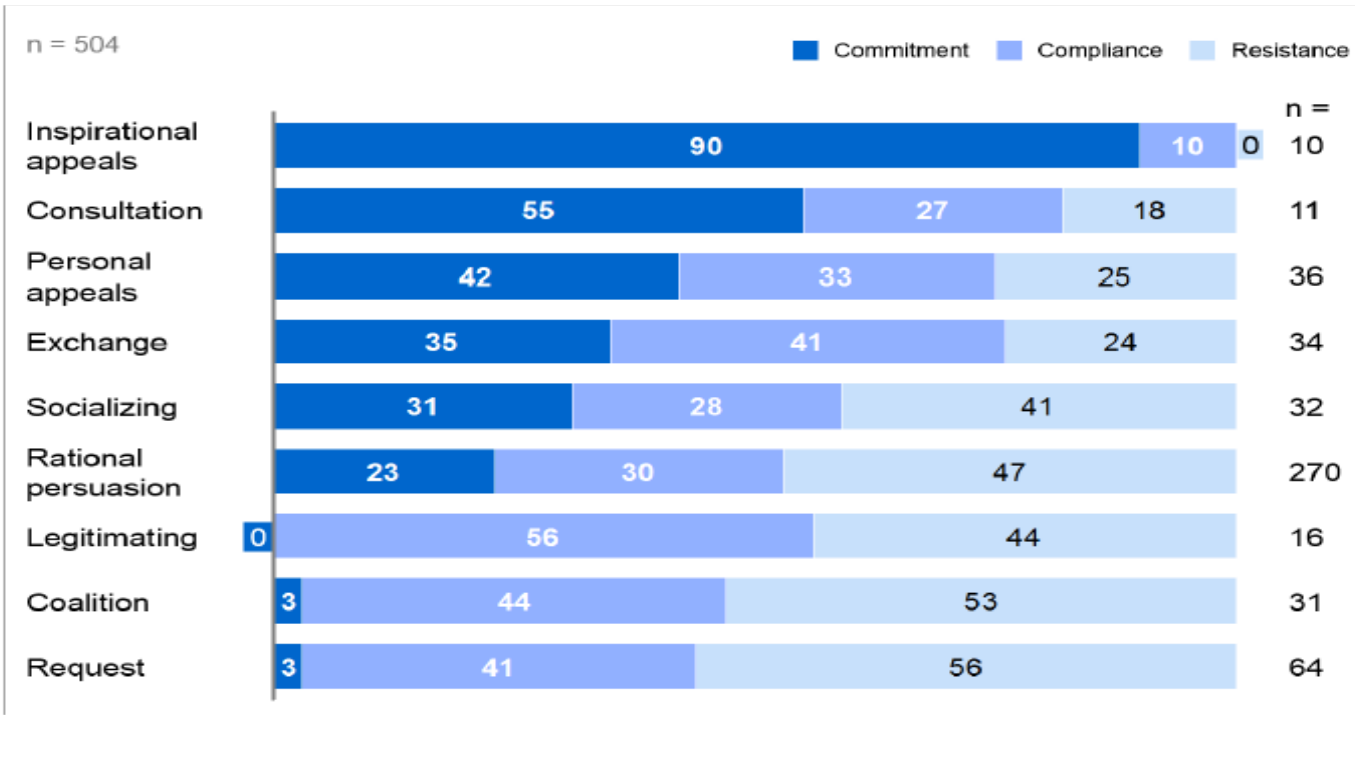# Which of the nine influencing approaches do people use most?

Percentage	
Rational persuasion	51
Request	12
Personal appeals	12
Exchange	6
Socializing	6
Coalition	6
Legitimating	3
Consultation	2
Inspirational appeals	2

Source: C. M. Falbe and G. Yukl, "Consequences for Managers of Using Single Influence Tactics and Combinations of Tactics," *Academy of Management Journal* 35, no. 3 (1992): 638–652.

RESULTS: OUTCOME OF INFLUENCING TACTICS

n = 504

	Commitment	Compliance	Resistance	n =
Inspirational appeals	90	10	0	10
Consultation	55	27	18	11
Personal appeals	42	33	25	36
Exchange	35	41	24	34
Socializing	31	28	41	32
Rational persuasion	23	30	47	270
Legitimating	0	56	44	16
Coalition	3	44	53	31
Request	3	41	56	64

Source: C. M. Falbe and G. Yukl, "Consequences for Managers of Using Single Influence Tactics and Combinations of Tactics," *Academy of Management Journal* 35, no. 3 (1992): 638–652.

Case Study: The Persuasion Imperative

At one point in time, bosses gave orders and subordinates followed them without question. Those of you who have seen the AMC series Mad Men—based on Madison Avenue marketing executives in the 1960s—will know this image of deference to authority, obedience to those higher up in the hierarchy, and relationships between supervisors and employees that are highly paternalistic. With time comes change. shifting cultural values is the way managers use their power. Commandments are out. Persuasion is in.

When IBM manager Kate Riley Tenant needed to reassign managers and engineers to form a database software team, she had to persuade IBM employees from all corners of the globe, none of whom directly reported to her.
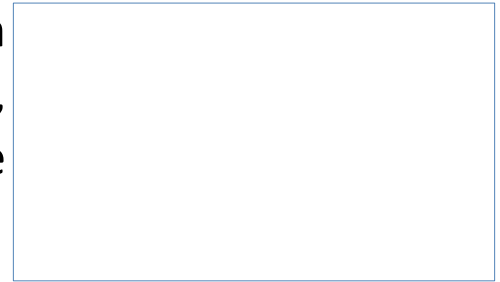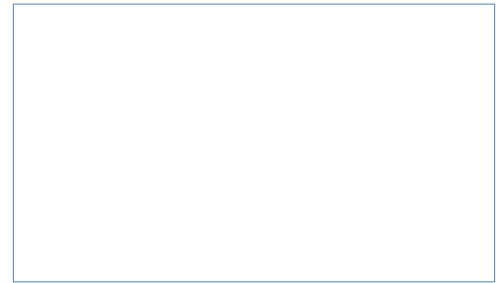
Case Study: The Persuasion Imperative

According to Tenant, it's a big change from when she started in the field 20 years ago. "You just decided things, and people went off and executed," she said. Now, "not everybody reports to you, and so there's much more negotiation and influence." John Churchill, a manager with Florida-based Gerdau Ameristeel Corporation, agrees. The question now, he says, is, "How do I influence this group and gain credibility?" At IBM, the challenge of persuading employees across reporting relationships has become so significant that the firm developed a 2-hour online course to help managers persuade other employees to help with projects crucial to is business.

IBM's tips for managers include the following:

- Build a shared vision.
- Negotiate collaboratively.
- Make trade-offs.
- Build and maintain your network.

Case Study: The Persuasion Imperative

Despite meeting initial resistance, after completing the training program, Tenant was able to persuade most IBM managers and engineers to join the team.

This doesn't mean authority has lost all its power. Robert Cialdini, a social psychologist who has studied persuasion for decades, lists authority as one of his keys to influence. Even more important may be "social proof"—Cialdini and others have found that people are often deeply persuaded by observing what others are doing. From his research, no message more effectively got hotel guests to reuse their towels than citing statistics that others were reusing their towels.

So, if you're a manager who needs to persuade, present the vision behind the request and be collaborative, but it also wouldn't hurt to tell those you're trying to persuade about others who have already agreed to your request.
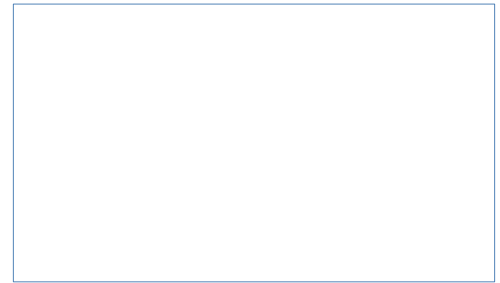
Case Study: The Persuasion Imperative

Question:
1. Again based on the chapter, are there other keys to persuasion and influence that might be added to the IBM program?

2. If you had a manager who wanted you to do something against your initial inclination, which of IBM's elements would work best on you? Why?
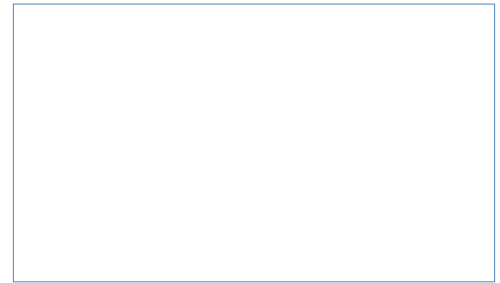
BOOK RECOMMENDATION:

Influence, New and Expanded: The Psychology of Persuasion

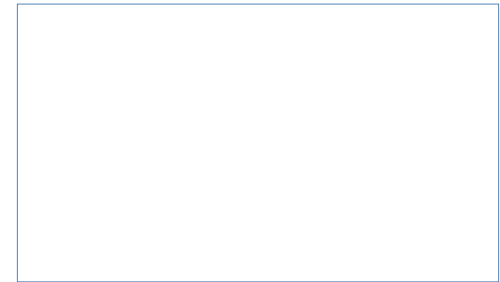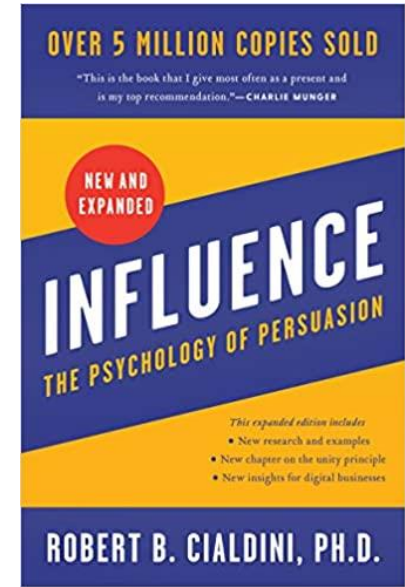|	
Authors:	Robert B. Cialdini
Publisher:	Harper Business; Expanded ed. edition (May 4, 2021)
Language:	English
Paperback:	592 Pages
ISBN:	0062937650

Image Source: https://images-na.ssl-images-amazon.com/images/I/51LBPCyw0qL._SX327_BO1,204,203,200_.jpg

BOOK RECOMMENDATION:

In the new edition of this highly acclaimed bestseller, Robert Cialdini—*New York Times* bestselling author of *Pre-Suasion* and the seminal expert in the fields of influence and persuasion—explains the psychology of why people say yes and how to apply these insights ethically in business and everyday settings.

You'll learn Cialdini's Universal Principles of Influence,

1. Reciprocation
2. Commitment and Consistency
3. Social Proof
4. Liking
5. Authority
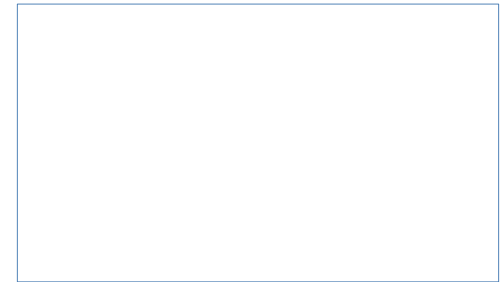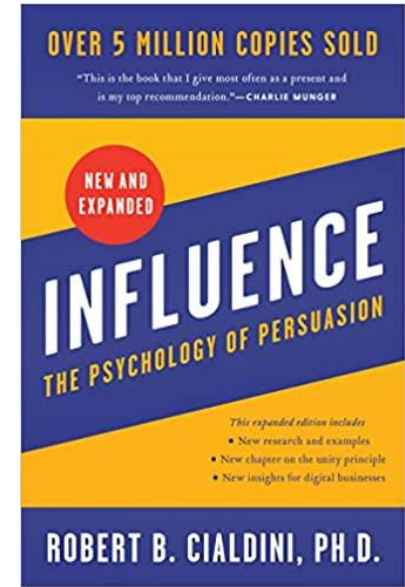6. Scarcity
7. Unity, the newest principle for this edition

Image Source: https://images-na.ssl-images-amazon.com/images/I/51LBPCyw0qL._SX327_BO1,204,203,200_.jpg

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- Falbe, C. M., & Yukl, G. (1992). Consequences for managers of using single influence tactics and combinations of tactics. Academy of management journal, 35(3), 638–652. Doi:10.2307/256490
- Source: https://www.iedunote.com/power
- Source: https://guides.himmelfarb.gwu.edu/c.php?g=389282&p=2641498

- Source: Feser, C., & Kets, . V. M. F. R. (2016). *When Execution Isn't Enough: Decoding Inspirational Leadership*. Newark: Wiley.

Thank You