

**TABLE 13.1****Categories of Influence Tactics**

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*Assertiveness*

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Making orders or demands  
Setting deadlines and making sure they are met  
Emphasizing rules that require compliance

*Ingratiation*

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Using praise or making the other person feel important  
Showing a need for the other person's help  
Being polite and/or friendly

*Rationality*

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Using logic to convince someone else  
Writing a detailed justification of a plan  
Presenting information to support a request along with the request

*Sanctions*

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Withholding salary increases  
Threatening to fire someone or to give a poor performance evaluation  
Promising or giving a salary increase

*Exchanges*

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Offering an exchange of favors  
Reminding another of past favors  
Offering to make some personal sacrifice in exchange for a favor

*Upward appeals*

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Obtaining the support of superiors  
Sending the target person to see superiors  
Filing a report about the target person to superiors

*Blocking*

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Threatening to stop working with the other person  
Ignoring the other person or withdrawing friendship  
Engaging in a work slowdown

*Coalitions*

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Obtaining coworkers' support of a request  
Making a request at a formal conference  
Obtaining subordinates' support of a request

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*Source:* Kipnis, D., Schmidt, S. M., & Wilkinson, I. (1980). Intraorganizational influence tactics: Explorations in getting one's way. *Journal of Applied Psychology*, 65, 445-448.