

Table 10-3

Influence Tactics and Responses to Them**Influence Tactics**

<i>Coalition tactics</i>	Engaging the help of others to persuade someone to do something; referring to the support of others to convince someone to agree to a proposal or to change his or her attitude toward something
<i>Consultation</i>	Requesting someone's advice to solve a problem or mutually setting goals to increase a follower's commitment to the leader's decision; being willing to modify the goals or solution based on the person's concerns and suggestions to sustain commitment
<i>Exchange</i>	Offering to exchange something of value now or in the future for someone's cooperation; usually used after other tactics have failed due to the higher cost
<i>Ingratiation</i>	Flattering or praising someone to put them in a good mood or to make them more likely to want to help (e.g., complimenting your manager's outfit before asking for additional project funding), or using humor; ³² seen as more credible when used early rather than after other influence attempts have failed
<i>Inspirational appeals</i>	Appealing to someone's aspirations, values, and ideals to gain his or her commitment, or increasing people's confidence that they can do something in order to increase motivation; for example, Wayne Hale, Chairman of NASA's Space Shuttle Mission Management Team during the space shuttle Discovery's Return to Flight mission, stated, "So the fundamental question remains, do we have those qualities that made our ancestors successful? Do we have the judgment to weigh it all in the balance? Do we have the character to dare great deeds? History is watching." ³³
<i>Legitimizing tactics</i>	Enhancing one's formal authority to make a certain request by referring to rules, precedents, or official documents; should be used early if doubts about the request's legitimacy are expected
<i>Personal appeals</i>	Asking someone to do something "because we're friends" or asking for a personal favor
<i>Pressure</i>	Using coercion or persistent follow-up or reminders to gain influence; risks undesirable side effects such as resentment
<i>Rational persuasion (or reason)</i>	Using logic and facts to persuade someone

Responses to Influence Attempts

<i>Commitment</i>	Endorsing and becoming an actively involved participant as a result of the influence attempt
<i>Compliance</i>	Going along with what the influencer wants without being personally committed
<i>Passive resistance</i>	Rejecting the influence attempt but not getting in the way of what the influencer is trying to do
<i>Active resistance</i>	Rejecting the influence attempt and actively trying to stop the influencer from doing what she or he is trying to do, or trying to change the influencer's attitudes

Source: Gary A. Yukl, Table 6.8, p. 172, "Leadership in Organizations", 7th ed., © 2010.

with subordinates or peers often begin with a simple request or with a weak form of rational persuasion because these techniques are easy and relatively low in personal cost (such as a weakened friendship). Anticipated resistance may be met with a stronger form of rational persuasion and softer tactics including consultation, personal appeals, inspirational appeals, and collaboration. Continued resistance is then countered with harder tactics or abandoning the effort if the request does not warrant the risks of escalation.³⁶

This chapter's *Case Study* feature illustrates the use of different influence tactics among employees trying to influence a leader's decision.

your own expert power, try to identify the technical expertise that is important in your organization. Then enhance your own expertise in this area through formal training or on-the-job learning. Become an expert in your company's industry, products, services, and systems. Maintaining credibility by telling the truth, acting confident, and staying current in your field will also enhance others' perceptions of your expert power.

Informational Power. Control over information is *informational power*. In addition to experts with specialized knowledge, some people in an organization have or are able to control access to important information. These *gatekeepers* are able to exert power over others by providing or withholding information that others need. For example, managers with extensive personal networks may have access to information few others have. Once shared, however, the informational power that information provided is lost. Managers who depend on informational power must therefore continually replenish their supply of hard-to-get information.

Referent Power. *Referent power* is another type of personal power based on a manager's charisma or attractiveness to others. Subordinates "refer" to the manager as a role model and comply out of respect, admiration, and liking. They behave as the manager does and wants because they seek his or her approval.¹⁴ Consistent ethical behavior can increase your reputation and thus your referent power.

Referent power is not limited to high-visibility leaders. All managers can use referent power effectively by displaying respect for subordinates, modeling behaviors consistent with the organization's culture, and being effective role models. By consistently "walking the walk" and "talking the talk," managers can use their referent power to promote the attitudes and behaviors they desire in employees. For example, when Walmart founder Sam Walton was worth more than \$25 billion, he still drove his own pickup truck to work. His modeling of frugality permeated the company and promoted the behaviors and values that made Walmart consistently profitable.¹⁵

Persuasive Power. *Persuasive power* is due to the ability to use logic and facts to persuade others to adopt one's ideas or perspectives. Good listening skills and identifying and appealing to the goals and motivations of the other person can enhance your persuasive power.

informational power

Power derived from control over information

SO WHAT

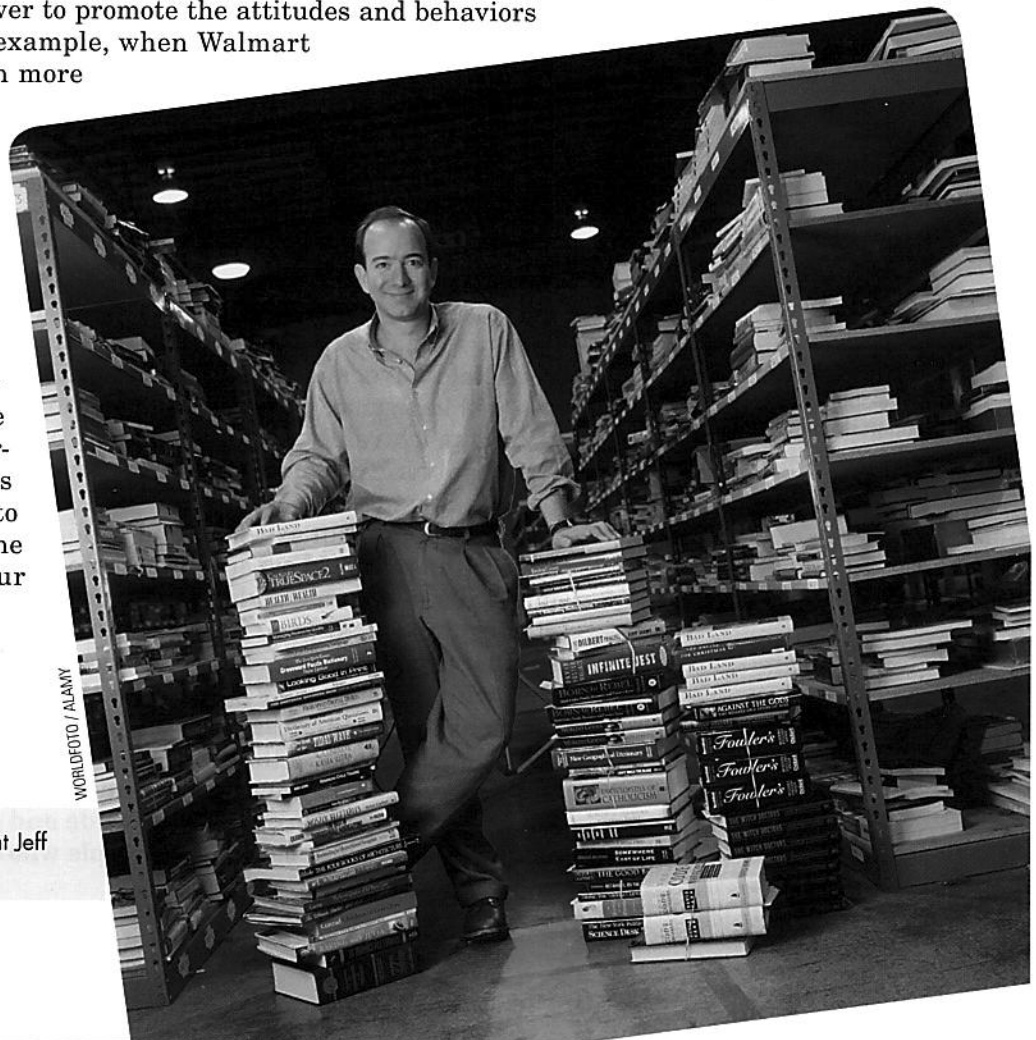
Consistent ethical behavior can increase your power.

referent power

A personal power based on a manager's charisma or attractiveness to others

persuasive power

Power due to the ability to use logic and facts to persuade



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The charisma of Amazon.com President Jeff Bezos increases his referent power.