

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

Introduction

A manager and a leader are the difference between themselves in their ability to motivate and encourage others to take action. The best leaders are those who are able to affect business outcomes by change of conduct effectively in the whole company.

Continuous process and spending by companies in their workers would not be a one-time occurrence but it needs influencing. Under the Leadership Development Program with incorporating influence training, companies build on their leadership achievements.

Organizations need to arm leaders with the necessary skills to succeed. Leaders are not only better positioned to influence followers' behavior when successful leadership development strategies are in place, but more open to guidance. The absence of effective leadership can trigger a deceptive effect of high turnover rates, decreased investment returns and low investment performance. Training is essential to develop a leader-focused high-performing organization.

Literature review

Influence happens if the emotions, thoughts or actions of an individual are impaired by others. It represents an essential part of a leader's ability to use power in an organization and maintain respect. The type of peer pressure, socializing, conformity, compliance and persuasion is obvious to influence. Leaders may exert their influence and are critical for those involved in sales, marketing, politics and law.

Researchers found that there are few variations in the way superiors, subordinates, and peers use them, which we will examine more closely later in this research. We will concentrate on nine tactics of influence. Resistance, compliance or commitment is responses to attempts to influence. The resistance arises if the aim for influence is not satisfied and the influence attempt is either passively or actively repelled. Compliance takes place where the target is not necessarily complied with, but is agreed with. Commitment occurs if the purpose does not only embrace but actively support the request. Commitment in organizations, so other people can help to keep their initiatives

alive even after conforming improvements or resistance have been resolved, allows them to achieve things.

1. The use of facts, data and logical arguments to persuade people that your opinion is the correct option requires a **rational persuasion**. This is the most frequently used technique of influence. The strength of reason is shown by an experiment. After joining the lines, people were lined up on a copy machine and another person asked, "Can I go to line head?" Amazingly, 63% of the members of the group decided to allow the applicant to take the lead. When they ask "Can I go to the head of the line because I have the copies to make" when the line jumper makes a small change in the request, the number of those who agreed has risen to 90%. In our organization I, as a manger, asked my team members to give me ideas to handle a problem that we faced, when I said that I need a solution for this problem, few interacted with my order, but when I told them that this problem would affect us in many sides and we need to handle it, almost all the team members started to think mutually and deliver some thoughts. Here comes the power of influence and persuasion.
2. **Inspirational appeals** are supposed to provoke on our values, feelings and convictions to help the request. When President John F. Kennedy said: "Ask not what your country can do for you, ask what you can do for your country," Authentic, personal, thought-provoking and enthusiastic are effective inspirational appeals. During the project period, one of the team members started to have breakdowns, surely from the pressure of the work, here came my role as a manager to experience the power of appeals. I told this member that he is a hard worker and he shall work and to become more experienced and more skilled, then I noticed that he was inspired and started to exert more effort.
3. **Consultation** refers to requesting the assistance of the influence agent to directly influence or intend to influence another individual or group. In organizations and cultures that respect democratic decision-making, consultation is most effective.

I can tell that the greatest thoughts comes from my team members when I ask for their help in any matters. I notice that they try their best to prove themselves when they are asked to enjoy the process of finding solutions.

4. **Ingratiation** means that people feel good about themselves in various ways. Ingratiation involves all kinds of flattery before and after the attempt to influence. Research demonstrates that ingratiation can influence people. The résumés accompanying a cover letter containing gratification information were classified in an abstract analysis, for example, higher than the résumés without such information.

I once told my team member that he was a good thinker and I feel proud when he makes good suggestions. I notices that smile on face and he became more active and hard worker.

5. **Personal appeal** refers to supporting another person because you like them. We like to say yes to people who we know and like. A famous psychological experiment found that in the dorm there were the most common people living in the stairwell, and that those who went into the hall and left them most often saw them. The repeated contact gave a certain wealth of understanding and comfort. Personal appeals with people who know and like you are therefore most successful.
6. **Exchange** means giving and taking, in which someone does something for you, and in exchange you do something for you. The reciprocal rule says "we should try, in kind, to repay what someone else gave us" "(Cialdini, 2000). Implementing the law forces one to owe the giver a debt.
7. **Coalition** techniques are a coalition of people who work together to influence others. Common examples include unions which may threaten to strike if their demands are not met. Coalitions within organizations often benefit from the pressure of peers. The influencer wants to make a case, to persuade others to think, feel or do something, by bringing in the invisible as an ally. This tactic is based on a well-known psychological experiment. They look at the top of a building in the center of a busy street. In just a few seconds, people who walked in a quick stop and look at the top of the building to see what the other people are looking at.

Once there was a problem about a machine in the project site that needs amendments. I asked my team about what can be done in such situation and seek their aid and support. I told them that we have a mission that need to be done. My team started to cooperate and the solutions were given already.

8. **Pressure** means exerting an undue influence on others to do what they want or something unwanted will happen. Often risks and repeated encounters are included before the target is reached. Research shows that low-reference power managers prefer to use pressure more often than those with higher-reference power (Yukl, Kim, & Falbe, 1996). When used in a crisis situation as well as in someone else's best interests, such as taking a staff member to an employee's assistance program to deal with a drug addiction problem, pressure tactics are most successful.

One of my employees started to leave work and come late. I told him if he didn't come in time and didn't care about his work enough, I would apply a penal on him as a warning. And if he didn't take it for serious, he would be suspended.

This tactic made him more responsible and honored his commitment.

9. **Legitimate strategies** take place where the appeal is founded on legitimate authority or power of position. "The power that has been entrusted to me..." This tactics depends on guidelines, legislation and regulations being complied with. It isn't meant to motivate but to unite people behind a direction. Authority compliance is full of both positive and negative images. Granting authority for place, title, knowledge, experience and behavior, and the way it is manipulated is easy to see.

So, we can say that Influencing behavior is not a onetime action, but a continuous process and investment that organizations should make in their employees.

Methodology

We conducted the analytical descriptive approach in our research. We collected data from websites. we conducted a small questionnaire that included some of the leaders of trade companies and organizations. The questionnaire included some questions about how they influence their employees to work hard and be cooperative.

Discussion and results

A leader should use certain influences in an organization in order to encourage people and achieve objectives. Compliance is a means of maintaining order in the working environment, for example, when workers are to comply with the rules laid down by their supervisors. Likewise, identification occurs if people are trying to mimic and follow the behavior of people they want, such as an accomplished co-worker or a trustworthy boss. Appeals occur when workers accept and grow a commitment to a leader's vision and values.

Leaders are using these influences to inspire the conduct and actions necessary for the achievement of tasks and objectives. Individuals vary in their sensitivity to any form of influence. Some employees can care more about what others think of them and can therefore identify the key to their behavior. Some people might want to really believe what they do, so that they try to internalize a number of values to direct them. Sources of influence are all around us in corporations and in other areas of life. In consequence, the way others interact with us and how we see them will affect our actions.

References

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