



## Tool 6-1. Influence Scenario Exercise

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Based on Chapter 6, “Influence Tactics for Leaders,” in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

**Purpose:** This exercise is designed to help you think about effective ways to use proactive influence tactics with subordinates and peers.

**Instructions:** Describe in detail what the agent in each scenario should say and do to influence the target person. If you believe that more than one type of influence tactic is appropriate, indicate how the tactics should be sequenced. Identify any assumptions you make about the target person's motives and concerns and the interpersonal relationship.

### **Scenario 1: Influencing a Subordinate**

The product manager wants to assign a new task to a specific subordinate who has the skills to do it well. The task is to conduct a study on ways to improve customer service, and it is important for the product manager to get this information. The subordinate is reluctant to do the task because it is only distantly related to his job and his other job responsibilities are already overwhelming. What should the manager say to influence the subordinate to carry out the task in an effective way?

### **Scenario 2: Influencing a Peer**

The research and development (R&D) manager is trying to complete a project to develop a new type of diagnostic instrument for medical laboratories. This project is important because the new instrument could be a major source of future profits for the company. To keep the project on schedule, the R&D manager needs the information services (IS) department to prepare a report earlier than initially expected. The R&D manager has no direct authority over the IS manager. What should the R&D manager say to influence the IS manager to complete the report quickly?

## Answer Key for Scenario Exercise: Notes on Relevant Tactics

### Scenario 1

- Collaboration would be useful to help the subordinate do the assignment (for example, offer help on other tasks or offer to postpone or reassign some tasks).
- Rational persuasion would be useful to clarify the importance of the assignment for the organization.
- Apprising may be useful to help clarify how the assignment would further the subordinate's career.
- Consultation may be useful to involve the subordinate in determining how the assignment could be done.
- Ingratiation may be useful to increase acceptance of the assignment (say that the subordinate is uniquely qualified to do it).
- An inspirational appeal may be useful if the assignment can be linked to values, such as concern for customer service, or loyalty to the organization.
- Exchange may be useful if offering an incentive (bonus or promotion) for successful performance of the assignment is feasible.

### Scenario 2

- Rational persuasion would be useful to clarify why the report is needed sooner than initially expected.
- Consultation may elicit ideas about possible ways to speed up the report.
- Collaboration may be useful if there is some way to help the IS manager do the report (for example, provide additional resources or assistance or postpone another assignment to make time).
- An inspirational appeal may be useful if successful completion of the project can be linked to target values.
- Exchange may be useful if there is something the R&D manager can offer that is sufficient to motivate compliance by the IS manager.
- A personal appeal may be helpful if the R&D manager has a close friendship with the IS manager.