

# POWER AND INFLUENCE

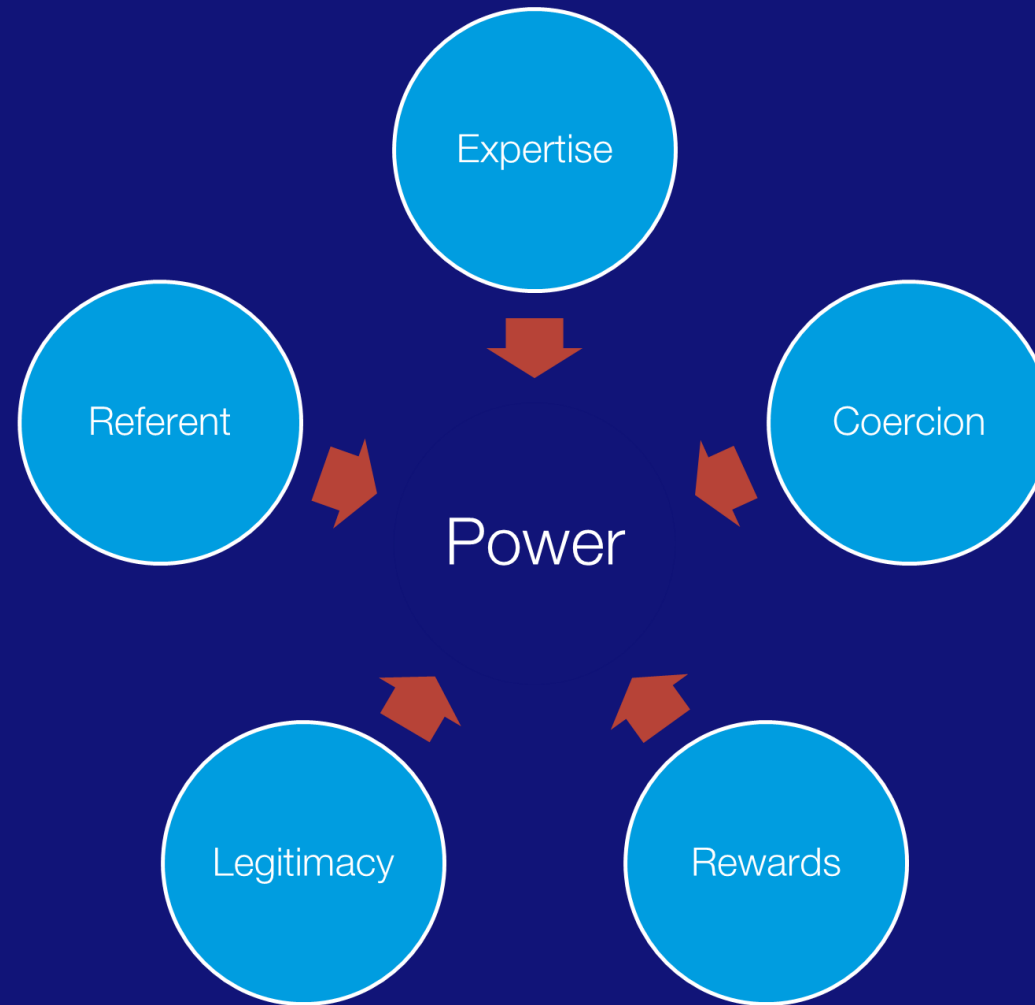
Discovering Leadership

# Content

- **Why power and influence?**
- **What do we mean by power and influence?**
- **Power bases**
- **Situational leadership**
- **Categories of intervention**
- **Leading above the line**

# BASES OF POWER

French and Raven



# SOURCES OF POWER – FRENCH AND RAVEN (1959)

## Positional power

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

## Personal power

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

# EMPOWERING OTHERS





Head ●

What have you learnt?



Heart ●

How do you feel?



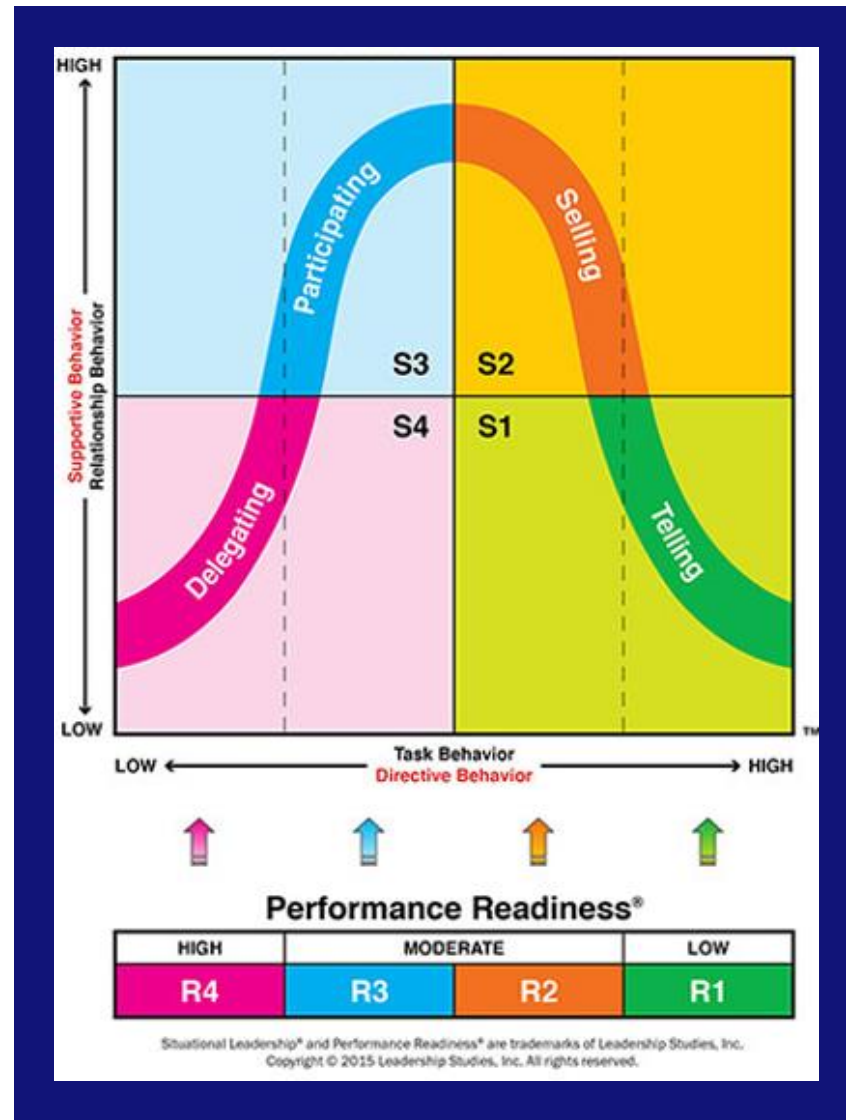
Hands

What are you going to do?

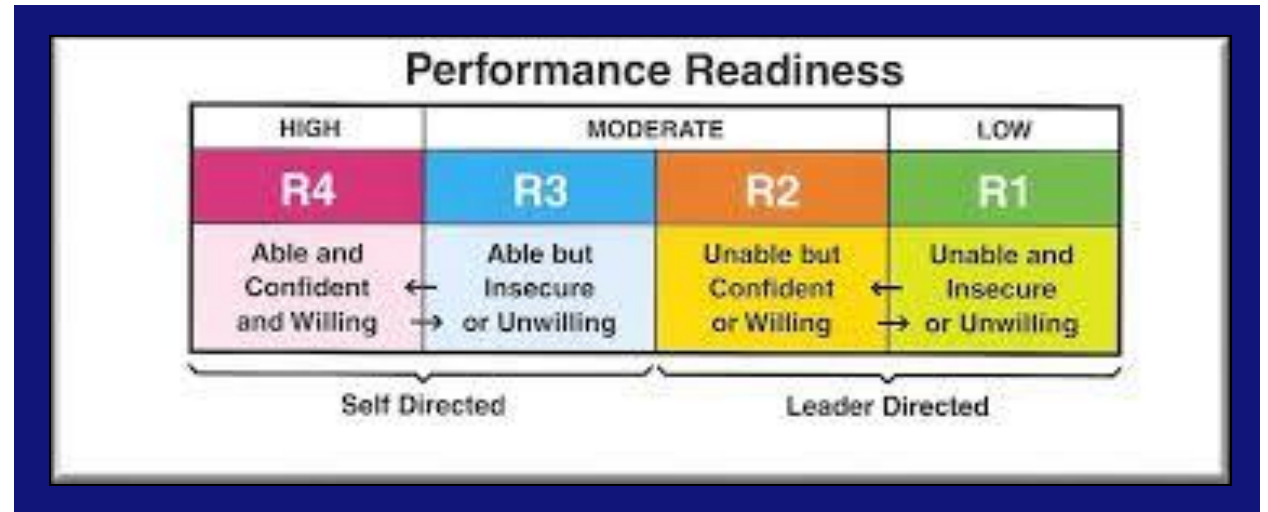
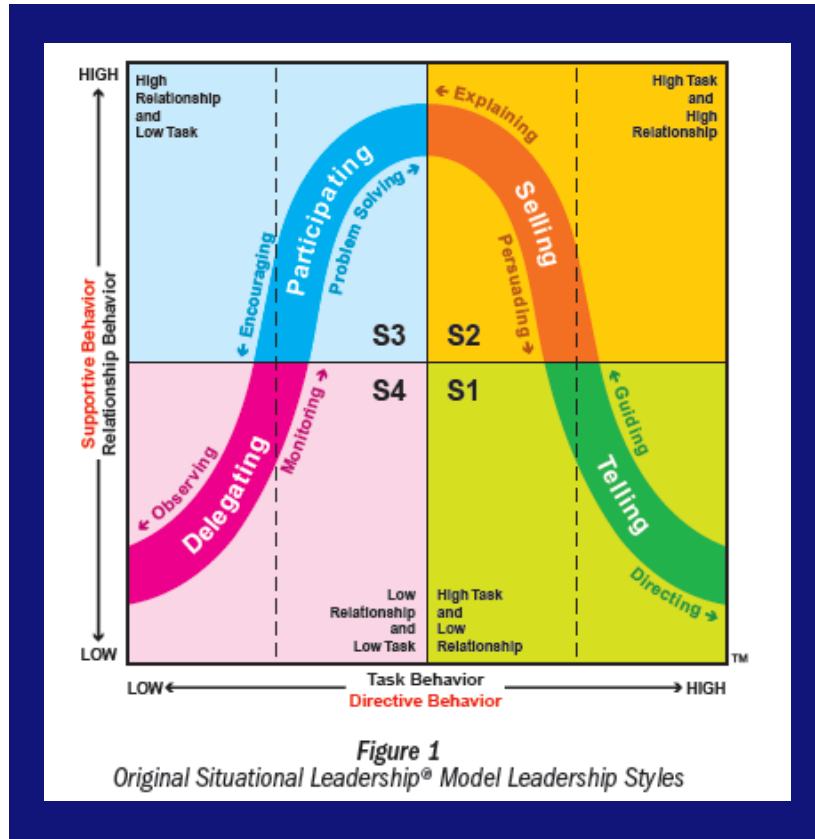
## Influencing Tactics

# SITUATIONAL LEADERSHIP

## Influence behaviours

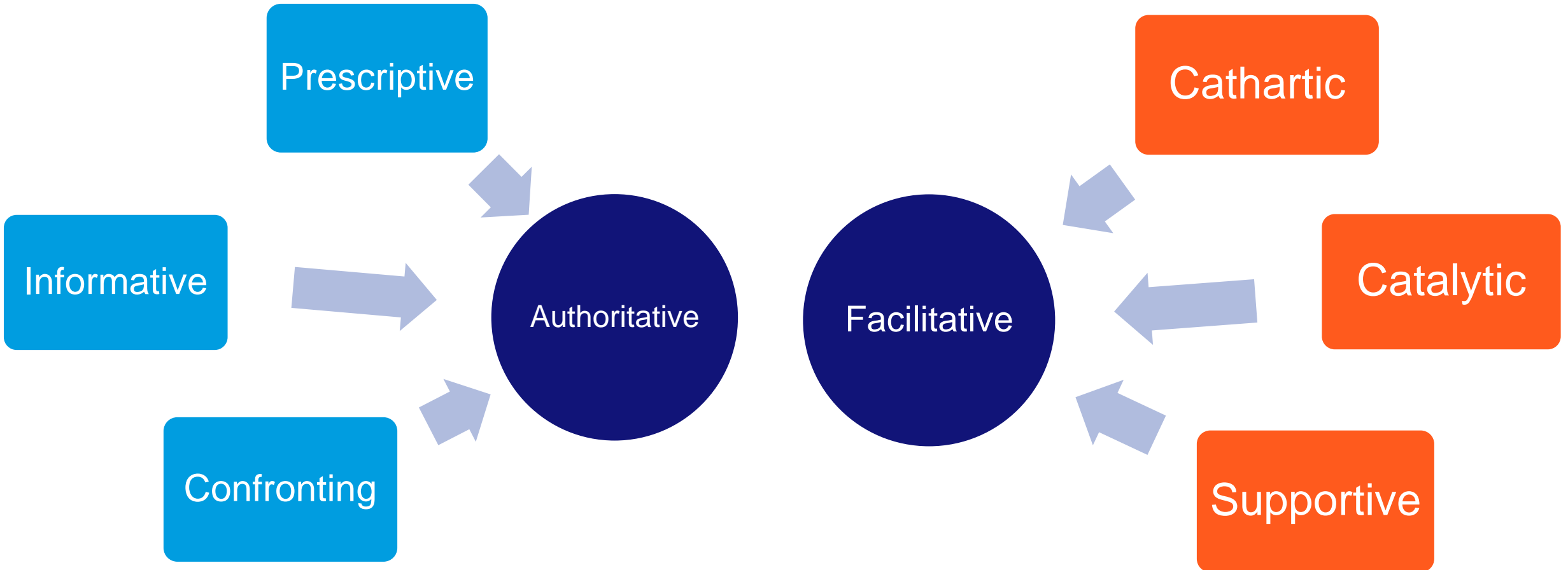


# SITUATIONAL LEADERSHIP MODEL

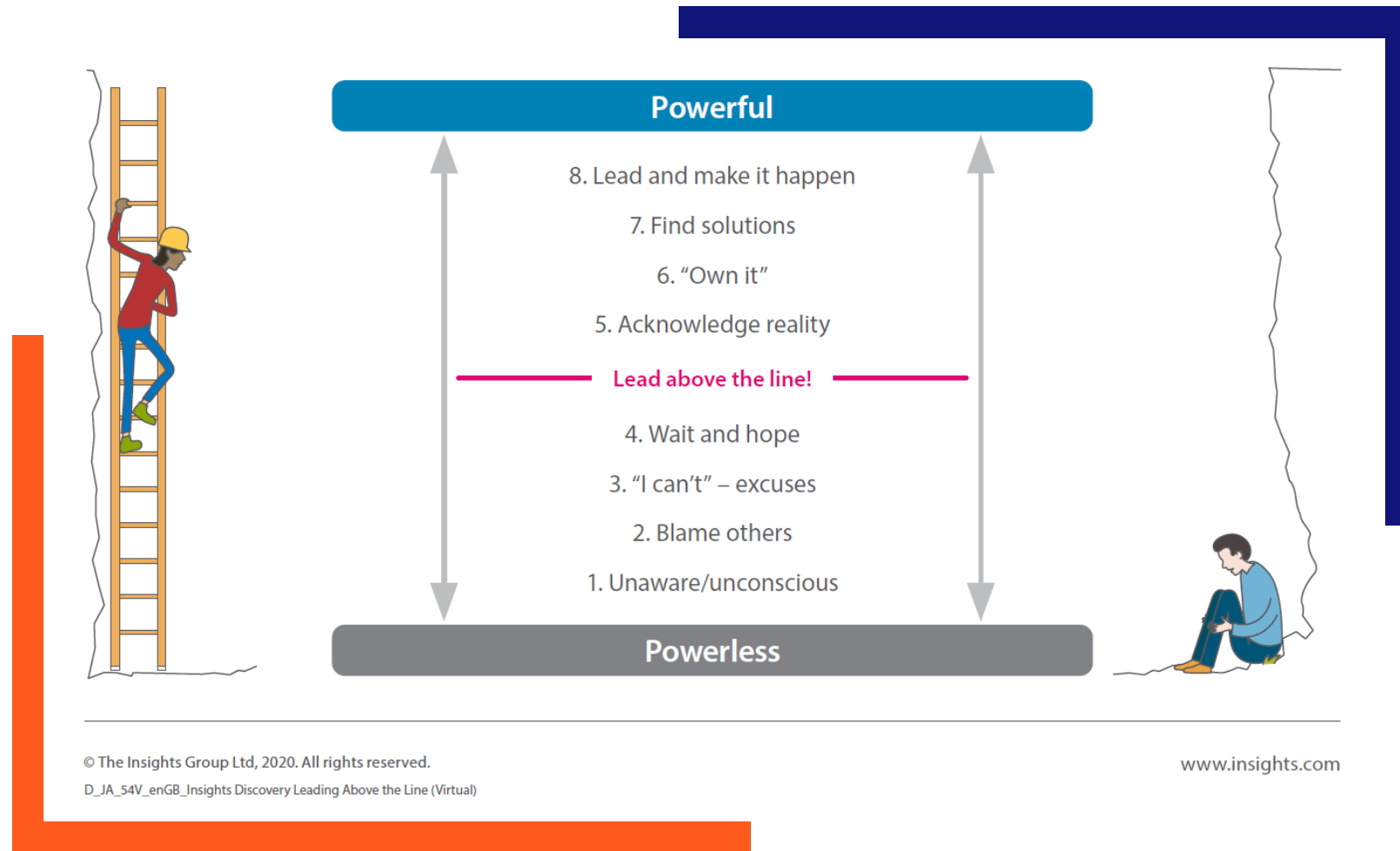




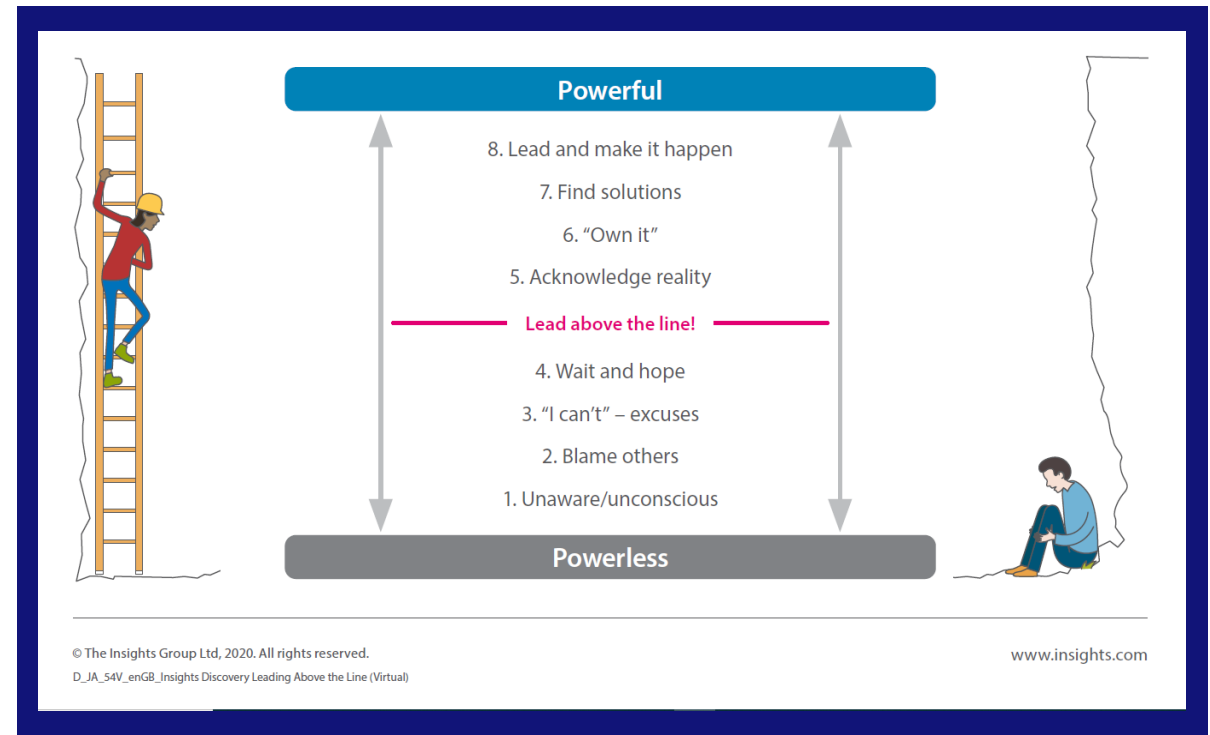
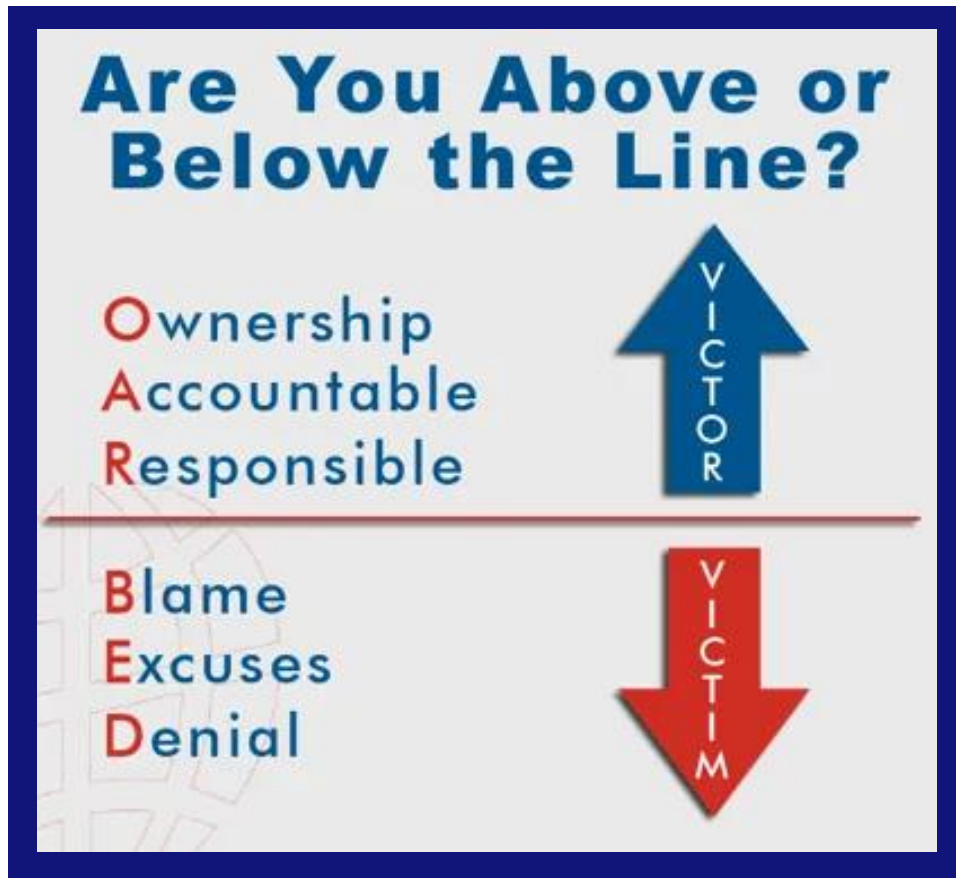
# HERON'S 6 CATEGORIES OF INTERVENTION



# INSIGHTS DISCOVERY LEADING ABOVE THE LINE (VIRTUAL)



# LEADING ABOVE THE LINE





TRUST



# ABCD of Trust Model

**A**

**Able**

Demonstrate Competence

- Expertise
- Performance Results
- Facilitation Skills

**B**

**Believable**

Act with Integrity

- Honesty
- Values
- Fair Process

**TRUST**

**C**

**Connected**

Care about Others

- Interest in People
- Communication
- Recognition

**D**

**Dependable**

Maintain Reliability

- Responsiveness
- Accountability
- Organization



# OUTCOMES OF INFLUENCING

**COMMITMENT**

**COMPLIANCE**

**RESISTANCE**