

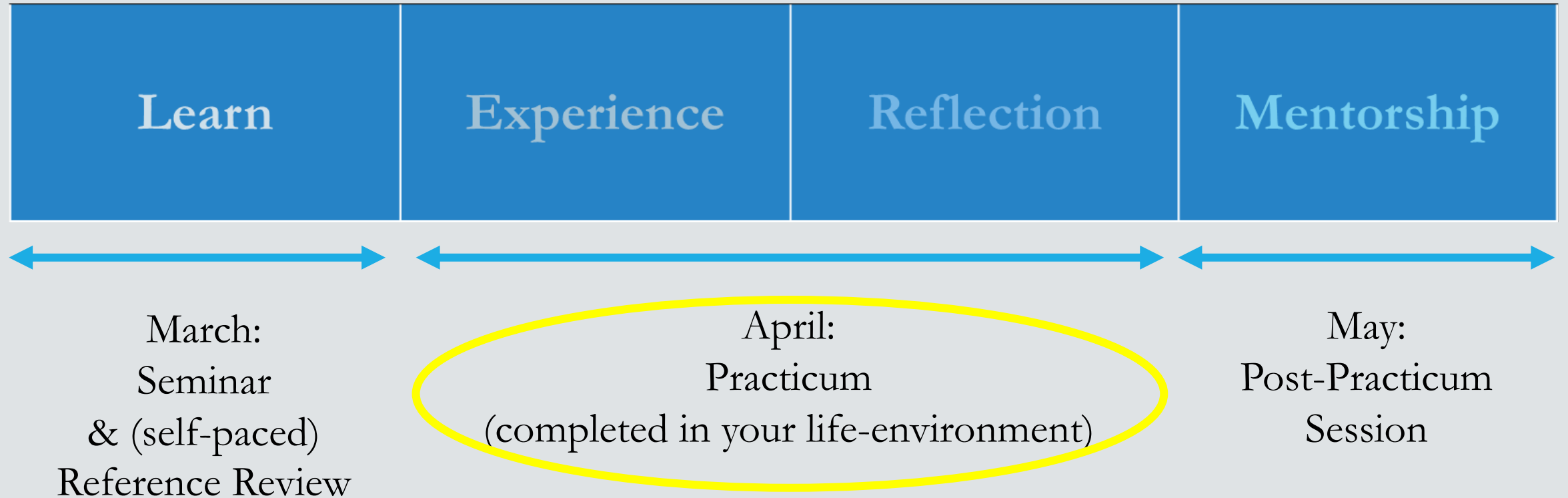
AGLP Leadership Development Curriculum

Influencing Others: Experiential Learning & Reflections Preview

3/28/2022

AGLP Leadership Development Sequence

Leading-Self Competency: Influencing Others



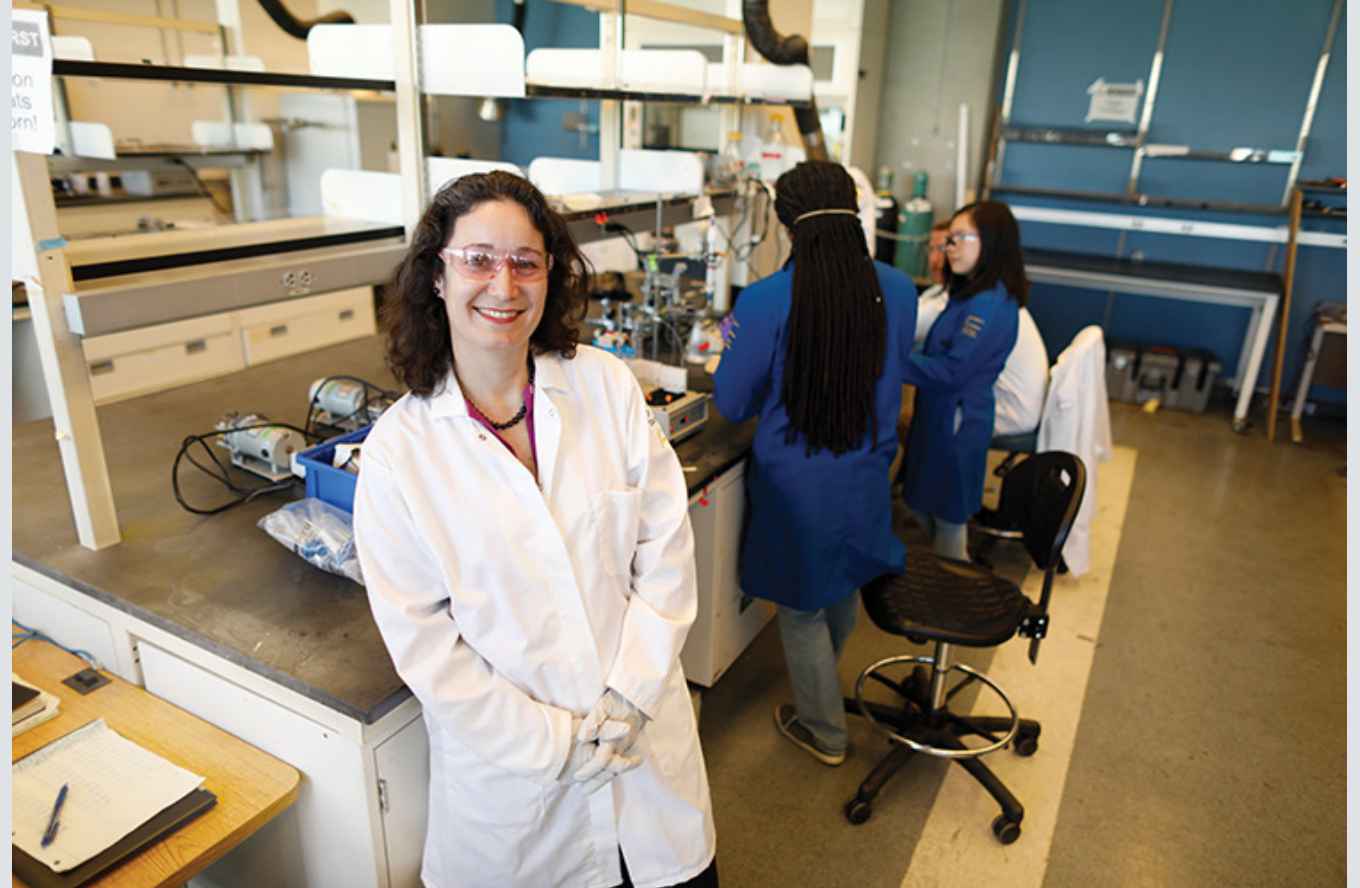
Leadership: “the capacity to influence others by unleashing their power and potential to impact the greater good.” - Ken Blanchard

AGLP Leadership Development Curriculum

Influencing Others: Review

Influencing Others - Outline

- Power, Influence & Leadership
- Power & Influence Outcomes
- Influence Tactics
- Foundations for Influencing Others
- Influence & Presence
- Next Steps



Drexel Dean (& SEAS Alum) Sharon Walker

BASES OF POWER



Coercive power is based on the perception that one can administer consequences for unacceptable behavior



Connection power is based on the perception that one is associated with important and influential people



Reward power is based on the perception that one can distribute rewards and recognition



Legitimate power is based on the perception that one's influence attempts and decisions are appropriate for someone with one's title or role



Referent power is based on the perception that one displays behaviors and personal characteristics that earn the respect and trust of others



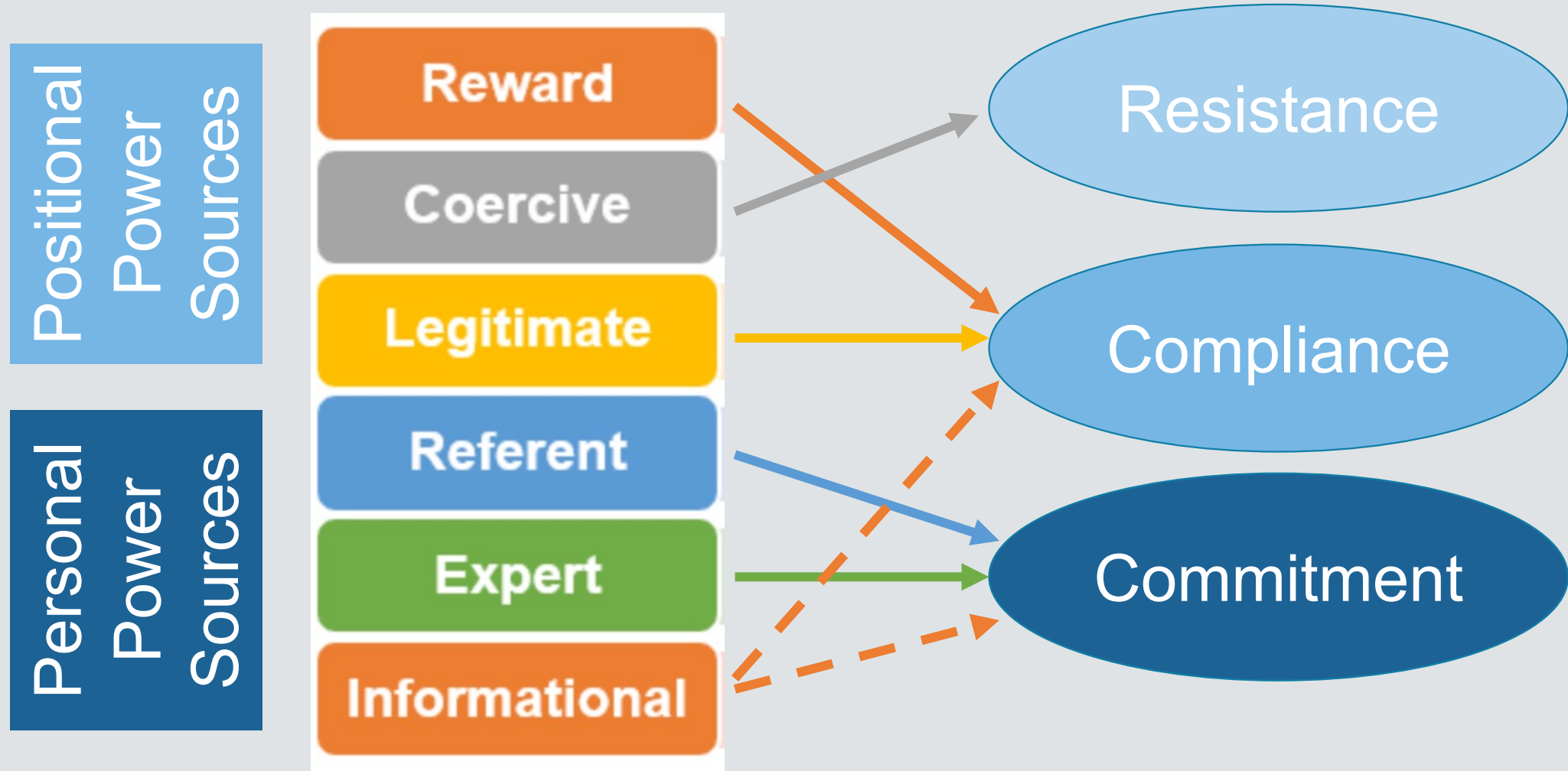
Information power is based on the perception that one has access to information that is valuable to others



Expert power is based on the perception that one possesses subject matter knowledge, judgment and experience

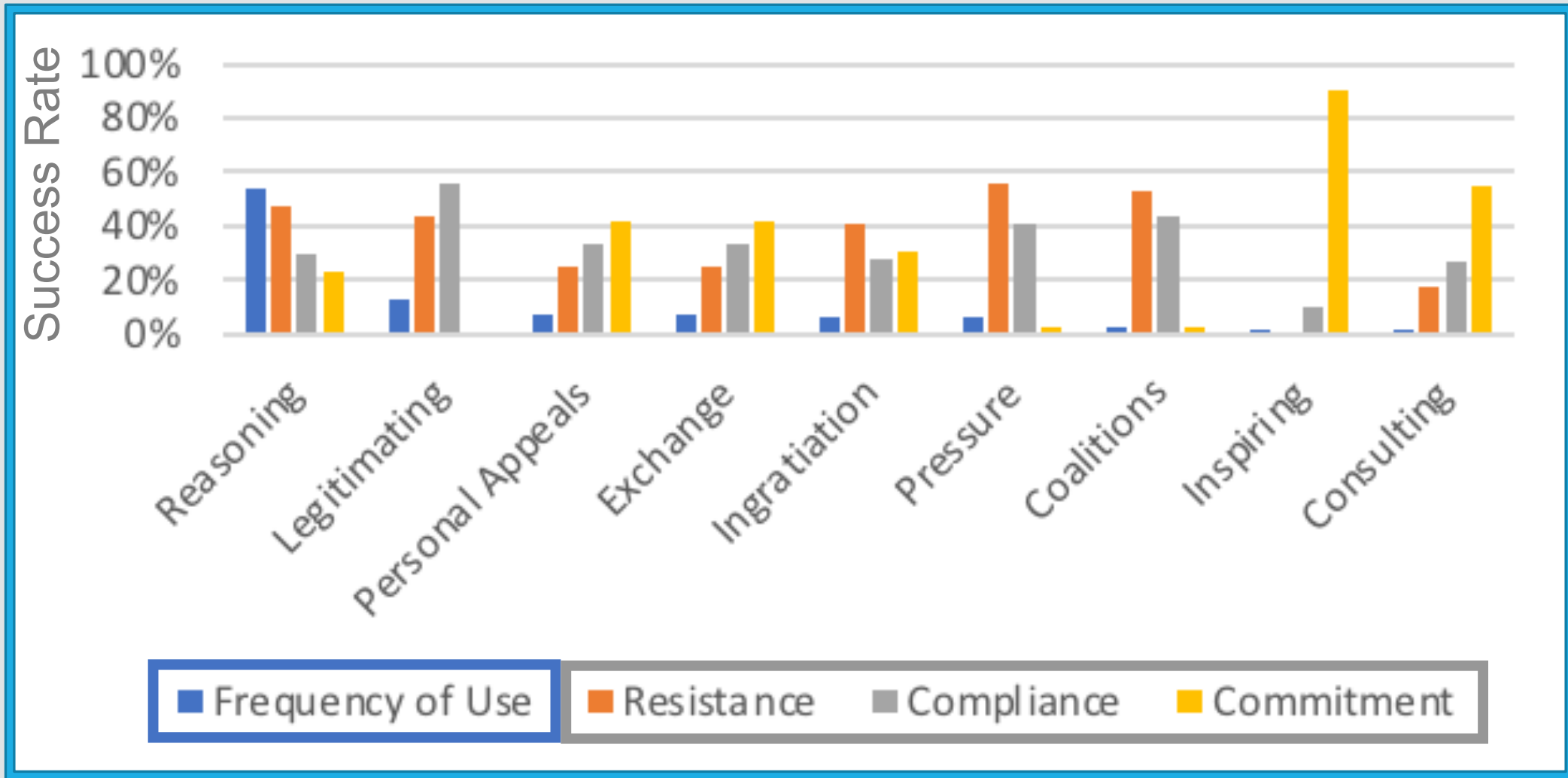
Bases of Power in Modern Organizations

Outcomes of Applying Power to Effect Change



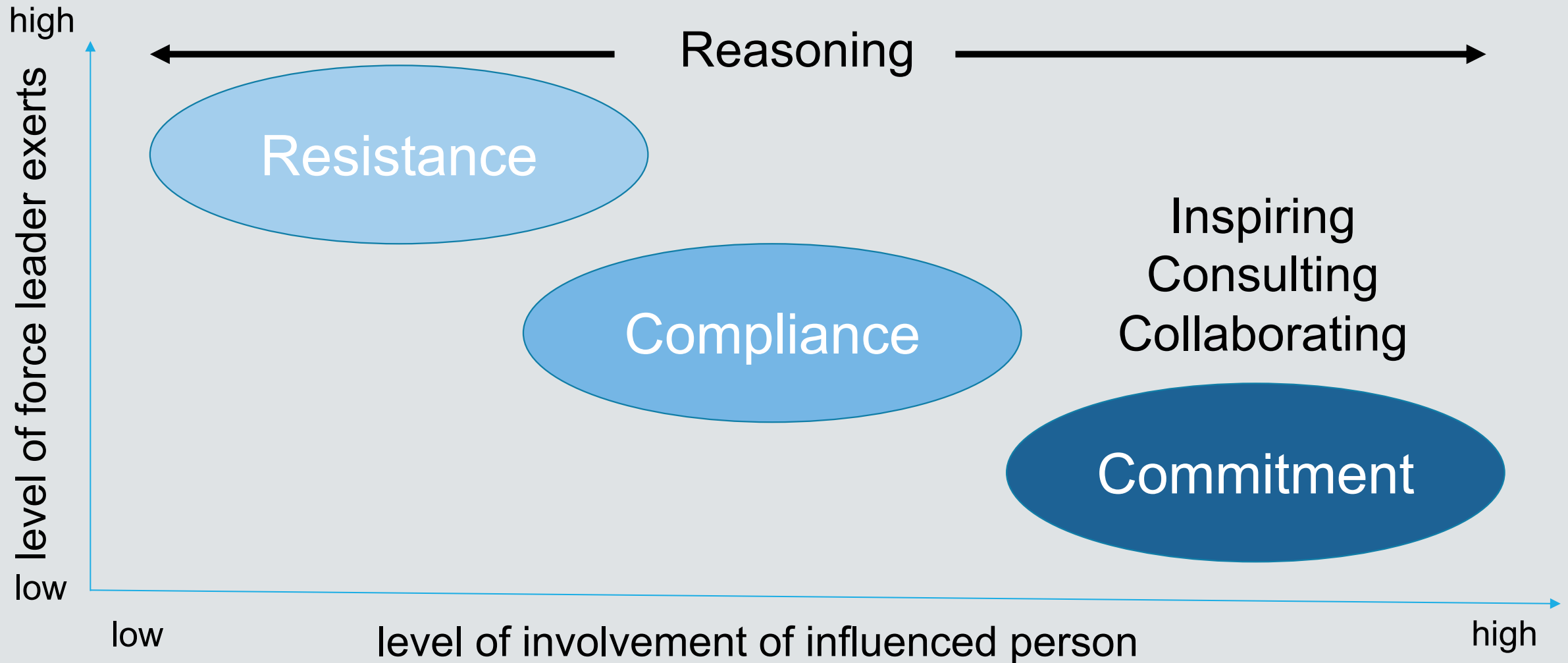
Gary Yukl & J. Bruce Tracey (1995) - Consequences of Influence Tactics

Effectiveness of Influence Tactics



The Power of Influence (Fundamentals of Leadership) Gary Yukl & J. Bruce Tracey (1995) - *Consequences of Influence Tactics*

Influence Tactics & Outcomes



Gary Yukl & J. Bruce Tracey (1995) - Consequences of Influence Tactics

Effective Influence Tactics

Reasoning	
most common approach, but not always the most successful	
request is based on a presentation of facts	most effective when goals are aligned (between the team member & the organization/leader)
explains necessity of the task	
explains why change will be effective	leader must have personal credibility (i.e. presents a balanced view of facts) & professional expertise
provides evidence that the work will be successful	

Richard Lepsinger - Closing the Execution Gap

Effective Influence Tactics

Inspiring often uses story-telling & appeals to emotions	
presents a clear & inspiring vision of the end state	leader needs to know the person's values & motivation
links outcome to shared values & ideals	requires a strong personal relationship between the leader & team member
catalyzes enthusiasm for change	
boosts self-confidence of individuals & the team	team member must trust the leader

Richard Lepsinger - Closing the Execution Gap

Effective Influence Tactics

Consulting team-based approach	
asks for ideas to improve a preliminary plan, proposal, or strategy	effective when others have info/experiences that the leader does not have
solicits concerns & insights on changes	useful when team members' cooperation is key to success
encourages ownership & engagement	leader must be willing & authorized to make changes

DWYSYWD

Richard Lepsinger - Closing the Execution Gap

Effective Influence Tactics

Collaborating can be used in parallel w/other tactics to garner the highest levels of commitment	
team-based approach to problem solving	most effective when resources are provided to the team
provides resources & support in exchange for a commitment for completion of a desired task	monitoring is needed to avoid creating new problems that result from the collaboration

DWYSYWD

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Influence & Presence

Authoritative & Approachable Presence



PROF Deborah Gruenfeld, Stanford University

[Video Link](#)



Richard Cox, Stanford University

[Video Link](#)

Influence & Presence & Credibility



Allison Shapira

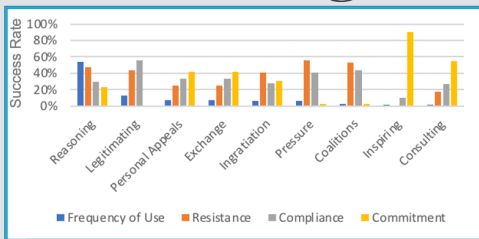
[Video Link](#)

Influencing Others

Practicum

Influencing Others: Experiential Learning Scenarios

- **lab work environment** – recreate the frequency map for applying influence tactics in your lab meetings



- **research publication process** – explore writing beyond the “reasoning” tactic – are other tactics helpful in journal writing?

Influencing Others: Experiential Learning Scenarios

- Teaching Fellow environment – emphasize “collaborating” in your teaching world



- home environment – journal cases where “inspiration” is used as an influence tactic in your non-Yale life

Influencing Others: VW Reflections on Experiential Learning Scenarios

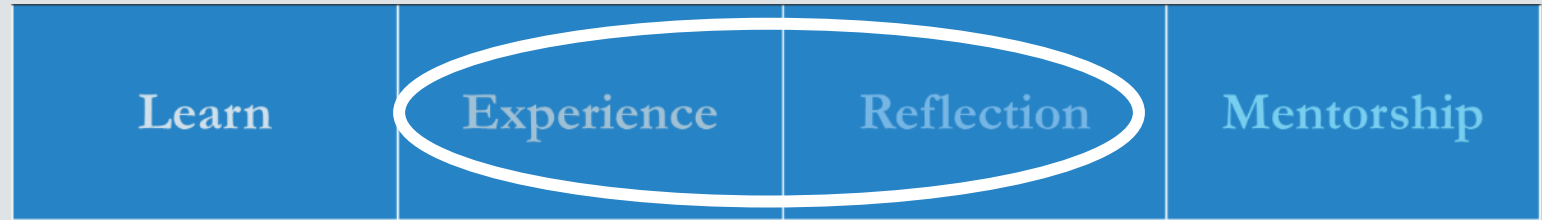
- **Dr. Woodie Flowers** – an inspirational influencer who reminded us “Mother Nature is always right” (inspiration, reasoning & science reign supreme)



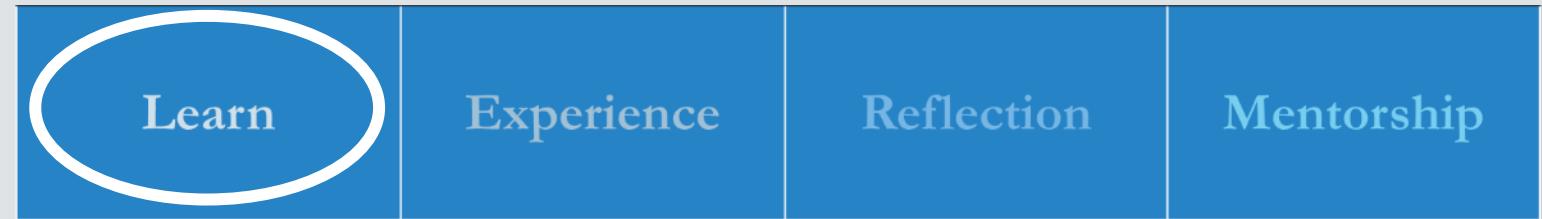
- **SEAS Recruiting** – reasoning (facts) from Admissions & inspiration tactics from SEAS are a powerful combination

Next Steps

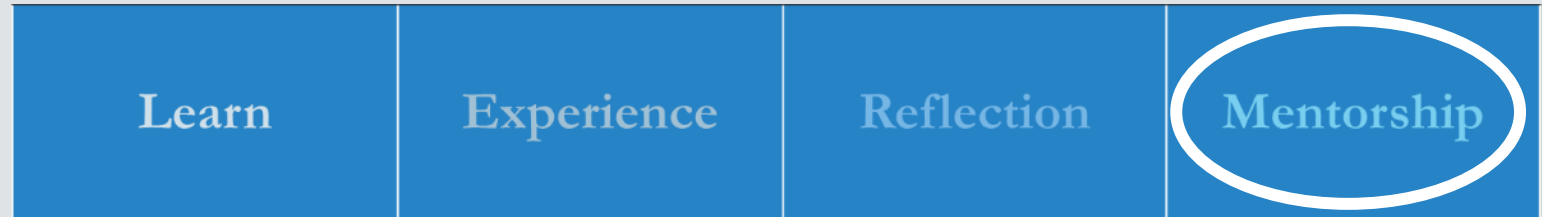
- Influencing Others – all April



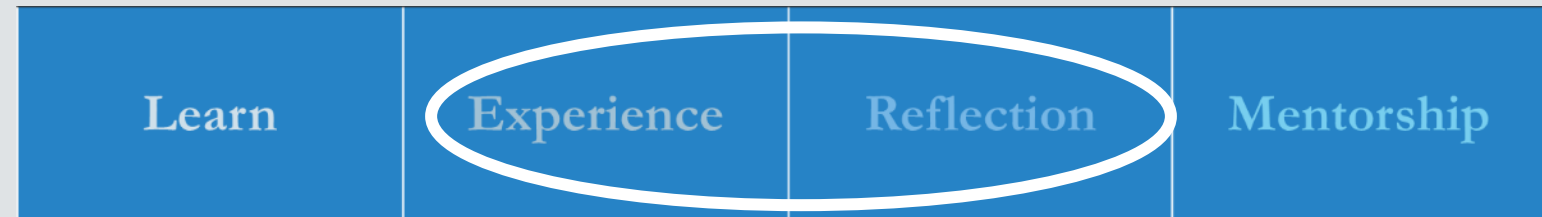
- Mentoring – April 5
- Review/Preview – April 18



- Influencing Others – May 4 – 12:30 – Grace Culpus



- Mentoring - all May



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Influencing Others

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