



Get LIT The Secret Sauce

Leadership Influence Tactics
Dr. Kevin Mohler

KPI= ~~**Key Performance Indicators**~~

The New Leadership

KPI

Keep people interested
Keep people informed
Keep people involved
Keep people inspired



WHOA!

Welcome to a fun,
interactive, intrapersonal
session designed to help
leaders hone their skills
relative to interactions
with others and maximize
the success of
implementing change.



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intrapersonal
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appropriate....

The background of the slide is a black and white photograph of a city skyline at night, with various skyscrapers visible. A large blue rectangular box is overlaid on the upper half of the image, containing white text. The text is a quote by Colin Powell. There are white geometric lines: a horizontal line with a diagonal cut on the right side in the top right corner, and a diagonal line in the bottom left corner.

“Leadership is all about people. It is not about organizations. It is not about plans. It is not about strategies. It is all about people—motivating people to get the job done. You have to be people-centered” – Colin Powell



2.0

Germinal Thought

Influence Tactics.....



Influence

Experts, who implement change, must demonstrate an interpersonal mastery or the ability to lead, influence, motivate, and engage others in order to be mentors, councils, coaches, and set norms. Naslund (2013) found CI experts provide direction, lead the process, exercise leadership, and influence their subordinates.

in·flu·ence

'inflooəns/

noun

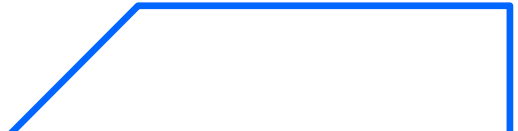
1.

the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.



Influence (Con't)

Yukl (2008) identified 11 tactics that the agents (CI expert) can use to influence their subordinates—rational persuasion, legitimating, inspirational appeals, consultation, exchange, personal appeals, ingratiation, pressure, apprising, collaboration, and coalition. Yukl et al. called these tactics *leadership influence tactics*. Leadership influence tactics are cultural and communication aspects of the CI initiative maintain managerial commitment deemed imperative to successful implementations and practice (Johnson, 2009; Kaissi, 2004, Lam et al, 2015).



MAYBE YOU NEED TO DIVIDE THE CONTENT

BUSINESS ACUMEN

INTERPERSONAL SKILLS

PROJECT MANAGEMENT

TECHNICAL SKILLS



LIT

**No one can be a great
leader unless they
genuinely care about the
success of everyone on
their team.**

Leadership First

PRACTICAL USES OF THIS SUBJECT



Professor Gary Yukl and his colleagues have been studying managers' influence attempts for more than two decades. According to their research, there are 11 proactive influence tactics managers tend to use

- Rational persuasion
- Consultation
- Inspirational appeals
- Collaboration
- Apprising
- Ingratiation
- Personal appeals
- Exchange
- Legitimizing
- Pressure
- Coalition



Tactics (1-3)



Rational Persuasion

The manager uses [logical arguments](#) and facts to show that a request is feasible and relevant.



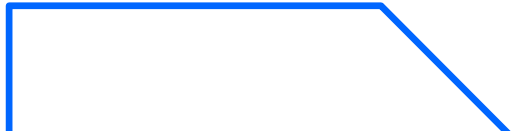
Consultation

Asks the followers for suggestions to help improve a plan or activity to gain buy-in



Inspirational appeals

Gains support and acceptance through leading with inspiration, vision and value.





Tactics (4-6)



Collaboration

Offers support and assistance if the follower will carry out a task or assignment.



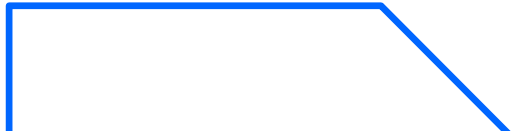
Appraising

Makes the tasks appealing by clarifying how they can benefit the followers personally or advance their careers.



Ingratiation

Uses praise and flattery to gain support.





Tactics (7-9)



Personal Appeals

Asks others to carry out a request out of friendship or a personal favor.



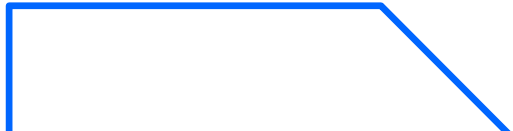
Exchange

Gains support in exchange for reciprocation.



Legitimizing

Uses authority and power of the position to get followers to carry out tasks.





Tactics (10-11)



Pressure

Uses demands, threats, frequent checking or persistent reminders to influence others to do something.



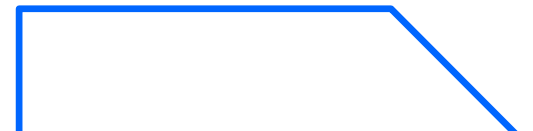
Coalition

Influences the target to do something by enlisting the aid or support of others. support in exchange for reciprocation.



Others???

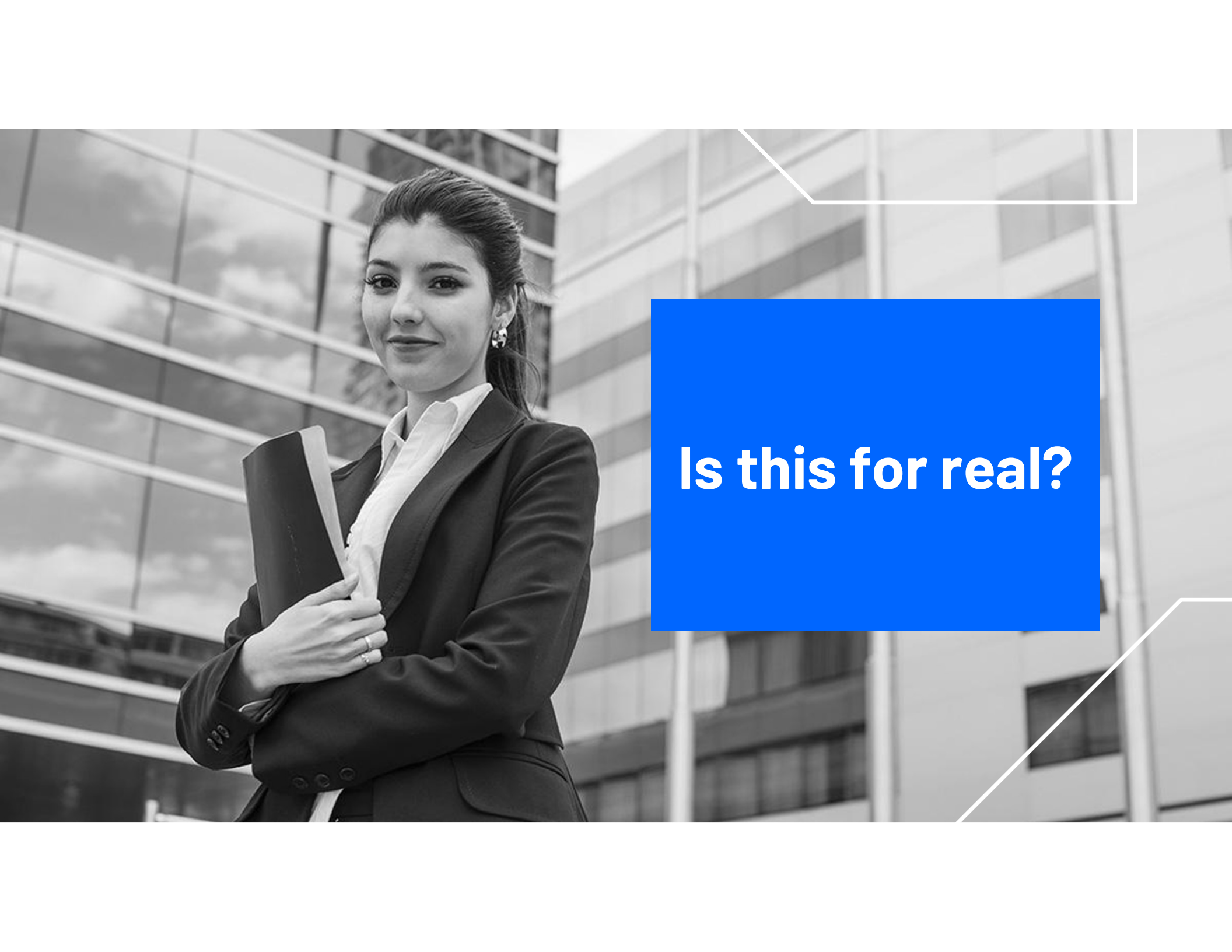
Perhaps??





Who are you?

"ALWAYS REMEMBER THAT LEADERSHIP IS A PRIVILEGE. WHEN YOU'RE IN A LEADERSHIP ROLE, YOUR INFLUENCE MAY AFFECT THE TRAJECTORIES OF PEOPLE'S ENTIRE CAREERS (AND, OFTEN, THEIR LIVES!)."



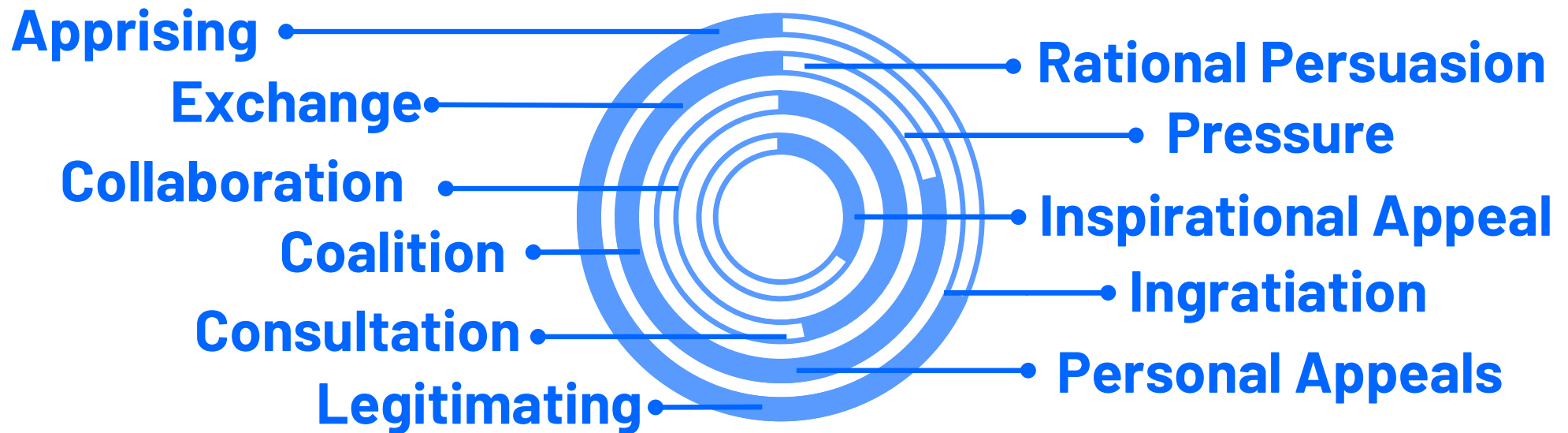
Is this for real?



**I think so.. but
does it
matter??**



**Now that we have talked about
it.....what's the distribution?**



This is just one Study

A CORRELATIONAL STUDY OF LEADERSHIP INFLUENCE TACTICS AND PERFORMANCE IN HEALTHCARE ORGANIZATIONS

Study Demographics

Industry Experience: *Mdn* = 18 years

Educational Level: *Mdn* = Master

CI Belt Certification: *Mdn* = Black

Hypotheses (Example)

H01: There is no significant relationship between the rational persuasion influence tactic and performance among healthcare organizations practicing CI initiatives.

HA1: There is a significant relationship between the rational persuasion influence tactic and performance among healthcare organizations practicing CI initiatives.

Outcome

The results of the study found that not all 11 leadership tactics correlate with operation performance measured by quality and cycle time combined. Only eight (rational persuasion, ingratiation, apprising, pressure, inspirational appeal, collaboration, legitimating, and consultation) of 11 leadership influence tactics were significantly correlated with operational performance.

The two strongest correlations were ingratiation and consultation.

Mohler, K. (2016). *A correlational study of leadership influence tactics and performance in healthcare organizations* (Doctoral dissertation, University of Phoenix).

Considerations

Organizational Environment Specifics or Culture

- Situational awareness..... the perception of environmental elements and events with respect to time or space, the comprehension of their meaning, and the projection of their future status.

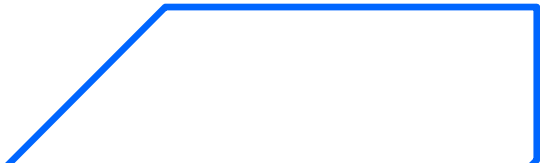
Employee Profile(s)

- An employee profile is essentially a list of skills, qualifications, and personality traits that your ideal recruit would have.



THANKS

Any questions?
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Contact Me



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So...does this matter?

I truly enjoy working with organizations and specifically leadership teams.

Be a lifelong learner!

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