Today’s Presenters

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Endorsed By Senior Leadership

- Communications about data use and trainings came from Chancellor’s office
- Chancellor kicked off training sessions, provided signal value to participants

Influenced By Super-User Group

- 7 associate deans
- Met monthly to explore new uses of data
- Selected specific use cases, brought back to peers for input

Associate dean in the College of Business became an effective influencer, addressing pushback of Health and Education College peers

Key Takeaways

1. Visionary leadership must be cast from the top
2. Influence is a powerful and essential skill for changing culture
What is Influence?

_Influence: To induce another into action_

**In the Moment**

- Combining power and motivation

**Strategic**

- Building relationships
The Archimedean Point

Departments Are the Fulcrum for Every Major Change Initiative

Key Decisions Effectively Controlled by Departments:

- Hiring
- Tenure and promotion
- Workload and releases

- Majors
- New program launches

- Course redesign
- Online courses

- Faculty
- Curriculum
- Program Offerings
- Student Success
- Pedagogy
- Space

- Major requirements
- Course offerings
- Gen ed component

- Major advising
- Credit transfer into major

- Course scheduling
- Faculty offices

Provosts and Deans

“I can’t do anything if the faculty won’t go along with it.”

Department Chairs

“I don’t get to make any decisions.”

Source: EAB interviews and analysis.
Three Principles of Effective Influence

1. No single approach works: Use power and motivation
2. Know the individuals in your network
3. Strengthen relationships in advance of need
Principle 1: No single approach works: Use power and motivation

**Use All Tools at Your Disposal**

**Push of Power**

*The ability to compel someone to act*

- Hard
  - Sanctions
  - Mandates
  - Tenure
  - Access
  - Information

- Soft

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**Pull of Motivation**

*Strategies that entice others to want to act*

- Hard
  - Money
  - Promotions
  - Improved Environment
  - Growth Opportunities
  - Allegiance

- Soft
Principle 1: No single approach works: Use power and motivation

“Push” Techniques

**Authority and Resources**
- **Formal title**
  Amplified by ability to impose consequences
- **Access to valuable resources**
  Amplified by having control over scarce resources
- **Ability to leverage institutional policies**
  Amplified by having keen understanding of organizational norms

**Knowledge and information**
- **Technical proficiency**
  Amplified by recognition for mastery
- **Institutional knowledge**
  Amplified by political savvy
- **Possession of information**
  Amplified by analytical ability

**Credibility and Trust**
- **Gravitas**
  Amplified by track record
- **Altruism**
  Amplified by reputation
- **Trustworthiness**
  Amplified by respect and confidence
### The “Pull” of Motivation

#### Beyond Maslow’s Hierarchy of Needs

**Using the carrot and stick**

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td><strong>Broad Benefit</strong>&lt;br&gt;Partner recognizes “big picture” benefit of agreeing to what is being asked&lt;br&gt;Rally leaders around students’ best interests&lt;br&gt;Show how current operations are harming departmental efficiency</td>
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<tr>
<td>2</td>
<td><strong>Partnerships</strong>&lt;br&gt;Partner is motivated by the effect on personal connections&lt;br&gt;Share your knowledge with a partner&lt;br&gt;Explain frustration and disappointment with non-compliance</td>
</tr>
<tr>
<td>3</td>
<td><strong>Individual Interest</strong>&lt;br&gt;Partner is motivated by arguments that affect them personally&lt;br&gt;Offer reward or compensation&lt;br&gt;Threaten consequences</td>
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</table>

**Accentuate an attractive offer**

**Degrade the alternatives**
### The Intersection of Power and Motivation

<table>
<thead>
<tr>
<th>Power Source</th>
<th>Motivation Source</th>
<th>Influence Strategy</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Authority and Resources</td>
<td>Broad Benefit</td>
<td><strong>Legitimizing</strong></td>
<td>Explicitly referencing either the scope of authority or institutional protocols</td>
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<tr>
<td></td>
<td>Partnerships</td>
<td><strong>Directing</strong></td>
<td>Using directive and matter-of-fact communication; an order</td>
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<tr>
<td></td>
<td>Individual Interest</td>
<td><strong>Exchanging</strong></td>
<td>Request based on a giving and levying of benefits, favors, and punishments</td>
</tr>
<tr>
<td>Knowledge and Information</td>
<td>Broad Benefit</td>
<td><strong>Factual Reasoning</strong></td>
<td>Using reason, data, factual information to support a request</td>
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<tr>
<td></td>
<td>Partnerships</td>
<td><strong>Collaborating</strong></td>
<td>Working together with the partner to achieve the desired result</td>
</tr>
<tr>
<td></td>
<td>Individual Interest</td>
<td><strong>Coaching</strong></td>
<td>Inspiring partner behavior by setting an example or demonstrating how something is done correctly</td>
</tr>
<tr>
<td>Credibility and Trust</td>
<td>Broad Benefit</td>
<td><strong>Appealing to Vision and Values</strong></td>
<td>Playing on feelings of loyalty to the institution’s expected goals and commitments</td>
</tr>
<tr>
<td></td>
<td>Partnerships</td>
<td><strong>Aligning</strong></td>
<td>Basing a request on a personal friendship/association with the team member</td>
</tr>
<tr>
<td></td>
<td>Individual Interest</td>
<td><strong>Advising</strong></td>
<td>Guiding a partner with limited room for noncompliance</td>
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</tbody>
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Plotting Your Path of Influence

Scenario #1

1. LEGITIMIZING
2. DIRECTING
3. COLLABORATING

Scenario #2

1. APPEALING TO VISION AND VALUES
2. ADVISING
3. COACHING

Influence Strategies
- Legitimizing
- Directing
- Exchanging
- Factual Reasoning
- Collaborating
- Coaching
- Appealing to Vision & Values
- Aligning
- Advising
Factors that Undermine Effectiveness

Caveats

**Perception is reality**
Partner must recognize you have power or perceive value in what you are offering

**Beware of overreliance**
Being dependent on any one power source will limit the scope of who you can influence. What motivates someone today might change over time

**Expectations quickly reset**
“One time” offers can easily become the standard expectation if repeated often

**Relevance is key**
Effectiveness of power and source of motivation is situationally different

**Always follow through**
Failure to deliver erodes future strength of power
Principle 2: Know the individuals in your network

Who Do I Influence?

Weak relationships in any category result in inefficient work, unpredictable outcomes, and increased time spent negotiating conflicts.
Principle 2: Know the individuals in your network

Dr. Jacobson’s Influence Network

Weak relationships in any category result in inefficient work, unpredictable outcomes, and increased time spent negotiating conflicts
Assess Strength of Current Relationships

Gauging Strength Key to Assessing Current State

**Limited Relationships**
- Little to no prior involvement
- Superficial, civil interaction
- Uncertainty about how individuals will react to attempted influence

**Strong Relationships**
- Regular interactions over time with ongoing maintenance
- High likelihood of getting other’s cooperation
- Good insight into other’s individual concerns; your power are well recognized

**Exceptional Relationships**
- Frequent interactions over time with successful maintenance
- Certainty of other’s willingness to sacrifice their time and effort to fulfill your requests – even acting against their immediate self-interest
- Certainty of cooperation with little or no explanation needed, i.e., often receiving benefit of the doubt

Number of People

Limited | Strong | Exceptional
Principle 3: Strengthen relationships in advance of need

Build Relationships Before They are Needed

- **Relationship Strength**
  - **Time**
  - **Time of Need**

- More likely to be successful
- Trying to build relationship in moment of need is too late