

APP Leadership Training

Adapted from Stanford University's
APP Continuing Education

Power & Influence

- Learning Objectives

1. Understand the role of power in driving meaningful change within organizations and communities.
2. Learn how to adapt and employ different influence strategies based on the audience and organizational context.

Traditional Rules for Exercising Power

- Meter resources
- Shape behaviors through rewards and punishments
- Advance on multiple fronts
- Remove rivals - nicely, if possible
- Don't draw unnecessary fire
- Use the personal touch
- Persist
- Make important relationships work - no matter what
- Make the vision compelling

Fundamentals of Power

- Hierarchy
 - Fundamental organizing principle of organizational systems
- Perceptions of Competency
 - Warmth vs Competence Paradox
 - Anger & Power
- The Self-Enhancement Motive

Unchanging Social & Organizational Dynamics

- “US” vs “THEM”
 - Importance of similarity
 - You are more likely to succeed if you ARE more similar or ACT more like the leadership
- Desire to be with WINNERS



Key Points

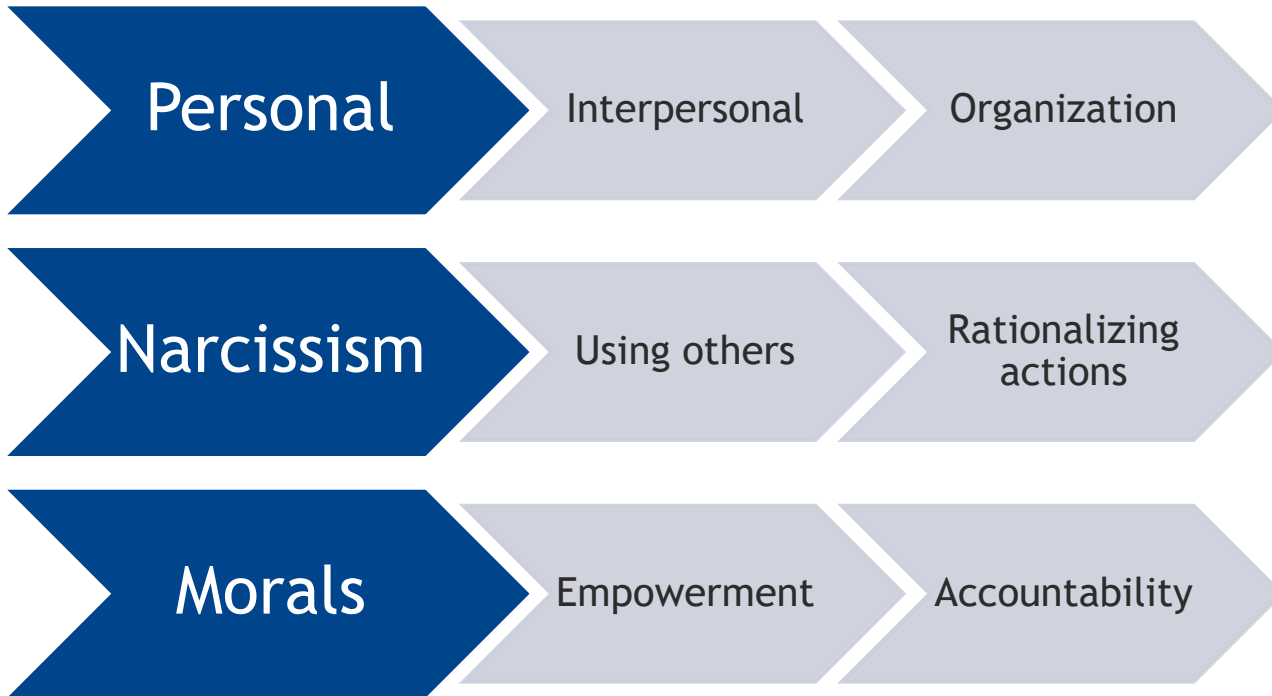
Basic and unchanging social and organizational principles drive our behavior and influence power dynamics

The traditional principles of power and how to use it are still relevant in our current environments

Conceptual Framework for Power



[Saxena, A., Meschino, D.D., Hazelton, L., Chan, M., Benrimoh, D.A., Matlow, A.G., Dath, D., & Busari, J.O. \(2019\). Power and physician leadership. *BMJ Leader*, 3, 92 - 98.](#)



POWER OPTIONS

Exercising Power



Personal

Understand your power and how it functions
Understand your limits
Have emotional intelligence



Interpersonal

Collaborate
Create Networks
Think transformation



Organization

Find meaning in change
Create inclusion and support

Key Points

The background of the slide is a light blue-grey color with a repeating pattern of various keys. The keys are scattered across the entire surface, some overlapping, and are rendered in a semi-transparent, light grey color. The keys vary in shape and size, including standard house keys, car keys, and keys with different head designs.

- We need to understand how to utilize power appropriately and how to create systems to avoid its abuse.



Big Take Home Messages

- Dave Mittman
 - Think before you speak and when ready to speak back it up with facts
 - Speak up when the group needs you to - be confrontational but don't be challenging
 - Listen when people speak
 - Transparency is always important
 - Leaders can be born but still need to learn some techniques. Learn from other good leaders.
 - Be honest about your faults and work on them.
 - Comfortable is not about leadership. If they are comfortable, then they shouldn't be in leadership.
 - Leaders build a consensus and hold people accountable.
 - Power may not rest with the provider; it will rest with the administrator. Creating value for your employer will give you power.
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