AGLP Leadership Development Curriculum

Influencing Others

3/7/2022
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<th>Leadership Competencies (USCGA Leadership Development Model)</th>
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<td>Leading-Self Competencies</td>
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<td>Accountability &amp; Responsibility</td>
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<td>Aligning Values</td>
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<td>Followership</td>
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<td>Health &amp; Well Being</td>
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<td>Self-Awareness &amp; Leading</td>
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<td>Personal Conduct</td>
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<td>Technical Proficiency</td>
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<td>Leading-Others Competencies</td>
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<td>Team Building</td>
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<td>Influencing Others</td>
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<td>Mentoring</td>
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<td>Respect for Others &amp; Diversity Management</td>
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<td>Taking Care of People</td>
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</table>
### AGLP Leadership Development Sequence

**Leading-Self Competency: Influencing Others**

<table>
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<tr>
<th>Learn</th>
<th>Experience</th>
<th>Reflection</th>
<th>Mentorship</th>
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**Leadership:** “the capacity to influence others by unleashing their power and potential to impact the greater good.” - Ken Blanchard
Influencing Others - Outline

• Power, Influence & Leadership
• Power & Influence Outcomes
• Influence Tactics
• Foundations for Influencing Others
• Influence & Presence
• Next Steps

Drexel Dean (& SEAS Alum) Sharon Walker
Power & Influence

Power & influence are applied simultaneously to get others to
• change behavior
• take action
• accomplish a task
**Power & Influence**

**Power** – ability to create change (in a system, team or self)

\[ P = \text{effort} \times \text{flow} \quad | \quad P = V \times i \quad | \quad P = F \times v \]

**Influence** – ability to change how a person or team develops, behaves or thinks, based on relationships & persuasion

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Coach Erica Bamford
Power & Leadership (the application of influence)

**Power**
- Ability to exercise control
- Not needed
- Position of authority
- Forceful and controlling

**Leadership**
- Ability to influence people to follow your instructions
- Needed
- Personal attribute
- Inspiring

**Definition**
- **Power**: Ability to exercise control
- **Leadership**: Ability to influence people to follow your instructions

**Credibility**
- Not needed
- Needed

**Source**
- Position of authority
- Personal attribute

**Nature**
- Forceful and controlling
- Inspiring
Power & Leadership (the application of influence)

- **Power**
  - Ability to exercise control
  - Not needed
  - Position of authority
  - Forceful and controlling

- **Leadership**
  - Ability to influence people to follow your instructions
  - Needed
  - Personal attribute
  - Inspiring

**Definition**

- **Credibility**
**Bases of Power**

- **Coercive** power is based on the perception that one can administer consequences for unacceptable behavior.
- **Connection** power is based on the perception that one is associated with important and influential people.
- **Reward** power is based on the perception that one can distribute rewards and recognition.
- **Legitimate** power is based on the perception that one’s influence attempts and decisions are appropriate for someone with one’s title or role.
- **Referent** power is based on the perception that one displays behaviors and personal characteristics that earn the respect and trust of others.
- **Information** power is based on the perception that one has access to information that is valuable to others.
- **Expert** power is based on the perception that one possesses subject matter knowledge, judgment and experience.
# Sources of Power

<table>
<thead>
<tr>
<th>Positional Power Sources</th>
<th>Personal Power Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward</td>
<td>The ability to reward.</td>
</tr>
<tr>
<td>Coercive</td>
<td>The ability to punish.</td>
</tr>
<tr>
<td>Legitimate</td>
<td>Simplified, it's power bestowed by obligation and a sense of responsibility.</td>
</tr>
<tr>
<td>Referent</td>
<td>The desire to identify or not identify with a group. In teams, this power is built on respect, admiration, and trust.</td>
</tr>
<tr>
<td>Expert</td>
<td>The perceived or actual extent of knowledge on the topic that is attributed to the person.</td>
</tr>
<tr>
<td>Informational</td>
<td>Having information others need or want.</td>
</tr>
</tbody>
</table>

*John French and Bertram Raven (1959) – Five Forms of Power (+1)*
Outcomes of Applying Power to Effect Change

Gary Yukl & J. Bruce Tracey (1995) - Consequences of Influence Tactics
For a bacon & egg breakfast, what’s the difference between the chicken and the pig?

The chicken was involved but the pig was committed.
Using Influence (Leadership) to Effect Change

- Resistance
- Compliance
- Commitment
Effectiveness of Influence Tactics

The Power of Influence (Fundamentals of Leadership)  Gary Yukl & J. Bruce Tracey (1995) - Consequences of Influence Tactics
Influence Tactics

Gary Yukl & J. Bruce Tracey (1995) - Consequences of Influence Tactics

- Resistance
- Compliance
- Commitment

level of force leader exerts

level of involvement of influenced person

low

high

Pressure Legitimating
Influence Tactics

Gary Yukl & J. Bruce Tracey (1995) - Consequences of Influence Tactics

- Resistance
- Compliance
- Coalition
- Personal Appeals
- Ingratiating
- Exchanging
- Commitment

level of force leader exerts

level of involvement of influenced person
Influence Tactics

Gary Yukl & J. Bruce Tracey (1995) - Consequences of Influence Tactics

Resistance

Compliance

Inspiring
Consulting
Collaborating

Commitment

level of force leader exerts

level of involvement of influenced person

low

high

Gary Yukl & J. Bruce Tracey (1995) - Consequences of Influence Tactics
Effective Influence Tactics

<table>
<thead>
<tr>
<th>Reasoning</th>
<th></th>
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<tbody>
<tr>
<td>most common approach, but not always the most successful</td>
<td></td>
</tr>
<tr>
<td>request is based on a presentation of facts</td>
<td></td>
</tr>
<tr>
<td>explains necessity of the task</td>
<td></td>
</tr>
<tr>
<td>explains why change will be effective</td>
<td></td>
</tr>
<tr>
<td>provides evidence that the work will be successful</td>
<td></td>
</tr>
<tr>
<td>most effective when goals are aligned (between the team member &amp; the organization/leader)</td>
<td></td>
</tr>
<tr>
<td>leader must have personal credibility (i.e. presents a balanced view of facts) &amp; professional expertise</td>
<td></td>
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*Richard Lepsinger - Closing the Execution Gap*
Effective Influence Tactics

### Inspiring

- Often uses story-telling & appeals to emotions
- Presents a clear & inspiring vision of the end state
- Links outcome to shared values & ideals
- Catalyzes enthusiasm for change
- Boosts self-confidence of individuals & the team

<table>
<thead>
<tr>
<th>Presents a clear &amp; inspiring vision of the end state</th>
<th>Leader needs to know the person’s values &amp; motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Links outcome to shared values &amp; ideals</td>
<td>Requires a strong personal relationship between the leader &amp; team member</td>
</tr>
<tr>
<td>Catalyzes enthusiasm for change</td>
<td>Team member must trust the leader</td>
</tr>
</tbody>
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*Richard Lepsinger - Closing the Execution Gap*
Effective Influence Tactics

<table>
<thead>
<tr>
<th>Consulting</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>team-based approach</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>asks for ideas to improve a preliminary plan, proposal, or strategy</td>
<td>effective when others have info/experiences that the leader does not have</td>
</tr>
<tr>
<td>solicits concerns &amp; insights on changes</td>
<td>useful when team members’ cooperation is key to success</td>
</tr>
<tr>
<td>encourages ownership &amp; engagement</td>
<td>leader must be willing &amp; authorized to make changes</td>
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</table>

Richard Lepsinger - Closing the Execution Gap
### Effective Influence Tactics

**Collaborating**

can be used in parallel w/other tactics to garner the highest levels of commitment

<table>
<thead>
<tr>
<th>Team-based approach to problem solving</th>
<th>Most effective when resources are provided to the team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides resources &amp; support in exchange for a commitment for completion of a desired task</td>
<td>Monitoring is needed to avoid creating new problems that result from the collaboration</td>
</tr>
</tbody>
</table>
Effective Influence Tactics

Reasoning
Inspiring
Consulting
Collaborating
Foundations for Influencing Others

- **Identify** the results you want to see
- **Illustrate** your credibility
- **Invest** the time getting to know the people you want to influence
- **Invite** them to share their ideas
- **Investigate** options that lead to common ground
- **Intend** an outcome that meets everyone’s needs
- **Improvise** as needed

*The 7 I's to Help You Influence Others*
Foundations for Influencing Others

Identify

Reasoning
Inspiring
Consulting
Collaborating

• Illustrate
• Invest
• Invite

• Investigate
• Intend
• Improvise
Foundations for Influencing Others

- Identify
- Reasoning
- Inspiring
- Consulting
- Collaborating

- Illustrate
- Invest
- Invite

- Investigate
- Intend
- Improvise
<table>
<thead>
<tr>
<th>Tactic</th>
<th>Definition</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pressure</td>
<td>Behavior includes demands, threats or intimidation to convince others to comply with a request or to support a proposal.</td>
<td>Low</td>
</tr>
<tr>
<td>Assertiveness</td>
<td>Behavior includes repeatedly making requests, setting timelines for project completion or expressing anger toward individuals who do not meet expectations.</td>
<td>Low</td>
</tr>
<tr>
<td>Legitimating</td>
<td>Behavior seeks to persuade others that the request is something they should comply with given their situation or position.</td>
<td>Low</td>
</tr>
<tr>
<td>Coalition</td>
<td>Behavior seeks the aid of others to persuade them to do something or uses the support of others as an argument for them to agree.</td>
<td>Low</td>
</tr>
<tr>
<td>Exchange</td>
<td>Behavior makes explicit or implicit a promise that others will receive rewards or tangible benefits if they comply with a request or reminds others of a favor that should be reciprocated.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Upward Appeals</td>
<td>Behavior seeks the approval/acceptance of those in higher positions within the organization prior to making a request of someone.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Ingratiating</td>
<td>Behavior seeks to get others in a good mood or to think favorably of them before asking them to do something.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Rational Persuasion</td>
<td>Behavior uses logical arguments and factual evidence to persuade others that a proposal or request is viable and likely to result in task objectives.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Personal Appeals</td>
<td>Behavior seeks others’ compliance to their request by asking a “special favor for them,” or relying on interpersonal relationships to influence their behavior.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Inspirational Appeal</td>
<td>Behavior makes an emotional request or proposal that arouses enthusiasm by appealing to other’s values and ideals, or by increasing their confidence that they can succeed.</td>
<td>High</td>
</tr>
<tr>
<td>Consultation</td>
<td>Behavior seeks others’ participation in making a decision or planning how to implement a proposed policy, strategy or change.</td>
<td>High</td>
</tr>
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</table>
Influence Tactics (reference 3)

Decoding Inspirational Leadership
Influence & Presence

Authoritative & Approachable Presence

PROF Deborah Grunfeld, Stanford University

Video Link

Richard Cox, Stanford University

Video Link
AGLP Leadership Development Curriculum

Influencing Others Questions

3/7/2022
Influencing Others - References

• “The Science of Influence” – Chapter 3 of *When Execution Isn’t Enough*, Claudio Feser, Wiley, 2016 ([available on-line](#))


• “Riding the Feedback Loop to Authentic Self-Expression” – Martin Smith (embedded video of Richard Cox) & “*Power & Influence*” – Deborah Gruenfeld (embedded video of Deborah Gruenfeld)
Influencing Others – Additional References

• **Hacking Human - Win Friends, Influence People, and Leave Them Better Off for Having Met You**, Christopher Hadnagy & Seth Schulman, Haper Business, 2021 *(available for purchase)*

• **Video Review of How to Win Friends and Influence People** – by Dale Carnegie

• “**Influencing In a Team: How to Get a Roomful of Leaders to Get Things Done**” – Video discussion by Rick Lepsinger

• “**You Have More Influence that You Think & the Science of Influence with Dr. Vanessa Bohns**” – Video discussion of Prof. Bohns’ book on influence
Next Steps

- Mentoring – Technical Proficiency – MAR 11 12:30

- EL & R – Team Building – all MAR

- Review Influencing Others & Preview EL&R – MAR 21
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Influencing Others

3/7/2022