

LEADERSHIP AND MANAGEMENT: PRACTICE OF THE ART OF INFLUENCE

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Abstract

The role of the leader is to work with people through his cooperates in order to achieve the goals of the organization. For that aim, he has to understand the human behavior and to be capable of communication, in order to motivate the lead other peoples. The function of management consists of the capability to influence the behavior of individuals and groups on their work [1]. Influence is “a force one person exerts on someone else to induce a change in the target, including changes in behaviors, opinions, attitudes, goals, needs and values” and “the ability to affect the behavior of others in a particular direction.” To influence, a leader uses strategies or tactics, actual behaviors designed to change another person’s attitudes, beliefs, values or actions. The art of influence is a key leadership component. A successful leader will understand what influence tactic works best for the situation and the person or group. If the desired results aren’t obtained, perhaps the wrong tactic is being used. In this paper, some aspects of these characteristics will be presented.

Key words: management, leadership, organizations, influence, tactics, power

JEL classification: M00, M1, M19, M54

1. Introduction

Today, in many cases, leaders and managers are one in the same. Leadership and management are closely linked functions: each is complimentary to the other. The division vice president who leads a team of people to accomplish what they might not have thought possible is also a manager. The manager who oversees a team's task performance but also looks after the team members' career planning and coaches them on developing their skills is also a leader. The art of management and leadership is to know when to act as a manager and when to act as a leader, when to use authority and when to use influence, when to ask and when to tell, when to take over and when to let go. In every case, it is crucial for leaders and managers to understand the range of influence techniques they can use, know when and how to use them, build their power bases so that they have the capacity to be influential, and sharpen their skills so that they can influence people effectively.

2. The distinction between leadership and management

In an attempt to clarify the concepts of management and leadership through an analysis of the literature, Nienaber (2010) shows that even if many authors consider that the differentiation between management (as an outdated concept) and leadership (as an exalted one) is clear, the two are deeply entangled. Many leadership tasks and activities overlap with management and according to Nienaber (2010) unlike management there is no distinct task that is exclusively within the limits of the leadership concept [2].

There is a similar disagreement over the concept of leadership as compared to management. Most researchers hold that a leader need not be a manager, nor does a manager have to be a leader [3]. Some managers, financial managers for example, may not have subordinates to manage. While researchers recognize that there is some overlap between leadership and management, the degree to which the two overlap is disputed. One popular view is that leaders influence commitment, where managers carry out position responsibilities and exercise authority [4]. Others in the field hold that the overlap between managers and leaders is so great that they cannot truly be considered separate disciplines; under this view, effective managers are viewed as strong leaders, and effective leaders are considered strong managers.

Peter Drucker has said about the importance of management: “as the trees are rotten from the head and die, organizations are suffering from degradation and destruction when the managing director of that organization can’t manage it”.

Traditional views of organizational leaders are also changing. As new business complexities emerge, and the need for business transparency grows, leadership styles need to change in order to be functional and effective. Heroic,

firm leadership styles are giving way to styles that may appear unnatural in leadership. This includes exposing vulnerabilities, developing trust, coaching vs. inspiring, and leveraging creative conflict [5]. Leaders must practice self-awareness and repeated self-assessment to determine whether their leadership style is appropriate to their organizational environment. This type of analysis can help accomplish a transition of leadership style as the organization changes.

The distinction between leadership and management is quite useful in gaining a better understanding of these different functions in an organization. The table below outlines some of the key differences between leadership and management [6]:

Table No. 1. The distinction between leadership and management

LEADERSHIP CHARACTERISTICS	MANAGEMENT CHARACTERISTICS
Strategic and people oriented focus	Tactical and organizational focus
Setting of organizational direction and goals	Planning coordinated activities
Motivation and inspiration of people	Administering and maintaining systems
Establishment of principles	Formulation of policies
Building a team and development of talent	Allocation and support of human resources
Development of new opportunities	Solving logistical problems
Promoting innovation and invention	Ensuring conformance to standards and procedures
Empowering and mentoring people	Instructing and directing people
Risk engagement and instigation of change	Management and containment of risks
Long term, high level perspective	Short term, detailed perspective

Source: <http://toolkit.smallbiz.nsw.gov.au/part/8/39/188>

Management is more than just driving the process of production. This science requires the existence and coordination of a complex of human notions and facts, to serve the labor and production process improvements so the result is the optimal use of all factors of production to achieve higher production yields [7]:

Without efficient management, the direction set by a leader risks being unsustainable. Similarly, management exercised without effective leadership will perpetuate current activities and directions, without adaptation to meet strategic goals and without optimizing team performance. Current organizations are facing a dynamic environment, rapid change in technologies, globalization, knowledge growth, migration, climate changes and a high demand for new products and services. In order to grow and survive in such challenging environment, companies are trying to develop new and unique approaches to perform better. Whether the organization is developing products or providing services, creativity and innovation can be a good solution to become flexible while encountering such changes and organizations should become more innovative in order to grow. For example, innovation enables the organizations to look for latent opportunities using a different view, not just from a cost viewpoint, but also as a means of increasing capabilities and competitiveness [8].

Nevertheless, leadership, in general, means the process of ‘influence’ in others’ behavior to achieve goals in which respect their freedom and point of view entirely. It enable the group (managers/ employees) to work together in the process of development and exchange towards the vision of success and sustainability.

John Kotter, professor of leadership at Harvard business school, has produced a key work identifying the relationship between modern leadership and the need for power. Entitled *power and influence*, the book asserts that contemporary pressures are responsible for establishing influencing skills as an imperative for those involved in leadership. As a result of the increasing complexity of the social milieu surrounding organizations, internal relationships have become more diverse, and also more interdependent.

This increase in diversity and interdependence has converted many individual contributor and management jobs into jobs that demand strong leadership - that is, jobs that require jobholders to get things done through others but do not provide control over all those others [9]. These new jobs thus have something of a ‘power gap’ that must be compensated for by the development of advanced skills of influence and persuasion. These skills will help leaders to guide a varied set of employees, both superiors and subordinates, towards desired goals. In order to achieve one’s goals, leaders should focus on values because values essentially make a leader by representing what one is leading [10].

3. Benefits of the skills of influence

Exercising influence on other people is the essence of leadership. Formal leadership, which refers to managers in an organization, formal or legitimate is their right to influence others by virtue of their hierarchical position within the organization. Informal leadership is not an official right to influence others, but relies on the intrinsic qualities of a person to exert influence in an informal group [11].

Each leader must be aware of the influence he has over others. Due to the important role of the leader of organization, he must possess a value system of qualities, e.g.: knowledge, skillfulness, courage, pragmatism, common

sense, love, wisdom, consciousness and dignity. All these components present a complex of values which enable a successful realization of the principles of management-philosophy [12].

An advanced ability to influence can potentially result in: the ability to guide subordinates, bosses and outsiders towards organizational goals increased competitive advantage an increase in organizational flexibility and adaptation, rather than restrictive bureaucracy increased personal fulfilment and excitement within the leadership role. An awareness of the power of influence protects as much as it enables, asserts Kotter, for ‘managerial and professional excellence requires the knack of knowing how to make power dynamics in corporate life work for us, instead of against us’ [13].

The two central elements around which Kotter’s text is structured are those of diversity and interdependence. Diversity, symptomatic of the modern organization, consists of ‘differences among people with respect to goals, values, stakes, assumptions and perceptions’. In order to manage this diversity, judicious use of the organizational interdependencies must be made. Kotter conceives of interdependence not as a relationship of weakness, but rather one of power. It is ‘a state in which two or more parties have power over each other because they are, to some degree, dependent on each other.’ learning to find the power of influence within this relationship is, Kotter suggests, the key to effective leadership.

There are a variety of power sources within any organization that may be accessed by advanced leadership skills. All relate in some way to the exercise of influence: position in terms of organizational structure possession of information the control of information channels the control of ‘tangible resources’: supplies, money, people, hardware a strong reputation, based on previous success personal characteristics, such as intelligence or people skills good relationships with other important people within the organization.

The position in an organization and the power it gives you aren’t always enough to motivate people to do what you ask. How do you influence others without organizational authority? Developing your influence skills can help you gain commitment from people at all levels: direct reports, peers and bosses [14].

People want leaders who are both ethical and who convey a strong vision of the future. In any organization, an effective leader’s actions set the pace. This behavior wins trust, loyalty, and ensures the organization’s continued vitality [15].

4. Paths to leadership influence

The real leadership means that the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organization of which they are members.

Kotter claims that effective leaders will use their influencing power on a continuous basis, but will be sure to vary the kind of influence they exert according to the situation in hand. The paths to influence can be hard or soft in style, direct or indirect, participative or autocratic, and substantive or symbolic. Here we will briefly consider each of these paths in the table 2.

Table No. 2. Paths to leadership influence

THE PATHS TO INFLUENCE	USING INFLUENCE
Hard influence	At moments of crisis or vital change, or when speed is of the essence, persuasion can be forgotten in favour of coercion or authoritarian demands. Whilst this can lead to resentment, it can also be used in limited circumstances to crush resistance and effect positive change at speed
Soft influence	A skilled leader will aim to use such methods wherever possible, gradually pulling people towards goals by enquiry and persuasion
Direct influence	Managing the dependence of subordinates in a direct way means communicating, asking and persuading through face-to-face meetings, phone calls or letters. It creates a network of personal affiliation, and is not too time-consuming for the efficient leader
Indirect influence	This can be achieved in a variety of ways, perhaps by making use of scheduled meetings to put forward your particular vision or demands. It could also be done through the alteration of ongoing structures, for example by instigating a new compensation system within the company. Indirect methods can be complex and time-consuming, but are Capable of creating more profound and long-term change than direct influence
Substantive influence	This occurs through the deployment of information to construct logical arguments which will direct the behaviour of employees according to rational patterns

Symbolic influence	The symbolic aspect can include the use of architecture, in terms of meeting sites, for example. It can also include the language you use, the stories you relate, and the use of yourself as ‘role-model’ for the rest of the organization. By dressing, speaking and behaving according to the highest standards, for example, you can reasonably expect a degree of mirroring behaviour from others
Participative or autocratic influence	These methods are two points on a continuum, and the skilled leader will pitch their methods at some point between the two according to the task to be achieved. Your anticipation of resistance, and the necessary speed of the change or goal you are instigating are factors to consider here

Source: John, P. Kotter., (2008). Power and influence.

When practicing leadership, your deployment of the various paths towards influence will be particular to your personal characteristics and position, as well as the situation in hand. However, an understanding of the intrinsic relationship between leadership and influence will greatly enhance your range of choices when seeking to negotiate with, persuade, or lead other members of your organization.

Leadership is regarded as a social influence. By highlighting that leadership means ‘leaving a mark’, it was also suggested that leadership is about initiating and guiding, the result being the change. Considering this theory, the change may consist in a product that sets a new direction of an organization. Another similar approach highlights that leadership is seen as a social process of exchange in which the leader gives something to those who follow him. This process has three variables: the leader, the followers and the situation [16].

In a world of multi-functional teams, globalization and flatter organizational structure, what it means to be a leader is shifting. You simply can’t rely on a position of power to make demands; rather you need the ability to *influence* others to help you achieve your goals. *Influencing without Authority* will teach you how to engage others, manage interactions and best of all, shape outcomes enabling you to become a more effective manager and leader [17].

5. 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 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 [18].

Table No. 3. Types of influence tactics

TACTICS	DEFINITION	EFFECTIVENESS
Pressure	Behavior includes demands, threats or intimidation to convince others to comply with a request or to support a proposal.	Low
Assertiveness	Behavior includes repeatedly making requests, setting timelines for project completion or expressing anger toward individuals who do not meet expectations.	Low
Legitimizing	Behavior seeks to persuade others that the request is something they should comply with given their situation or position.	Low
Coalition	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.	Low
Exchange	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.	Moderate
Upward appeals	Behavior seeks the approval/acceptance of those in	Moderate

	higher positions within the organization prior to making a request of someone.	
Ingratiating	Behavior seeks to get others in a good mood or to think favorably of them before asking them to do something.	Moderate
Rational persuasion	Behavior uses logical arguments and factual evidence to persuade others that a proposal or request is viable and likely to result in task objectives.	Moderate
Personal appeals	Behavior seeks others' compliance to their request by asking a "special favor for them," or relying on interpersonal relationships to influence their behavior.	Moderate
Inspirational appeals	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.	High
Consultation	Behavior seeks others' participation in making a decision or planning how to implement a proposed policy, strategy or change.	High

Source: Anita Hall, Laverne Barrett., (2007), Influence: The Essence of Leadership, University of Nebraska.

6. Influence without authority

"The key to successful leadership today is influence, not authority." - Ken Blanchard

Now, complex organizations require cross-functional teams to accomplish their business objectives. The challenge is that leaders need to get things done through influence instead of position power, as they often don't have authority over their colleagues.

The influence model was created by Alan Cohen and David Bradford for their book 'Influence without Authority'. It comprises six steps [19]:

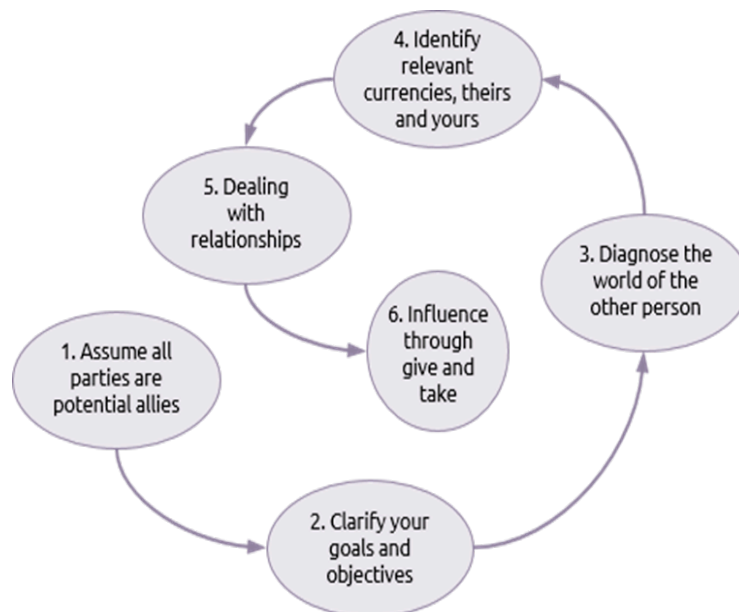


Figure No. 1. Influence without Authority

Source: Cohen, Allan R, and Bradford, David L, (2005), Influence Without Authority, Wiley, Hoboken, New Jersey.

1. The first step is to "assume that all parties are potential allies". While this may be a reasonable assumption in some contexts, a P3 manager will rely on stakeholder management assess stakeholders. This should render any need to make assumptions obsolete but it can still be useful to assume that an unsupportive, or openly antagonistic, stakeholder can be turned into a supporter with the right information.
2. Secondly, the model advises that goals and objectives should be clarified. This is fundamental P3 management and is what functions such as requirements management and solution development are all about.

3. The third step, harks back to stakeholder management and the analysis of stakeholders in particular. The P3 manager needs to understand why a stakeholder has the attitude towards the work that they do, and act upon that understanding.
4. A ‘currency’ is what someone values. Some people may be direct beneficiaries of the project or programmer’s benefits. To others it may simply be that they are being paid to provide a service; some may gain from the experience of being involved in the work. Currencies are very personal and don’t underestimate their value to others if they don’t seem valuable to you.
5. This step is about knowing the person who you wish to influence and developing a relationship of mutual trust.
6. The final step uses what many believe is the most powerful of Cialdini’s ‘six universal truths’ – reciprocity. Ultimately, most stakeholders are influenced to support or oppose a project or programme based on what effect it will have on them. If someone’s support is needed then hopefully they will receive something in return.

One of the problems with any discussion about influencing is that it can sound manipulative. While it is important to be able to influence it is also important to act professionally and ethically.

7. Examples of the effective use of influence

Here are three scenarios in which influence could be used. For each situation, ask the following questions [20]:

1. What influence tactic would be the most effective?
 2. What influence tactic would be the least effective?
 3. What is the objective of the influence?
- **Situation 1:** You have heard several accounts from reliable sources that one of your top performers in your department has been sexually harassing a coworker. You would hate to lose this employee, but you strongly disapprove of people who abuse their power. You want the behavior stopped before the company is slapped with a lawsuit. Rational persuasion and pressure are the most effective in this particular situation. This is an example where a soft or pull tactic would be ineffective. This situation does not allow for the individual to have a choice. Action is needed now. The objective of the influence is to stop the behavior.
 - **Situation 2:** You are concerned that the other managers in your somewhat conservative company have not completely grasped the need to be more competitive. Even though the firm’s profit and loss statement and other statistics have been slipping steadily, most of them do not yet perceive a need for change. You want to encourage them to implement a Total Quality program. The objective in this scenario is to influence the employees to see the need for increased motivation for improved economic gain. Personal and inspirational appeals could provide the greatest effect as these create long-term behavior change. Hard or push tactics would be the least effective, and could lead to a further decline in motivation.
 - **Situation 3:** You are the chairperson of the Administrative Council for your local community organization. Looking at the end of year financial report, you realize that the budget must be increased by \$7,000 to meet an increase in insurance premiums. You must address the entire membership to influence increased monetary giving. Increased financial giving is the objective of this influence. Rational persuasion and inspirational appeals could serve to influence the membership of the benefits of the increased monetary needs. Hard or push tactics would be the least effective. It could anger the members into not providing any financial help.

8. Power versus influence

“Leaders are more powerful role models when they learn than when they teach.” - Rosabeth Moss Kantor

Power and leadership are closely related: while an individual can wield power without being a leader, an individual cannot be a leader without power. Small-business managers can improve their leadership skills by understanding the sources of power and influence.

According to Northouse (2010), the concept of power is related to leadership because it is part of the influence process. Leadership is a power relationship that exists between leaders or followers [21]. Further, power is often defined as the potential ability of one person to influence others to carry out orders or to do something they otherwise would not have done. Other definitions stress that power is the ability to achieve goals or outcomes that power holder’s desire. The achievement of desired outcomes is the basis of the definition used here. Power is the potential ability of one person in an organization to influence other people to bring about desired outcomes. It is the potential to influence others within the organization with the goal of attaining desired outcomes for power holders. Potential power is realized through the processes of politics and influence.

Hard power is power that stems largely from a person’s position of authority. This is the kind of power that enables a supervisor to influence subordinates with the use of rewards and punishments, allows a manager to issue orders and expect them to be obeyed. Hard power includes legitimate, reward, and coercive power, which are defined

largely by the organization's policies and procedures. However, it is important to remember that position power and leadership are not the same thing. Effective leaders don't rely solely on the hard power of their formal position to influence others. *Soft power* includes expert power and referent power, which are based on personal characteristics and interpersonal relationships more than on a position of authority.

Table No. 4. Soft and Hard Power [22]:

TYPE OF POWER	BEHAVIOR	SOURCES	EXAMPLES
Soft	Attract and coopt	Inherent qualities Communications	Charisma Persuasion, example
Hard	Threaten and induce Hire, fire, demot	Threats, intimidation. Payment, rewards	Promotions, compensation

Source: By Joseph S. Nye, Jr., (2006), *Soft Power, Hard Power and Leadership*

In this case, influence refers to the effect a person's actions have on the attitudes, values, beliefs, or actions of others. Whereas power is the capacity to cause a change in a person, influence may be thought of as the degree of actual change. For example, as a child you may have had the experience of playing a game you didn't really want to play because one person in the group influenced others to do what he or she wanted. Or you may have changed your college major because of the influence of someone important in your life, or shifted your beliefs about some social issue based on the influence of political or religious leaders.

Hard and Soft Leadership Power [23] was noted by Joseph S. Nye of Harvard University. As with all human behavior, some leaders are stronger in one than the other. Balancing hard and soft leadership power requires self-awareness in the leader, situational awareness and attention to the needs of others and of the organization. Nye identified two main hard power resources - coercion and inducement. The tools of those hard power resources include hiring, firing, bullying, buying and bargaining. Research has shown that a calculated loss of temper can be useful at times as it shakes people out of complacency and provides an adrenaline rush. Two other skills are closely related to hard power - organizational capacity and political skill.

- Organizational capacity refers to the ability to manage the structures and reward systems of the organization to shape and to implement a strategy. For example, aligning hiring, firing, and compensation with the organizational strategy is critical to achieving the strategy. Especially important is effectively managing the flow of information relating to both the inputs and outputs of decisions taken to achieve the strategy
- Political skill is crucial and complex. Politics can take a variety of forms. Intimidation, manipulation, and negotiation are related to hard power, but politics also includes inspiration, brokerage of new beneficial arrangements, and developing networks of trust typical of soft power. Politics can involve success in achieving goals not just for oneself and a narrow group of followers, but also building political capital for bargaining with wider circles of followers.

In hard and soft leadership power, the two key soft power resources include the inherent personal qualities of the leader and communication. The personal leadership qualities consist mainly of charismatic attraction and emotional inspiration. The communication qualities include persuasion and non-verbal communication. Three skills are particularly important for the soft power part of the equation - vision, emotional intelligence and communication.

- Vision is the ability to articulate an inspiring picture of the future. A vision has to be attractive to various circles of followers and stakeholders, and also sustainable within the organization. One can judge the quality of a vision in terms of whether it creates a sensible balance between realism and risk, and whether it balances objectives and values with capabilities.
- Emotional intelligence is the self-mastery, discipline, and empathic capacity that allows leader to channel their personal passions and attract others. Emotional intelligence must be authentic to be lasting. Because humans focus their attention on the leader, leaders must successfully manage personal impressions through emotional discipline. The success of financial results may depend on the leader exuding the most effective emotion—optimism, tenacity, determination. Mirror neurons in the human brain cause people to imitate the mood of the leader, therefore success may dictate that the leader create the proper emotion because that emotion will cascade throughout the organization.
- The leader has to have the capacity to communicate effectively both by words, symbols, and personal example. If a leader lacks strong public speaking skill, then at least the inner circles of followers needs to be attracted and inspired. Leaders who lack great rhetorical skills can also communicate effectively by example, symbols, actions and organization. A good story is a great source of soft power.

The ability to choose the correct balance of hard and soft leadership power is sometimes referred to as pragmatic leadership. The pragmatic leader consciously chooses the most effective method in the given situation.

9. Conclusion

As a concluding remark, it could be noted that leadership is the art of influencing others to their maximum performance to accomplish any task, goals or project. The secret to mastering the art of influence is to create specific, measurable and attainable goals, determine which tools or resources you have at hand to deploy, and then employ your techniques. Effective leadership and influence has available a wide array of tactics. Too often potential leaders use the same tactic over and over, getting few results because the tactic was applied inappropriately. If ideas are to be accepted toward a given change, leaders must learn the art of influence. Each organization is in the need truly influential leaders.

Today's global business conditions expressed through strong and relentless market competition, technological, information and communication advances and changing consumer behavior, are making difficult the market fight of the companies.

In order to be a major source of competitive advantage, human resources need to be proactively managed. These points out the need for a leader with knowledge, skills and abilities, thus leading the employees in achieving the mission, vision and goals of the enterprise. In this point of view, leader is one that has influence, inspires, motivates and instills confidence among followers.

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