

Influence : The Essence of Leadership

Sara Lankshear RN, PhD
President, Relevé Consulting Services

“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)
- * “the capacity to influence the behavior or attitudes of one or more persons” (Yukl)
- * Positional power distinct from personal power (Yukl)

Professional Accountability to “Influence”?

College of Nurses of Ontario

- * Advocating on behalf of client
- * Advocating for quality practice improvements in the workplace
- * Identifying options to resolve ethical issues

RPNAO

- * To advocate for RPNs in diverse settings, resulting in optimum client health services through policy, legislation and regulation.
- * To advocate for quality, respectful working environments for RPNs.

The link between Interdependence and Influence

“when interdependence exists, our ability to get things done requires us to develop power and the capacity to influence those on whom we depend.”

“It is especially important when the people with whom you are interdependent have a different point of view that you.....”

(Pfeffer)

Sphere of Influence



Influence Tactics : Literature Review

- * Research to determine the effectiveness of influence tactics on outcomes revealed that the use influence tactics is significantly and positively related to target commitment and agent effectiveness. (Yukl & Falbe, 1990; Yukl & Falbe, 1991; Yukl, Guinan, & Sottolano, 1995; Yukl & Tracey, 1992; Yukl, Chavez & Seifert, 2005)

- ✓ **Rationale Persuasion**
- ✓ **Inspirational appeal**
- ✓ **Consultation**
- ✓ **Collaboration**
- ✓ **Coalition**
- ✓ **Legitimizing**
- ✓ **Pressure**
- ✓ **Ingratiation**
- ✓ **Apprising**
- ✓ **Personal appeals**
- ✓ **Exchange**

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

Correlation Matrix For Professional Practice Leadership and Influence Subscales (N=45)

	Practice	Prof Develop	Leadership	Research	Consultation
Inspirational Appeal	.396**	.235**	.352**	.452**	.159**
Rat. Persuasion	.060**	.079**	.174**	.096**	-.102**
Consultation	.094**	-.095**	.152**	-.074**	-.080**
Collaboration	.221**	.168**	.263**	.194**	.201**
Coalition	.353**	.024	.362**	.189**	.169**
Legitimizing	.562**	.465**	.651**	.523**	.472**

****P < 0.01**

Influence is a Two-way Street.....

To have influence on others,
you must also be open to influence
from them.

Influencing strategy (Pfeffer, 1992)

1. What you are trying to accomplish?
2. Diagnose patterns of dependence and interdependence; who is important in 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.

The Essence of Leadership

Where is my influence most needed?



Thank you...!

“Never doubt that a small group of thoughtful, committed citizens can change the world; as indeed, that is the only thing that ever has.”

(Margaret Mead)

