

Influencing Styles Audit

Purpose

- To gain an insight into your preferred influencing style
- To identify ways which other styles may be developed.

Guidance for Completion

Look at each item and select the score which is representative of how you behave when you are trying to influencing people.

Points allocation is as follows:

0 = 'I never do this'

1 = 'I rarely do this'

2 = 'I sometimes do this'

3 = 'I often do this'

4 = 'I always do this'

| | ITEMS | 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 sort of help other people need. | |
| 4. | I excite other people's imagination 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 with good ideas. | |
| 10. | I am emphatic when expressing what I believe in. | |

| | | |
|-----|--|--------------|
| 11. | I make sure that people understand the objectives they should strive to achieve. | |
| | ITEMS | SCORE |
| 12. | I help other people 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. | |
| 17. | I encourage people to learn new ways of thinking. | |
| 18. | I support those people who want to make changes for themselves. | |
| 19. | I have clarified 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 them. | |
| 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. | |
| 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 up 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. | |
| | ITEMS | SCORE |

| | | |
|-----|---|--|
| 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 Style Audit: Answer Grid

Enter scores against question number shown in the grid, then total up scores horizontally.

| | | | | | TOTALS |
|-----------------------------|---|----|----|----|--------|
| Value Driven Style | 1 | 10 | 19 | 28 | |
| Goal Setting Style | 2 | 11 | 20 | 29 | |
| Need Fulfilment Style | 3 | 12 | 21 | 30 | |
| Visioning Style | 4 | 13 | 22 | 31 | |
| Rational Presentation Style | 5 | 14 | 23 | 32 | |
| Pushing/Driving Style | 6 | 15 | 24 | 33 | |
| Institutionalising Style | 7 | 16 | 25 | 34 | |
| Educating Style | 8 | 17 | 26 | 35 | |
| Supporting Style | 9 | 18 | 27 | 36 | |

Then circle your highest score. This will give you an insight into your preferred styles (descriptions are on the following sheets).

Influencing Style Audit: Explanation 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 should develop further on the Action Planning Sheet. It is helpful to discuss your profile with another person who can help you consider how to increase your skills.

1. Value Driven Style

You have deeply held beliefs about what is good and bad, important and unimportant. By expressing 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 include value clarification, effective presentation and ability to delve below the surface. You attract others by appealing to their moral sense.

2. Goal Setting Style

You ensure that aims and objectives are clearly understood by all concerned and direct effort towards achievement. You monitor the performance of others, set success measures and provide co-ordinated plans. By setting milestones and avoid 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 include objective setting, action planning, performance measurement, controlling and giving feedback. You drive others by obtaining their commitment to objectives, then keeping performance on track.

3. Need Fulfilment Style

You are concerned with bring 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 come through being genuinely

helpful. Your skills include sensitivity, active listening, being client-centred, action planning and co-operative counselling. You attract others by winning confidence and being a valued colleague.

4. Visioning Style

You create “pictures” of a desirable future which offers better ways of doing things or redressing wrongs. You bring meaning and direction into people’s thinking and give an understanding of what could happen. Your strengths are the capacity to express vivid images, imagination, opportunism, farsightedness and practicality. You are an architect of the future. You attract others by providing a positive direction.

5. Rational Presentation Style

You are good at argument and debate. Your facts are valid. You collect spare data, evaluate information, build a logical case and present sound arguments. You appeal to reason and intellect. Your position is always defensible and reasonable. Your skills include analysis, concept development, logical thought and formal presentation. You attract others by the force of argument and rationality.

6. Pushing/Driving Style

You are influential because you use weight to cajole, demand, insist or push people to act differently. You have a forceful, controlling and dominant style, although this may be very subtle in expression. You are prepared to make a fuss to get change. Your skills include deep knowledge of people, assertion and the constructive use of conflict. You drive others by personal will-power.

7. Institutionalising Style

You believe in obtaining formal authority to give 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 include organisational design, planning, performance control and administration. You drive others by legitimate power.

8. Educating Style

You expose people to new ideas, experiences, concepts, possibilities or inner reflections. You act as a teacher, educator, catalyst, counsellor and guide, enriching people's experience through demonstration and the opening of minds. You cause people to discover that their current thinking/behaviour is, in some ways, adequate. Your skills include diagnosis, designing learning, communicating principles and teaching. You attract people by causing them to re-evaluate the world around them.

9. 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 include listening, counselling, giving positive feedback and advising. You give permission to act, moral support, and sometimes, practical support. You drive others by giving them energy.

Influencing Styles Audit – Action Planning

The Influencing Styles I use most are:

| Current Styles: | When used: |
|-----------------|------------|
| | |

The people I have to influence are:

I think their preferred styles are:

It would be helpful if I developed the following styles:

| Desired Styles: | How I can develop these styles: |
|-----------------|---------------------------------|
| | |