

ASHA Leadership Academy

Quick Reference

INFLUENCING OTHERS

In both their organizational and volunteer roles, CSD professionals often need to enlist the support of others to fulfill their responsibilities. However, they may lack the formal authority to direct others' efforts. In this webinar, participants will learn about the importance of power as an enabler for influencing others and strategies for planning and executing an influence approach.

Webinar Objective	Skill Rating ① None ② Basic ③ Competent ④ Masterful
Identify your sources of influence power	
Define the steps to an influence interaction	
Define the key behaviors associated with effective influence	
TOTAL	

Scoring

SCORE	SUGGESTED NEXT STEPS
LESS THAN 6	Complete the Leadership Academy webinar on this topic
7–9	Review the developmental suggestions in this reference
MORE THAN 10	Explore the supplemental resources for in-depth insights on this topic; consider mentoring others on this skill.

SKILLED BEHAVIOR	UNSKILLED BEHAVIOR
✓ Balances advocacy with inquiry to elicit information	✗ Advocates needs too aggressively
✓ Prepares for influence conversations by clarifying goals and tactics	✗ Attempts to influence others without preparation and planning
✓ Views resistance as useful information and adapts approach	✗ Gets defensive when faced with resistance from others
✓ Identifies specific and measurable influence goals	✗ Attempts to achieve fuzzy or vague influence goals

Development Tips and Suggestions

- Interview two experienced leaders you respect to learn about how tactics and strategies they use to influence
- Ask your manager to observe your influence skills in a meeting and debrief afterward
- Assess your sources of personal or informal power
- Enhance your personal power using a variety of approaches such as developing your emotional intelligence, reflecting on your unique strengths, or enhancing your support network
- Maintain a journal and capture thoughts that cause you to feel less confident or intimidated by others
- Practice your influence skills in low-risk personal situations (e.g., making requests of customer service representatives with hotels or airlines)
- Write down your influence requests of others, record yourself saying it, and review for succinctness and clarity

Resources

Barnes, K. (2007). *Exercising Influence*. John Wiley & Sons.

Blalock, B. (2013, October 15). *10 Steps to Executive Level Confidence*. The Wall Street Journal. Available at: <https://www.wsj.com/articles/BL-SEB-77654>

Cialdini, R. (1984). *Influence: The Psychology of Persuasion*. Quill William Morrow.

How to Influence Different Types of People - Leadership Training (video). Available at: <https://youtu.be/li4mCDH0eUE>

Patterson, K., et. al. (2008). *Influencer: The Power to Change Anything*. McGraw-Hill.

Pink, D. (2009). *Drive: The Surprising Truth About What Motivate Us*. Riverhead Books.