Power, Influence, and Persuasion in Action

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Win as Much as You Can

- **Goal:** To win as much as you can

- **Directions:**
  - Within your group, decide whether you will choose an X or a Y based on the payoff grid.
  - Before the asterisked rounds, your group will confer with the other groups to decide collectively how each group will choose.
  - At the end of each round, record your winnings.
## The Payoff Grid

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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>4 Xs</td>
<td>Lose $1 each</td>
<td></td>
<td></td>
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<tr>
<td>3 Xs</td>
<td>Win $1 each</td>
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<td></td>
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<tr>
<td>1 Y</td>
<td>Lose $3</td>
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<tr>
<td>2 Xs</td>
<td>Win $2 each</td>
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<tr>
<td>2 Ys</td>
<td>Lose $2 each</td>
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<tr>
<td>1 X</td>
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So what does this mean?

- The game is an exercise in:
  - Power
  - Influence
  - Persuasion
  - Ethics
Power

- Positional
  - Formal; based on position in the organization
  - Authority to act; Control over resources that others need

- Relational
  - Informal; stems from relationships with others
  - Coalitions; Dependencies; Reciprocity

- Personal
  - Comes from within; based on general knowledge, technical competence, etc.
  - Trustworthiness
  - Ability to relate well to and enlist others
  - Strong communication skills, charismatic delivery
Influence

Influence is the mechanism through which people use power to change behavior or attitudes.

Three tactics to project influence:
- Information
  - Using facts, numbers, etc.
- Technical Authority
  - Decisions that require technical information beyond the general level of knowledge held by most people
- Framing
  - Getting people to look at issues in a different way
Framing

- Sometimes logic doesn’t cut it; other influence strategies exist …

- Hay Group
  - www.haygroup.com/tl
    - Influence Strategies Exercise
      - Workbook
      - Questionnaire
  - Nine key strategies for influencing others
Nine Tactics of Influence

- Empowerment
- Interpersonal awareness
- Bargaining
- Relationship building
- Organizational awareness
- Common vision
- Impact management
- Logical persuasion
- Coercion
Persuasion

- The process through which one can change or reinforce the attitudes, opinions, or behaviors of others.

- Components:
  - Credibility
  - Understand your audience
  - Build a solid argument
  - Use effective communication techniques
Presenting Your Case

- Understand the audience
  - Identify the decision makers and centers of influence
  - Determine likely receptivity
  - Learn how they make decisions

- Build a solid argument
  - Make sure it is logical and consistent with facts and experience
  - Recognize and deal with the politics of the situation
  - Have more than one influence approach prepared

- Communicate effectively
  - Select the right words
  - Watch your body language
  - Observe and adapt
Ethics

- The difference between right and wrong, the general nature of morals and of the specific moral choices to be made by a person.

- Ask yourself ...
  - What if the “teams” were actually departments working within the same firm?
  - Think about how you dealt with the other teams. What would happen if you had to work with those people again?
Applying the Concepts

- **Power is a necessary element of organizational work**
  - Knowing the source of your power and where power resides in your organization can be very empowering.

- **Influence is the mechanism through which people use power to change behavior or attitudes.**
  - You can influence people’s thinking and their decisions by establishing the frame or reframing the issue.
  - Ethical influence & persuasion are effective when based on mutual gain.

- **Persuasion is a process that enables a person or group to change or reinforce others’ attitudes, opinions, or behaviors.**
  - Identify decision makers and centers of influence, determine their receptivity, and learn how they make decisions, address your listeners’ logic and emotions.
  - Communicate clearly by carefully choosing words, paying attention to body language, and listening.
Power, Influence, and Persuasion Through the Ages

‘Leadership Is a Process That Can Be Harnessed’

What can executives and FBI agents learn from watching the hit television series Mad Men? Quite a bit, says the University of San Diego leadership-studies professor George Reed. The show’s producers interviewed him for “How to Succeed in Business, Draper Style,” a short feature included in Mad Men’s Season 4 DVD boxed set. The feature examines the traits that make Don Draper—a partner at a fictional advertising agency in the 1960s, and the show’s protagonist—an effective leader.

Mr. Reed, whose leadership students include teachers, corporate managers, and FBI agents, had never seen the show but was instantly fascinated by the character of Mr. Draper (played by Jon Hamm), an ad executive whose personal flaws are matched only by his creative genius and business savvy. This is an edited version of Mr. Reed’s conversation with The Chronicle about Mad Men’s lessons for real people.

Q. What are some of the best qualities you see in Don Draper as a leader?

A. He is charismatic, he is focused, and he seems to have a very deep-seated and innate sense of what people want—which makes him an effective advertising executive, and it also makes him effective at running his own team. He has deep knowledge of the people on his team, and he’s able to find out what inspires them, what motivates them, and he uses that quite effectively.

Q. One of the most interesting things about the show is the transformations a lot of its characters undergo. Can you talk about the changes you’ve seen in Don throughout the series?

A. We begin with Draper as a very manipulative and calculating individual, who is morally quite shallow. He undergoes a transformation, a metamorphosis. He’s still a flawed human being, but his efforts to develop his team are quite remarkable. Look at what he’s done for Peggy Olson [Mr. Draper’s former secretary, played by Elisabeth Moss, whom he promotes to copywriter]. He recognized her talent, nurtured it, challenged her, and she developed into an extraordinary contributor to the team.

These characters—if you watch a single episode, you think you understand them. But when you continue to watch, you find there’s a whole lot more depth there. The perfect example is Joan Harris [the office manager, played by Christina Hendricks], who’s the office sexpot. But you begin to realize she’s an incredibly powerful and wise individual, and has the ability to exert her will in some remarkable ways.

Q. Do you think she’s a good example of a leader as well?

A. If we consider leadership the ability to influence other people, and move an organization toward common goals, you could find examples with most of these characters. Which also suggests that leadership is not something that is limited to authoritative positions—it is a process that can be harnessed by people throughout an organization.

Q. Do any of these lessons apply to, say, the FBI agents you’ve been working with this year?

A. Oh, absolutely. One of the things we try to do in leadership studies is find these patterns that are influenced by context but are also universal. If leadership is a process—if it is facilitated by authoritative positions but exists outside of them, that’s got to be just as true at a Madison Avenue advertising firm as it is in an FBI office, or any other organization.

—DENER QUIZON
Power, Influence, and Persuasion
Through the Ages

It takes tremendous discipline to control the influence, the power, you have over other people's lives.

- Clint Eastwood (1930 - )
Power, Influence, and Persuasion
Through the Ages

When the conduct of men is designed to be influenced, persuasion, kind unassuming persuasion, should ever be adopted.

It is an old and true maxim that 'a drop of honey catches more flies than a gallon of gall.' So with men. If you would win a man to your cause, first convince him that you are his sincere friend.

Therein is a drop of honey that catches his heart, which, say what he will, is the great highroad to his reason, and which, once gained, you will find but little trouble in convincing him of the justice of your cause, if indeed that cause is really a good one.

- Abraham Lincoln (1809 - 1865)
Power, Influence, and Persuasion Through the Ages

Persuasion is often more effectual than force.

- Aesop (620 BC - 560 BC)