

## **INFLUENCING STYLE AUDIT**

The Influencing Style Audit gives you an opportunity to think about “how” you influence other people. Most of us have one or two styles that feel most natural to us based on how we think about ourselves and the world. This audit measures nine influencing styles. You may find it helpful to develop skills in a style that is not as comfortable for you.

You can also use the style descriptions to understand how you are influenced by others. Not everyone responds to every style.

You may be using a primary style that your audience does not respond to, and need to adapt or change your style to get through to them. Conversely, you may be unduly influenced by someone who uses an influencing style that appeals to you.

### **Instructions:**

1. Complete the assessment questions.
2. Fill in the answer grid and total each row.
3. Identify your most used influencing styles and your least used influencing styles.
4. Read all the influencing style descriptions; consider how you feel about each of them.
5. Complete the Action Planning Sheet.

It may be helpful to discuss your profile with another person who can help you consider how to improve your influencing skills.

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

- 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 be aggressive to get things done.	
7. I aim toward 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 empathetic when expressing what I believe in.	
11. I make sure that people understand the objectives they should strive to achieve.	
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 learn new ways of thinking.	
16. I take steps to acquire formal authority to enable me to implement my plans.	
17. I encourage people to learn new ways to think.	
18. I support those people who want to make change 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 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.	

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26. I ensure that people are given training.	
27. I go out of my way to encourage people who are 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 follow 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.	
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.	

## ANSWER GRID

Enter your score for each item below. Then compute the total score for each row. The row with the highest total is your primary influencing style. You may have two or more styles you rely on most. For styles where you have lower scores, consider exploring how to develop that style.

				<b>TOTALS</b>
1	10	19	28	I
2	11	20	29	II
3	12	21	30	III
4	13	22	31	IV
5	14	23	32	V
6	15	24	33	VI
7	16	25	34	VII
8	17	26	35	VIII
9	18	27	36	IX

The Roman Numerals in the Totals column correspond to an influencing style & description listed on the last two pages of this document.

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## ACTION PLANNING

The influencing styles I use most are:

<b>Existing Styles</b>	<b>When Used</b>

It would be helpful if I developed the following influencing styles:

<b>Desired Styles</b>	<b>Ideas for Development</b>

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## EXPLANATORY NOTES

The Influencing Style Audit 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.

### I. 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. Our 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.

### II. GOAL SETTING STYLE

You ensure that aims and objectives are clearly understood by all concerned and you direct efforts toward achievement. You monitor the performance of others, set success measures and provide coordinated plans. You manage situations by setting milestones and avoiding distractions. 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 feed back. You drive others by obtaining their commitment to objectives, then keeping performance on track.

### III. NEED FULFILLMENT STYLE

You are concerned with being practical and helpful. You identify other’s 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-centered, action planning and cooperative counseling. You attract others by winning confidence and being a valued colleague.

### IV. VISIONING STYLE

You create “pictures” of a desirable future that offers better ways of doing things or improving weaknesses. 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.

### V. RATIONAL PRESENTATION STYLE

You are good at argument and debate. Your facts are valid. You collect 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.

### VI. PUSHING/DRIVING

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 willpower.

### VII. INSTITUTIONALIZING 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 organizational design, planning, performance control and administration. You drive others by legitimate power.

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## **VIII. EDUCATING STYLE**

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

## **IX. SUPPORTING STYLE**

You encourage and empower people to identify needs, evaluate options, formulate action programs, 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, counseling, giving positive feedback and advising. You give permission to act, moral support, and sometimes practical support. You drive others by giving them energy.