



How Do You Influence?

Understanding your own influencing style is critical to your success. The first step in that understanding is an assessment of the influence tactics you currently use. You can make that assessment by using *Your Strength of Influence: A Self-Guided Worksheet* on the following pages and then round out your self-assessment by asking others for feedback.

There are three parts to the worksheet. Part 1 helps you identify and measure the most common ways you influence others. In Part 2 you will score your responses. In Part 3 you will plot your responses on a graph to show which influence tactics you can develop to be more effective.

Your Strength of Influence: A Self-Guided Worksheet

Part 1

Respond to the statements below, which describe typical actions taken to influence another person to take an action or perform a task. As you respond to the statements, don't be too concerned at this point about whether the person is a direct report, peer, boss, or other key stakeholder.

Using the scale below, please rate each statement by darkening the appropriate number.

- 1 = Almost never
- 2 = Seldom
- 3 = Sometimes
- 4 = Often
- 5 = Almost always

- Q1 I objectively and logically explain to the person the reason for the requested action. ① ② ③ ④ ⑤
- Q2 I explain how a requested action, which may require additional work in the person's schedule, is likely to have long-term benefits to the person's career. ① ② ③ ④ ⑤
- Q3 I show the person how the requested action meets his or her individual goals and values. ① ② ③ ④ ⑤
- Q4 I provide the necessary resources (time, staff, materials, and technical support, for example) the person needs to accomplish the task. ① ② ③ ④ ⑤
- Q5 I ask for suggestions on how to improve a tentative proposal in order to create a win-win outcome for all parties involved. ① ② ③ ④ ⑤
- Q6 I create coalitions with people who are in support of the requested action. ① ② ③ ④ ⑤

- Q7 I offer factual and detailed evidence that the proposal is feasible. ① ② ③ ④ ⑤
- Q8 I assist the person in gaining more visibility and a better reputation in the organization. ① ② ③ ④ ⑤
- Q9 I describe the task with enthusiasm and express confidence in the person's ability to accomplish it. ① ② ③ ④ ⑤
- Q10 I reduce the difficulty of carrying out the request by removing barriers to success. ① ② ③ ④ ⑤
- Q11 I ask the person for ideas about how to carry out the requested action, and I incorporate those ideas into the process. ① ② ③ ④ ⑤
- Q12 I tell the person about credible people who are in support of the requested action. ① ② ③ ④ ⑤
- Q13 I explain clearly and logically why the proposal is the best possible choice of all competing choices. ① ② ③ ④ ⑤
- Q14 I provide opportunities for the person to learn new skills that will be beneficial. ① ② ③ ④ ⑤
- Q15 I link my request to a clear and appealing vision the person can fully support. ① ② ③ ④ ⑤
- Q16 I volunteer to help the person accomplish the task. ① ② ③ ④ ⑤
- Q17 I thoughtfully respond to the person's concerns and suggestions. ① ② ③ ④ ⑤
- Q18 I involve credible people to help me influence the person. ① ② ③ ④ ⑤
- Q19 I explain the logical process for how potential organizational problems or concerns will be handled. ① ② ③ ④ ⑤

- Q20 I make the person's job easier or more interesting. ① ② ③ ④ ⑤
- Q21 I appeal to the person's self-image. ① ② ③ ④ ⑤
- Q22 I offer to help the person with his or her regular work. ① ② ③ ④ ⑤
- Q23 I involve the person in the larger process of deciding how to carry out my goals. ① ② ③ ④ ⑤
- Q24 I develop strategic alliances by networking with key stakeholders who will help me in developing my influence strategy. ① ② ③ ④ ⑤

Part 2

Add up the points for all your responses using the formulas below. The score for each scale will be from 4 to 20 points.

Scale 1: $Q1 + Q7 + Q13 + Q19 = \underline{\quad}$ This is your *organizational benefits* score.

Scale 2: $Q2 + Q8 + Q14 + Q20 = \underline{\quad}$ This is your *personal benefits* score.

Scale 3: $Q3 + Q9 + Q15 + Q21 = \underline{\quad}$ This is your *emotional appeals* score.

Scale 4: $Q4 + Q10 + Q16 + Q22 = \underline{\quad}$ This is your *collaboration* score.

Scale 5: $Q5 + Q11 + Q17 + Q23 = \underline{\quad}$ This is your *consultation* score.

Scale 6: $Q6 + Q12 + Q18 + Q24 = \underline{\quad}$ This is your *coalitions* score.

Part 3

Plot each of your scores on a graph and then connect the dots. You can use the prepared graph at www.ccl.org/influence or create your own. The graph should have six vertical lines (labeled with the six scales) and seventeen horizontal lines (labeled from 4 at the bottom to 20 at the top, for the possible number of points for each scale).