Leadership and Team Effectiveness
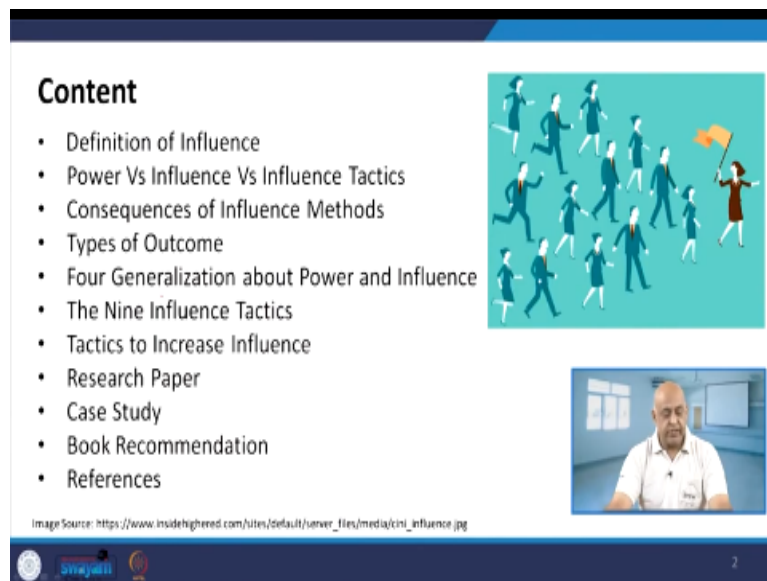**Prof. Santosh Rangnekar**
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Lecture – 19
The Art of Influence in Leadership

As we have understood, there is a difference between the manager and the leader. So, a manager is a leader because she covers all the planning, organizing, leading, and controlling functions. As far as the leader is concerned, the leader influences the behaviour of others and, therefore, the art of influence that is a tubular leader that we will discuss in this particular session.

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So, we will talk about the definition of influence, power versus influence tactics, consequences of influence methods, types of outcome, four generalizations about the power and influence, the nine influence tactics, tactics to increase the influence, research paper, case study and book recommendation and references for further studies as usual.

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DEFINITIONS OF INFLUENCE

Author Name	Definition
Susan Jeffers	Influencing as "not the ability to get someone to do what you want them to do, it's the ability to get yourself to do what you want to do"
Jeffrey W. Lucas and Amy R. Baxter	Influence—defined as compelling behavior change without threat of punishment or promise of reward—results largely from the respect and esteem in which one is held by others.
Brian Solis	Influence is the ability to cause desirable and measurable actions and outcomes.

Now, whenever we are talking about the definition of the influence or trying to understand it, according to Susan, the influence is not the ability to get someone to do what you want them to do. It is the ability to get yourself to do what you want to do. It is a beautiful definition, and therefore, in that case, it is before influencing others that we should develop the ability in ourselves to influence others.

Moreover, Jeffrey has given the influence means defined as effective behaviour change without the threat of punishment, which is very important because we are taught that whenever we say the influence means it is coming within. So, it is there without any threat of punishment or promise of reward. While the third definition is that influence is the ability to cause desirable and measurable actions, and outcomes are there like.

So, therefore, in all three definitions, what is expected is the ability. So, here, whenever we are talking about the leadership, the leader develops an ability to influence the others in the sense that is the whatever he wants to do, he develops that particular direction, goal and vision for the others and as a result of which, they can develop this particular style of the influencing others.

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POWER Vs INFLUENCE Vs INFLUENCE TACTICS

Power	Influence	Influence Tactics
Power has been defined as the capacity to produce effects on others or the potential to influence others.	**Influence** can be defined as the change in a target agent's attitudes, values, beliefs, or behaviors as the result of influence tactics.	**Influence tactics** refer to one person's actual behaviors designed to change another person's attitudes, beliefs, values, or behaviors.

Now, whenever we talk about influence, many people are unclear about the difference between influence and power because power also develops the ability to get work done by others. However, power has been defined as the capacity to produce effects on others or the potential to influence others. So, in the previous definition, we also want to develop an ability within ourselves when we talk about that.

Moreover, developing the ability within ourselves that is power is why the influence can be defined as the change in a target agent, attitudes, values, beliefs, behaviour, etc. So, therefore, in that case, whatever the target agents are there, the target agents mean, here target agents mean the followers. So, therefore that the change in the target agents that might be the value might change even the attitude.

We also must understand that influence does not need to be the change. Influence can be that the person already has that potential, and by influencing, we are making that person use the influence tactics. Influence tactics refer to one person's actual behaviours.

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So, whatever actual behaviour is there, then that particular activity that influences that will be by using those influence tactics the leader will be successful in influencing others. So, power is the capacity to cause change. It is a cause of the change. Influence is the degree of actual change in the target person's values and can be measured by the behaviours or attitudes; it results from the leader's influence tactics.

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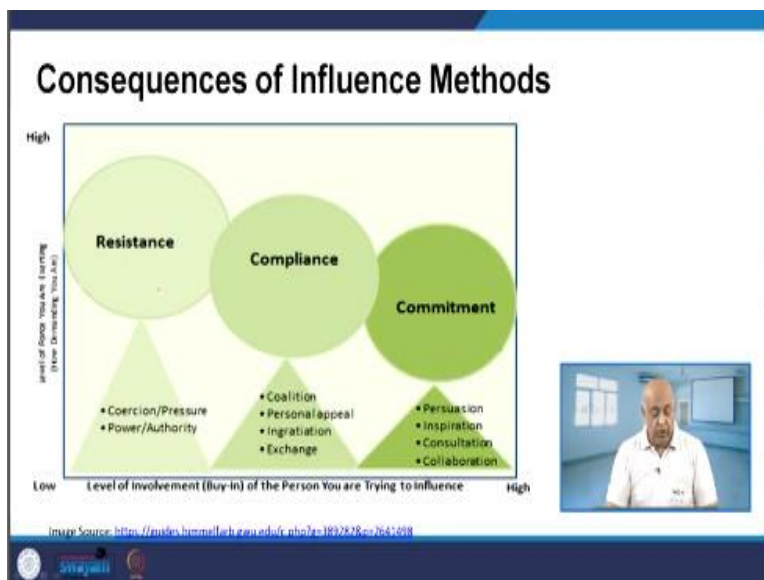
Now, I would like to take this consequence of the influence methods. In the case of the influence methods, you will find that is a level of involvement of the person what the leader is trying to influence that is on the x-axis and the y axis; it is the level you are exerting that is the leader; leader where he is exerting the data particular efforts or influence, we will say from the leader side is there.

So, here in both the cases, whenever we are talking about the level of the environment of the person we are trying to influence and the level for the leader who is exerting these particular influences, then first will be there; there will be the resistance will be there, So, naturally, as we know that there is a resistance to change, whenever the leader is influencing the followers. So, that followers may have specific resistance.

However, here, we are not using any coercion or pressure or power or authority on that person because that level of involvement of the person at the beginning that will be the resistance will be there.

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SOURCES OF LEADER INFLUENCE	TYPES OF OUTCOME		
	Commitment	Compliance	Resistance
Referent Power	Likely, if the request is believed to be important to the leader	Possible, if the request is perceived to be unimportant to the leader	Possible, if the request is for something that will bring harm to the leader
Legitimate Power	Possible, if the request is polite and very appropriate.	Likely, if request or order is seen as legitimate	Possible, if arrogant demands are made or request does not appear proper.

However, as we get this particular influence, then in that case of this influence, we will have the compliance, and in compliance coalition, personal appeal and the integration of the exchange is there. Moreover, the third one is the commitment where we are having finally, what happens the commitment becomes high. So, its journey starts from the resistance to the commitment.

Now, this particular power, then we talked about the referent power and different types of the power in our previous session also, likely the request is believed to be important to the leader and compliance will be the in the commitment. In the commitment, if we connect with the power that is the here, it will be essential to be the leader that is a referent power is there.

Whenever we are talking about compliance, the request is perceived to be unimportant to the leader, and the resistance will be to the something that will bring harm to the leader that will

be the resistance. In legitimate power, possible if the request is polite, likely if the requested order is seen as legitimate and possible if the arrogant demands are made, a request does not appear proper.

So therefore, in that case, whenever we are talking about this journey right from the commitment to the resistance, while in the case of the compliance also, then we will find that it is the followers who are having that particular resistance and then, in that case, the rich source of leader to influence will use so, that will be the referent power will be used. Whenever there is resistance to the arrogant demands, then definitely, in that case, the legitimate power will be used.

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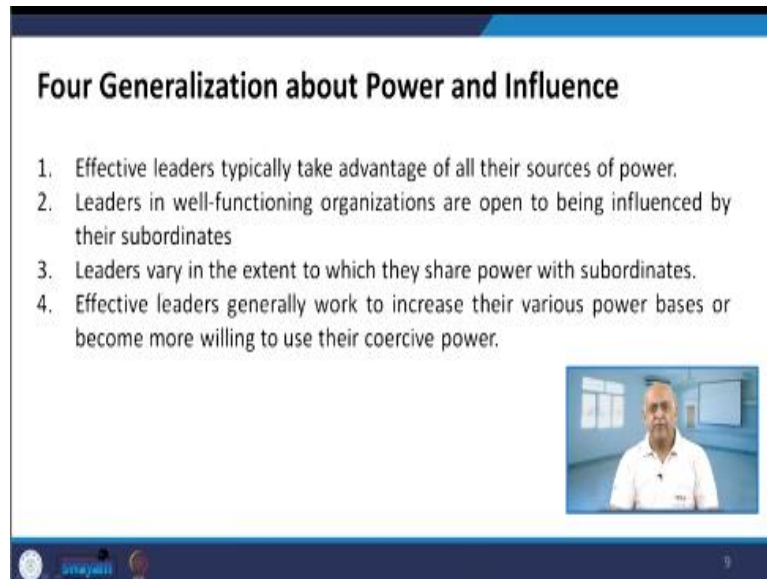| SOURCES OF LEADER INFLUENCE	TYPES OF OUTCOME		
	Commitment	Compliance	Resistance
Expert Power	Likely, if the request is persuasive and subordinates share the leader's task goals.	Possible, if the request is persuasive but the subordinates are apathetic about task goals.	Possible, if the leader is arrogant and insulting, or the subordinates oppose task goals
Coercive Power	Very unlikely	Possible, if used in a helpful, non-punitive way	Likely, if used in a hostile or manipulative way.
Reward Power	Possible, if used in a subtle, very personal way.	Likely If used in a mechanical, impersonal way.	Possible If used in a manipulative, arrogant way.

Source: https://www.iedunote.com/power

So, here, the leader can use either the referent power or he can use about the legitimate power, legal power he can use. Now, the following power is that is about the expert power. So, if there is resistance, arrogance and insult, or the subordinate is opposed to goals, the leader will use them to influence and use expert power. Expert power will be used if the request is persuasive and subordinates share the leader's task goals.

In the case of this compliance by the follower, persuasive and the subordinates are apathetic about task goals are there. Coercive power, if used in a cruel and manipulative way, the commitment will be doubtful, and compliance is possible if used in a helpful and non-punitive way if we are using coercive power. In a manipulative, arrogant way, the reward power is resistance, then possible if used in a very personal way, the reward power used.

Moreover, compliance will be if used in a mechanical or impersonal way. So therefore, according to the type of resistance the follower faces, the leader can use the appropriate power to influence the follower.

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When it matches the style of resistance and the use of power is matching, you will find that the compliance is more and commitment is high. The four generalizations about power and influence are: influential leaders typically take advantage of all their power sources, and leaders in well-functioning organizations are open to being influenced by their subordinates.

Leaders vary in the extent to which they share power with their subordinates, and influential leaders generally work to increase their various power bases or become more willing to use their coercive power is there, and therefore, in that case, it is a match; match between the power and influence. That power and influence have to be used appropriately with the particular follower.

Furthermore, whenever the resistance is there, and you are matching the power, then definitely in that case, what extent do you use it, it also you have to take care of. Furthermore, if we are using that power in the right way, then definitely in that case, you will find that you are willing to make more and more use of that power.

Moreover, you will learn with the product experience what important is that you should know that is in a what type of commitment you want to generate in your followers, what type of

compliance you want to generate in your followers, so then what type of the power I have to use.

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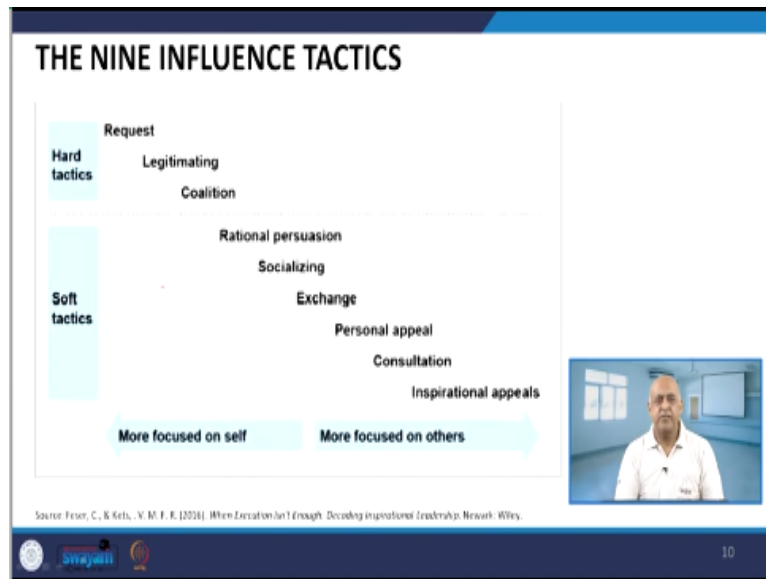
So, once you know these five types of powers, you will be able to get the power of influence, and the power will be part of influence tactics. So, it is a request legitimating the brutal tactics, and the coalition is there. The soft tactics are rational persuasion, socialization, exchange, personal appeal, consultation, and emotional appeals. They are more focused on themselves and more focused on others.

So therefore, in that case, whenever we are talking about emotional appeals, I would like to take the emotional appeals first. So, therefore, they are more focused on others, and these soft tactics which we are talking about inspiring others will be the best situation in any organization whenever the leader when using the soft tactics and the soft tactics which are having a cordial environment.

The organization's culture will be very influential, and therefore, we have to go for the inspiration, but inspiration will not be used but the coercive power; it has to be by the socializing.

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HARD vs. SOFT TACTICS

- The **Hard tactics** on the left are simple and straightforward. Leaders carry them out simply by building on their own perspectives.

- The **Soft tactics** on the right are more complex and require the ability to influence based on the followers' perspectives, characteristics, and *inner motivators*. We review them in turn.

What I will suggest that is in the using of the soft tactics, the first is that is you go for the socialization, and when you go for the socialization, you will understand that is the what is the level of maturity of your follower and then accordingly, you will use the inspirational tactics. I want to give the example of whether the money is used for rewards, monetary rewards or non-monetary rewards. So, by socialization, you will understand which type of reward will work.

So, these complex and soft tactics that we are using have to be very cautiously used, and therefore, a leader requires the ability to understand the follower's perspective, which I was giving the example of the monetary and non-monetary is there. So therefore, in that case, the follower's perspective, character, and inner motivation are critical.

If; that is why the socialization process is essential, and interaction, communication, and informal meetings are essential. So, therefore, a simple example is that is about the tea club. And then in that case, whenever you interact over a cup of tea, so many things, which you will be new knowledge about the follower's perspectives and characteristics and then definitely by making the proper tactics you can use.

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HARD TACTICS

1. **REQUESTING** is probably the simplest influence approach. Requesting is when the leader uses simple demands to get others to take action. It is the influence approach at the core of "command and control" leadership.
   - Requesting—often referred to as "**pressure tactics**" in academic papers—is based on the principle of authority, meaning that people tend to obey authority figures.
   - Typical statements by a leader using requesting are:
     - "I want you to inform Jack that. . . ."
     - "Could you please call Frank and . . . ?"
     - "I did ask you to inform him. Have you had a chance to do it?"

Now, we will go first for the brutal tactics and how to use these tactics. The most straightforward influence approach, so requesting, is when the leader uses simple demands to get others to take action; the influence approach is the core of command and control leadership. So, nowadays, you see that is even superior when instructing the subordinate, he talks about that is I will request you that you do it within time.

So therefore, in that case, it is the instruction, but the word will be used that is the request. So, therefore, the message goes to this follower that a request is there. Like I want you to inform Jack that, could you please call Frank? Moreover, I did ask you to inform him. Have you had a chance to do it? So, when it is not like this that I did ask you to inform him whether you are informed or not.

No, this is not the terminology or the communication you will use. So, that is the; have you had a chance to do it? So therefore, it is very polite. Whenever the polite is there, we will say that the leader is influencing the follower's behaviour by the requesting, but you will say that why it is requesting is into the brutal tactics is there. So, requesting is a brutal tactic because it is tough to follow.

Implementing these tactics is tough, so this is why the brutal tactics are there, and the second tricky tactic is legitimizing tactics.

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HARD TACTICS (Cont.)

2. **LEGITIMIZING TACTICS** occur when agents make requests based on their position or authority. For instance, when leaders show that what they want is consistent with policy, procedure, or company culture.
  - Typical statements by a leader using legitimating tactics include:
    - "According to policy, all air travel must be. . . ."
    - "The CEO has asked me to look into. . . ."
    - "As you know, it is a standard practice that. . . ."

When agents make requests based on their position or authority, for instance, when leaders show that what they want is consistent with the policy, procedure or company culture, so, therefore the legal background of the leader will be making this type of these situations. The typical statements by the leader using legitimate tactics include according to policy.

So, all air travel must be and therefore, that is what suggests all air travel must be by economic class. So therefore, this particular statement that will talk about that is the, there is a legitimating request, you can say, and here the follower gets influenced by these a type of these statements that is this is the policy, and he has to follow. This is what the ruling boss has told them; this is the rule that he has to do if they want to continue in that organization.

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HARD TACTICS (Cont.)

3. **COALITION TACTICS** differ from consultation in that they are used when agents seek the aid or support of others to influence the target. Coalition tactics include creating a network of supporters to extend the leader's power base, building consensus, defining a group position, or creating an "us-versus-them" situation.
  - Typical statements by a leader using coalition tactics are:
    - "Jack and I both think that. . . ."
    - "Everyone on the finance team says. . . ."
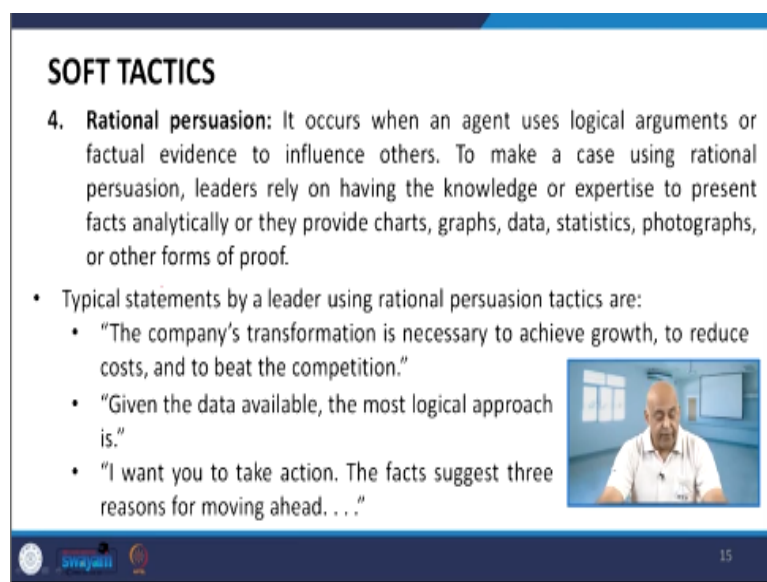   - "As a team, we have decided that. . . ."

The CEO has asked me to look into, no, no, no this type of the words, then definitely they are becoming the highly legitimating words are there because already the hint has been given that is the that CEO is intent to do this. So, you have to do this. The third tricky tactic is a coalition tactic from consultation in that they are used when agents seek the aid or support of others to influence the target, that is, a follower, we say.

Coalition tactics include creating a network of supporters to extend the leader's power base. Now, here I would also like to mention the word that whenever the word has been influenced the target so, the target is what? Target means that I am, for your understanding, the follower, but the target means this subordinate so because he is not a follower. Why he is not a follower, and the target has been a word used?

When he follows whatever influence you are doing, he will become the follower, so these us versus them situations are there, like Jack and I think. So, therefore, everyone on the finance team says so; therefore, what is the approach? The leader's power base is being used; group positions create a particular situation in which we say that is the management. Management has thought that as a team, we have to do this.
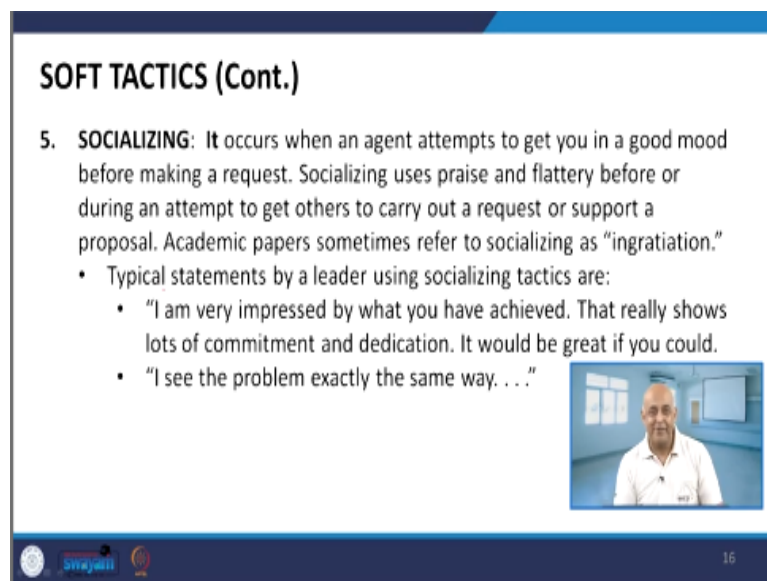
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So therefore, in that case, it is always that is the yes, we are supposed to do these things. So, then, in that case, that will be the communication by saying that is the yes, this group has decided like this. Then the rational persuasion is really in the soft tactics; this is becoming very logical, and most the leaders use this rational persuasion.

When an agent leader uses logical arguments or the factual evidence to influence others so, therefore, in that case, the other logical arguments are there to make a case using rational persuasion and leaders rely on having the knowledge or expertise to present facts analytically, or they provide the charts, graphs and data statistics, photographs or other forms of the proof is there.

So, therefore, in that case, you will find that is the, here it is, the logical arguments are there. At the workplace, whenever we talk about the influence to target, I think this rational persuasion is becoming more and more logical. So, given the available data, the most logical approach is justification.

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If we give the justification for any particular instruction or advice or any order, then definitely, in that case, we will be more likely to comply. Then the socializing is there. I emphasize this more; hopefully, most of you are taken this particular subject because this is from the HR orientation, human resource orientation. So, that human resource orientation is about socializing.

So, if you want to learn and practice that human resource approach, then socialization is a must, and I am sure most of you must have that socialization process. So, whenever the agent means leader, he is not still a leader because he tries to influence. Once the influence is done, he will be a leader, and the target will be a follower. That is why the author has used the word agent here.

To get you in a good mood before making a request, socializing uses praise and flattery before during an attempt to get others to carry out a request. So, you start with the praise, Oh, your handwriting is excellent, you are very sincere, you are very punctual, you are very. So, that is the praise and flattery you are starting to, and then you make a proposal that is the, that you complete this report. Would you like to be a part of this project? Furthermore, the academic paper sometimes referred to socializing as ingratiation.

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Moreover, therefore, in that case, this type of this practice, whenever you are using so, you are supporting more and more the socialization process is there, and I will suggest this particular soft tactic to make the best use of it wherever possible and find out the opportunities to adopt these socializing process. Then the exchange: influencing a target through favours exchange is levelled.

So, therefore, in that case, exchanging leaders gives something of value to the people being led in return for getting something they want. So, therefore, here, you have to understand what your follower wants and what is the demand. Sometimes demand more, so asking him directly may be risky, but understanding and then fulfilling that demand will be a more effective technique.

I will send you the aggregated results for participating in this employee survey. I do not know how influential it will be because the people may be interested in that aggregated results, people may not be interested in aggregated results, but yes, if there is a demand is there, then definitely, this concept of reciprocity will be justified.

Otherwise, whatever the results you are having, you are doing the survey, and whatever results you are making, and I do not bother, then that will not be the proper influence technique. The personal appeals are there. Agents use personal appeals when they ask another to do a favour out of friendship, and typical statements by a leader using a personal appearance are, you and I go back a long time in this company, I would like you to help on.

So, you know, you are influencing that particular person by making a personal request to that particular target. So, we are asking him for a favour. I need to ask you for a favour, and therefore, in that case, whenever we are talking about personal appeals, we are asking for a favour from the person personally; favour is there. Consultation: it is also a formal process in very nice process on the others.

Participatory leadership is a form of consultation. Consultation means asking others to help the leader arrive at an acceptable solution, appealing to others' expertise, asking for inputs, providing feedback, inviting others to participate, or becoming too involved in a process.

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SOFT TACTICS (Cont.)

Typical statements by a leader using consultation tactics are:
"My suggestion is that we do XYZ. What would you suggest?"
"In your opinion, what would be the advantages and disadvantages?"
"Knowing the industry, do you see a merger as the best choice?"

9. **INSPIRATIONAL APPEALS:** Last come inspirational appeals, the core ingredient of inspirational leadership. Leaders using this tactic appeal to people's values and ideals or seek to arouse their emotions to gain commitment for a request or proposal.

- A leader using inspirational appeals might say:
  - "You're the best one to handle this negotiation because you care about being both business like and environmentally sensitive."

Moreover, therefore, in that case, it is always essential that is you involve more and more people because you see that is the input which you will be getting or maybe as the feedback you are getting then, definitely that that will be helping you to the creation of your vision and achievement of the goal. Typical statements by a leader using the consultation tactics are: I suggest that we do XYZ; what do you suggest?
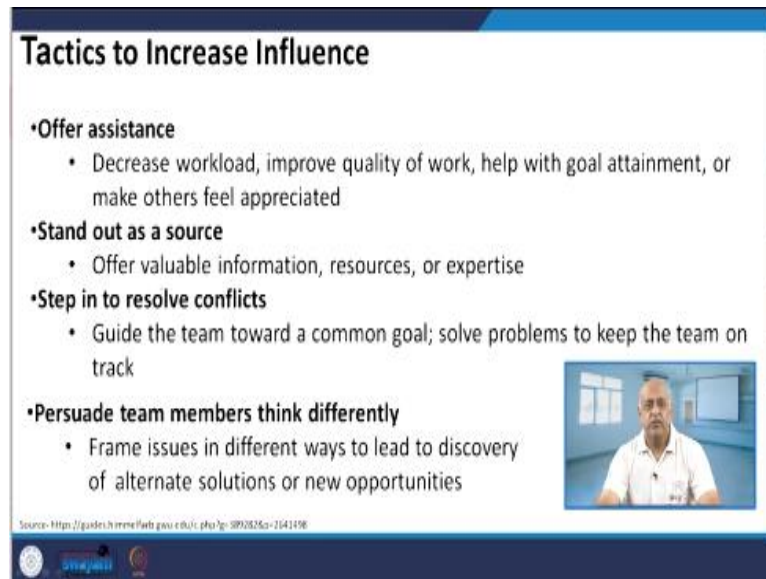
In my opinion, what would be the advantage and disadvantages? Moreover, knowing the industry, do you see a merger as the best choice? So, whenever you are getting actually what in all the three questions statements, you will find what is expected is there that is the question mark is there, and you are getting the opinion from the others and by getting that opinion from the others that is the consultation process, and you will get the ideas.

The last one is emotional appeals. So, in the true sense, that is the leader's influence. The last step comes emotional appeals, the core ingredients of inspirational leadership; leaders using these tactics appeal to people's values and ideas to arouse the emotions to gain commitment to a request or a proposal. So, whatever you want to get done from the particular person and when you are making this appeal, then definitely, in that case, these are connected with the emotions.

Furthermore, a leader using inspirational appeals might say that you are the best to handle this negotiation because you care about being both business-like and environmentally sensitive. So, therefore, in that case, it is a very, very emotional appeal and emotionally connects that is you are caring about the being both business and therefore, in that case, the

person feels personally responsible, he wants to do that, and therefore, in that case, that is becoming the more and more influential to the target.

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The tactic is to increase influence; these are the nine tactics we are talking about: how to influence others. Now, whenever we are talking about the offer assistance, decreasing workload. So, therefore, what happens by using these tactics; what do we do? Decrease workload, improve quality of work, because the two brains are better than one and help with the goal attainment or make others feel appreciated.

Furthermore, they stand out as a source of valuable information resources or expertise. So, therefore, that is, you become a particular source and then step in to resolve conflicts and persuade team members to think differently is there. So therefore, in that case, if there is a conflict that is also resolved and when team members think differently, this leads to the discovery of alternative solutions or the new opportunities you are creating.

So, naturally, when new opportunities are created, your target, which is converted into the follower, will like to grab those particular opportunities.

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Tactics to Increase Influence

- Go above and beyond
  - Collaborate, contribute to individuals, and support the team

- Show interest in others
  - Indicate your understanding of other people's needs and interest

Source- https://guides.himmelfarb.gwu.edu/c.php?g=3892828o=2641498

By getting those opportunities, the relationship between this agent and target will be much better, and therefore, whatever the conflicts they were having, those conflicts will be resolved. Another tactic to increase the influence is to go above and beyond, collaborate, contribute to individuals and support the team. That is a team orientation.

Whenever you have the team orientation in your behaviour and not it is me, you might be in the leadership position, but it is not like this that is your approach is like that is me towards me, rather than your approach is towards me the team. So, show interest in others. So, indicate that your understanding of other people's needs and interests is there. So, as you identify their needs, wants, and desires, you can adopt the proper motivational techniques accordingly.

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RESEARCH PAPER

CONSEQUENCES FOR MANAGERS OF USING SINGLE INFLUENCE TACTICS AND COMBINATIONS OF TACTICS

ACADEMY OF
Management
© Academy of Management Journal
1992, Vol. 35, No. 3, 638–652.

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Purpose

- The study involved analyses of incidents described from the perspective of the targets of influence attempts. We coded influence behaviour in the incidents into nine tactics and classified outcomes as Commitment, Compliance, or Resistance. Author conducted the study to learn more about the likely outcomes of using different influence tactics alone in various combinations.
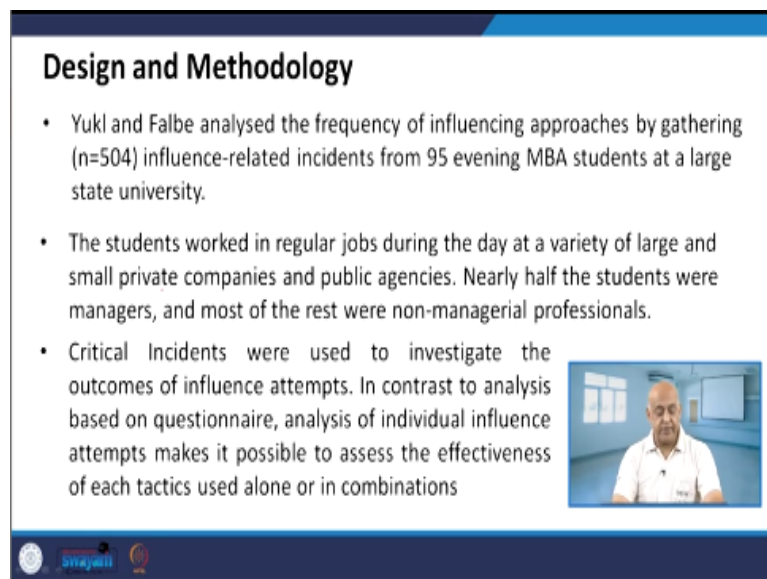
Furthermore, the proper motivational techniques you will be implementing will become very successful in influencing others. So, by using these tactics, I am sure that you will learn how to make effective leadership is there. This paper consequences for managers of using single influence tactics and the combination of tactics is there, and this is a state in the city of New York, by professor Cecilia Falbe, and Yukl is there.

Moreover, by studying this research paper, I am sure that you will be able to find out that is the how these targets are influenced, which coded influence behaviour in the incident into nine tactics which we are discussed and the research has been done and this has been published in the Journal of the Academy of Management Journal to learn more about the likely outcomes of using different influence tactics alone in various combinations are there.

Moreover, in that case, this particular research paper has the purpose of how these nine tactics will be used. It will make you more and more understanding.

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Notably, in this research, a limited incidence of 95 evening MBA students, so that is a 95 evening MBA students, means they are the working executives are there at a large state university, and these students worked in regular jobs during the day at a variety of the large and small private companies and public agencies. Nearly half the students were managers, and most of the rest were non-managerial professionals.

So, when almost the 45 were the managers and the rest of the 45, 50 were the non-manager professionals, and the critical incidents were used to investigate the outcomes of influence

attempts in contrast to analysis based on a questionnaire, analysis of individual influence and attempts are made.

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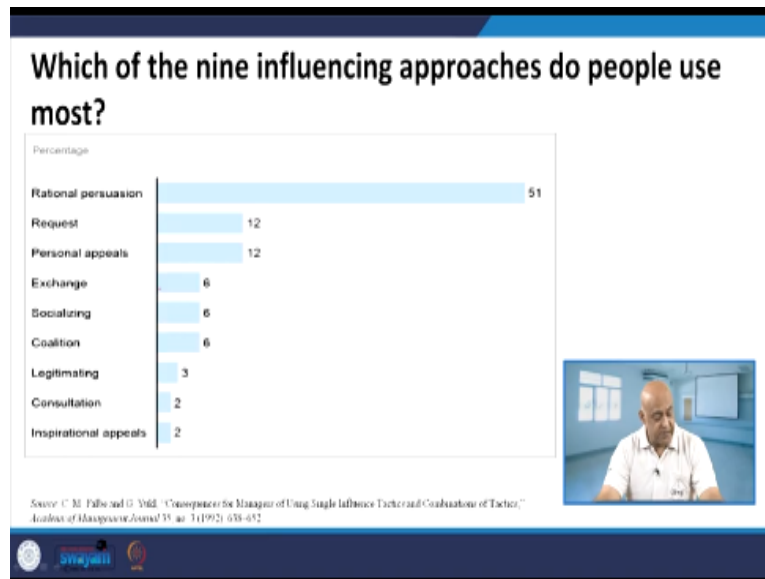
In this particular study, you will find which of the 9 influencing approaches do people use most so, that is, rational persuasion. I mentioned at the beginning itself of the session that is this is the most appropriate and proper method to influence the other, and the request is 12 personal appeals, 12 exchanges, socializing, the coalition is 6, legitimating is 3, consultation is two and inspirational appeal survey two and therefore, here the people are using the minor inspirational appeals or the emotional appeals. They are going more by the rational persuasion is there.

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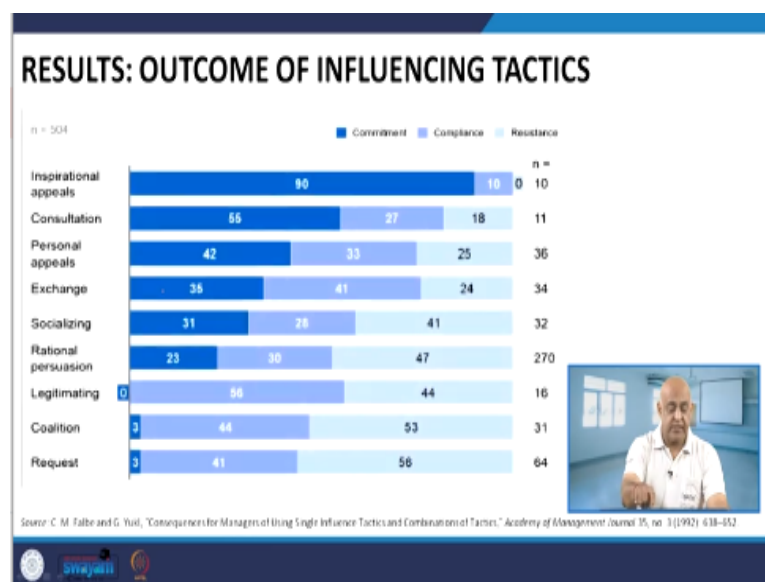
However, whenever we talk about the team and effectiveness, then these emotional appeals as you see that is the 90 is the commitment, it is the result that is the emotional appeals are creating the 90 is the commitment is created; compliance is ten and resistance are 0. While in consultation, it is committed is the compliance is 27, 33 41 28 30 56 44 and 41 is there; in the case of the request is becoming the compliance is a list in the case of the request and in the rational persuasion, the compliance is 30.

However, in the inspiration appeals, the compliance is changed, but the commitment is 90. Now, you see that is the; we have to see that is the how on balance the balances required right. So, here, I find, I analyze this data. The exchange is the 35 and 41. I think this is becoming the more appropriate; however, the resistance is the 24 is their resistance.

So, in the personal appeals and exchange here, they are creating a balance more than the only emotional appeals because the emotional appeals commit, but compliance is low. As far as the request is concerned, the significantly lesser commitment is there, and the resistance is 56; the highest resistance is there in the case of the request. So, therefore at least we can learn from this particular study. However, every study is with a particular culture and context to be here to get the idea.

And then if you say that is at my workplace, what should be the influencing tactics, so, when you call us for the survey, you give us the consultancy call us for the survey, the surveys we will do. Otherwise, you can do it. You can go by these nine tactics; please do the survey, find out in your organization which tactics are becoming more and more successful, and then decide accordingly.

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Case Study: The Persuasion Imperative

At one point in time, bosses gave orders and subordinates followed them without question. Those of you who have seen the AMC series Mad Men—based on Madison Avenue marketing executives in the 1960s—will know this image of deference to authority, obedience to those higher up in the hierarchy, and relationships between supervisors and employees that are highly paternalistic. With time comes change. shifting cultural values is the way managers use their power. Commandments are out. Persuasion is in.

When IBM manager Kate Riley Tenant needed to reassign managers and engineers to form a database software team, she had to persuade IBM employees from all corners of the globe, none of whom directly reported to her.

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Case Study: The Persuasion Imperative

According to Tenant, it's a big change from when she started in the field 20 years ago. "You just decided things, and people went off and executed," she said. Now, "not everybody reports to you, and so there's much more negotiation and influence." John Churchill, a manager with Florida-based Gerdau Ameristeel Corporation, agrees. The question now, he says, is, "How do I influence this group and gain credibility?" At IBM, the challenge of persuading employees across reporting relationships has become so significant that the firm developed a 2-hour online course to help managers persuade other employees to help with projects crucial to is business.

IBM's tips for managers include the following:
- Build a shared vision.
- Negotiate collaboratively.
- Make trade-offs.
- Build and maintain your network.

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Case Study: The Persuasion Imperative

Despite meeting initial resistance, after completing the training program, Tenant was able to persuade most IBM managers and engineers to join the team.

This doesn't mean authority has lost all its power. Robert Cialdini, a social psychologist who has studied persuasion for decades, lists authority as one of his keys to influence. Even more important may be "social proof"—Cialdini and others have found that people are often deeply persuaded by observing what others are doing. From his research, no message more effectively got hotel guests to reuse their towels than citing statistics that others were reusing their towels.

So, if you're a manager who needs to persuade, present the vision behind the request and be collaborative, but it also wouldn't hurt to tell those you're trying to persuade about others who have already agreed to your request.

As usual, this is a case study, which you can refer to and give you which technique is the most useful.

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Case Study: The Persuasion Imperative

Question:
1. Again based on the chapter, are there other keys to persuasion and influence that might be added to the IBM program?

2. If you had a manager who wanted you to do something against your initial inclination, which of IBM's elements would work best on you? Why?

Similarly, this will be the assignment for you. Are the other keys to persuasion and influence that might be added to the IBM program? If you had a manager, you wanted to do something against your initial inclination. So, what do you want to do?

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This is the influence book, new and expanded: the Psychology of Persuasion. This, you can refer to, and these are the; you will learn about the principles of the seven principles of influence. You can use this.

References

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So, you can find out the other literature on how to influence the power of influence for the leadership. As usual, these are the detailed references. Please refer to these references for further studies. Moreover, this is all about influence and leadership. Thank you.