

# Empowering Influencing Others

MGMT 500  
Session 8

## Agenda

- Unfinished business
- How to empower others
- Influence tactics

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## **Burger King will stick with flame-broiled meat, not feet**

By Elaine Walker

*Knight Ridder Newspapers*

More than 100 members of Burger King's marketing department walked barefoot over an 8-foot strip of glowing, white-hot coals as part of a corporate bonding experience at the Ocean Reef Club in Key Largo, Fla.

Firewalking was supposed to show them that by reaching beyond their limits, they could achieve things they never thought possible. Instead, about a dozen employees suffered at least first- and second-degree burns on their feet.

"We certainly didn't intend for that to happen," Burger King spokesman Rob Doughty said.

One woman was taken to an emergency room Wednesday night and the company brought in a doctor to treat the others, whose feet were blistering. Some were in such pain they used wheelchairs the next day when they went to the airport to leave for another team retreat.

Everyone who participated was required to sign a waiver acknowledging there was the possibility of getting burned.

"You're walking over hot coals, and something can happen," said Robert Kallen, owner of The Achievement Group, which ran the event for Burger King. "The majority of the people get through it without a nick or a blister. When you see over 100 people and only 10 to 15 people have blisters, I don't term that unusual. "I wish it didn't happen," said Kallen, who has been firewalking since 1992 and operates his company from Philadelphia and Miami Beach. "Some people just have incredibly sensitive feet."

Despite the injuries, Burger King executives termed the event a success.

"It was a great experience for everyone," said Dana Frydman, vice president of product marketing for Burger King and of the event. Although Frydman was injured, she has no regrets.

"It made you feel a sense of empowerment and that you can accomplish anything," said Frydman, who was in Memphis on Friday for the second half of the retreat. She said the pain in her feet had subsided. "It's really about mind over matter."

Still, Burger King said it will no longer have firewalking.

## Giving up Power: The Art of Empowerment

– Why are we reluctant to empower?

## Effects of Empowering Others

- Higher involvement, persistence
- Increased self-efficacy
- Increased feeling of control
- More confidence
- More effort expenditures
- Trust
- Satisfaction from self-determination, choice, personal control, meaningful work

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## What are the characteristics of an empowering manager?

- What you are building in your people:
  - Self-efficacy, self-determination, accountability, meaningfulness of work, trust
- Empowerment is built through:
  - Vision & goals, personal mastery experiences, support, emotional arousal/incentives, information & feedback, providing resources, experiencing outcomes, being a positive role model
- Believe in others' capability, treat them with respect and dignity, give them opportunities to learn, grow and be challenged.

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## Empowerment Summary

### • Articulate a Clear Vision & Goals

- Clarify impact on the ultimate customer
- Create a picture of desired future
- Foster attributes of recreation in work: clear goals, scorekeeping, effective feedback systems, out-of-bounds behavior
- Use word pictures and emotional language to describe the vision
- Identify specific targets and strategies that will lead to the vision
- Establish SMARTER goals.
- Associate vision & goals with personal values

### Foster Personal Mastery Experiences

- Break apart large tasks
- Build history of success with simple tasks first
- Highlight/celebrate small wins
- Incrementally expand job responsibilities
- Give increasing responsibility to solve problems

### Model Successful Behaviors

- Demonstrate successful task accomplishment
- Point out others who have succeeded
- Facilitate interaction with other role models

### • Provide Information

- Provide all task-relevant information
- Provide technical info and data
- Provide cross-unit & functional data
- Provide access to info/people with senior responsibility
- Provide access to info from its source
- Clarify effects of actions on end users

### • Provide Resources

- Provide training & development
- Provide technical and admin support
- Provide time, space, equip, \$, people
- Ensure access to relevant information
- Find a coach and/or mentor
- Provide more budget authority

### • Provide Support

- Praise, encourage, express approval, reassure
- Send letters or notes to family/co-workers
- Regularly provide feedback
- Foster informal social activities to build cohesion
- Supervise less closely and allow some time slack
- Hold recognition ceremonies

- **Connect to Outcomes**
  - Measure effort, effects and outcomes
  - Create opportunities for task identity by allowing completion of a whole task
  - Provide immediate, direct feedback
  - Directly connect with customers or other users of team's output
- **Arouse Positive Emotions**
  - Foster activities to progress through storming stage
  - Periodically send lighthearted messages
  - Use superlatives in giving feedback
  - Highlight compatibility between personal values and organizational values, mission, purpose, goals
  - Be reliable and consistent
- **Create Confidence**
  - Be competent and show expertise
  - Be open and honest
  - Be caring and show personal concern
  - Be fair and equitable

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## Influencing Others

- **What are ways that you get people to do things you'd like them to do?**
  - Typical actions involve:
    - Asking
    - Coaxing
    - Pleading
    - Bribing
    - Coercion
    - Threats
    - Going above

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## Cialdini's Influence Strategies

- The rule of RECIPROCITY
  - People say YES to those they owe.
  - Moment of power: Rejection then retreat
    - Saying no makes people uncomfortable
    - Present the most costly option first
  - Losing the moment: “Oh, it was nothing”

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## Rule of Scarcity

- People want what they do not have
  - Present what you want as *opportunity* that others do not have
  - Set deadlines
  - Make the offer exclusive: “I’m only offering this to *you*”

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## Consensus

- The power of the crowd
- Most influential:
  - Under conditions of uncertainty
  - When they are similar to you/leader/others around them

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## Liking

- People say yes to those they know and like
  - The importance of a solid relationship, frequent interactions
  - Build those reciprocity credits
  - Emphasize your similarity
  - Make compliments
  - Be cooperative
  - Be attractive: halo effect
  - smile, friendly behavior

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## Expertise & Trustworthiness

- People comply with authority
  - Build authority not by coercive power but by
    - Knowledge & expertise
    - Trust
  - Conveying authority & trustworthiness
    - Credentials
    - Symbolically
    - Acknowledging weak arguments up front

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## Consistency

- People have a desire to look consistent through their words, beliefs, attitudes and deeds
- Actions that stem from internally motivated sources are not coerced
  - Make beliefs, attitudes, commitments public (i.e. team contract)
  - Involvement, effort, activity
  - Ask for a commitment: verbal, written

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## Additional Resources

- Cialdini (2001). Influence: Science and practice.
- Cohen & Bradford (1990) Influence without authority.
- How to lead when you're not the boss. Harvard Management Update. Article reprint # U0003a.
- Billington (1997). The fundamentals of managing up. Harvard business review.

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