



## Essential Leadership Tool: The Use of Influence

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# Objectives

- Describe how the use of influence and emotional intelligence are key strategies for personal and organization success
- Practical application of influence and emotional intelligence in the workplace
- Identify how leadership style effects work environment, outcomes and employee engagement

# What type of leader are you?

## Transformational/Servant



## Transactional/Authoritative



# Transformational Leadership

- Leading people where they need to be, not necessarily where they want to go.
  - Model the way
  - Inspire shared vision
  - Challenge the process
  - Enable others to act
  - Encourage the heart



# Transactional



- Provides rewards for success
- Provides “punishment” when outcomes not met
- Hands off approach
- Uses negative reinforcement to influence

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**Leadership is a process**

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**Leadership involves influence**

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**Leadership occurs in groups**

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**Leadership involves common goals**

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**It is available to anyone – does not  
require title**

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**A phenomena that occurs in  
interactions between leaders and  
followers**

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**Innate vs. Learned Behaviors**

# Leadership: Assigned vs. Perceived

## Assigned

- Based on position
  - ❖ Team Leaders
  - ❖ Department Heads
  - ❖ Directors

## Perceived

- Emerges over time through interactions
  - ❖ Professional Competence
  - ❖ Seen as likeable
  - ❖ Engaging

# What is Influence and Who is Influential

## Influence

- The ability to change others' beliefs, attitudes and actions

## Influential

- Who **Inspired, Believed In** and **Encouraged** You?
- What about them made you want to follow them?

# Traits of Influential Leaders

- Kind and Considerate
- Competent
- Honest
- Respectful
- Trustworthy
- Self Aware
- Collaborative
- Form Connections
- Charismatic
- Empathetic
- Approachable



Influencing people is about understanding *yourself* and the effect or impact you have on others.



## What Does The Mirror Say

- How do you perceive yourself
- How do others perceive you
- What can I learn from my behavior today
- What is important to me



# How do you Influence People?

- Truly excellent influencing skills require a healthy combination of [interpersonal](#), [communication](#), [presentation](#) and [assertiveness](#) techniques.
- Influencing people is about being able to move things forward, without pushing, forcing or telling others what to do.

## How do you Influence People?

- **Trust** - Only when a co-worker trusts you will he or she be open to your influence
- **Consistency** - Execute a consistent style of leadership, setting consistent expectations, communication style
- **Integrity** - Motivated by organizational values, people will trust that your ideas are solid and reliable as an extension
- **Confidence** - present your thoughts and ideas with a high degree of confidence not to be mistaken as arrogance

# How do you Influence People?

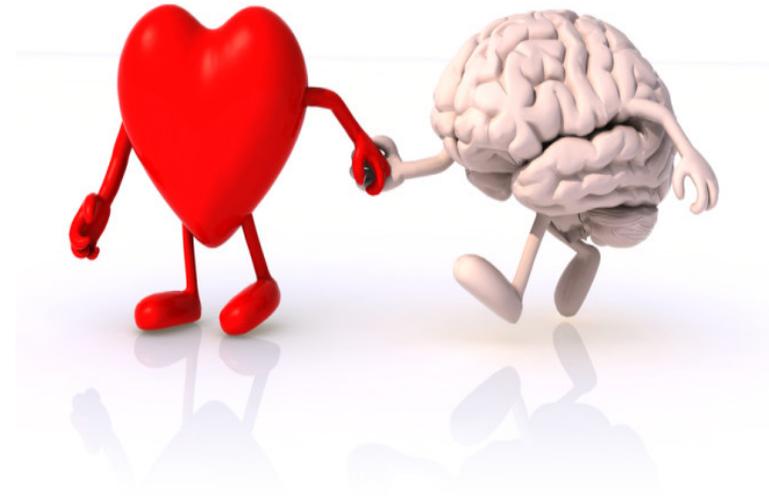
- **Why** – Understanding the “why” helps people connect to the purpose
- **Listen** – Get concerns on the table early, encourage others to speak up. Respect and acknowledge feedback
- **Flexibility** – Hold firm to your belief but be open to mutually acceptable solutions
- **Personal Connections** – Builds teamwork and partnerships

# What *Not* To Do

- Lack of Transparency
- Behaviors inconsistent with statements, values, organizational beliefs
- Display aggression (when assertiveness crosses the line)
- Closedminded to others thoughts or opinions
- Displaying negative emotions



# Influence and Emotional Intelligence



# Emotional Intelligence

- Ability to monitor one's self and others' feelings and utilize this information to guide thoughts, actions, expressions in response to situations

READING THE ROOM



# Emotional Intelligence – Self Awareness

- Understanding Yourself Is The Key
  - ❖ What motivates you
  - ❖ What are your triggers
  - ❖ How do you respond in stressful situations
  - ❖ What is your body language saying to people
  - ❖ What is your communication style

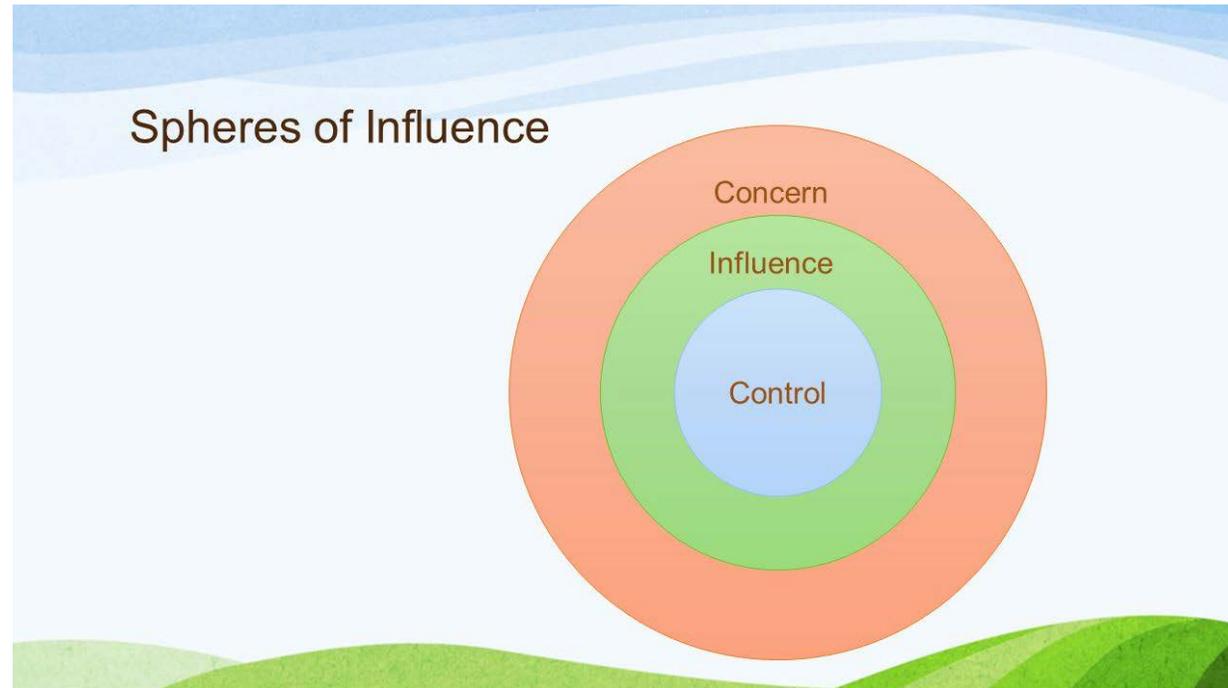
## MANAGING YOUR EMOTIONS



# The Emotional Hijack

- When the feeling side of our brain is triggered
  - Ability to apply logic and reason decreases by 75%
  - Can take up to 20 minutes to recover.....
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- You have lost the audience, and credibility resulting in the intent or message to not be received by others.

# Influence Limits



# Emotional Intelligence – Reading the Room

- Everyone has a story.....



# Actions Speak Louder Than Words

- Eye signals
- Facial signs
- Body language
- Where are people sitting
- Who are they sitting with



## Presenting the Proposal – Logical Appeal

- Present the best course of action based on organizational benefits
- Taps into peoples' reason and intellect
- Use facts, evidence, feasibility, and importance
- Explain clearly and logically why this is the plan
- Know what points may be challenged and how to deal with them (ie: time, resources)





## Presenting the Proposal – Cooperative Appeal

- How can the audience be involved in process design
- What are their ideas
- Let the group be part of the decision making
- Builds better connections
- If they are part of the conversation the more likely they will “buy in”

## Presenting the Proposal – Emotional Appeal

- Connects your ideas to organizational or individuals goals and values
- Describe the proposal with enthusiasm
- How will this benefit them
- “What is in it for me”





## Presenting the Proposal – Be Prepared

- What are the perceived barriers
- Who will commit early, who will take time to convince
- What if the group just says “NO”
- Anticipate the questions and have the answers
- If you don't have an answer do not get “flustered” or defensive. Go back to the “Why”
- Keep the group on task

## Use Caution – What Influence Should Not Be

- Influencing others for personal gain
- **Coercion**
  - ❖ Using force, punishment or negative rewards
- Leaders who use coercion are not interested in the goals or best interests of the team.



## Influential Leadership: Impact to Work Environment

- High performing organizations
- Culture of patient safety
- Positive work environment
- Creates a sense of value





# TEAMWORK

Together Each Achieves More



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Thank You