

**RECOGNIZING  
POWER & INFLUENCE  
IN AN  
ORGANIZATION**

**BUSINESS**

Power Influence

**Hawaii Chapter**

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**CHANGING  
ENVIRONMENT**

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**CHANGING ENVIRONMENT**

- Are we using influence effectively?
- If we're not influential, why?
  1. Our failure to take the audience with us?
  2. Assuming the key players share identical goals?
  3. Ignoring emotional reactions to our proposals?
  4. Forgetting that human beings are irrational?
  5. We try too hard?
  6. We have no knowledge of other's "hidden agendas"?
  7. We underestimate the political dimensions of organizational life?

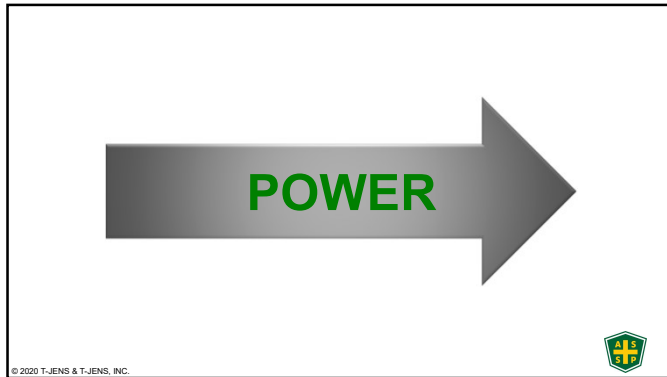
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**POWER  
&  
INFLUENCE**

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### POWER & INFLUENCE

- What is Power?
- The potential ability to
  - Influence
  - Get things done in organizations
- A latent resource which
  - Must be unleashed by other processes



**UNLEASHED**

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### POWER & INFLUENCE

- **Seven Power Levers**
  1. Resource
  2. Information
  3. Expertise
  4. Connections
  5. Coercive
  6. Position
  7. Personal



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### POWER & INFLUENCE

- 1. Resource**
  - Control over various kinds of resources
    - Perceived to have power
- 2. Information**
  - Technical
  - Information on the organization's social system
  - Personal




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**POWER & INFLUENCE**

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- 3. Expertise**
  - Special knowledge
- 4. Connections**
  - Network with influential & professional people inside & outside the organization
- 5. Coercive**
  - Taking necessary, but unpleasant acts
    - Retaining dignity & self-respect


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**POWER & INFLUENCE**


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- 6. Position**
  - Formal position in the organization
- 7. Personal**
  - Making people feel attracted to you
  - Personality

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**INFLUENCE!**


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**POWER & INFLUENCE**

- What is Influence?
  - Power is
    - A latent resource which must be unleashed by other processes
  - The key to the unleashing process is influence

 **UNLEASHED**

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## POWER & INFLUENCE

- It is the use of interpersonal & social skills to make people voluntarily change their attitudes to events, people, & decisions to enable ideas to be implemented



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## POWER & INFLUENCE

Understand the different sources of power  
Power & influence are inextricably linked



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## POWER & INFLUENCE

An OSH professional is to use power involving the skills of exercising influence



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## POWER & INFLUENCE

### • Six Principles of Influence

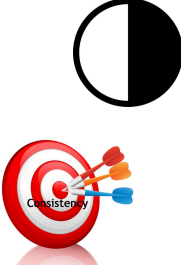
1. Contrast
2. Historical commitments & consistency
3. Scarcity
4. Social proof
5. Liking & ingratiation
6. Emotion



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### POWER & INFLUENCE

- 1. Contrast**
  - Experience the present in terms of the past
- 2. Historical Commitments & Consistency**
  - Desire to act consistently with previous commitments




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### POWER & INFLUENCE

- 3. Scarcity**
  - Things more valuable when less available
- 4. Social Proof**
  - Rely on
    - opinions & behaviors
  - of others to discover
    - the correct opinions & behaviors



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### POWER & INFLUENCE

- 5. Liking & ingratiation**
  - Heavily influenced by those whom we know & like
  - Tend to say “yes”
    - Social Similarity
    - Physical attractiveness
    - Compliments & flattery
    - Contracts & cooperation
    - Association with positive things




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### POWER & INFLUENCE

- 6. Emotion**
  - Hearts influence as much as heads
  - Smiling
  - Frowning



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**STEP 1**  
**KNOW YOURSELF**

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**STEP 1**  
**KNOW YOURSELF**

- Key Message
  - Become conscious of the impressions you are projecting
  - Know what part or style to use with what person & under what circumstances

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**STEP 1**  
**KNOW YOURSELF**

1. Impression Management
2. Develop a positive image
3. Define the situation
4. Decide the opening move
5. Maintain face
6. Be tactful
7. Manage how much information you convey
8. Manage the level & type of contact with the "target"

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**STEP 1**  
**KNOW YOURSELF**


9. Take small steps
10. Introduce some ambiguity
11. Breakdowns in impression management
  - Remain focused on the issue
  - Being over self-conscious

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### STEP 1 KNOW YOURSELF

- Understand & clearly establish what goals you want to achieve
- Focus on goals, but understand there may be other ways to “skin a cat”
  - Flexibility is the key
  - Inflexibility can be dangerous



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### STEP 2 IDENTIFY YOUR TARGET



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### STEP 2 IDENTIFY YOUR TARGET

Evaluate your target

- Boss
- Colleague
- Subordinate
- Client
- Must understand their values, attitudes, interests
- Learning to perceive
  - Interpreting others




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### STEP 2 IDENTIFY YOUR TARGET

- Five steps to the person perception process
  1. Look for cues
  2. What do the cues mean?
  3. Develop behavioral stereotypes
  4. What triggered the behavior?
  5. Make a judgment




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### STEP 2 IDENTIFY YOUR TARGET

- The use of multiple indicators
  - Nonverbal cues
  - Physical appearance
  - Eye contact
  - Touch



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### STEP 2 IDENTIFY YOUR TARGET

- Interpersonal distance
  - How close do you get to people?
    - Intimate - Physical contact to 18 inches
    - Personal - 18 inches to 4 feet
    - Social - 4 feet to 12 feet
    - Public - 12 feet to 25 feet (Edward Hall)




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### STEP 2 IDENTIFY YOUR TARGET

- Verbal cues
  - How people speak & what they say
  - Silence
  - Verbal abuse




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### STEP 2 IDENTIFY YOUR TARGET

- Factors pertaining to the organization
  - Understanding your target's job
  - Understanding how your target's performance is assessed & rewarded
  - Target's pressure points
- Personal factors
  - Career goals, personal background
  - Values, interests



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**STEP 3**  
**ANALYZE THE SYSTEM**

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**STEP 3**  
**ANALYZE THE SYSTEM**

- The Hidden System
  - Every organization has its “proper channels”
  - It has its
    - Formal, correct structure
    - An informal, **shadow** structure
  - Tap into the shadow structure

analyze (v.)  
to think about something carefully in order to understand all of its parts.

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**STEP 3**  
**ANALYZE THE SYSTEM**

- Determining the culture
  - Tools
    - Objectivity
    - Who gets ahead
    - Length of service
    - Behind the formality
    - Anecdotes & stories

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**STEP 3**  
**ANALYZE THE SYSTEM**

- Determining the network
  - Tools for entry
    - Accessing networks
      - Target the network gatekeeper
      - Fit into the network norm
      - Building influence
    - Accessing the grapevine
    - Moles & mouths

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**STEP  
4**

**STRATEGY & TACTICS**



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**STEP 4  
STRATEGY & TACTICS**

- Eight tactical weapons of influence
  1. Pressure
  2. Upward appeals
  3. Exchange
  4. Coalitions
  5. Ingratiation
  6. Rational
  7. Inspirational appeals
  8. Consultation



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**STEP 4  
STRATEGY & TACTICS**

- Matching tactics to objectives & targets
- Are multiple tactics necessary?
  - Consultation
  - Rational persuasion
  - Inspirational appeals
  - Ingratiation tactics




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**STEP 4  
STRATEGY & TACTICS**

- Active & passive approaches
  1. Compliance
  2. Identification
  3. Internalization






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**SUMMARY**

**KEY STEPS**




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**SUMMARY - KEY STEPS**


- Understand the changing environment of organizations & the subsequent impact on the nature of the OSH professional's role
- The seven power levers
  1. Resources
  2. Information
  3. Expertise
  4. Connections
  5. Coercion
  6. Position
  7. Personal power

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**SUMMARY OF KEY STEPS**


- Six Principles of Influence
  1. Contrast
  2. Historical commitments & consistency
  3. Scarcity
  4. Social proof
  5. Liking & ingratiation
  6. Emotion
- Four Key Steps to becoming an influential OSH professional
  1. Know yourself
  2. Identify your target
  3. Analyze the system
  4. Strategy & tactics

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**SUMMARY - KEY STEPS**

It is one thing to understand the steps to becoming an influential OSH professional & quite another thing to actually do it, but do it we must, because managing with influence is essential for those who seek to get things accomplished


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