

Chapter 8

Influence Tactics

of Leaders

LEADERSHIP: Research Findings, Practice, and Skills

Andrew J. DuBrin, 8th Edition

Chapter Outline

CHAPTER OUTLINE

A Model of Power and Influence

Description and Explanation of Influence Tactics

Essentially Ethical and Honest Tactics

Essentially Neutral Influence Tactics

Essentially Dishonest and Unethical Tactics

Leadership Influence for Organizational Change

Relative Effectiveness and Sequencing of Influence Tactics

Relative Effectiveness of Influence Tactics

Sequencing of Influence Tactics

Implicit Leadership Theories and Leadership Influence

Summary

Key Terms

Guidelines for Action and Skill Development

Leadership Case Problem A

Leadership Case Problem B

Notes

Learning Objectives

- Describe the relationship between power and influence.
- Identify a set of honest and ethical influence tactics.
- Identify a set of influence tactics relatively neutral with respect to ethics and honesty.
- Identify a set of dishonest and unethical influence tactics.
- Summarize some empirical research about the effectiveness and sequencing of influence tactics.
- Describe how implicit leadership theories are related to a leader's ability to influence group members.

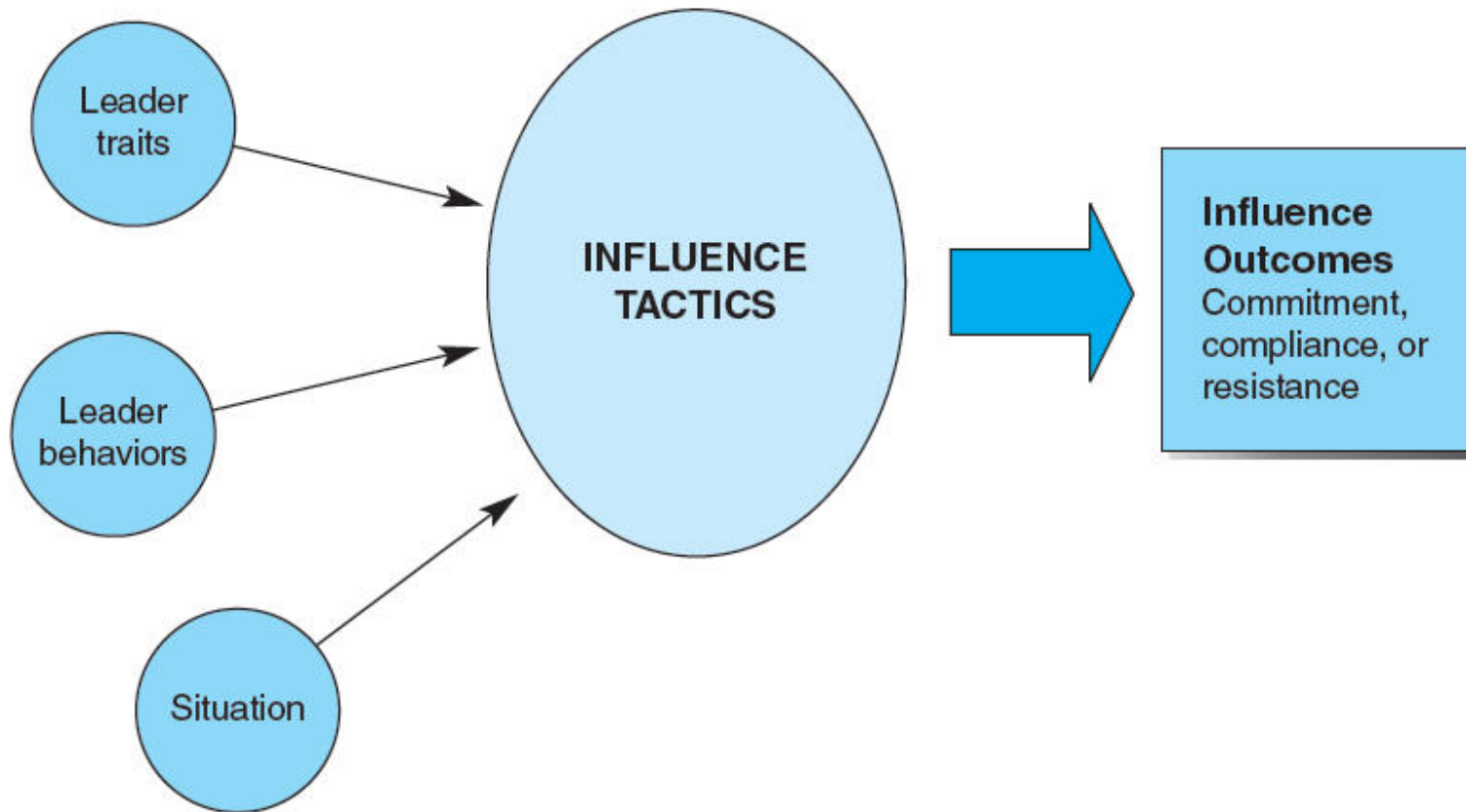
Understanding the Role of Influence and Power

- Leadership is an influencing process.
- **Influence** is the ability to affect the behavior of others in a particular direction.
- **Power** is the potential or capacity to influence.
- A leader must acquire power to influence others.

A Model of Power & Influence

- The end result of a leader's influence are a function of the tactics he/she uses:
 - **Commitment**
 - **Compliance**
 - **Resistance**
- These influence tactics are in turn moderated, or affected by:
 - **The leader's traits**
 - **The leader's behaviors**
 - **The situation**

A Model of Power & Influence



Three Outcomes of Influence Tactics

- **Commitment**

- The leader's highest goal & the most successful outcome
 - The target of the influence attempt is enthusiastic about carrying out the request and thus makes a full effort towards doing so.

- **Compliance**

- The influence attempt is only partially successful
 - The target is apathetic about carrying out the effort and thus only makes a modest effort.

- **Resistance**

- The influence attempt is unsuccessful
 - The target is opposed to carrying out the request and thus finds ways to either not comply or to do a poor job.

Description & Explanation of Influence Tactics

- **Influence tactics** are often viewed from an ethical perspective.
- Three categories of influence tactics:
 - *Those that are essentially honest and ethical*
 - *Those that are essentially neutral with respect to ethics and honesty*
 - *Those that are essentially manipulative and dishonest*
- Most influence tactics could easily be placed within any of three categories, depending on how they are used.

Essentially Ethical & Honest Influence Tactics

- Leading by Example and Respect
- Using Rational Persuasion
- Apprising the Target
- Making a Personal Appeal
- Developing a Reputation as a Subject Matter Expert
- Exchanging Favors and Bargaining
- Legitimizing a Request
- Making an Inspirational Appeal, Being Charming, and Emotional Display
- Consultation with Others
- Forming Coalitions
- Being a Team Player
- Practicing Hands-On Leadership

Leading by Example, Respect, & Trust

- Acting as a positive role model
- *“Do as I say AND as I do”*
- Actions and words confirm, support, and clarify each other
- Group members are more apt to follow leaders they respect
- Leaders who demonstrate high organizational citizenship behavior are to influence subordinates to act in a similar manner.

Using Rational Persuasion

- Using logical arguments or factual evidence to influence others and convince them a proposal or request is workable and likely to achieve a goal
- Does require assertiveness and research to make this an effective tactic
- Your level of credibility in the eyes of the group member can be a moderating factor here

Explaining Benefits to the Target

- Explaining what is in it for the group member if he or she honors the leader's request.
- Apprising means the leader explains how carrying out the request or supporting a proposal will benefit the group member personally, including advancing the group member's career.

Making a Personal Appeal

- The leader asks the group member to implement a request or support a proposal out of friendship.
- Asking for a favor before explaining what the favor is.
 - This is likely to be interpreted as unprofessional in the work environment.
- Appealing to friendship when asking someone to do something for you is playing the friendship card.

Developing a Reputation as a Subject Matter Expert (SME)

- Really is a subset of Rational Persuasion
- Having expert knowledge – especially on a topic of importance to the organization
- Good examples – Steve Jobs at Apple with his vision and extraordinary self-confidence, or leaders of Internet and social media companies such as Google and Foursquare.

Exchanging Favors & Bargaining

- Striking a bargain through an exchange
- Sharing benefits
- Typically means the leader gives something and the group member they are attempting to influence must also reciprocate – and could very well be they reciprocate with the very action you are attempting to influence them to complete.

Legitimizing a Request

- Influencing by staying within the scope of authority and complying with regulations
- “Upper management has asked...”
- Leader should be able to provide evidence of prior procedures
 - show consistency with organizational policies – show consistency with the duties of the individuals involved – and indicate the request was endorsed by upper management

Making an Inspirational Appeal, Being Charming, & Emotional Display

- A leader is supposed to inspire others.
- Involves displaying emotions and appealing to group members' emotions
- Possessing personal magnetism (charisma) in the eyes of the group members makes this easier
- For this to be effective, the leader must understand the values and motives of the group members – and work with more than bottom-line numbers to try to influence them.

Consultation with Others

- When the leader asks the group member to participate in planning an activity
- This is also a leadership style – participative
- The influence comes from the asking of group members for their input and then in returning finding they are more apt to buy-in to what they are being asked to do.

Forming Coalitions

- When leaders seek the aid or support of others to influence group members
- Are forming alliances with others to create the necessary clout
 - *“there is power in numbers”*
- One caveat – the more power the leader has with his/her group members, the less they need to form alliances
 - *“collaborative influence”*

Being a Team Player

- Pitching in to help
- Herb Kelleher at Southwest Airlines is an outstanding example
 - Loaded baggage; Cleaned cabins; Served drinks/pretzels
- Not asking anyone to do something you aren't also willing to do yourself.

Practicing Hands-On Leadership

- Getting directly involved in the details and processes of operations
- The leader has the expertise, is task-oriented, and leads by example
- However, if the leader does this to excess, what he or she is really doing is called “micromanaging”

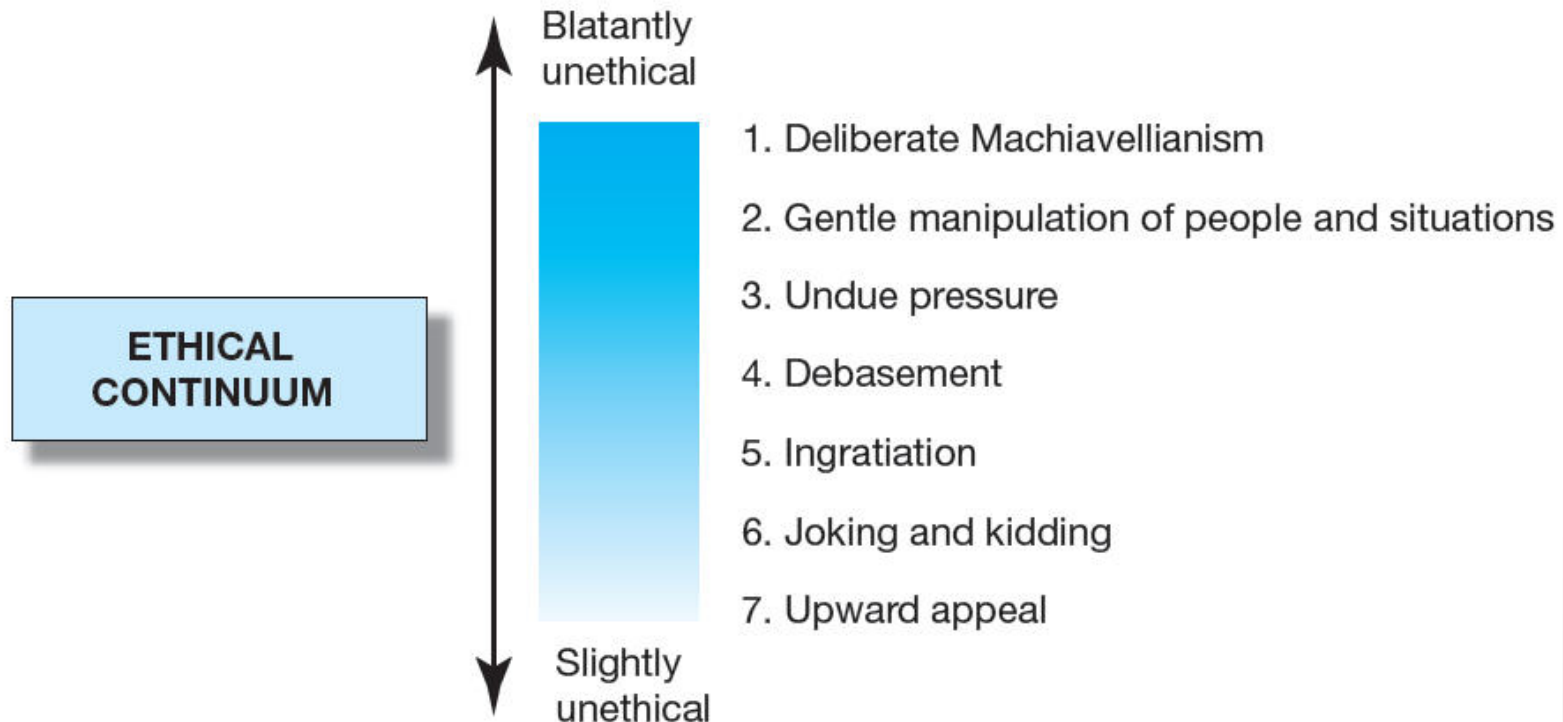
Essentially Neutral Influence Tactics

- If implemented with good intentions, these tend to be positive. If implemented with bad intentions, these tend to be negative.
 - **Ingratiation**
 - Positive
 - Well-deserved flattery or compliments
 - Negative
 - Acting like you like someone, even when you do not
 - Being flowery and loving only to make someone feel important
 - **Joking and Kidding**
 - Attempting to “soften the blow” – “laughing off the bad news”
 - **Upward Appeal**
 - Getting someone from above to do the influencing
 - Can be seen as bullying and ingratiating
 - **Co-Opting Antagonists**
 - Winning over opponents by making them part of the team or giving them a stake in the system

Essentially Dishonest & Unethical Tactics

- **Deliberate Machiavellianism**
 - Being ruthlessly manipulative
- **Gentle Manipulation of People and Situations**
 - Faking behaviors
 - Lying to gain compliance – “I might”
 - Tap into social norms to gain consensus
 - Peer pressure – “Are you on board with the team?”
- **Undue Pressure**
 - Rewards and recognition really are bribes in disguise
 - Threats of punishment become severe
- **Debasement**
 - Demeaning or insulting oneself to control the behavior of another

Essentially Dishonest & Unethical Influence Tactics



Leadership Influence for Organizational Change

- Top-level leaders exert many of their influence attempts in the direction of bringing about changes throughout the entire organization, often by attempting to overhaul the organizational culture.
- Potential Influence Actions:
 - Serve as a role model for the desired attitudes and behaviors.
 - Impose a new approach through executive edict.
 - Establish a reward system that reinforces the culture.
 - Select candidates for positions at all levels whose values mesh with the values of the desired culture.
 - Sponsor new training and development programs that support the desired culture.

Relative Effectiveness & Sequencing of Influence Tactics

- Influence tactics must be understood in relation to one another.
- **Relative Effectiveness of Influence Tactics**
 - Studies show the most effective tactics are rational persuasion, inspirational appeal, and consultation
 - Least effective are pressure, appealing to a legitimate authority, and coalition
- **Sequencing of Influence Tactics**
 - In general, begin with the most positive, or least abrasive, tactic.
 - Proceed to stronger tactics to gain advantage being sought.
 - Also, begin with the low-cost, low-risk tactics.

Implicit Leadership Theories & Leadership Influence

- People are more likely to be influenced by leaders who match their expectations of what a leader should be.
- ***Implicit leadership theories*** are personal assumptions about the traits and abilities that characterize an ideal organizational leader. As we enter the workplace, these assumptions are activated as group members interact with leaders.
 - ***Prototypes*** are positive characterizations of a leader.
 - ***Antiprototypes*** are traits and behaviors group members do not want to see in a leader.
- Implication is a leader who fits group members' prototypes are more likely to influence them than a leader who fits their antiprototypes.

Implicit Leadership Theory Dimensions

TABLE 8-3 Implicit Leadership Theory Dimensions

LEADERSHIP PROTOTYPE	LEADERSHIP ANTIPROTOTYPE
1. Sensitivity (compassion, sensitive)	1. Tyranny (dominant, selfish, manipulative)
2. Intelligence (intelligent, clever)	2. Masculinity (male, masculine)
3. Dedication (dedicated, motivated)	
4. Charisma (charismatic, dynamic)	
5. Strength (strong, bold)	
6. Attractiveness (well dressed, classy)	

Summary

- Influence is the ability to affect the behaviors of others in a particular direction.
- Power is the potential or capacity to influence.
- A leader's influence outcomes of commitment, compliance, or resistance are a function of the influence tactics used.
- Some influence tactics are ethical; some are neutral; some are unethical.
- The most effective influence tactics are rational persuasion, inspirational appeal, and consultation.
- The least effective influence tactics are pressure, coalition, and appealing to legitimate authority.
- The sequencing and direction of influence tactics is important.
- Implicit leadership theories are personal assumptions about the traits and abilities which characterize an ideal organizational leader.