Influence and power

- Managing and leading
- "Interpersonal skills" perspectives
  - trait, behavioral, contingency
- "Power" perspectives
- Does sharing power increase it?
- Tactics to influence others

Introduction

- Manager is a person that add value to resources by <u>influencing</u> others

- The tasks of planning, organizing, leading and controlling depend on other people agreeing to co-operate within a web of mutual <u>influence</u>.

- Influence is the process by which one party attempts to modify the behavior of others by mobilizing power resources.

Overview of themes

Models of influence

External environment

Sources of power

Managing and leading

Interpersonal
- traits
- behavioural
- continguency
- tactics

Power
- personal
- positional

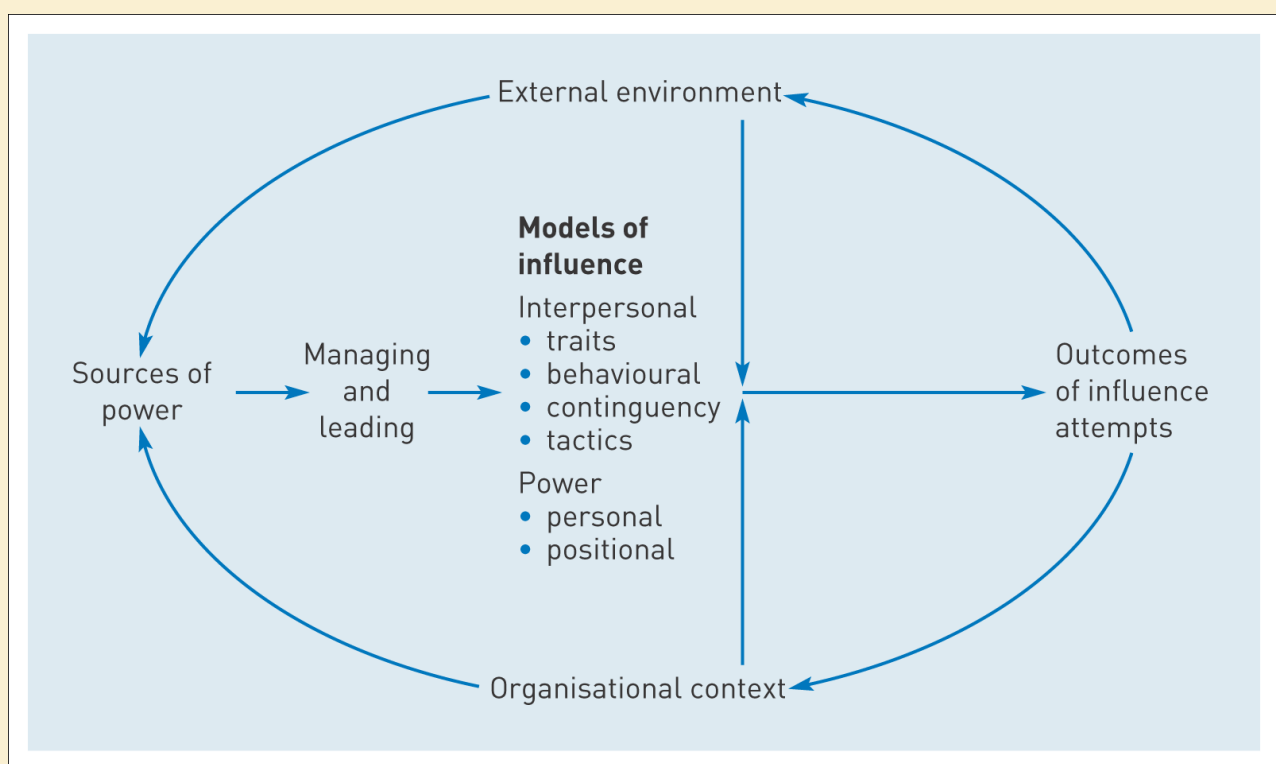Organisational context

Outcomes of influence attempts

Figure 14.1 A model of the influencing process

Introduction

- This figure begins by clarifying what influence means in the context of managing.

- Then, the model presents 3 approaches – traits, behavioral and contingency.

- After it is analyzed theories on how people use power to influence others, power which has both personal and organizational sources.

- Finally it presents a model of the influencing tactics people use.
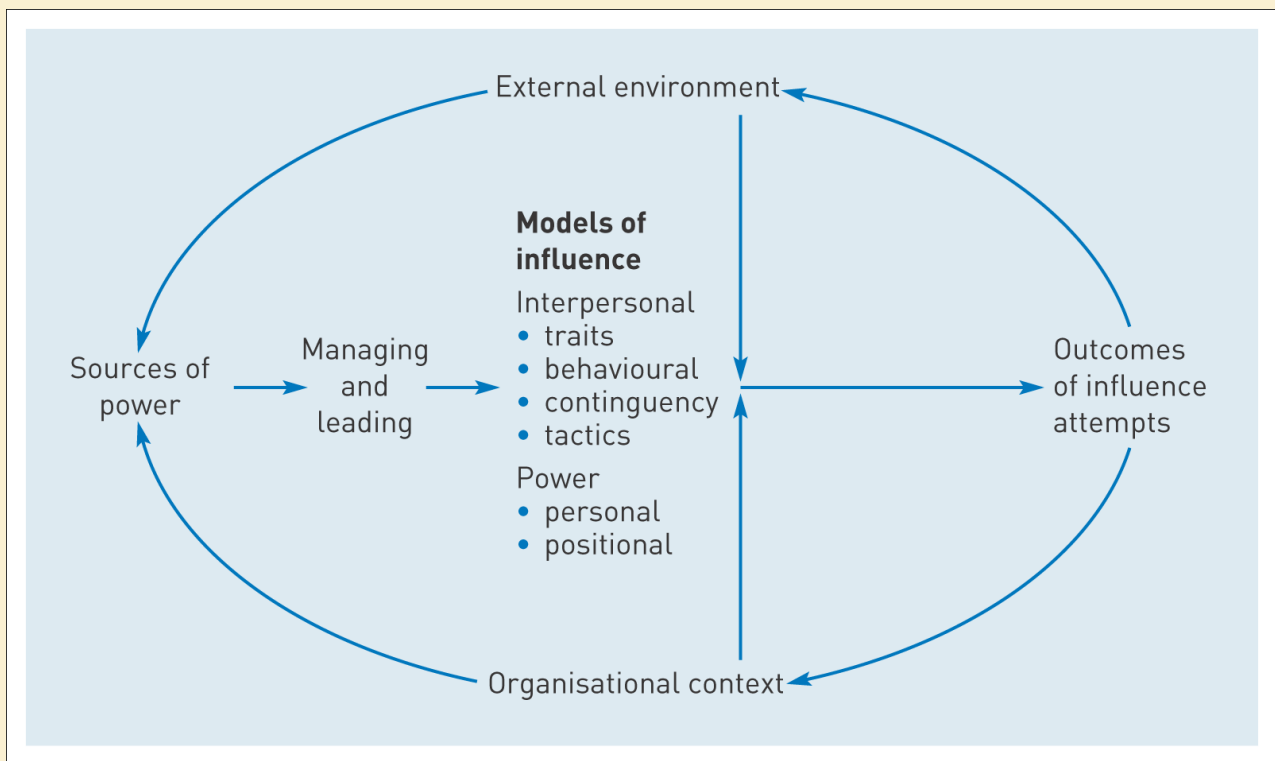
Overview of themes

Figure 14.1 A model of the influencing process

Why study influencing?

- Managing depends on influencing others
    - Inputs, transforming, outputs
- Understanding range of models helps
    - Influencer to choose approach suited to context
    - Influencer to see approach and decide response
- Understanding assumptions helps to question approach and to consider alternatives, and their limitations that may suit the context better

Slide 14.7

Managing and influencing

- Research and commentary on influencing use the terms 'managers' and 'leader' interchangeably. There is no definitive distinction between the two.

- People work to create change and to create order in varying degrees. So there is no value in a sharp distinction between managing and leading. Like Chinese proverb:

    - What does it matter if the cat is black or white, as long as it catches mice.

David Boddy, *Management: An Introduction*, 4th Edition © Pearson Education Limited 2008

Managing and influencing

- Managers only do their job (adding value to resources) by influencing <u>others</u>
  - About inputs, transformation, outputs

- <u>Others</u> will be subordinates, equals, higher in the hierarchy or outside the organization (Figure 14.2)
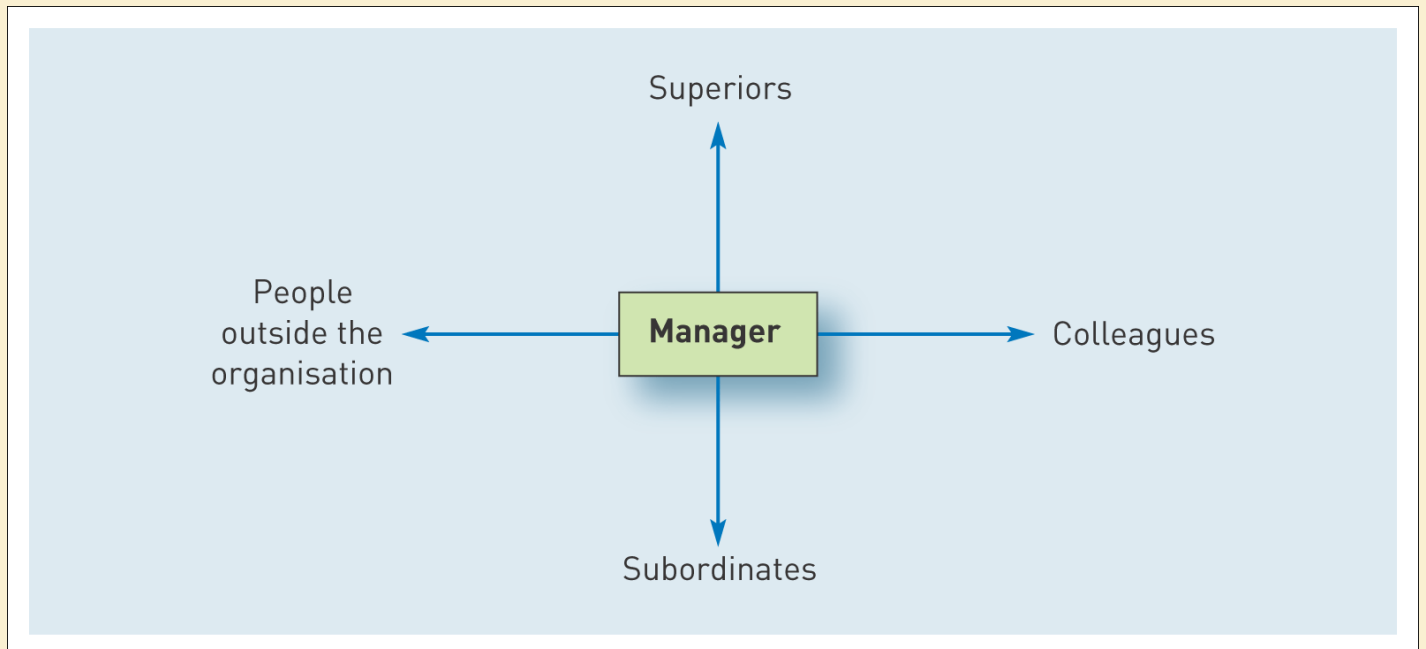
The directions of influencing

Figure 14.2 Influencing in four directions

Traits models

- Assumption: some people have identifiable personal attributes that make them effective
  - vision, decisiveness, optimism, ability to forecast trends, speed, decisiveness, courage, optimism and enthusiasm (Survey from Financial Times)
- Limitations
  - effect of other variables (e.g. colleagues) and context
- Contributions
  - some evidence of links to effectiveness (Yukl, 2001)
  - often used as selection criteria.

Behavioural models

- Another set of theories identify the behavioral styles of effective managers.

- What did the leaders do to influence subordinates that less managers did not?

Behavioural models

- The most famous model is from Kurt Lewin
- Two other categories of leader behaviour
    - Ohio State (Fleishman, 1953)
        - initiating structure
            - allocating specific tasks, setting standards, scheduling…
        - consideration
            - expressing appreciation, helping, approachable
    - Michigan State (Likert, 1961) – similar
    - Managerial grid model

Kurt Lewin Studies

Three leader behaviors:
• **Autocratic** leaders tend to make unilateral decisions, dictate work methods, limit worker knowledge about goals to just the next step to be performed, and sometimes give punitive feedback.

- **Democratic** leaders tend to involve the group in decision making, let the group determine work methods, make overall goals known, and use feedback as an opportunity for helpful coaching.
- **Laissez-faire** leaders generally give the group complete freedom, provide necessary materials, participate only to answer questions, and avoid giving feedback in other words, they do almost nothing.

While a democratic leadership style seemed to make subordinates more satisfied, it did not always lead to higher, or even equal, performance.

Behavioural models

- Two other categories of leader behavior. Researchers at Ohio State University developed questionnaires that subordinates used to describe the behavior of their supervisor and identify two dimensions:

  – initiating structure, refers to the degree to which a leader defines people's roles, focuses on goal attainment and establishes clear channels of communication.

Behavioural models

- allocating specific tasks, setting standards, scheduling
– Consideration, refers to the degree to which a leader shows concern and respect for subordinates, looks after them and express appreciation.
  - expressing appreciation, helping, approachable
– Michigan State (Likert, 1961) – similar

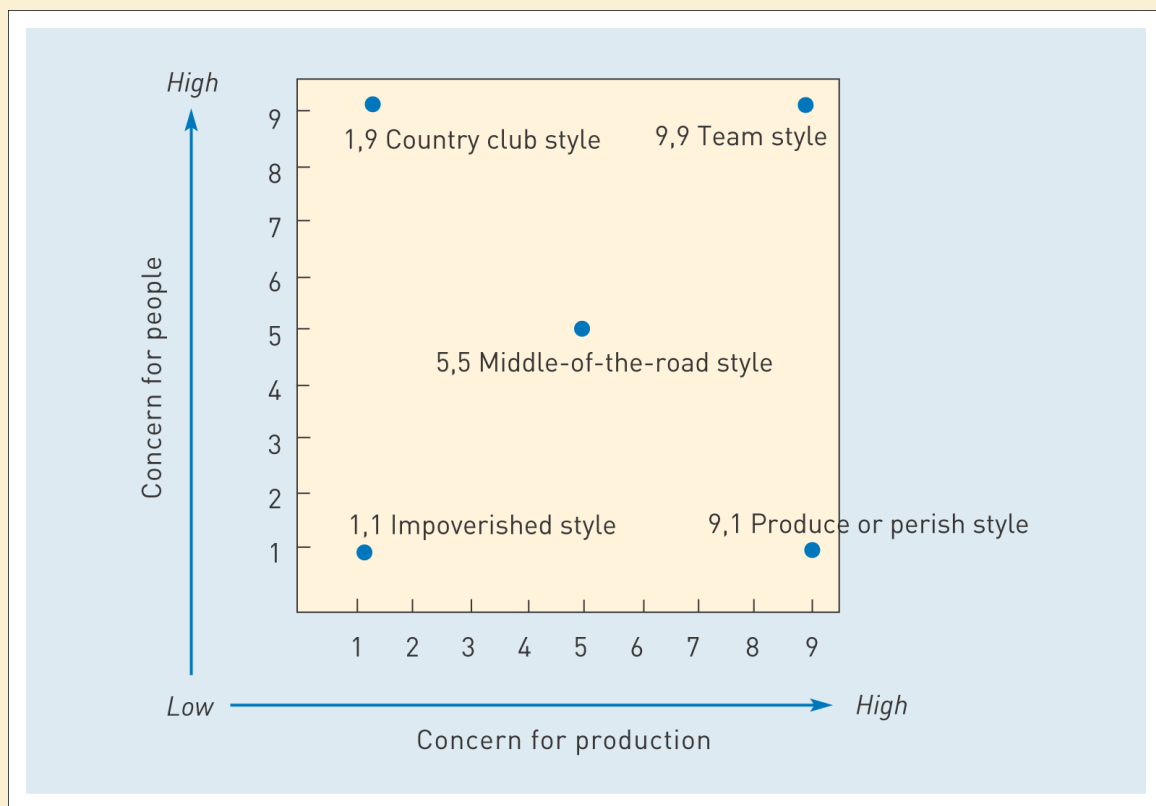# Grid model (Blake and Mouton, 1964)

Figure 14.3 The managerial grid

Behavioural models

- Managerial grid model
  - Blake and Mounton (1979) developed this model
  - The horizontal scale relates to concern for production, which ranges from 1 (low concern) to 9 (high concern). The vertical scale relates to concern for people, also ranging from 1 (low concern) to 9 (high concern).

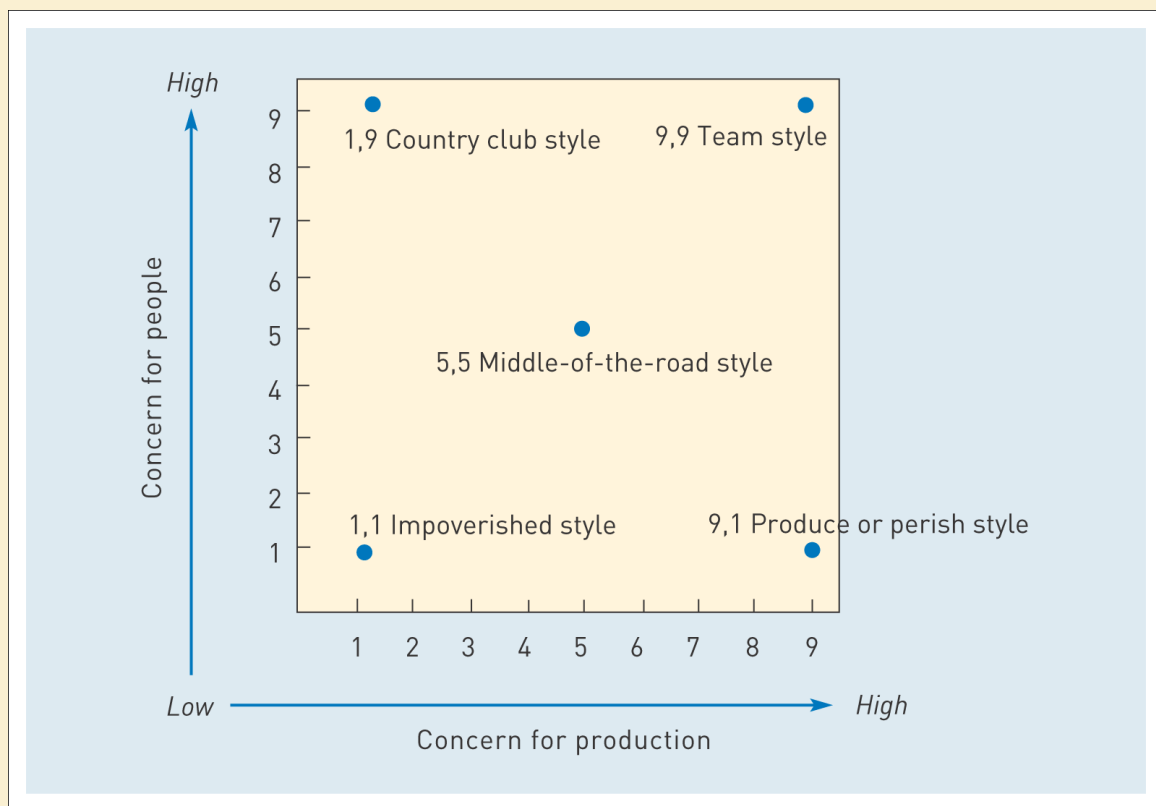# Grid model (Blake and Mouton, 1964)

Figure 14.3 The managerial grid

Behavioural models

- Managerial grid model
  - Corner (1,1) impoverished style: low concern for both production and people.
  - Corner (1,9) is the country club style: managers who use this style try to create a secure and comfortable family atmosphere. They assume that their subordinates will respond productively.

Behavioural models

- Managerial grid model
    - Corner (9,1) produce style: These managers do not consider employees' needs – only the perceived needs of the organization.
    - Corner (5,5) is the middle-of-the-road style. These managers obtain adequate performance by balancing the need to get the work done with reasonable attention to the interests of employees.
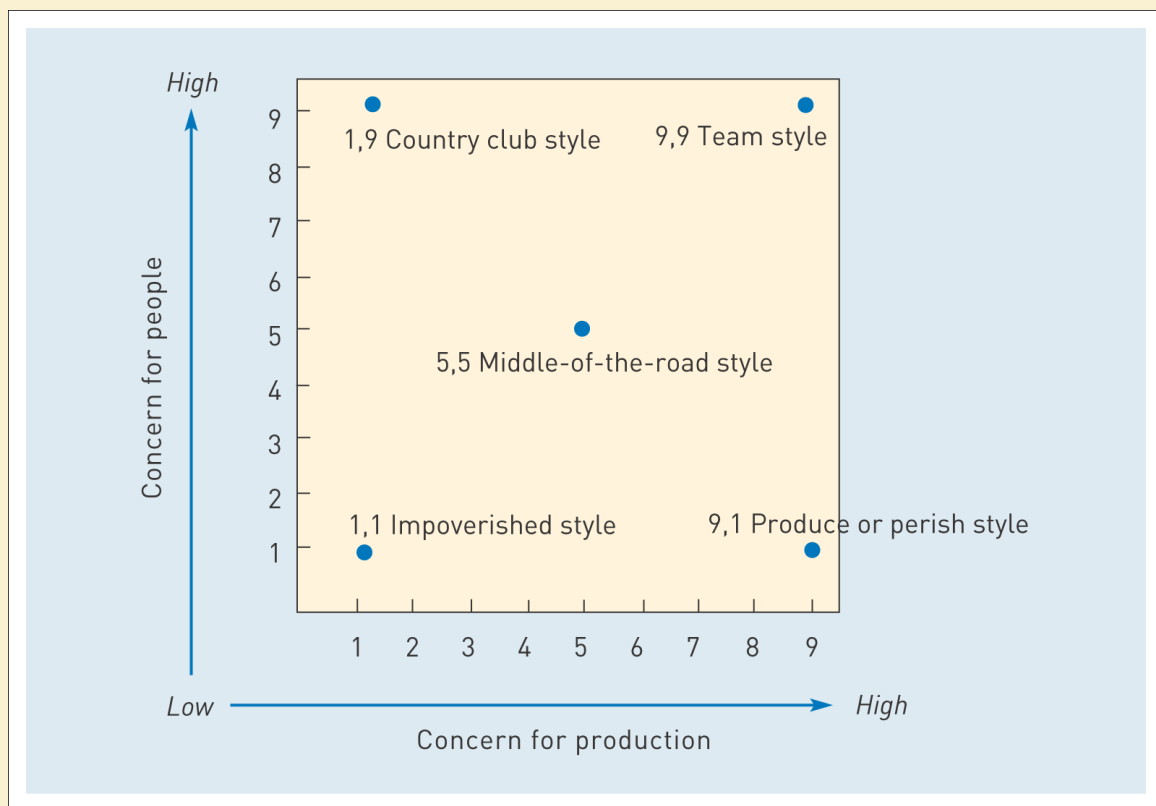
Grid model (Blake and Mouton, 1964)

Figure 14.3 The managerial grid

Behavioural models

- Managerial grid model
  - Corner (9,9) team style: is the most effective approach, aiming for both high performance and job satisfaction.

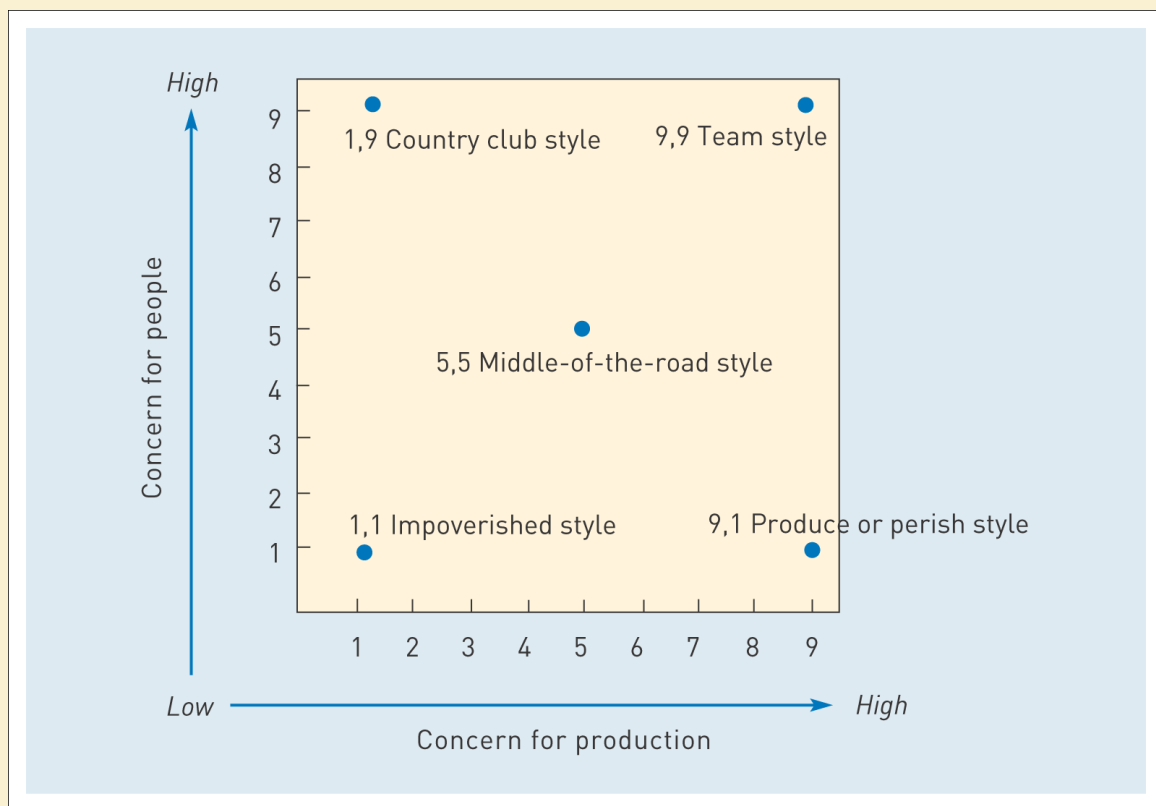# Grid model (Blake and Mouton, 1964)

Figure 14.3   The managerial grid

Situational
(or contingency) models

- Trait and behavioral models ignore context – "universal" prescriptions

- Situational models propose that effective influence depends on using an approach that is suitable for the circumstances
  - task, environment, subordinates
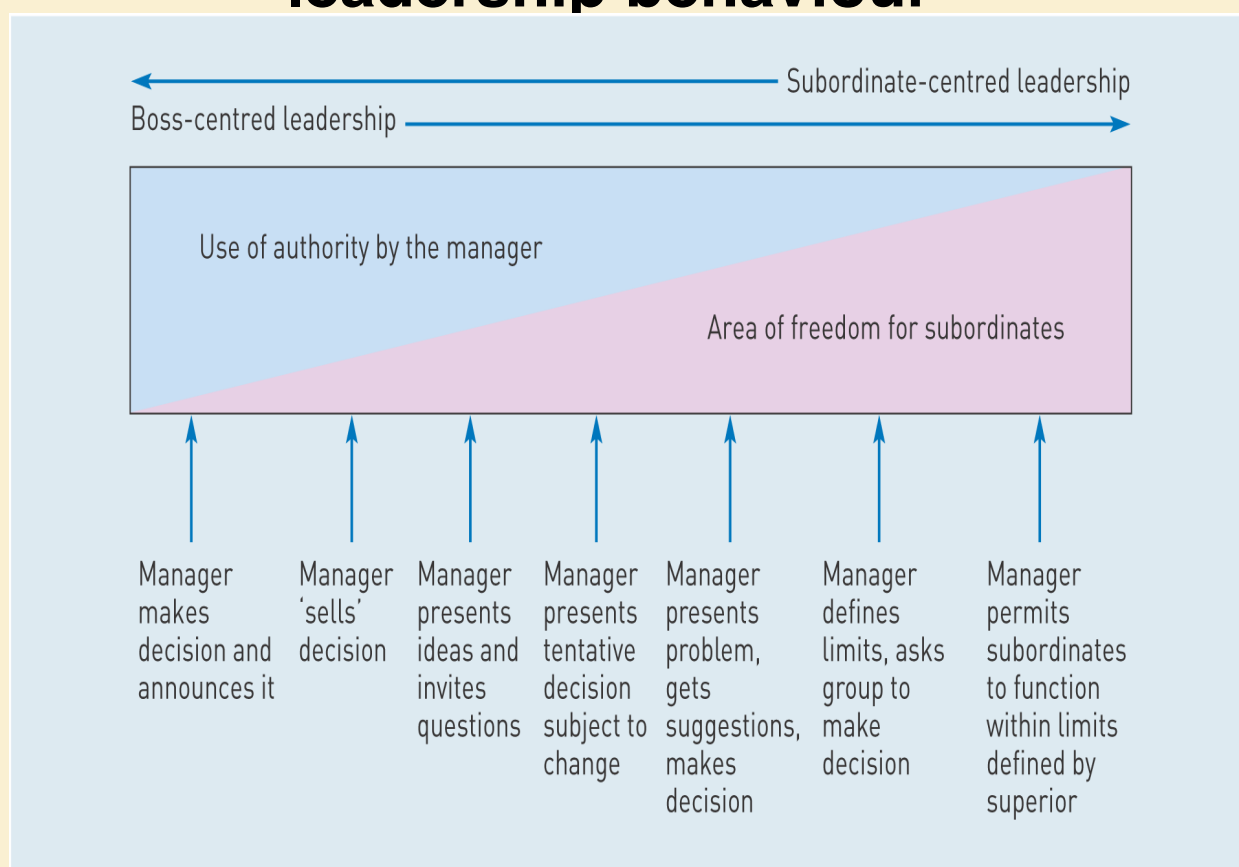
Situational
(or contingency) models

- Tannenbaum and Schmidt's continuum of leader behavior:

  – These authors saw that leaders worked in different ways, which they presented as a continuum of styles, ranging from autocratic to democratic.

Situational
(or contingency) models

- Tannenbaum and Schmidt's continuum of leader behavior

  – The leader style should reflect 3 forces:

    1. Forces in the manager: Personality, values…

    2. Forces in subordinate: need for independence, tolerance of ambiguity,…

    3. Forces in the situation: organizational norms, size and location of work groups.

Tannembaum and Smith "continuum"of leadership behaviour

Boss-centred leadership ⟷ Subordinate-centred leadership

Use of authority by the manager

Area of freedom for subordinates

| Manager makes decision and announces it | Manager 'sells' decision | Manager presents ideas and invites questions | Manager presents tentative decision subject to change | Manager presents problem, gets suggestions, makes decision | Manager defines limits, asks group to make decision | Manager permits subordinates to function within limits defined by superior |

Robert Tannembaum and Warren Schmidt, 1973

Situational
(or contingency) models

- House's path-goal model
  - House (1996) believed that effective leaders clarify subordinates' paths towards achieving rewards which they value. House identifies 4 styles of leaders behavior:

    1. Directive: letting subordinates know what the leader expects; giving specific guidance

    2. Supportive: treating them as equals; showing concern for their needs and welfare

Situational
(or contingency) models

- House's path-goal model

  3. Achievement oriented: setting challenging goals and targets; setting performance improvements.

  4. Participative: Consulting subordinates; taking their opinions into account.

Situational
(or contingency) models

- House's path-goal model
  - House (1996) suggested that appropriate style would depend on the situations; the characteristics of the subordinates and the work environment. For example, if a subordinate has little confidence or skill then the leader needs to provide coaching and other support.
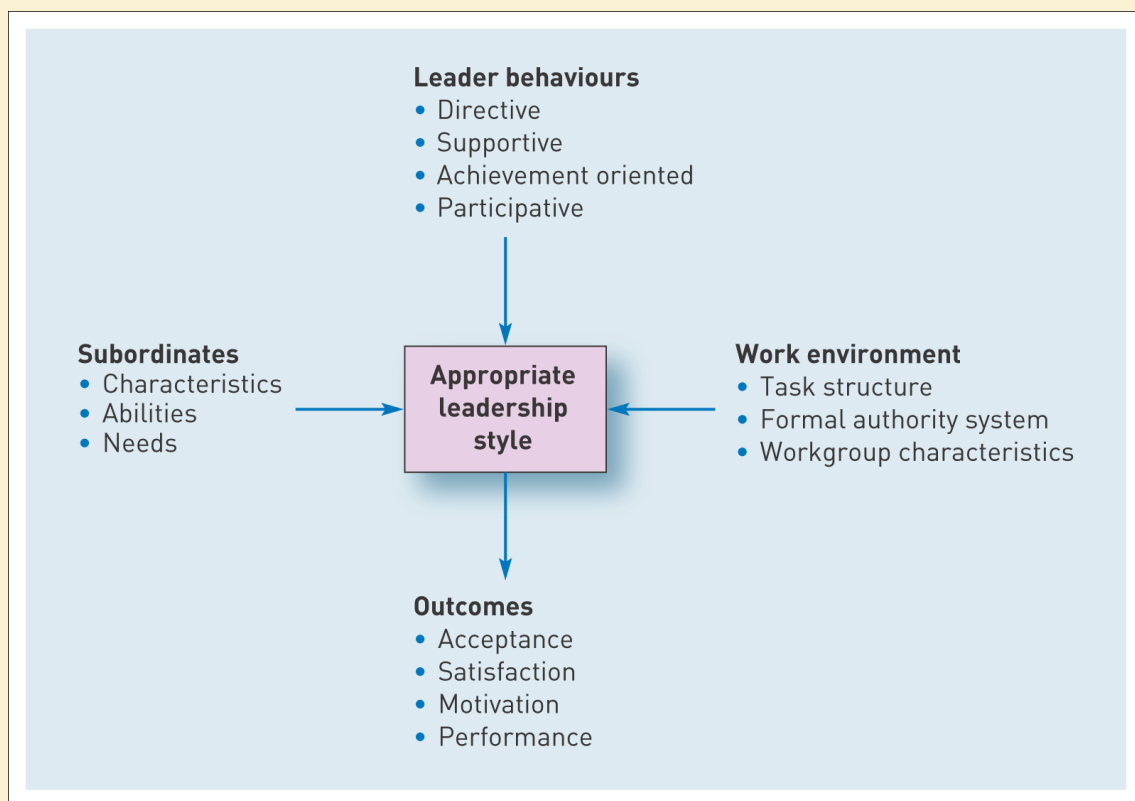
House's Path–Goal Theory

Figure 14.5 House's path–goal theory

Situations favouring participation/direction

Participative style most likely to work when	Directive style most likely to work when
Subordinates' acceptance of the decision is important	Subordinates do not share the manager's objectives
The manager lacks information	Time is short
The problem is unclear	Subordinates accept top-down decisions

Table 14.4 Conditions favouring participative or directive styles

Power perspectives

- This section is about how people use power to influence others.
- Power is the capacity of individuals to exert their will over others

Power perspectives

Influence depends on person's power

- French and Raven (1959) on five sources
  - Legitimate
    - From formal position in organisation
  - Resource
    - Access to rewards with which to persuade (influence)
  - Coercive
    - Ability to use or threaten physical force
  - Referent
    - Charisma, personal qualities
  - Expertise
    - Acknowledged as having relevant skill

Personal and positional (Hales, 2001)

Power resource	Personal	Positional
Coercive	Forcefulness, insistence, determination	Authority to give instructions, with the threat of sanctions or punishment available
Reward	Credit for previous or future favours in daily exchanges	Authority to use organisational resources, including the support of senior people
Expertise: Administrative	Experience of the business, whom to contact, how to get things done	Authority to use or create organisational policies or rules
Technical	Skill or expertise relevant to the task	Authority to access expertise, information and ideas across the business
Referent	Individual beliefs, values, ideas, personal qualities	Authority to invoke norms and values of the organisational culture

Table 14.5 Personal and positional sources of power

Source: Based on Hales (2001)

"To increase power, share it"

- Kanter: three "lines of power" that managers use
    - Supply – money, resources to use as a reward
    - Information – knowing what's going on
    - Support – get senior backing for actions
- Sharing these with subordinates increases *their* power

AND

- Enables managers to spend time on senior/external contacts that further build *their* power

Tactics to influence others

- Kipnis (1980) and Yukl (1990, 1992) identify nine tactics people use when influencing subordinates, bosses, colleagues – see Table 14.7.

- Tactics vary with target (contingency)

  – Inspirational and pressure for subordinates

  – Rational persuasion for boss

  – Exchange and personal appeal for colleagues

Tactic	Definition
Rational persuasion	The person uses logical arguments and factual evidence to persuade you that a proposal or request is viable and likely to result in the attainment of task objectives
Inspirational appeal	The person makes a request or proposal that arouses enthusiasm by appealing to your values, ideals and aspirations or by increasing your confidence that you can do it
Consultation	The person seeks your participation in planning a strategy, activity or change for which your support and assistance are desired, or the person is willing to modify a proposal to deal with your concerns and suggestions
Ingratiation	The person seeks to get you in a good mood or to think favourably of him or her before asking you to do something
Exchange	The person offers an exchange of favours, indicates a willingness to reciprocate at a later time, or promises you a share of the benefits if you help accomplish the task
Personal appeal	The person appeals to your feelings of loyalty and friendship towards him or her before asking you to do something
Coalition	The person seeks the aid of others to persuade you to do something, or uses the support of others as a reason for you to agree also
Legitimating	The person seeks to establish the legitimacy of a request by claiming the authority or right to make it or by verifying that it is consistent with organisational policies, rules, practices or traditions
Pressure	The person uses demands, threats or persistent reminders to influence you to do what he or she wants

Source: Based on Yukl and Falbe (1990).

Conclusion

- Models of influencing enable you to analyse current practice and whether it is suited for the situation

- Can also question assumptions behind an influencer's overall approach and specific tactics

- Are they right for the context, and what alternatives might work better – such as altering the balance between interpersonal and power approaches?

- Also enables reflection on the idea of sharing power to increase it, in view of contingency (situational) perspectives.