



PERSONAL
POWER
AND
INFLUENCE

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AN OLD ADAGE

- **“Whether you believe you can or you can’t, you are right.”**



Consider...

- Hell is knowing you have the best solution to a problem, but not being able to get the votes
- The best recommendation does not always get selected, the most capable person does not always get the job and the most deserving do not always get their fair share.
- Decisions are all influenced by the interests of the powerful



Definition of Power

- The capacity A has of influencing the behavior of B so that B acts in accordance with A's wishes
- You can have power and not use it, so power is a potential
- Power is also a function of dependency
- Two factors determine power in an organization: personal attributes and position characteristics



Power Sources from Position

- Centrality: Access to information
- Criticality: Impact of tasks performed on work flow
- Flexibility: Amount of discretion vested in a position
- Visibility: Degree to which task performance is seen by influential people
- Relevance: Alignment of assigned tasks and organizational priorities



Power Sources from Personal Characteristics

- Expertise: Relevant knowledge
- Personal attraction: Desirable characteristics associated with friendship
- Effort: Higher than expected commitment of time
- Legitimacy: Behavior consistent with organizational values



Personal Power

- Ability to influence people and events
- Comes from individual characteristics not formal authority
- More of an attitude and/or state of mind
- Personal agency over life and life events
- Self efficacy: Confidence in ability to exert control or capacity to execute behaviors to produce performance



Self Efficacy

- Self efficacy and the last four years
- Consider pre-Covid: What gave you motivation/confidence you could achieve desired goals before Covid?
- During Covid: What gave you motivation/confidence you could achieve desired goals?
- Now: What gives you confidence you can achieve desired goals?



Personal Power: Expertise

- Formal training produces expertise
- “Knowledge is power”
- How do you provide knowledge to a superior, peer or subordinate such that you are not threatening their right to make a decision?
- More “layers” between the front line development of knowledge and those in the executive suite but those on front lines can gain power as the “go to person” because of their expertise
- **But** build a broad base of expertise; don’t “pigeon-hole” yourself



Personal Power: Personal Attraction

- Likability; likeable people are more influential
- Three sources of personal attraction
 - Agreeable behavior
 - Impression management
 - Physical appearance



Personal Power: Effort

- Can gain favor with others by working hard
- When increase effort, increase knowledge on topic
- Can increase responsibility given
- Can accrue power because contribute to the good of the group



Personal Power: Legitimacy

- Values are core to an organization
- Actions consistent with value system are credible
- Legitimacy increases acceptance
- Acceptance increases personal influence



Converting Power to Influence

- Influential people have power, but not all powerful people have influence
- Influence is actually securing the consent of others



Influence Strategies

- Retribution: Force others to do what you say
- Reciprocity: Make others want to do what you say
- Reason: Help others see why they should do what you say

Influence Strategies

Strategies	Indirect Approach	Direct Approach
Retribution	Intimidation (pressure)	Coercion (threaten)
Reciprocity	Ingratiation (obligate)	Bargaining (exchange)
Reason	Appeal to personal values	Present facts (stress merits)



When to Use Reason Strategies

- Few time constraints
- Initiative and creativity vital
- Interpersonal trust is high
- Relationship is long term
- Personal goals are congruent
- Important for other person to understand why request made



When to Use Reciprocity Strategies

- Parties mutually dependent
- Clearly specified guidelines for interpersonal interactions
- Long term commitment to goals or values not important
- Sufficient time to reach agreement



When to Use Retribution Strategies

- Substantial imbalance of power between parties
- Ongoing commitment of other person not critical
- Quality or innovation not important
- Opposition acceptable
- No other alternatives exist



Neutralizing Retribution Strategies

- Use countervailing power to shift dependence to interdependence
- Confront exploiting person directly
- Actively resist



Neutralizing Reciprocity Strategies

- Examine the intent of any favor giving activity
- Confront individuals who are using manipulative bargaining tactics
- Refuse to bargain with individuals who use high pressure tactics



Neutralizing Reason Strategies

- Explain the effects of compliance on performance
- Defend your personal rights
- Firmly refuse to comply with request



QUESTIONS?