

# What are power and influence?





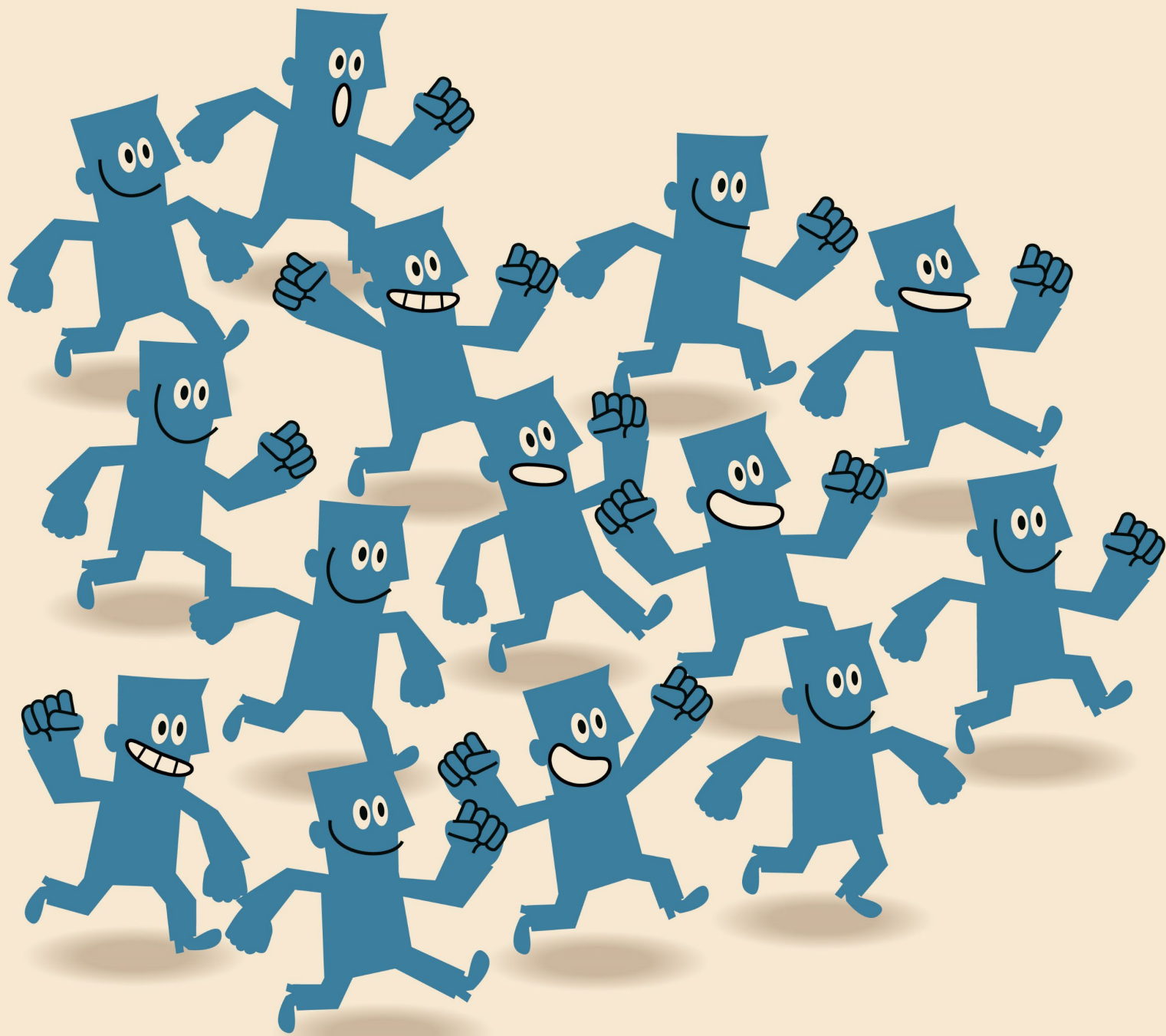
# **Power:**

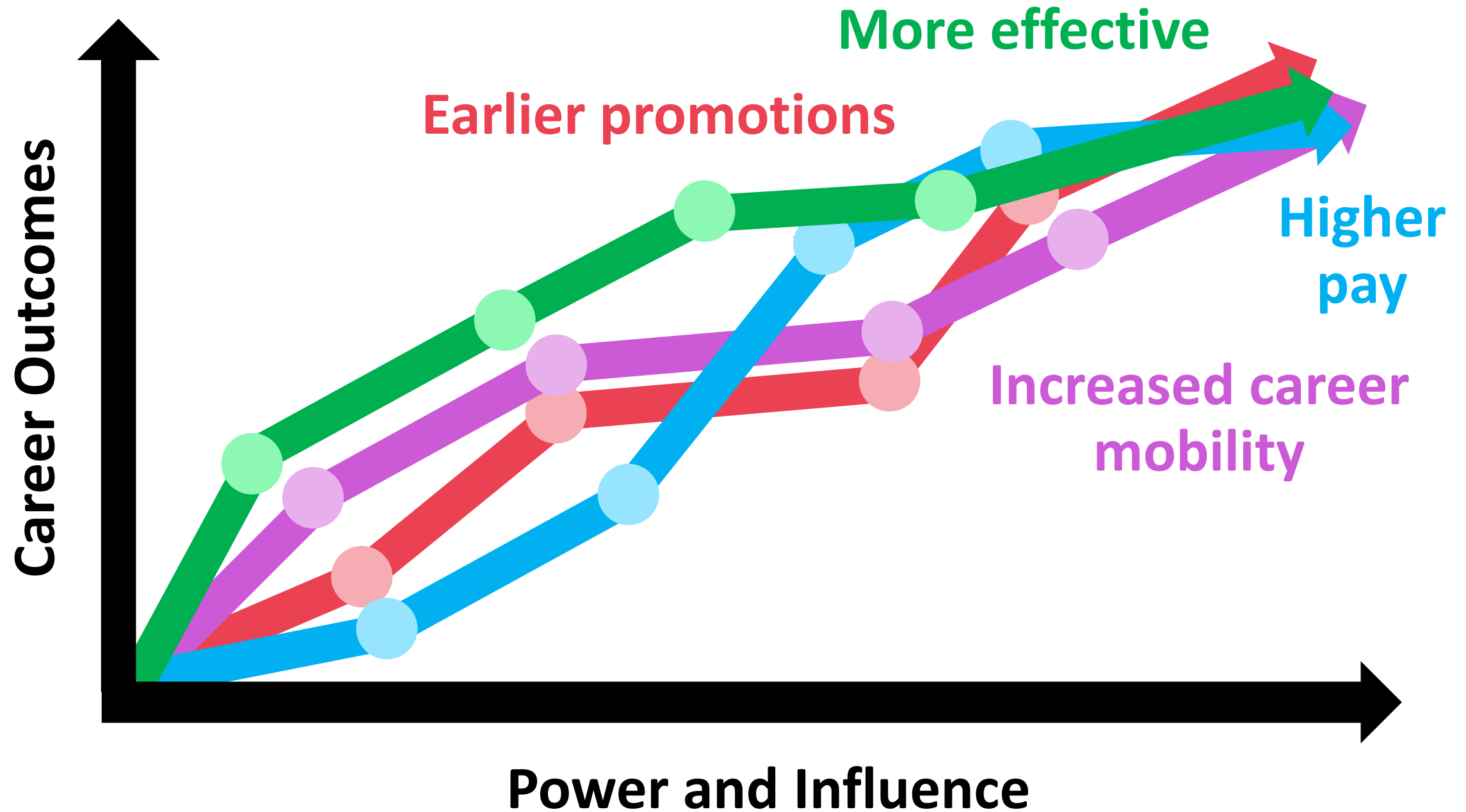
The ability to influence other people to  
achieve goals

**Influence:**

The exercise of power







# Responses to Influence



**Resistance**



**Compliance**



**Commitment**





**Resistance**



**Compliance**







**Commitment**



# Sources of Influence

- Bases of power
- Social influence
  - Basic principles
  - Social norms
  - Pressure to conform
  - Influence tactics
- Professionalism



**How can  
we use  
power to  
influence  
others?**





**HELLO**  
I AM...

**The Boss**

**≠**

**HELLO**  
I AM...

**Powerful**

**Hard Power**

**Soft Power**

**Legitimate**

**Reward**

**Coercive**

**Referent**

**Expert**

**French and Raven's  
Bases of Power**

<b>1</b>	<b>Legitimate</b>	<b>Power from a formal position</b>
<b>2</b>	<b>Reward</b>	<b>Power from ability to reward</b>
<b>3</b>	<b>Coercive</b>	<b>Power from ability to punish</b>
<b>4</b>	<b>Referent</b>	<b>Power from personal qualities</b>
<b>5</b>	<b>Expert</b>	<b>Power from KSAOs</b>

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**PRESIDENT**

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**I AM AN  
EXPERT**

A person wearing a dark blue suit is holding a white rectangular sign with both hands. The sign features the text "I AM AN" in dark blue and "EXPERT" in red, both in a bold, sans-serif font. The background is a solid dark blue color.

<b>1</b>	<b>Legitimate</b>	<b>Power from a formal position</b>
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# How can we use social influence?

## Part 1







## **Social influence:**

The ways in which we are affected by the presence of others

# **Basic Principles of Social Influence**

**Liking**

**Consistency**

**Reciprocity**

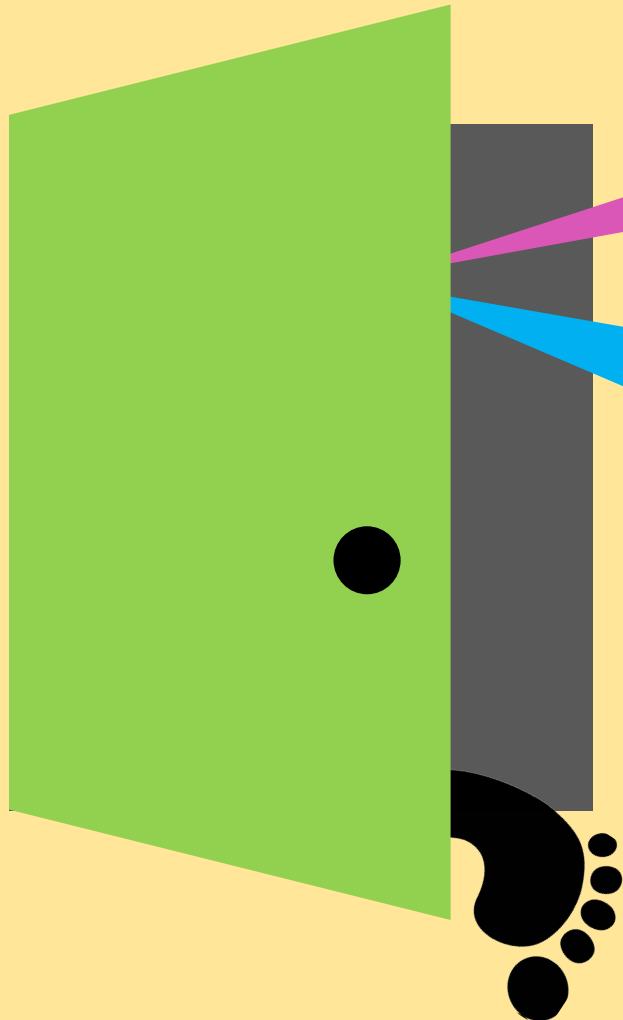
**Appeals to authority**



Liking



# Consistency



**Will you set a goal  
for this quarter?**

**Will you help your  
colleagues set goals  
for this quarter, too?**

# Reciprocity



# Appeals to Authority



## **Social norms:**

Shared expectations about what behavior is appropriate for a particular situation





# Formal Norms

# Informal Norms

**ARRIVE EARLY.** *Clean up your mess.*

Treat others with respect. **Ask nicely.**

**Tell the truth.** **Don't complain.**

**HELP YOUR COLLEAGUES.**





# How can we use social influence?

## Part 2









# Conformity:

The changing of our attitudes and behaviors to match the group's attitudes and behaviors









## **Reason #1**

**When we don't know what to do, we conform because we think other people know what to do.**



3 inches!

3 inches

3 inches!

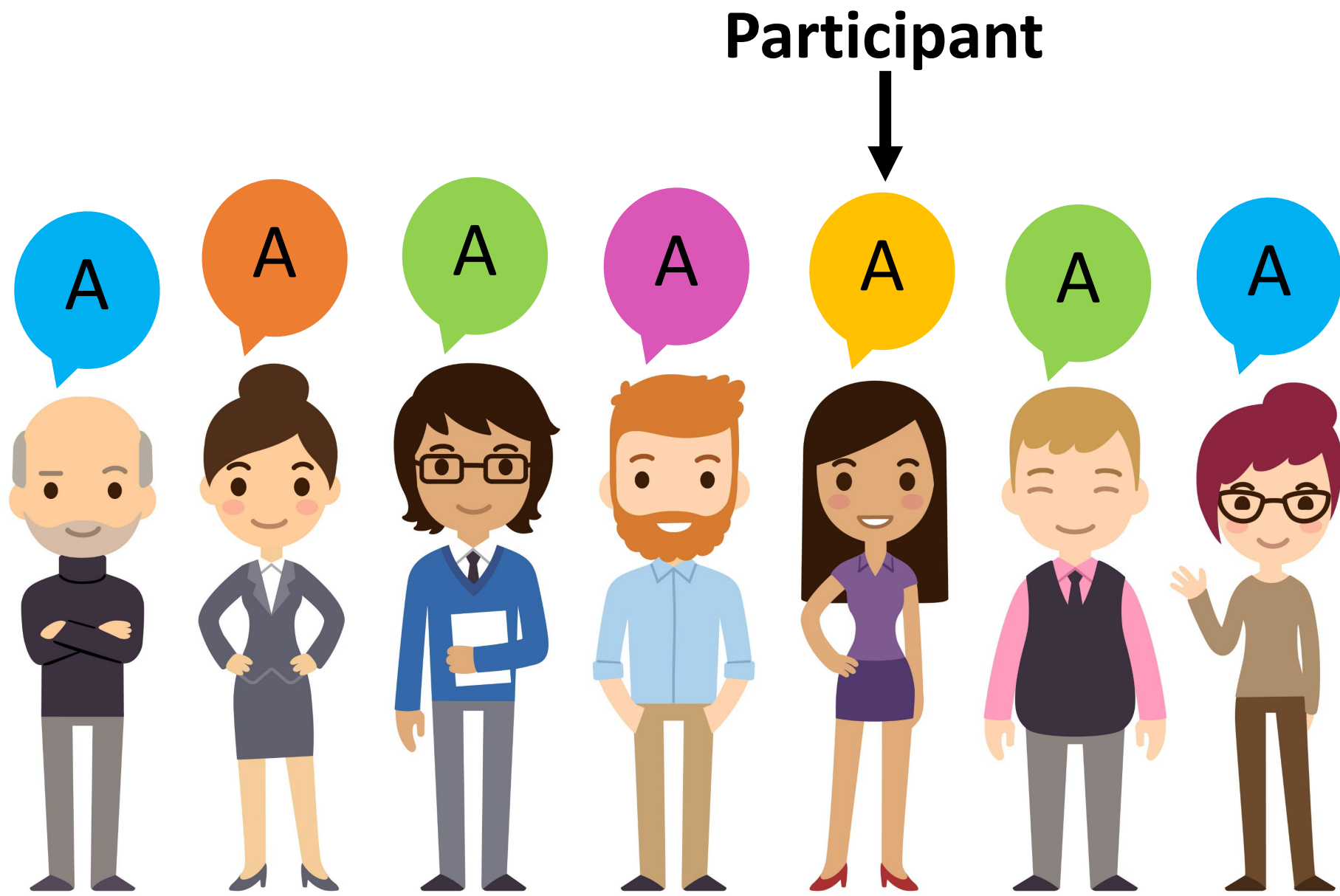
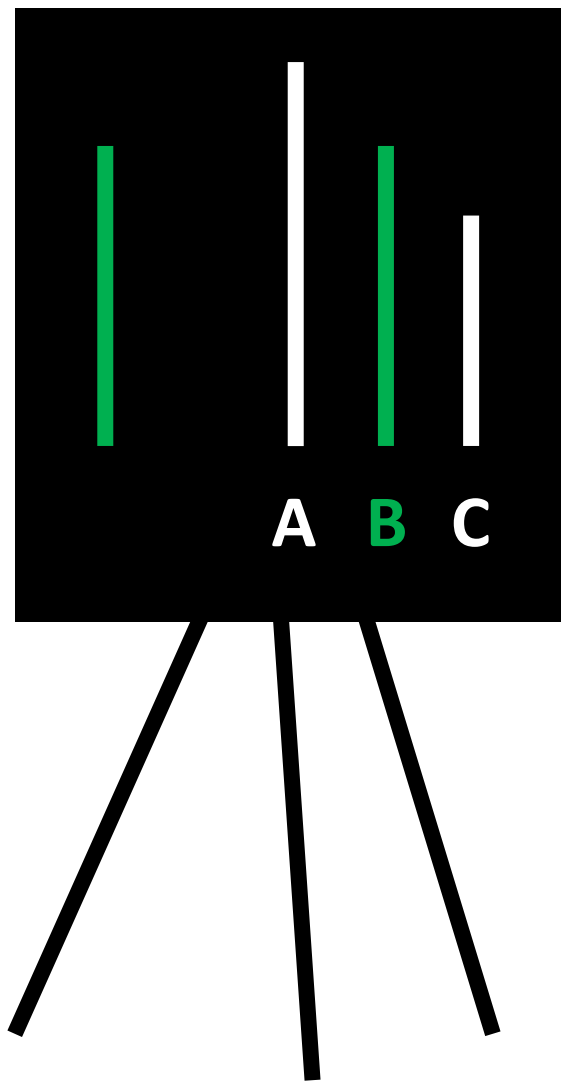
3 inches!

Participant

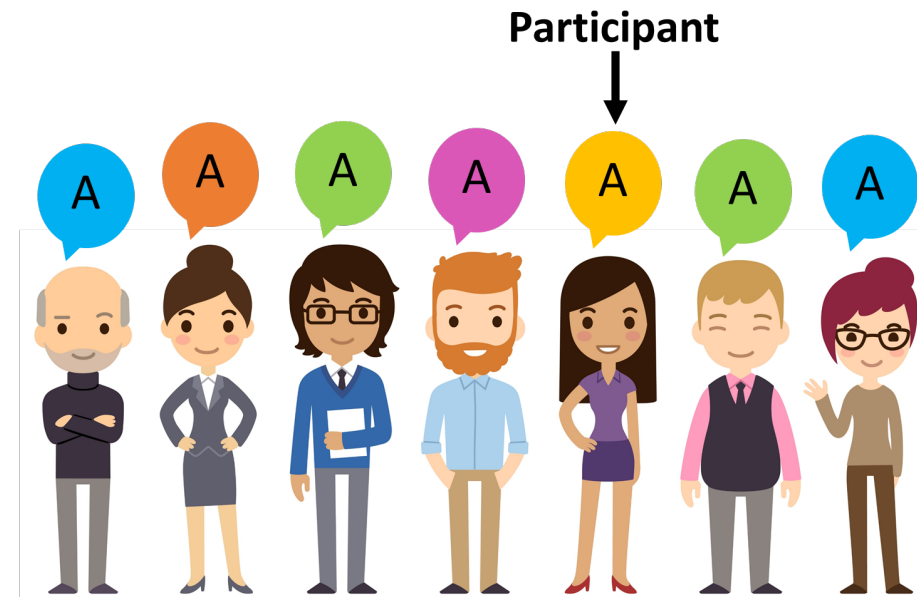
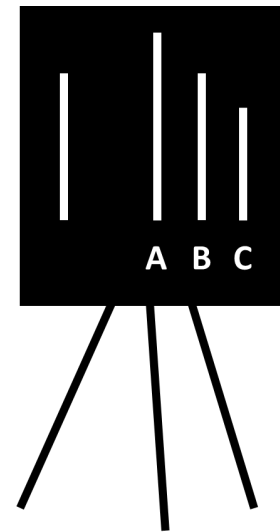
## Reason #2



**When we know what to do, we conform  
because we fear social rejection.**



**Other people can influence our perceptions and lead us to make the wrong decision.**









**TURNING NO  
INTO YES!**

# **Influence tactics:**

Strategies designed to influence others

**Personal appeals: Relies on likeability**

**Consultation: Involves others in decision-making**

**Inspirational appeals: Appeals to emotions, ideals, or values**

**Coalition tactics: Leverages others' influence**

**Ingratiation: Uses praise, flattery, or humor**

**Exchange: Makes promises and trades favors**

**Rational persuasion: Uses reason, logic, or facts**

**Pressure: Uses demands or intimidation**



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## **Most Frequently Used Influence Tactics**

**Rational persuasion: Uses  
reason, logic, or facts**

**Pressure: Uses demands or  
intimidation**

## **Most Effective Influence Tactics**

**Personal appeals: Uses  
friendship and loyalty**

**Consultation: Involves others  
in decision-making**

**Inspirational appeals: Appeals  
to emotions, ideals, or values**

# How can we use professionalism to influence others?



# **Professionalism:**

A combination of specialized knowledge, skills, and behaviors that enables you to succeed in a work role



**High standards**

**Respectful and  
honest behaviors**

**Social network  
and reputation  
management**









# **Key Stakeholders**

**Employees**

**Managers**

**Decision Makers**

**Customers**

**Investors**

**Competitors**

**Experts**











- **Practice management by walking around**
- **Make a positive first impression**
- **Sample others' work roles**
- **Expand your social network**
- **Manage your online reputation**





**Practice management by walking around**



# **Make a positive first impression**



- **Prepare an introduction**
- **Learn people's names**
- **Show appreciation**



**Sample others'  
work roles**





A hand is shown drawing a network diagram on a chalkboard. The diagram consists of several stick figures, each enclosed in an oval, connected by arrows. The arrows indicate a flow or relationship between the figures. A white circular callout is positioned over one of the figures, containing the text "Expand your social network".

**Expand  
your  
social  
network**







**Manage  
your online  
reputation**



**How can we use  
power and influence  
to manage up?**







## **Managing up:**

The process of influencing people above you  
in the organizational hierarchy

**People who manage up  
tend to perform better,  
partly because they have  
better relationships with  
their leaders.**





**PARTNER**

**SHIP**



**Build your sources of power and influence**



**Boost your courage**



# Align your goals with your manager's goals

- **Develop a high quality relationship**
- **Know your manager's strengths and limitations**
- **Understand the context**







## **Use your manager's time wisely**

- **Prepare for meetings**
- **Follow up and execute**
- **Ask for what you need**
- **Ask what you can do**

# Speak your mind

- Share ideas
- Give feedback
- Challenge assumptions
- Ask questions



**Show  
appreciation  
for your  
manager's  
efforts**

