

Allied Health Media

SpeechPathology.com

If you are viewing this course as a recorded course after the live webinar, you can use the scroll bar at the bottom of the player window to pause and navigate the course.

Allied Health Media

SpeechPathology.com

This handout is for reference only. It may not include content identical to the powerpoint.

Any links included in the handout are current at the time of the live webinar, but are subject to change and may not be current at a later date..

Allied Health Media

SpeechPathology.com

Leadership and the Art of Influencing Others, presented in partnership with Cincinnati Children's

Presenter: Ann W. Kummer, PhD, CCC-SLP

Moderated by:

Amy Natho, M.S., CCC-SLP, CEU Administrator, SpeechPathology.com

Allied Health Media

SpeechPathology.com

SpeechPathology.com Live Webinar

Need assistance or technical support during event?

Please contact
SpeechPathology.com at
800-242-5183

Allied Health Media

SpeechPathology.com

Earning CEUs

- **Log in to your account and go to Pending Courses under the CEU Courses tab.**
- **Must pass 10-question multiple-choice exam with a score of 80% or higher**
- **Two opportunities to pass the exam**

Allied Health Media

SpeechPathology.com

Peer Review Process

Interested in Volunteering to be a Peer Reviewer?

APPLY TODAY!

3+ years SLP Professional Experience Required

Contact Amy Natho at anatho@speechpathology.com

Leadership and the Art of Influencing Others

**Ann W. Kummer, PhD, CCC-SLP
Senior Director**

**Division of Speech-Language Pathology
Cincinnati Children's**

SpeechPathology.com



Financial and Nonfinancial Disclosures

- Employee of Cincinnati Children's
- No other disclosures related to this presentation

SpeechPathology.com

8



Learner Outcomes

As a result of this Continuing Education Activity, participants will be able to:

1. explain the importance of being able to influence others
2. describe the primary sources of power and the key characteristics of effective leaders
3. Describe how to use effective communication strategies to influence others

Outline

- Introduction
- Definitions: Influence, Power, Leader, Leadership
- Sources of Influence and Power
- Characteristics of Effective Leaders
- Building Effective Sources of Power
- Balance in Relationships
- Key to Negotiations
- Summary

Introduction

Introduction

- In SLP training, we are taught to be effective clinicians.
- We are rarely taught how to be leaders and influence others.

Introduction

- Why is it important to have leadership skills when you are a clinical SLP?
- Why is it important to be able to influence others?

Introduction

- Ability to lead and influence others is a key skill for our profession, regardless of a person's position
 - Clinical situations: patients and family members
 - Supervisory situations: employees and students
 - Professional situations: colleagues and coworkers

Definitions: Influence, Power, Leader, Leadership

Influence

Definitions:

- The act or **power** of indirectly affecting a person or course of events, without apparent exertion of force
- The **power** or capacity of causing an effect in indirect or intangible ways
- The **power** to change or affect the way a person thinks or acts
- The **power** to cause a change in the character, thought, or action of others

Influence

- Is morally neutral (can be used for good or evil), but it always involves a relationship and results
- Is important for organizations because it helps to create behaviors to achieve their vision and goals
- Is important for SLPs and those in healthcare because it helps to create patient/family compliance to recommendations

Influence

- ***How to Win Friends and Influence People*** by Dale Carnegie, first published in 1936
- One of the first best-selling self-help books ever published
- Sold over 30 million copies world-wide in first printing
- in 2011
- In 2011, was named #19 on *Time Magazine's* list of 100 most “influential” books

Power

Definitions:

- The ability to **influence** others to perform, behave or accomplish tasks in a certain way
- The **influence** that a person or organization has over other people or organizations to behave in a certain way or do certain things

Leader

Definitions:

- A person who is able to **influence** others to do certain things or achieve certain goals by following his/her direction (**lead**)
- A **powerful** person who controls or **influences** what other people do
- One who has **influence** or **power**

Leadership

Definitions:

- A process by which a **leader influences** others to accomplish an objective or perform a task
- **Influencing** or directing others to follow a certain direction

Leadership

- Leadership is not job-specific; instead it is situation-specific
- Leadership changes with a change in the situation

Situational Leadership

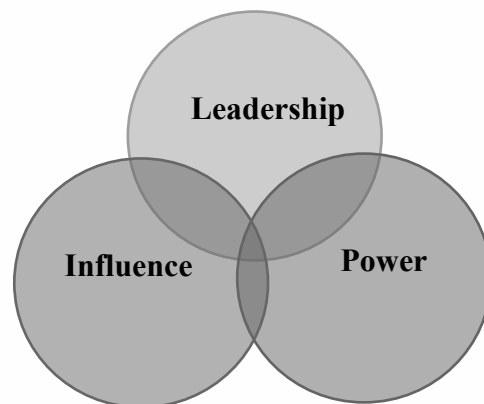
- Despite our formal role in an organization, we are all leaders in different situations
 - A department director
 - A student supervisor
 - A mentor of new colleagues
 - A committee chair
 - An advocate for legislative change
 - An SLP clinician and “leader” in the patient’s plan of care
 - A parent

Summary: Influence, Power, Leader, and Leadership

- Leaders of any situation need influence and power
- Leadership is dependent on influence and power
- People who have influence and power in a given situation are leaders

Summary: Influence, Power, Leader, and Leadership

Inter-Relationship between Leadership, Influence, and Power



Sources of Power

Exercise

- Think of a person who is an effective leader in your workplace
- Write down a list of adjectives to describe that person

Five Sources of Power

1. Legitimate (Position) Power
2. Reward Power
3. Coercive (Punishment) Power
4. Expert Power
5. Personal Power

Legitimate (Position) Power

- Leader's position in the organization
- Leader's level of authority that is inherent in that position
- Being the supervisor or "boss"

Legitimate (Position) Power

- Example: A policeman has the authority (position power) to make you do what he says in certain situations

Reward Power

- Leader's ability to give something of value
 - Tangibles: salary, benefits, promotion
 - Intangibles: recognition, respect, special privileges

Reward Power

- Example: Vendors use reward points to influence your buying decisions
- Example: Teachers use rewards to influence the work of their students

Coercive (Punishment) Power

- Leader's ability to take something of value away
 - Tangibles: no raise, loss of job
 - Intangibles: loss of privileges, respect or status

Expert Power

- Leader's knowledge, skill, and expertise so that others have confidence in the leader's ability
- The amount of power is related to the level of expertise
- Followers want to have confidence in the leader's ability in the leadership situation

Personal Power

- Leader's charisma and personal characteristics
- Relates to the likeability of the leader
- Determined by the leader's emotional intelligence

Sources of Power

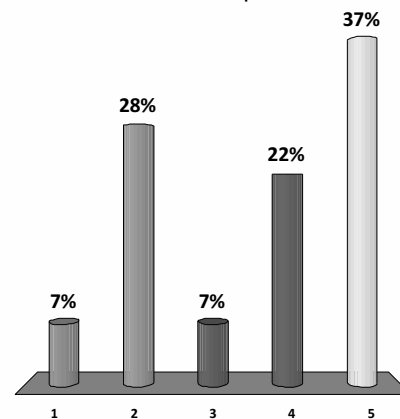
What are the most effective sources of power?

1. Legitimate (Position) Power
2. Reward Power
3. Coercive (Punishment) Power
4. Expert Power
5. Personal Power

ASHA HC and BI: 2013

What are the two most effective sources of power?

1. Legitimate power
2. Reward power
3. Coercive power
4. Expert power
5. Personal power



Most Effective Sources of Power

- Power is best obtained by making followers WANT to be influenced
- People want to be influenced by those who have the following:
 - Personal power
 - Expert power

People Who Have Power/Influence

- Priests or clergy
- Teachers
- Experts
- Friends
- Celebrities
- Sports heroes
- Doctors
- Mechanics
- Parents
- Financial counselors

People Who Have Power/Influence

- Priests or clergy
- Teachers
- Experts
- Friends
- Celebrities
- Sports heroes
- Doctors
- Politicians
- Parents
- Financial counselors
- They are liked (personal power) and/or have expertise.

Personal Power/Influence

Loss of Personal Power/Influence

Least Effective Sources of Power

- Legitimate (position) power
- Coercive (punishment) power

Least Effective Sources of Power

- Just being the “boss” doesn’t get you much power

Characteristics of Effective Leaders

Characteristics of Effective Leaders

- Covey (2000) surveyed 54,000 people about characteristics of effective leaders
- Most frequent characteristics, in order of frequency:
 1. Integrity (personal power)
 2. Communication (personal power)
 3. People orientation (personal power)
 4. Vision (expert power)
 5. Caring (personal power)

Characteristics of Effective Leaders

Predictors of Employee Satisfaction in an Organization (Hay, 2004)

- Two most important qualities in the leader:
 - Confidence in ability (expert power)
 - Trust (personal power)

Characteristics of Effective Leaders

- A review of the literature shows 3 categories:
 - Competence and drive (expert power)
 - Character (personal power)
 - Relationship orientation (personal power)

Competence and Drive (Expert Power)

- Shows the knowledge and skills to get the job done
- Is ambitious, achievement-oriented assertive, decisive, and committed
- Is a problem-solver
- Is a visionary and is forward-thinking
- Takes initiative and risks
- Demonstrates a desire to make a difference
- Shows passion for the mission and vision

Character (Personal Power)

- Admits mistakes and apologizes
- Has extreme humility and modesty
- Has a personal and organizational code of ethics
- Doesn't use power for selfish purposes
- Is a role model of behavior
- Is genuine and candid
- Shows integrity, honesty and trustworthiness

Character (Personal Power)

Leadership requires ethical behavior when others aren't looking.

Relationship Orientation (Personal Power)

- Shows respect and concern for others
- Recognizes the contributions of others
- Shows confidence in the ability of others
- Gives frequent positive feedback
- Is empathetic and supportive
- Doesn't take advantage of others
- Empowers others and delegates
- Works well with others on the team

"And this is you Fred, because no one wants to work with you."

Building Effective Sources of Power

Building Expert Power

- Increase your “IQ” for the job or task
 - Find a mentor
 - Acquire new competences
 - Take a course
 - Obtain an additional degree
 - Ask for feedback
- If you are a manager or director, continue to provide some clinical care

Building Expert Power

- Make it, don't fake it!!!
 - Be humble
 - Admit what you don't know
 - Be honest

Building Personal Power

- Increase your "EQ"
- **Emotional intelligence:** "The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships" (Daniel Goleman)

Aspects of Emotional Intelligence

1. Self-awareness

- Recognize your emotions and how they affect your thoughts and behavior
- Know your strengths and weaknesses
- Have self-confidence, but be realistic

Aspects of Emotional Intelligence

2. Self-management

- Control impulsive feelings and behaviors
- Manage your emotions in healthy ways
- Follow through on commitments
- Adapt to changing circumstances

Aspects of Emotional Intelligence

3. Social awareness

- Understand the emotions, needs, and concerns of other people
- Pick up on emotional cues
- Feel comfortable socially
- Recognize the power dynamics in a group or organization

Aspects of Emotional Intelligence

4. Relationship management

- Know how to develop and maintain good relationships
- Communicate clearly
- Inspire others
- Work well in a team
- Manage conflict

Learn to Become More Likeable

- We prefer to comply with the requests of people we like (personal power)
- To use emotional intelligence to influence others, we need to learn to become more likeable

Learn to Become More Likeable

- Show that you care about the other person
- Listen and take an interest in the other person

Learn to Become More Likeable

- Be friendly
- Be positive, cheerful, optimistic, and enthusiastic

Learn to Become More Likeable

- Notice what the person does well, and comment on it
- Develop the habit of giving sincere and frequent compliments
- Thank people often

Learn to Become More Likeable

- A large survey by *Maritz Incentives, St. Louis 2003*, 55% of employees said they were never or rarely thanked by their boss.
- We like (and therefore are more influenced) by people who thank us.

Behaviors that Threaten Likeability (and thus Influence)

- Arrogance
- Self-promotion
- Volatility
- Explosiveness
- Impulsivity
- Defensiveness
- Uncaring attitude

Behaviors that Threaten Likeability (and thus Influence)

- Negative attitude
 - Degrades likeability (personal power)
 - Degrades confidence (expert power)

Appearance and Influence

- It's not fair– but people judge you by your appearance

Butch Idontgiveadam, MA, CCC-SLP

Barbie Whatsinitforme, MA, CCC-SLP

Appearance and Influence

- Dress for Success by John T. Molloy was published in 1975
- The Women's Dress for Success Book by John T. Molloy was published in 1977
- Both were about the effect of clothing on a person's success in business and personal life
- Both were bestsellers

Appearance and Influence

- Well-dressed people are perceived as more:
 - Intelligent
 - Productive
 - Responsible
 - Honest
 - Serious about their jobs
- Well-dressed people are more influential

Body Language

- Use positive body language
 - Lean forward
 - Maintain eye contact
 - Smile

Balance in Relationships

Balance in Relationships

- In all relationships, there is a mutual dependency and certain expectations of each other
- Both parties want or need something from the other
 - Husband-Wife
 - Friend-Friend
 - Leader-Follower
 - Boss-Subordinate
 - Professor-Student
 - Clinician-Client

Balance in Relationships

- The “gives” and the “takes” are called “exchanges”
- For the relationship to be successful, there needs to be equity and balance in these relationships

Balance in Relationships

- The leader is dependent on the employee to do quality work
- The employee is dependent on the leader for rewards (pay, benefits, recognition, etc.)

Lack of Balance in Relationships

- Lack of balance in the exchanges will upset the relationship
- Win-lose relationships will ultimately fail

Lack of Balance in Relationships

- The “loser” will ultimately end the relationship
 - Boss will fire employee
 - Employee will leave

Balance in a Work Setting

- The leader's job is to make the employee happy.
- The employee's job is to make the leader happy.
- The relationship is balanced when everybody's happy.

Servant Leadership Model



Servant Leadership Model

- If serving others is below you,
then leadership is beyond you.

The Power of Servant Leadership

- Begins with humility and the desire to succeed for the team and not for oneself
- Increases personal power, and thus influence



Leading Up

- Leading your organization from the middle
- You lead from the perspective of a CEO but with the authority of a middle manager

Leading Up

“Leading from middle requires [the leader] to develop spheres of *influence* within which one is perceived as a person who is *accomplished, capable, and trustworthy*.”

Lead your Boss: The Subtle Art of Managing Up, by John Baldoni

How to Lead Up

- Take initiative
- Be a problem-finder... and a problem-solver
- Think strategically
- Engage employees so they feel they are making a positive contribution
- Be “low maintenance”
- Make your boss look good

Key to Negotiations

Key to Negotiations

- Research the facts to anticipate the needs, concerns, and views of the other person
- Consider what the person wants from you and what you are willing to give

Key to Negotiations

- Most importantly, aim for a win-win solution
- Think about the following:
 - What do I ideally want?
 - What am I willing to accept that's less than ideal?
 - What does he/she want?
 - What motivates him/her?

Key to Negotiations

- Use creativity to find options so that there is a balance in the exchange
 - Can you help the other person to profit from your relationship or negotiation?
 - Can you make the other person's job easier?
 - Can you help the other person appear better in the eyes of his/her superiors?

Key to Negotiations

Use active listening:

- Focus on the other speaker
- Empathize
- Acknowledge
- Don't interrupt
- Ask questions
- Paraphrase

Key to Negotiations

- Look professional
- Be likeable and friendly
- Pay attention to the other person's concerns
- Don't lie or exaggerate
- Be fair
- Focus on your goals, not on "winning" or "losing"

Key to Negotiations

- Be assertive, not aggressive
- Assertive:
 - Being confident and direct in claiming one's views
 - Recognizing and respecting the viewpoints of others
- Aggressive:
 - Trying to win at any cost
 - Advancing only one's personal agenda
 - Being forceful, hostile, or attacking

Key to Negotiations

Why not a win-lose?

- Negatively affects the relationship for the future
- Destroys good will
- Provokes anger, resentment, and retaliation

Summary

Summary

- Power and influence are essential for leadership and working with and through others
- Important in professional, clinical, and even personal situations

Summary

- Most effective sources of power are:
 - Expert Power
 - Personal Power
- Influence requires a balance in relationships

Summary

Quotes from the Business World:

The key to successful leadership today is influence, not authority.

Ken Blanchard

Aspiring leaders would do well to stop focusing on control and figure out how to expand their influence.

Michael Hyatt

Leadership is not about titles or positions. It is about one life influencing another.

John C. Maxwell

How to Win Friends and Influence People by Jim Rohn

<http://www.youtube.com/watch?v=JSioEwnhPKA>

SpeechPathology.com

99




Video

SpeechPathology.com


100



Resource



Sign up now for
updates and SLP tools
from Cincinnati Children's
Division of Speech-Language Pathology



[Learn More](#)

Link: <https://viablesynergy.wufoo.com/forms/s3q62e1k51n5v/>