

Using Personal Power to Make an Impact

Types of Influence Tactics

The **Power Use Model** predicts someone's choice of influence tactics in terms of its "softness" versus "hardness." This dimension is defined in terms of how much freedom a tactic leaves the person to decide either to yield or to resist the influence attempt. Hard tactics leave individuals less freedom than soft tactics. Hard tactics include "exchange," "legitimizing," "pressure," "assertiveness," "upward appeal" and "coalitions." These behaviors are perceived as more forceful and push the person to comply. Soft tactics, on the other hand, are influence behaviors which are considered thoughtful and constructive. Soft tactics include "personal appeal," "consultation," "inspirational appeal," "ingratiation" and "rational persuasion."

Soft tactics allow the person to be influenced with more latitude in deciding whether or not to accept the influence than do hard tactics. Hard influence tactics can place more strain on the relationship between the influencing person and the target, especially when the action was unwarranted.

Influence tactics can also be divided into "push" and "pull" tactics. Both categories can get results. Push tactics tend to get short-term results, while pull tactics garner support rather than compliance.

Researchers disagree over the exact number of tactics. However, the following table gives a definition for the most common tactics and the effectiveness of their use.

Ingratiation
Pressure
Consultation
Legitimizing
Inspirational appeal
Exchange
Rational persuasion
Assertiveness
Coalitions
Personal appeal
Upward appeal

Source: **Eleven Influence Tactics:**
University of Nebraska

<http://extensionpublications.unl.edu/assets/pdf/g1695.pdf>

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Tactic	Definition	Effectiveness
	Behavior includes demands, threats or intimidation to convince others to comply with a request or to support a proposal.	
	Behavior includes repeatedly making requests, setting timelines for project completion or expressing anger toward individuals who do not meet expectations.	
	Behavior seeks to persuade others that the request is something they should comply with given their situation or position.	
	Behavior seeks the aid of others to persuade them to do something or uses the support of others as an argument for them to agree.	
	Behavior makes explicit or implicit a promise that others will receive rewards or tangible benefits if they comply with a request or reminds others of a favor that should be reciprocated.	
	Behavior seeks the approval/acceptance of those in higher positions within the organization prior to making a request of someone.	
	Behavior seeks to get others in a good mood or to think favorably of them before asking them to do something.	
	Behavior uses logical arguments and factual evidence to persuade others that a proposal or request is viable and likely to result in task objectives.	
	Behavior seeks others' compliance to their request by asking a "special favor for them," or relying on interpersonal relationships to influence their behavior.	
	Behavior makes an emotional request or proposal that arouses enthusiasm by appealing to other's values and ideals, or by increasing their confidence that they can succeed.	
	Behavior seeks others' participation in making a decision or planning how to implement a proposed policy, strategy or change.	

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