Building Leadership Skills:

Power, Influence, and Effective Workplace Navigation

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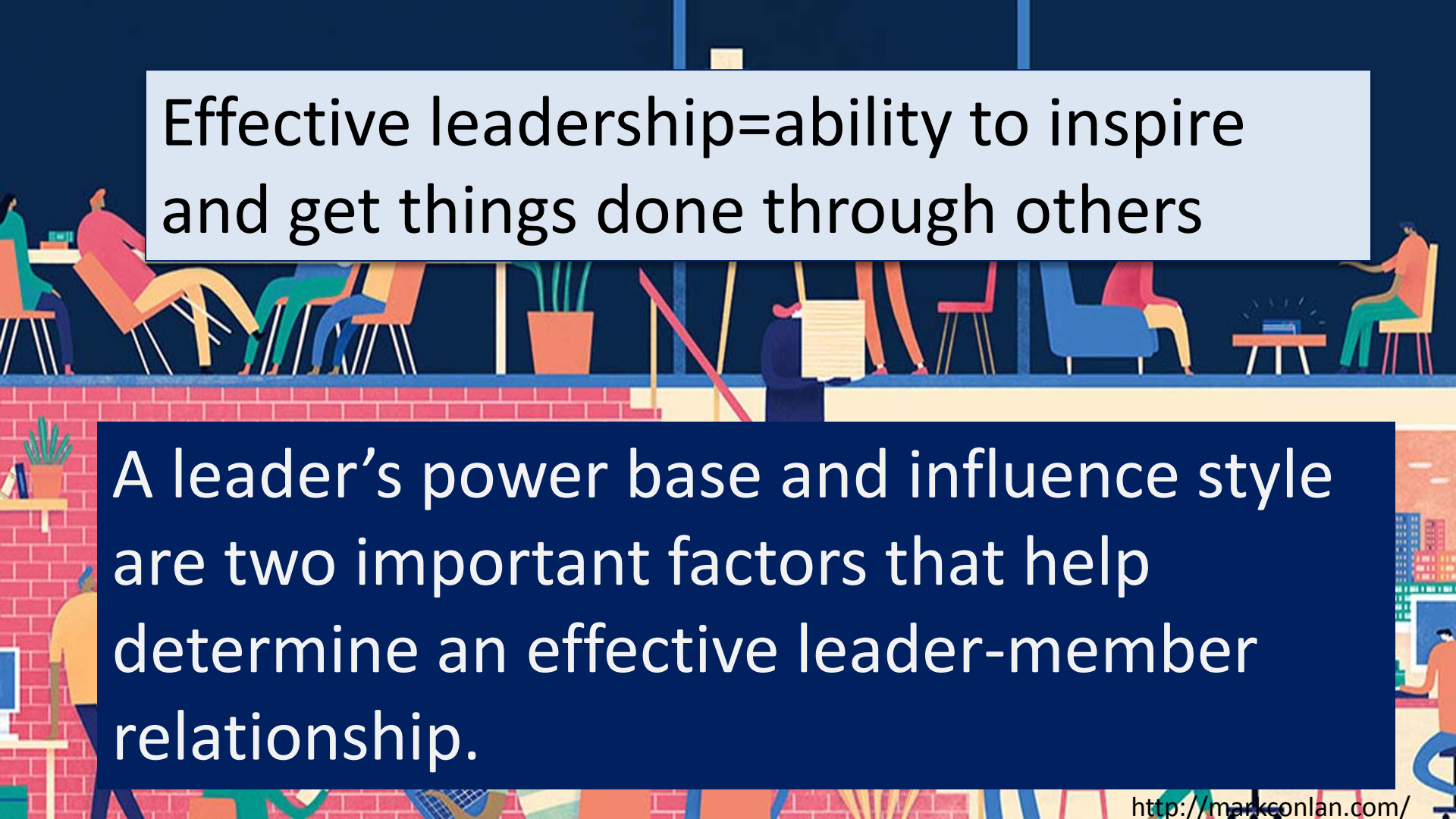
Icahn School of Medicine at Mount Sinai

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

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"

Positional Sources of Power

Power Type	Example
Legitimate Power	I'm the boss
Reward Power	I'll take an extra call shift if you do this favor for me
Coercive Power	If you don't do this for me, I will give you an extra call shift
Resource Power	I have access to the conference room

Personal Sources of Power

Power Type	Example
Referent Power	I like and respect you, so I'm willing to help you out
Expert Power	I've memorized the program requirements, I can help you with any program questions you have
Information Power	I have inside knowledge of what the medical students think about our residency program
Connection Power	My dad is friends with the Dean of the medical school

influence

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

Influence Styles

Asserting

Inspiring

Negotiating

Rationalizing

Bridging

Asserting

- 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)

Rationalizing

- Use logic, facts, and reasoning to present your ideas
- Leverage your facts and logic when putting forward your idea
- Share your expertise and experience

(Musselwhite & Plouffe, 2012)

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)

Bridging

- 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

(Musselwhite & Plouffe, 2012)

Negotiating

- Look for compromises, make concessions, tradeoffs, and exchanges

(Musselwhite & Plouffe, 2012)

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
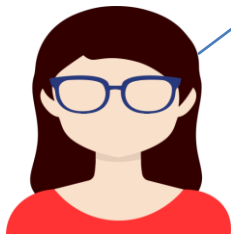
Power Mapping Steps

- 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
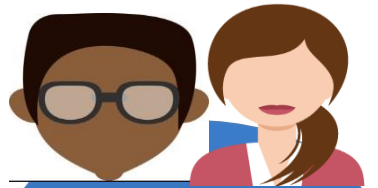- Step 6: Summarize your plan. Make adjustments as needed

Step 1: Identify an issue or project you are trying to complete

Getting a food stipend for residents

Step 2: Identify all of the stakeholders

Key Players

Residents

Program Director

Executive Assistant

Admin

Chair

Step 3: Put each player on the stakeholder grid

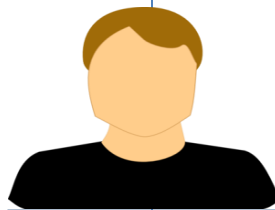Most sway on final decision

Admin Director

Chair

PD

Least supportive

Most supportive

Residents

Exec Ast.

Least sway on final decision

Step 4: Identify the primary person need to influence
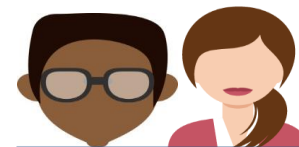
Most sway on final decision

Admin Director

Chair

PD

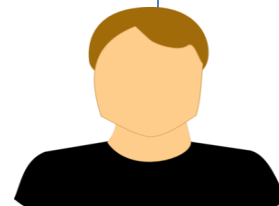Least supportive

Most supportive

Exec Ast.

Residents

Least sway on final decision

	Power Type (Yours)	Power Type (Theirs)	Influence Type (Yours)	Influence Type (Theirs)	Direct/Indirect Influence
Chief Resident	Legitimate Informational	Referent Expert	Inspiring Negotiating Bridging	Inspiring	Direct
Program Director	Referent Information	Legitimate Referent Expert Information	Inspiring Negotiating Bridging	Assertive Rationalizing Inspiring	Direct
Executive Assistant	Resource Connection Referent	Rationalizing Negotiating Bridging	Inspiring Negotiating Bridging	Bridging	Direct
Dept Admin	Referent Information	Legitimate Expert Information	Inspiring Negotiating Bridging	Rationalizing	Direct
Chair	Referent Information	Legitimate Referent Expert Information	Inspiring Negotiating Bridging	Negotiating Rationalizing Asserting	Indirect (Paths: PD, Admin, Exec Assistant)

Step 6: Summarize your plan

Getting a food stipend for residents
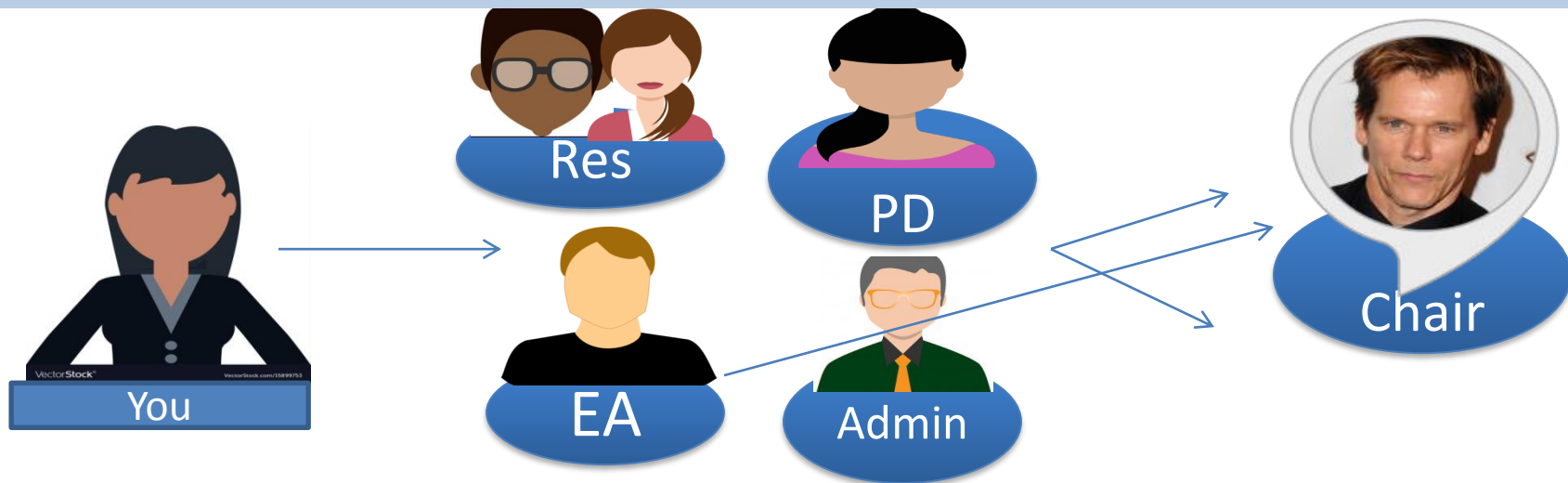
YES

Power Mapping Steps

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- Step 6: Summarize your plan. Make adjustments as needed

Closing Notes

- 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
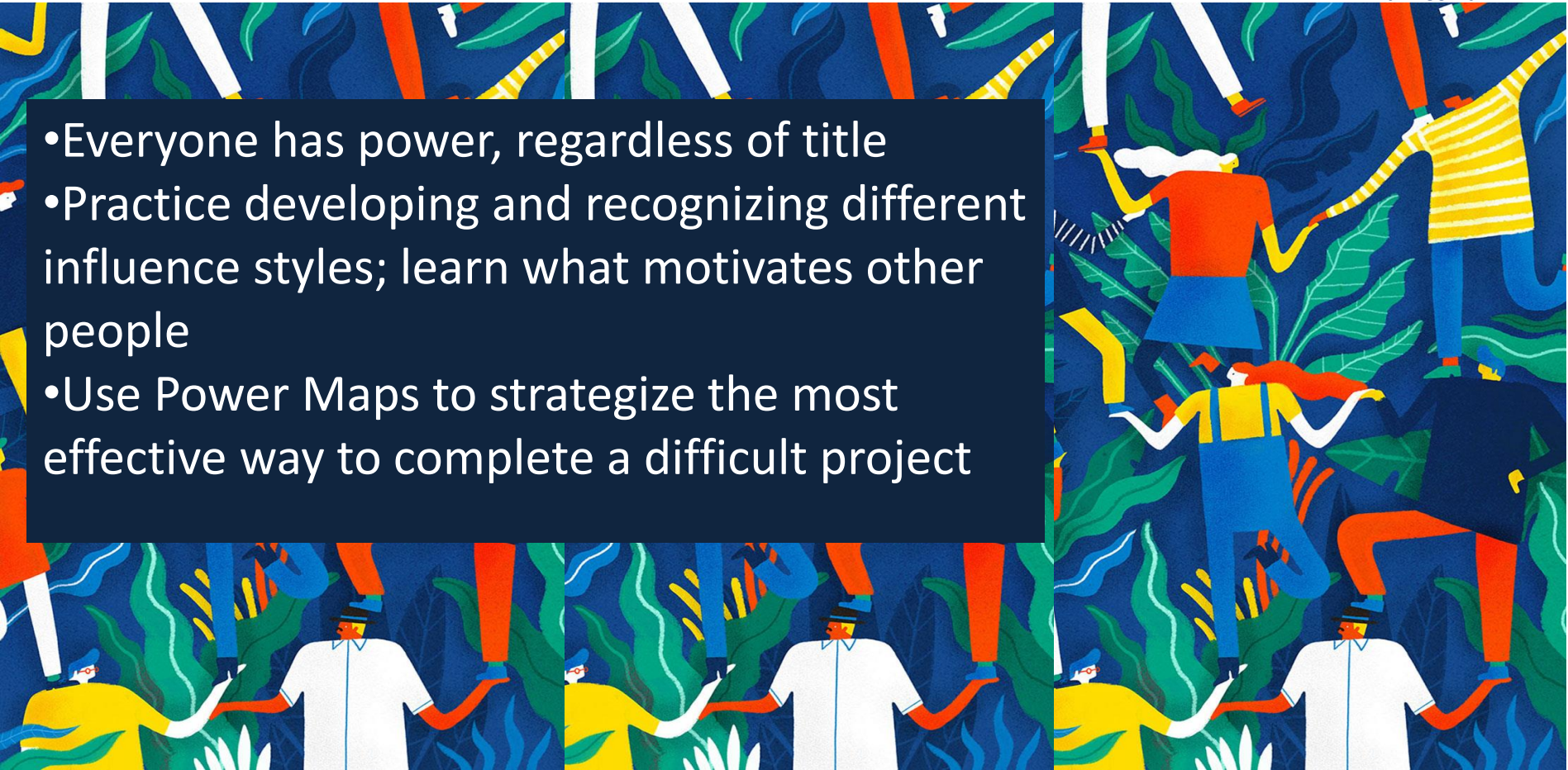
thank you

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