

Use of Power Influence Strategies DEFINED

INFLUENCE STRATEGY	DEFINITION
Rational Persuasion	Use of logical arguments and factual evidence
Inspirational Appeal	Appeal to values, ideals, or aspirations to arouse enthusiasm
Consultation	Seek participation in planning a strategy, activity or change
Ingratiation	Attempt to create a favorable mood before making a request
Exchange	Offer an exchange of favors, share of benefits, or promise to reciprocate at a later time
Personal Appeal	Appeal to feelings of loyalty or friendship
Coalition	Seek aid or support of others for some initiative or activity
Legitimizing	Seek to establish legitimacy of a request by claiming authority or by verifying consistency with policies, practices, or traditions
Pressure	Use demands, threats, or persistent reminders

Source: Adapted from Yukl, G., Guinan, P. and Sottolano, D. (1995) "Influence tactics used for different objectives with subordinates, peers and superiors." *Group & Organization Management*. **20**(275).