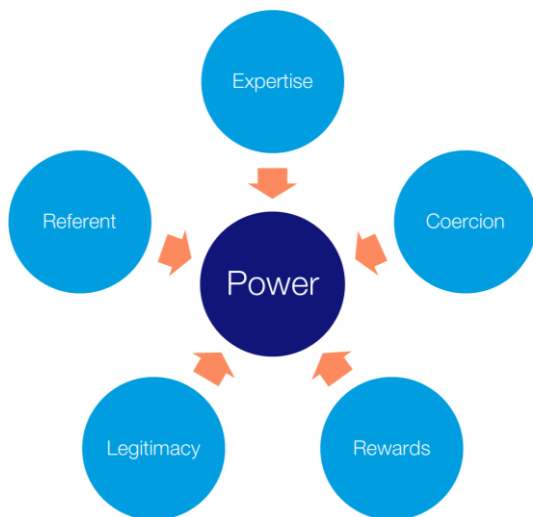


DISCOVERING LEADERSHIP: INFLUENCING SKILLS

Five power dynamics



- **Legitimate** – The belief that a person has the formal right to make demands, and to expect others to be compliant and obedient.
- **Reward** – A person can compensate another for compliance.
- **Expert** – This is based on a person's high levels of skill and knowledge.
- **Referent** – This is the result of a person's perceived attractiveness, worthiness and right to others' respect.
- **Coercive** – The belief that a person can punish others for noncompliance.

Sources of power:

Positional power sources look like:

- Legitimate power “The Boss”
- Reward power “Bribery”
- Coercive power “Protection Racket”
- Resource power “Controlling access”

Personal power looks like:

- Referent power “We like you”
- Expert power
- “Special abilities”
- Information power “It’s what you know”
- Connection power “...and who you know”

Influencing style questionnaire: [Self-assessment questionnaires](#)

Situational Leadership®

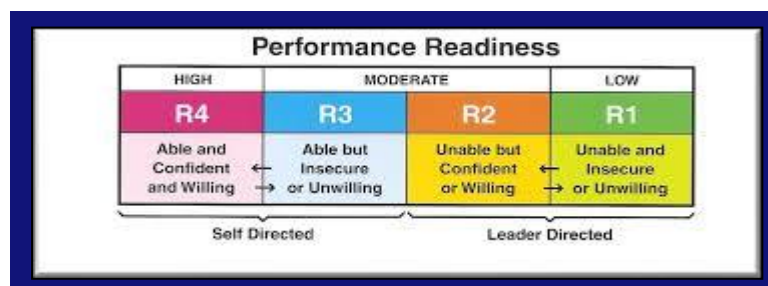
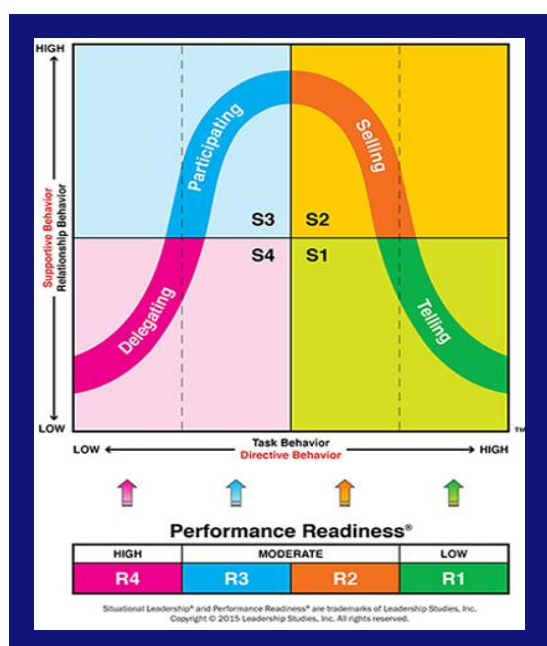
Situational Leadership® is a flexible framework that enables leaders to tailor their approach to the needs of their team or individual members

Some styles of situational leadership include:

- Telling, deciding, or guiding
- Participating, collaborating, or facilitating
- Selling, coaching, or explaining
- Delegating empowering or monitoring

Benefits of Situational Leadership:

- Accounts for multi-directional influence
- Allows leaders to effectively drive behaviour change
- Accelerates the pace and quality of employee development
- Teaches leaders to accurately interpret and effectively respond to their environment



- [Situational Leadership® | What Is Situational Leadership®](#)
- [What is situational leadership and why is it hot right now? \(perkbox.com\)](#)
- [Situational Leadership® Guide: Definition, Qualities, Pros & Cons, Examples | Cleverism](#)

Further reading

- [Baker's 4 Strategies of Influence - Vireton](#)
- [Employing 'Head, Heart, Hands' design approaches in Higher Education | by Mi:Lab Team | Mi:Lab | Medium](#)
- [Be a head-heart-hands "whole" leader – Monday 8AM \(monday-8am.com\)](#)
- [Dr. Robert Cialdini's Seven Principles of Persuasion | IAW \(influenceatwork.com\)](#)
- [Berrien's Persuasion Tools Model \(changingminds.org\)](#)
- [Heron's Six Categories of Intervention: Coaching and Mentoring– BusinessBalls.com](#)

If you have any questions or concerns about the programme please contact leadership@diabetes.org.uk