

Influencing Styles Assessment

Reflect on each of the items below and select a score that best represents how you generally behave when you are influencing others. Use the following descriptions to allocate points:

- 0 means 'I never do this'
- 1 means 'I rarely do this'
- 2 means 'I sometimes do this'
- 3 means 'I often do this'
- 4 means 'I always do this'

No.	Item	Score
1	I fully express my personal values when I talk to others	
2	I work hard to ensure that aims and objectives are absolutely clear	
3	I try to find out exactly what people need	
4	I excite other people's imaginations by communicating images of how the future should be	
5	I use rational argument to make my points	
6	I am prepared to make a fuss to get things done	
7	I get myself into formal positions of power and influence	
8	I take great care to educate others so that they can understand what I am thinking	
9	I encourage and support other people who have good ideas	
10	I am empathic when expressing what I believe in	
11	I make sure that people understand the objectives they should strive to achieve	
12	I help others to solve their own problems	
13	I am good at vividly communicating what the future could be like	
14	I carefully collect data to demonstrate the validity of my case	
15	I push other people to give me support	
16	I take steps to acquire formal authority to enable me to implement my plans	

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17	I encourage people to learn new ways of thinking	
18	I support those people who want to make changes for themselves	
19	I clarify what I believe is important to me	
20	I carefully monitor the performance of others who are working with me	
21	I help people find effective answers to problems that concern me	
22	I am able to communicate what needs to be done to create a better future	
23	I ensure that my views are based on demonstrable facts	
24	I lean on people who are not pulling their weight	
25	I acquire formal authority to give me more clout	
26	I ensure that people are given training and development	
27	I go out of my way to encourage people struggling to change things for themselves	
28	I have a clear code of principles which I communicate to others	
29	I make sure that I check on other people's performance	
30	I help people find answers to their own problems	
31	I strive to inspire other people by the way I present my ideas	
32	I take great care to present logically sound arguments	
33	I use psychological pressure to get what I want	
34	I try to acquire formal authority and responsibility for getting things done	
35	I use education as a way of opening people's minds	
36	I give moral support to people who want to make changes	

Influencing Styles Questionnaire Answer Grid

				TOTALS
1	10	19	28	A:
2	11	20	29	B:
3	12	21	30	C:
4	13	22	31	D:
5	14	23	32	E:
6	15	24	33	F:
7	16	25	34	G:
8	17	26	35	H:
9	18	27	36	I:

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Please transfer your scores to the profile below to illustrate your influencing style profile.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
A Value Driven																
B Goal Driven																
C Need Fulfilment																
D Visioning																
E Rational																
F Directing																
G Institutionalising																
H Educating																
I Supporting																

Influencing Styles Assessment Explanatory Notes

Your profile gives you an opportunity to think about how you influence other people. There are nine distinct influencing styles described below. Consider each and identify those styles that you feel you would like to develop further. It is helpful to discuss your profile with another person who can help you consider how to increase your skills in particular areas.

- **A. Value-driven style**

You have deeply held beliefs about what is good and bad, important and unimportant. By expressing your values, you capture interest and goodwill. Your values touch a chord in others and your conviction is persuasive. You invoke respect and admiration. Your skills could include value clarification, effective presentation and the ability to delve below the surface. You attract others by appealing to their moral sense.

- **B. Goal-driven style**

You like to ensure that aims and objectives are clearly understood by all concerned and to direct effort towards achievement. You monitor the performance of others, set measures of success and provide co-ordinated plans. By setting milestones and avoiding being put off the scent, you manage situations. Your style is administrative in the best sense of the word. You use management techniques to channel effort. Your skills are likely to include objective-setting, action-planning and performance measurement and controlling and giving feedback. You drive others by obtaining their commitment to objectives, then keeping performance on track.

- **C. Need-fulfilment style**

You are concerned with being practically helpful. You identify others' needs and show how these can be fulfilled. You work at being a useful resource to others in problem-solving. Your credibility and influence stem from being customer centred and from action-planning and co-operative coaching. You attract others by winning their confidence and being a valued colleague.

- **D. Visioning Style**

You create pictures of a desirable future that offers better ways of doing things or redressing wrongs. You bring meaning and direction to people's thinking and give an understanding of what could happen. Your likely strengths are imagination and the capacity to call forth vivid images, opportunism, far-sightedness and practicality. You are an architect of the future. You attract others by providing a positive direction.

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- **E. Rational Style**

You like to use arguments and debate to influence others. Your facts are reliable. You collect data, evaluate information, build a logical case and present sound arguments. You appeal to reason and intellect. Your position is likely to be defensible and reasonable. Your skills lie in analysis, concept development and logical thought. You attract others by the force of argument and rationality.

- **F. Directing Style**

You influence because you use weight to cajole, demand, insist or push people to act differently. You have an assertive style, although this may be subtle in expression. You are prepared to make a fuss to get change. Your skills are likely to include assertion, deep knowledge of people and the constructive use of conflict. You drive others by personal willpower.

- **G. Institutionalising Style**

You believe in obtaining formal authority to build a power base. You want to obtain powerful positions and build a legitimate role. You seek to acquire the right to decide how to allocate resources to further a cause. You concentrate on getting the foundation properly laid. Your skills are likely to include organisational design, political awareness, planning, performance control and administration. You drive others by legitimate power.

- **H. Educating Style**

You expose people to new ideas, experiences, concepts, possibilities or inner reflections. You like to act as educator, catalyst, counsellor and guide, enriching people's experiences through demonstration and the opening of minds. You cause people to discover that their current thinking or behaviour may in some way need changing or developing. Your skills are likely to include diagnosis, designing learning, communicating principles and teaching and coaching. You influence people by causing them to re-evaluate the world around them.

- **I. Supporting Style**

You encourage and empower people to identify needs, evaluate options, formulate action programmes and take initiatives on their own account. You are supportive and positive, adding extra energy and giving confidence. You do not seek to guide but to enable others to act. Your skills are likely to include listening, counselling, giving positive feedback and advising. You give permission to act, moral support and sometimes, practical support. You influence others by giving them energy.

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Influencing Styles Strengths & Development Areas

Which are your top 2 or 3 dominant influencing styles?

What are the advantages of this using this/these dominant style(s)?

What are the disadvantages of this/these dominant style(s, if any)?

What actions can you take to mitigate any of these disadvantages?

Which other style(s) may serve you to get the results you want?

Think of opportunities to practise these alternative styles ...

Context	With Whom	When