

Table 1. Correlations between Upward Influence Tactics and UA Ratings of Upward Influence Effectiveness, Center Satisfaction, Center Commitment, and Center Performance

Influence Strategy	CD Upward Influence Effectiveness (n = 48)	UA Upward Influence Effectiveness (n = 52)	Center Satisfaction	Center Commitment	Center Performance Rating
Rational persuasion <ul style="list-style-type: none"> • Explains clearly why a request or proposed change is necessary to achieve task objectives. • Uses facts and logic to make a persuasive case for a request or proposal. • Explains why a proposed project or change would be practical and cost effective. • Provides a clear, logical explanation of the reasons why a proposed activity or change would benefit the team or organization. 	.34*	.51**	.27	.36**	.38**

Influence Strategy	CD Upward Influence Effectiveness	UA Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
Exchange <ul style="list-style-type: none"> • Offers to do a specific task for you in exchange for carrying out a request for him/her. • Offers to give you something you want in return for your help on a task or project. • Offers to do something for you in the future in return for your help now. • Offers to provide an appropriate reward if you will carry out a request. 	-.17	.23	.09	.21	.22

Influence Strategy	CD Upward Influence Effectiveness	UA Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
<p>Apprising</p> <ul style="list-style-type: none"> • Explains how you would benefit personally from a proposed activity or change. • Explains how the task he/she wants you to do could help your career. • Explains why a proposed activity or change would be good for you. • Explains what benefits you could gain from doing a task or activity (e.g., learn new skills, meet important people, enhance your reputation). 	-.32*	.28	.23	.27	.35**

Influence Strategy	CD Upward Influence Effectiveness	UA Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
Pressure <ul style="list-style-type: none"> • Demands that you carry out a request. • Uses threats or warnings when trying to get you to do something. • Keeps asking you persistently to say yes to a request. • Repeatedly checks to see if you have carried out a request. 	-.23	-.02	-.22	-.04	-.07

Influence Strategy	CD Upward Influence Effectiveness	UA Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
Inspirational appeal <ul style="list-style-type: none"> • Makes an inspiring presentation to arouse enthusiasm for a proposed activity or change. • Describes a proposed new activity or project as an exciting adventure or challenge. • Talks about values and ideals when proposing a new activity or change. • Describes an inspiring vision of what a proposed project or change could accomplish. 	.08	.44**	.32	.41**	.48**

Influence Strategy	CD Upward Influence Effectiveness	UA Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
<p>Consultation</p> <ul style="list-style-type: none"> • Asks you to help plan a change that he/she wants you to support or implement. • Asks you to suggest things that you could do to help attain a task objective or resolve a problem. • Consults with you to get your ideas about an activity or project that he/she wants you to support or carry out. • Encourages you to express any concerns or suggestions you may have about a proposed activity or change that he/she wants you to support. 	.09	.42**	.17	.38**	.33*

Influence Strategy	CD Upward Influence Effectiveness	Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
<p>Legitimizing</p> <ul style="list-style-type: none"> • Says that his/her request or proposal is consistent with organization rules and policies. • Says that his/her request or proposal is consistent with prior precedent or established practices in the organization. • Verifies that a request is legitimate by referring to a document such as a work order, policy manual, charter, bylaws, or formal contract. • Says that a proposed activity or change is consistent with official policy and legal requirements. 	-0.21	0.08	-0.09	-0.01	0.14

Influence Strategy	CD Upward Influence Effectiveness	UA Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
Collaboration <ul style="list-style-type: none"> • Offers to provide any assistance you need to carry out a request for him/her. • Offers to help you implement a change if you agree to make it. • Offers to provide any resources you would need to do a task for him/her. • Offers to help resolve any new problems created for you by his/her request. 	.03	.53**	.21	.25	.31*

Influence Strategy	CD Upward Influence Effectiveness	Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
Personal appeals <ul style="list-style-type: none"> • Asks for your help as a personal favor. • Asks you as a friend to do something for him/her. • Says that he/she needs to ask for a personal favor before explaining what it is. • Says that he/she is in a difficult situation and would really appreciate your help. 	.12	.11	.05	.14	.14

Influence Strategy	CD Upward Influence Effectiveness	UA Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
Coalition <ul style="list-style-type: none"> • Asks someone else to help influence you to carry out a request or support a proposal. • Brings somebody along for support when meeting with you to make a request or proposal. • Mentions the names of other people who endorse a proposal when asking you to support it. • Gets someone with higher authority to help influence you to do something. 	-.03	.08	-.15	-.04	-.04

Influence Strategy	CD Upward Influence Effectiveness	UA Upward Influence Effectiveness	Center Satisfaction	Center Commitment	Center Performance Rating
Ingratiation <ul style="list-style-type: none"> • Compliments you about something before making a request. • Says that you have the unique skills and knowledge needed to carry out a request. • Praises your skill or knowledge when asking you to do something. • Says that you are the most qualified person for a task that he/she wants you to do. 	.07	.20	-.07	.13	.03
Correlations Among University Administrator Outcome Variables					
CD Upward Influence Effectiveness	--	.21	.28	.27	.23
UA Upward Influence Effectiveness		--	.36**	.35**	.43**
Center Satisfaction			--	.62**	.85**
Center Commitment				--	.63**
Center Performance Combined					--

N = 52

* p < .05, two tailed test

** p < .01, two tailed test