Building Leadership Skills: Power, Influence, and Effective Workplace Navigation

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No Financial Disclosures
Goals and Objectives

1. Distinguish between different power and influence types
2. Appreciate how different types of power manifest in your work environment
3. Describe how power can impact how effectively you can influence others
4. Develop a power map to best strategize effective ways to get your work done.
Effective leadership = ability to inspire and get things done through others.

A leader’s power base and influence style are two important factors that help determine an effective leader-member relationship.
Power is getting people to recognize your authority and the ability to inspire action
French and Raven-Sources of Power

Positional Power

- Legitimate Power
  “The Boss”
- Reward Power
  “Bribery”
- Coercive Power
  “Protection Racket”
- Resource Power
  “Controlling Access”

Personal Power

- Referent Power
  “I like you”
- Expert Power
  “Special abilities”
- Information Power
  “It’s what you know”
- Connection Power
  “… and who you know”

https://brilliantinfluence.wordpress.com/2010/08/19/french-and-ravens-power-bases/
Positional Sources of Power

<table>
<thead>
<tr>
<th>Power Type</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legitimate Power</td>
<td>I’m the boss</td>
</tr>
<tr>
<td>Reward Power</td>
<td>I’ll take an extra call shift if you do this favor for me</td>
</tr>
<tr>
<td>Coercive Power</td>
<td>If you don’t do this for me, I will give you an extra call shift</td>
</tr>
<tr>
<td>Resource Power</td>
<td>I have access to the conference room</td>
</tr>
</tbody>
</table>
# Personal Sources of Power

<table>
<thead>
<tr>
<th>Power Type</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referent Power</td>
<td>I like and respect you, so I’m willing to help you out</td>
</tr>
<tr>
<td>Expert Power</td>
<td>I’ve memorized the program requirements, I can help you with any program questions you have</td>
</tr>
<tr>
<td>Information Power</td>
<td>I have inside knowledge of what the medical students think about our residency program</td>
</tr>
<tr>
<td>Connection Power</td>
<td>My dad is friends with the Dean of the medical school</td>
</tr>
</tbody>
</table>
influence

Capacity to effect decisions or actions; produces results and creates change
Influence Styles

- Asserting
- Inspiring
- Negotiating
- Rationalizing
- Bridging
• Rely on your personal confidence, rules, law, and authority
• Insist that your ideas are heard/considered, even when others disagree
• Challenge the ideas of others when they don’t agree with yours
• Debate with or pressure others to get them to see your point of view

(Musselwhite & Plouffe, 2012)
• Use logic, facts, and reasoning to present your ideas
• Leverage your facts and logic when putting forward your idea
• Share your expertise and experience
Inspiring

- Encourage others by communicating a sense of shared mission
- Point to the exciting possibilities
- Use inspirational appeals, stories, and metaphors
- Encourage a shared sense of purpose

(Musselwhite & Plouffe, 2012)
• Attempt to influence outcomes by uniting or connecting with others
• Use personal relationships to get people to agree with your position
• Rely on reciprocity, consultation, and building coalitions
- Look for compromises, make concessions, tradeoffs, and exchanges
Influence Styles

- Asserting
- Inspiring
- Negotiating
- Rationalizing
- Bridging
GROUP EXERCISE: POWER MAPPING

Exercise 1: Six-Degrees to Kevin Bacon

Exercise 2: Develop a power map with your team
Power Mapping Steps

• Step 1: Identify an issue or project you are trying to complete
• Step 2: Identify all of the stakeholders
• Step 3: Put each player on the stakeholder grid
• Step 4: Identify the primary person you need to influence
• Step 5: Describe the power dynamics and influence strategies present in each relationship needed to reach your primary target
• Step 6: Summarize your plan. Make adjustments as needed
Step 1: Identify an issue or project you are trying to complete

Getting a food stipend for residents

We’re hungry!
Step 2: Identify all of the stakeholders

Key Players

Resident
Program Director
Executive Assistant
Admin
Chair
Step 3: Put each player on the stakeholder grid

Most sway on final decision

Least sway on final decision

Most supportive

Least supportive

Admin Director

Chair

PD

Exec Ast.

Residents
Step 4: Identify the primary person you need to influence

- Admin Director: Most sway on final decision
- Chair: Least sway on final decision
- Exec Ast.: Most supportive
- PD: Least supportive
- Residents: Least sway on final decision
### Step 5: Describe the power and influence strategies present in each relationship needed to reach your primary target

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Power Type (Yours)</th>
<th>Power Type (Theirs)</th>
<th>Influence Type (Yours)</th>
<th>Influence Type (Theirs)</th>
<th>Direct/Indirect Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Resident</td>
<td>Referent Expert</td>
<td>Referent Expert</td>
<td>Inspiring Negotiating Bridging</td>
<td>Inspiring</td>
<td>Direct</td>
</tr>
<tr>
<td>Program Director</td>
<td>Referent Information</td>
<td>Legitimate Referent Expert Information</td>
<td>Inspiring Negotiating Bridging</td>
<td>Assertive Rationalizing Inspiring</td>
<td>Direct</td>
</tr>
<tr>
<td>Executive Assistant</td>
<td>Resource Connection Referent</td>
<td>Rationalizing Negotiating Bridging</td>
<td>Inspiring Negotiating Bridging</td>
<td>Bridging</td>
<td>Direct</td>
</tr>
<tr>
<td>Dept Admin</td>
<td>Referent Information</td>
<td>Legitimate Expert Information</td>
<td>Inspiring Negotiating Bridging</td>
<td>Rationalizing</td>
<td>Direct</td>
</tr>
<tr>
<td>Chair</td>
<td>Referent Information</td>
<td>Legitimate Referent Expert Information</td>
<td>Inspiring Negotiating Bridging</td>
<td>Negotiating Rationalizing Asserting</td>
<td>Indirect (Paths: PD, Admin, Exec Assistant)</td>
</tr>
</tbody>
</table>
Step 6: Summarize your plan

Getting a food stipend for residents
Power Mapping Steps

• Step 1: Identify an issue or project you are trying to complete
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• Step 4: Identify the primary person you need to influence
• Step 5: Describe the power dynamics and influence strategies present in each relationship needed to reach your primary target
• Step 6: Summarize your plan. Make adjustments as needed
• Everyone has power, regardless of title
• Practice developing and recognizing different influence styles; learn what motivates other people
• Use Power Maps to strategize the most effective way to complete a difficult project
thank you

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References