

# Leadership and the Art of Influencing Others

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# Disclosures

- Employee of Cincinnati Children's
- No other relevant disclosures

# Learner Outcomes

As a result of this Continuing Education Activity, participants will be able to:

1. discuss the importance of being able to influence others in a variety of situations
2. describe the primary sources of power and the key characteristics of effective leaders
3. work toward a balance in relationships, which includes “servant leadership”

# Outline

- Introduction
- Definitions: Influence, Power, Leader, & Leadership
- Sources of Influence and Power
- Effective Leadership Characteristics
- How to Build Power for Leadership
- Balance in Relationships
- Servant Leadership
- Summary

# INTRODUCTION

# Introduction

- As healthcare providers, we are taught to be effective clinicians.
- We are rarely taught how to be leaders and influence others.

# Introduction

- Ability to influence others is a key skill for healthcare providers, regardless of position
  - Clinical situations: patients and family members
  - Supervisory situations: students and employees
  - Professional situations: colleagues and coworkers

# DEFINITIONS: INFLUENCE, POWER, LEADER, & LEADERSHIP





# Influence

## Definitions:

- The act or **power** of indirectly affecting a person or course of events, without apparent exertion of force
- The **power** or capacity of causing an effect in indirect or intangible ways
- The **power** to change or affect the way a person thinks or acts
- The **power** to cause a change in the character, thought, or action of others

# Influence

- Is morally neutral (can be used for good or evil), but it always involves both relationships and results
- Is important for organizations because it helps to create behaviors to achieve their vision and goals
- Is important for healthcare providers because it helps to create compliance to recommendations

# Influence

- ***How to Win Friends and Influence People*** by Dale Carnegie, first published in 1936
- One of the first best-selling self-help books ever published.
- Sold over 30 million copies world-wide
- Named #19 on *Time Magazine's* list of 100 most “influential” books in 2011

# Power

## Definitions:

- The ability to **influence** others to perform, behave or accomplish tasks in a certain way
- The **influence** that a person or organization has over other people or organizations to behave in a certain way or do certain things

# Leader

## Definitions:

- A person who is able to **influence** others to do certain things or achieve certain goals by following his/her direction
- A **powerful** person who controls or **influences** what other people do
- One who has **influence** or **power**



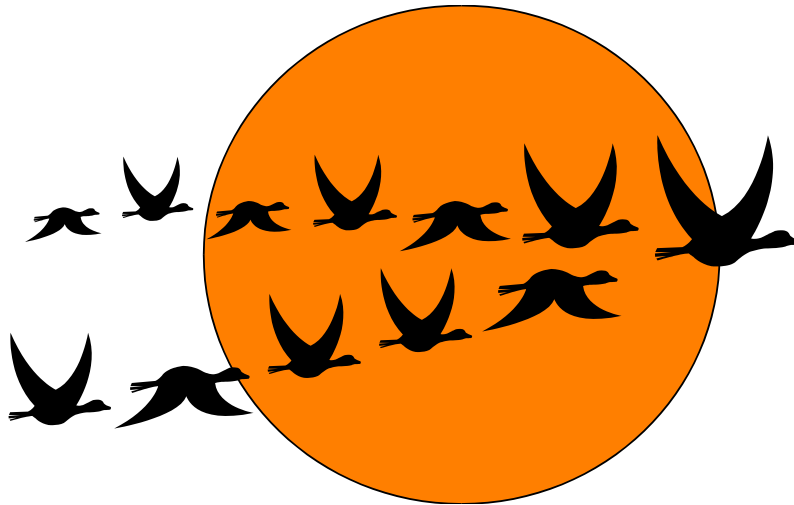
# Leadership

## Definitions:

- A process by which a leader **influences** others to accomplish an objective or perform a task
- **Influencing** or directing others to follow a certain direction

# Leadership

- Leadership is not job-specific
- Leadership is situation-specific



# Leadership is Situational

- In one day, an individual can be...
  - A department director (leader)
  - A committee member (follower)
  - An advocate for legislative change (leader)
  - A student supervisor (leader)
  - A member of a patient care team (leader and follower)
  - A parent (leader)
  - An SLP clinician (leader)
  - A boss (leader)
  - An employee (follower)



# Leadership Responsibilities

- The leader of an organization sets a plan for the following:
  - Vision
  - Mission
  - Values
  - Strategies
- To accomplish the plan, the leader must influence others to implement the plan



# Leadership and Clinical Care

- Clinicians are leaders of their patient's treatment team
- They need to be able to influence the patient and the family to follow their lead

# Leadership in a Clinical Dyad

## **Vision:**

- To significantly improve the function of all patients who present with feeding and swallowing disorders in order to make a positive impact on their lives and the lives of their families

# Leadership in a Clinical Dyad

## **Mission:**

- To significantly improve the individual patient's feeding and swallowing function through therapeutic intervention

# Leadership in a Clinical Dyad

## Values:

- To seek to understand the patient's disorder and provide the best effort in each treatment session
- To include the family in the therapeutic process
- To respect the wishes/goals of the patient and family
- To treat the patient and family with respect and dignity
- To learn additional information as needed to provide the best care

# Leadership in a Clinical Dyad

## Strategies:

- To develop an individualized treatment plan based on the evaluation results
- To coordinate treatment with other relevant healthcare providers
- To train the family to work with the patient at home

# Influence, Power, Leader, and Leadership

- **Leaders** need the **power** to **influence** others to follow their lead
- **Leadership** is exerting **power** to **influence** others to follow their lead

# SOURCES OF INFLUENCE AND POWER



# Influence and Power

- Power is obtained by making followers WANT to being influenced
- How do we do that?



# Exercise

- Think of a person who is able to positively influence the work or behavior of others
- Write down adjectives to describe that person

# Five Sources of Power

1. Legitimate (Position) Power
2. Reward Power
3. Coercive (Punishment) Power
4. Expert Power
5. Personal Power

# Legitimate (Position) Power

- Leader's position in the organization
- Leader's level of authority that is inherent in that position
- Being the supervisor or "boss"



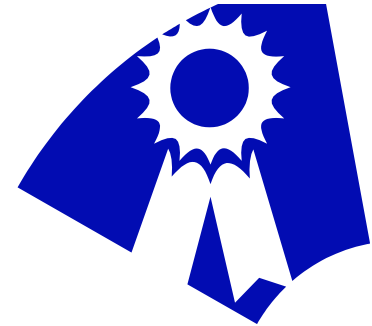
# Legitimate (Position) Power

- Example: A policeman has the authority (position power) to make you stop your car and get out



# Reward Power

- Leader's ability to give the staff something of value
  - Tangibles: salary, benefits, promotion
  - Intangibles: recognition, respect, special privileges



# Reward Power

- Vendors use reward points to influence you in your buying decisions
- Teachers use rewards to influence the work of their students



# Coercive (Punishment) Power

- Leader's ability to take something of value away
  - Tangibles: no raise, loss of job
  - Intangibles: reprimand, loss of respect, embarrassment, loss of status





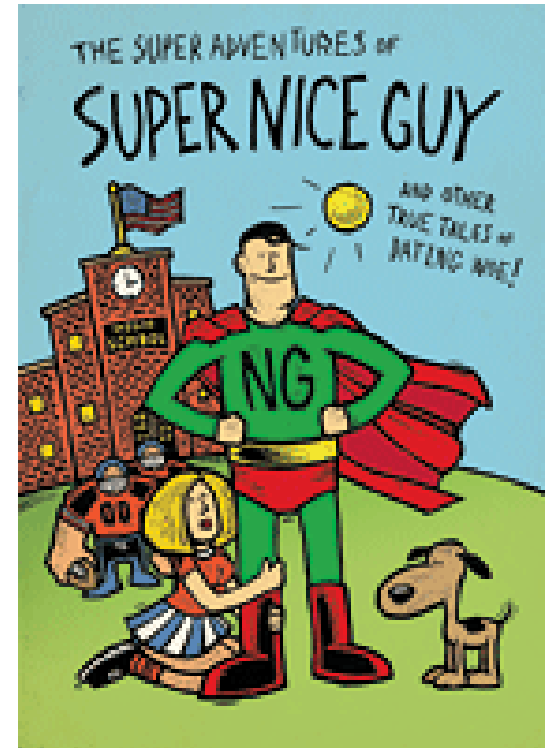
# Expert Power

- Leader's knowledge, skill, and expertise so that others have confidence in the leader's ability
- The amount of power is related to the level of expertise



# Personal Power

- Leader's "charisma" and personal characteristics
- Relates to the "likeability" of the leader and the leader's "emotional intelligence"



# Most Effective Sources of Power???

1. Legitimate (Position) Power
2. Reward Power
3. Coercive (Punishment) Power
4. Expert Power
5. Personal Power

# Most Effective Sources of Power

- Expert power
- Personal power

# What do people of influence have in common?

- Teachers
- Sports heroes
- Celebrities
- Doctors
- Priests or clergy
- Parents
- Friends
- Financial counselors

They are liked and/or they have expertise.

# Least Effective Sources of Power

- Legitimate (position) power
- Coercive (punishment) power



# Least Effective Sources of Power

- Just being the “boss” doesn’t get you much power



# EFFECTIVE LEADERSHIP CHARACTERISTICS



# Covey (2000)

- Surveyed 54,000 people about characteristics of effective leaders
- Most frequent characteristics, in order of frequency:
  1. Integrity (personal power)
  2. Communication (personal power)
  3. People orientation (personal power)
  4. Vision (expert power)
  5. Caring (personal power)

# Characteristics of Effective Leaders

- A review of the literature shows 3 categories:
  - Competence and drive (expert power)
  - Character (personal power)
  - Relationship orientation (personal power)

# Competence and Drive (Expert Power)

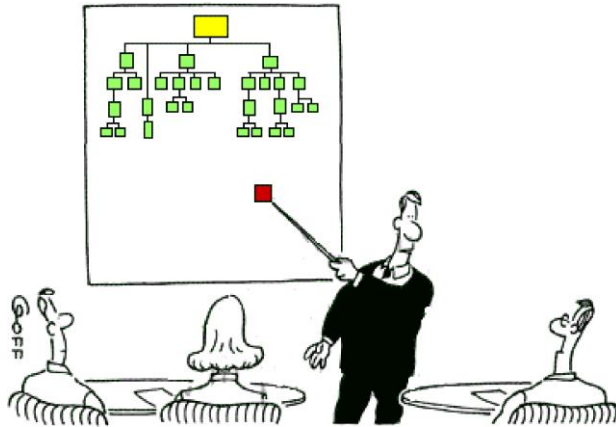
- Shows the knowledge and skills to get the job done
- Is ambitious, achievement-oriented assertive, decisive, and committed
- Is a problem-solver
- Is a visionary and is forward-thinking
- Takes initiative and risks
- Demonstrates a desire to make a difference
- Shows passion for the mission and vision

# Character (Personal Power)

- Shows integrity, honesty and trustworthiness
- Admits mistakes and apologizes
- Has extreme humility and modesty
- Has a personal and organizational code of ethics
- Doesn't use power for selfish purposes
- Is a role model of behavior
- Is genuine and candid

# Relationship Orientation (Personal Power)

- Has strong interpersonal skills and works well with others



“And this is you Fred, because no one wants to work with you.”

# Relationship Orientation (Personal Power)

- Shows respect and concern
- Recognizes the contributions of others
- Shows confidence in the ability of others
- Gives frequent positive feedback
- Is empathetic and supportive
- Doesn't take advantage of others
- Empowers others and delegates

# HOW TO BUILD POWER FOR LEADERSHIP



# Building Expert Power

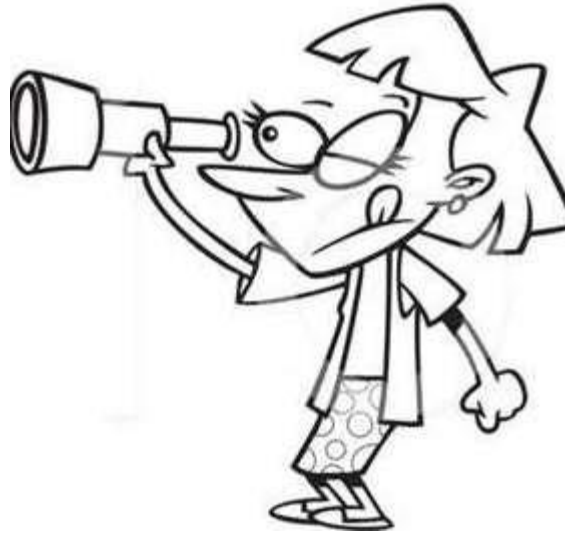
- Increase your “IQ” for the job or task
  - Find a mentor
  - Acquire new competences
  - Take courses
  - Obtain an additional degree
  - Ask for feedback
  - For managers/directors, maintain your clinical expertise





# Building Expert Power

- Develop a clear vision that people can get behind with excitement



# Building Expert and Personal Power

- Make it, don't fake it!!!
  - Admit what you don't know
  - Be knowledgeable but humble

# Building Personal Power

- Increase your EQ (emotional intelligence)

**Emotional intelligence:** “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships” (Daniel Goleman)

# Aspects of Emotional Intelligence

## 1. Self-awareness

- Recognize your emotions and how they affect your thoughts and behavior
- Know your strengths and weaknesses
- Have self-confidence, but be realistic

# Aspects of Emotional Intelligence

## 2. Self-management

- Control impulsive feelings and behaviors
- Manage your emotions in healthy ways
- Follow through on commitments
- Adapt to changing circumstances



# Aspects of Emotional Intelligence

## 3. Social awareness

- Understand the emotions, needs, and concerns of other people
- Pick up on emotional cues
- Feel comfortable socially
- Recognize the power dynamics in a group or organization

# Aspects of Emotional Intelligence

## 4. Relationship management

- Know how to develop and maintain good relationships
- Communicate clearly
- Inspire others
- Work well in a team
- Manage conflict

# Effect of Emotional Intelligence

- We prefer to comply with the requests of people we like (personal power)
- To influence others, we need to become more likeable





# Learn to Become More Likeable

- Show that you care about the other person
- Listen and take an interest in the other person
- Search for similarities between yourself and those with which you deal
- Develop the habit of giving sincere and frequent compliments
- Notice what the person does well, and comment on it

# Learn to Become More Likeable

- Have a positive attitude
- Be friendly and nice
- Be cheerful, optimistic, and enthusiastic
- Thank people!!!



# Learn to Become More Likeable

- We like (and therefore are more influenced) by people who thank us
- A large survey by *Maritz Incentives, St. Louis 2003*, 55% of employees said they were never or rarely thanked by their boss.

# Behaviors that Threaten Likeability

- Arrogance and self-promotion
- Volatility and explosiveness
- Impulsivity
- Defensiveness
- Uncaring attitude
- Complaining and negativity



# Behaviors that Threaten Likeability

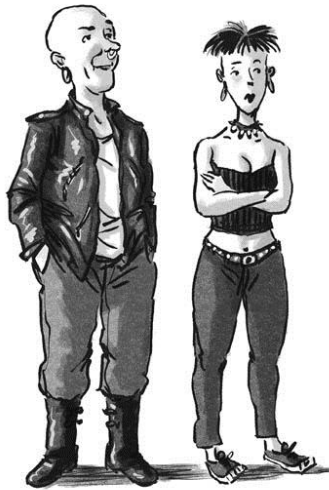
Don't be a Debbie Downer!

- Degrades personal power
- Degrades the confidence of others (expert power)



# Appearance and Influence

- It's not fair— but people judge you by your appearance



Butch Idontgiveadam, MA, CCC-SLP

Barbie Whatsinitforme, MA, CCC-SLP

# Appearance

- Well-dressed people are perceived as more:
  - Intelligent
  - Productive
  - Responsible
  - Honest
  - Serious about their jobs
- Well-dressed people are more influential

# Body Language

- Body language should show the following:
  - Confidence
  - Seriousness about the issue at hand
  - Respect
  - Friendliness



# Body Language

- Lean forward
- Maintain eye contact
- Smile



Boredom Gesture



Interested, Evaluation  
Gesture

# BALANCE IN RELATIONSHIPS

# Relationships Must Be Balanced

- Husband-Wife
- Friend-Friend
- Leader-Follower
- Boss-Subordinate
- Professor-Student
- Clinician-Client



# Relationships Must Be Balanced

- Mutual dependency
- Both the parties need something from the other
- There must be a balance of “exchanges” (give and take) between the parties



# Unbalanced Exchanges

- Lack of balance in the exchanges will upset the relationship
- Win-lose relationships will ultimately fail



# Balanced Exchanges at Work

- The leader is dependent on the employee to do quality work
- The employee is dependent on the leader for rewards (pay, benefits, recognition, etc.)

# Balanced Exchanges at Work

- The leader's job is to make the employees happy.
- The employee's job is to make the leader happy.
- Everybody's happy!!!



# Unbalanced Exchanges at Work

- Depending on the “winner”
  - Boss will fire employee
  - Employee will leave





# SERVANT LEADERSHIP

# Servant Leadership

- If serving others is below you, then leadership is beyond you.



# Servant Leadership

- Related to personal power and balancing the relationship
- Begins with humility and the desire to succeed for the team and not for oneself
- Increases personal power, and thus influence



# Summary

*The key to successful leadership today is influence, not authority.* Ken Blanchard

*Aspiring leaders would do well to stop focusing on control and figure out how to expand their influence.*  
Michael Hyatt

*Leadership is not about titles or positions. It is about one life influencing another.* John C. Maxwell

# Summary

- It pays to be competent (expert power) and nice (personal power)!



# Homework

- Inventory your expert power and personal power attributes
- Make a list of what you need to do to improve both aspects of power
- Make a list of what you can do to leverage your power to influence your immediate boss

# How to Win Friends and Influence People by Jim Rohn

<http://www.youtube.com/watch?v=JSioEwnhPKA>

# Thanks for your attention!

## Now lead the way!

