
Influence : The Essence of Leadership

*Sara Lankshear RN, M.Ed, PhD (Student)
President, Relevé Consulting Services*

*Joan Lesmond RN, BScN, MSN
CNE, Casey House Hospice*

“Power is something you
have...influence is something
you do.”

(Barnes, 2000)

Power.....

- “the ability to mobilize resources to get things done” (Kanter).
 - “the ability of the one to influence another” (French & Raven)
 - “to control the outcomes of another” (Fiske & Berdahl).
-

Raven & French (1959)

■ Power taxonomy

- ❑ Reward – ability to provide rewards
 - ❑ Coercive ability to cause trouble/ punishments
 - ❑ Legitimate – right to influence (and therefore others to comply)
 - ❑ Referent – sense of belonging to a certain group
 - ❑ Expert – based on knowledge
-

Influence Tactics (Yukl, 2006)

1. Rational Persuasion – use of logical arguments and evidence
 2. Apprising – explaining how this will benefit the other
 3. Inspirational Appeals – appeals to values
 4. Consultation – encourage suggestions to gain support
 5. Collaboration – offer to provide relevant resources if they assist
-

Influence Tactics (con't)

6. Ingratiation – use of praise and flattery; expressing confidence in their ability
 7. Personal appeals – personal favor
 8. Exchange – offers of incentives, exchange of favors
 9. Coalition tactics – seek the aid of others to persuade
 10. Legitimizing – establish legitimacy of the request, verifying the authority of the request
 11. Pressure – use of demands, threats, persistent reminders, frequent checking
-

Influencing whom and how....???

- Different types of tactics for different scenarios / relationships
 - “Upward”
 - “Lateral”
 - “Downward”
-

Influencing whom and how....???

- Different types of tactics for different scenarios / relationships
 - “Upward”: rational persuasion, consultation
 - “Lateral” : rational persuasion, consultation, ingratiating tactics
 - “Downward” : pressure tactics; inspirational appeals, consultation
-

Your Use of Influence Tactics ..??

1. Rational persuasion
 2. Apprising
 3. Inspirational appeals
 4. Consultation
 5. Collaboration
 6. Ingratiation
 7. Personal Appeals
 8. Exchange
 9. Coalition tactics
 10. Legitimizing tactics
 11. Pressure
-

Networking Café

1. Small groups – do not sit with people you already know.
2. Spend about 20 minutes on the suggested topics, ensuring everyone gets a chance to speak.
3. At our signal, split off to other tables for further networking and sharing.
4. One person remains at the table throughout and act as “historian”.



Networking Café Suggested Topics

1. What is your preferred influence tactic(s) and specifically “how” do you use it / in what type of scenarios?
 2. What are the influencing tactics you see used the most often by others?
 3. Describe the influence tactic you would like to develop further and get ideas / strategies from your colleagues!
-

Influencing strategy (Pfeffer, 1992)

1. What you are trying to accomplish?
 2. Diagnose patterns of dependence and interdependence; who is important in your achieving your goal?
 3. What are their points of view?
 4. What are their power bases; who is more influential in the decision making process?
 5. What are your sources of power and influence?
 6. What strategy, tactic will be most effective?
 7. Based on the above, choose a course of action to get something done.
-

References

- French, J.R.P. & Raven, B. (1959). The bases of social power. In D. Cartwright (Ed.), *Studies in social power* (pp. 150 -167). Ann Arbor: University of Michigan, Institute for Social Research.
- Yukl, G. & Falbe, C. (1991). Importance of different power sources in downward and lateral relations. *Journal of Applied Psychology*, 76(3), 416-423
- Yukl (2006). *Leadership in Organizations* (6th edition).
- Yukl, Falbe & Youn (1993). Patterns of influence behavior for managers. *Group & Organizational Behavior*, 18(1), 5-28.
- Yukl & Falbe (1990). Influence tactics and objectives in upward, downward and lateral influence attempts. *Journal of Applied Psychology*, 75(2), 132-140.
- Yukl & Tracey (1992). Consequences of influence tactics used with subordinates, peers and the boss. *Journal of Applied Psychology*, 77(4), 525-535.
- Yukl, G. Guinan, P. ,& Sottolano, D. (1995). Influence tactics used for different objectives with subordinates, peers and superiors. *Group and Organizational Management*, 20(3); 272-296.
-