

Survey of Influence Effectiveness

Feedback Report for

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September 27, 2005

889-925-834
Printed 11/29/2005

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Introduction

This report provides feedback and recommendations based on your *Survey of Influence Effectiveness*. The survey included a self-assessment and a number of questionnaires that others have completed on you. For your other respondents, you identified their relationship to you as boss, peer, direct report, or other. Page 6 of this report shows the number of respondents in each of these categories.

The report begins with your average ratings for influence tactic appropriateness, frequency, and effectiveness. The appropriateness ratings indicate how appropriate it is for someone in your role in your organization to use different influence tactics. Frequency indicates how often you use those tactics, and the effectiveness rating indicates how well you use the tactics.

Appropriateness, frequency, and effectiveness are related. It seems self-evident that the tactics you should be using most are those that are most appropriate for someone in your role. Further, your effectiveness ratings for those tactics should be highest. Problems can arise if you are using inappropriate tactics too often or appropriate tactics too little, if you are using ineffective tactics too frequently, or if you are under using appropriate tactics that are highly effective for you. So one way to read this report is to look for consistency among your appropriateness, frequency, and effectiveness ratings.

The report also examines your use of negative influence tactics, such as threatening or intimidating. Obviously, these ratings should be as low as possible.

Recommendations

This part of the report includes a number of recommendations based on research on influence effectiveness. The recommendations are computer generated from statistical analyses of the data and are useful only as indicators of ways you might improve your influence effectiveness. Human behavior is very complex, and this report is based on a small amount of data from a limited number of observers. You must determine whether the recommendations are appropriate, accurate, and indicative of directions you might take to increase your effectiveness.

Ratings Scales and Significance

The SIE uses a 5-point scale from 1—lowest to 5—highest. The numerical mean is 3. We provide norms to give you a benchmark. The “Average” ratings are the averages of ratings from all your respondents, and do not include your self-assessment score.

The Norms

The normative scores are median ratings for professionals in business, industry, and government. The norm group includes individuals from the U.S. and around the world.

The Appendices

Following the main section are appendices that show ratings for each type of respondent. The appendices offer in-depth information that will help you understand your influence behavior and effectiveness more fully. However, it’s best to read and thoroughly digest the summary section first. When you read the appendices, note the differences in perception between yourself and others who rated you.

This assessment is designed as a tool for personal and professional development. It should not be used for performance evaluation, recruitment or selection. The report information is confidential and is intended for the recipient only. The recipient should use appropriate discretion in sharing the contents. By accepting the report, the recipient agrees to hold Lore International Institute, Inc. and the report authors harmless in connection with any claims arising from the content of the report or the recipient's disclosure of report results to others.

Influencing with Integrity

The ability to influence others ethically is a fundamental skill for business professionals. Whatever your role, you need a variety of tools to persuade others and to influence events and decisions so that you achieve both internal and client impact. Research on power and influence indicates that influence effectiveness depends on a combination of factors represented by this formula:

TOPS = Result

*Where T is your choice of influence Tactic
O is your Organizational power base
P is your Personal power base
S is your Skill at using the tactic*

You must use the right tactic for the situation and the person you're trying to influence (the influencee). You must also have enough power. For example, if you're trying to use logical persuasion, you need knowledge or expertise. Recognized experts in a field are more persuasive than people who have little knowledge in the field. Finally, you need to be highly skilled in using the tactic.

Ethical Influence Tactics

Researchers have identified ten common influence tactics that people can use ethically:

Legitimizing

This means referring to or using authority—laws, rules, procedures, customs, or traditions. The statement, “We’ve always done it that way,” is an example of legitimizing. People also legitimize by referring to recognized authorities, such as a professor, an executive, or someone else whose opinion the influencee would respect.

Logical Persuading

As the name suggests, this means using logic to persuade the influencee. This tactic may involve data, graphs, evidence, proofs, or other documentation.

Appealing to Friendship

Legitimizing and logical persuading are ways of explaining what you want. Appealing to friendship is a way of asking for what you want, and it means asking friends for favors or assistance. This is a powerful tactic because friends are inclined to say yes to one another.

Socializing

This tactic is similar to appealing to friendship except that you don't have an existing close relationship with the influencee. When you socialize, you try to establish rapport with the influencee, to find commonalities, and to build a connection. People are more likely to be influenced by you if they feel a bond, however slight.

Consulting

Another way of asking is to invite the influencee's participation in the problem and solution. You consult when you present a problem and ask for the influencee's input. If you incorporate the influencee's suggestions, you create a collaborative solution the influencee is more likely to support.

Stating

The opposite of asking is stating, which means boldly and directly stating what you want. If you state your position assertively and self-confidently, you are likely to influence a number of people.

Appealing to Values

This is one way to inspire others. You appeal to their values by showing how your request is important or how it is consistent with what they consider uplifting, exciting, or morally right. Clearly, this can be a powerful tactic.

Modeling

Another way to inspire is to set the example, to model the behaviors you would like to see in others. Parents, coaches, teachers, counselors, and other leaders of all kinds use modeling as a way to influence others.

Exchanging

This is formal or informal bargaining. When you exchange, you gain the influencee's cooperation by giving him or her something of value in exchange for cooperation.

Alliance Building

The final tactic is building alliances of supporters who can help you influence others.

Unethical Influence Tactics

There are also four common ways that people influence without integrity:

Avoiding

This means doing nothing when you are expected to do something, thereby forcing others to act in ways that may not be consistent with their best interests.

Manipulating

This refers to lying or deceiving others and getting them to act on incomplete or false information.

Threatening

Threats range from verbal assaults (even excessive anger) to physical violence.

Intimidating

Finally, this refers to intimidating or bullying through greater size, power, volume, and so on.

These unethical tactics often succeed in the short run, but they all damage your relationship with the influencee and are unethical ways of exerting influence.

Power Sources

Each of the positive influence tactics has power sources associated with it that indicate what kind of power you need to succeed with the tactic. Basically, there are five sources of organizational power and five sources of personal power. These sources can act by themselves or in combination.

Organizational Power Sources

Role—the authority you have based on your role or position in your organization. This includes the power to make certain kinds of decisions.

Resources—your access to and control of important resources, such as money, people, equipment, etc.

Information—your access to and control of information that other people need.

Network—the number of key people you know and have access to.

Reputation—how well you are known inside and outside your organization; what people think of you.

Personal Power Sources

Knowledge—the perception others have of your knowledge and expertise.

Expressiveness—how articulate you are; your ability to express yourself orally.

Character—people's perception of your honesty and integrity.

Attraction—your ability to attract others and to make friends.

History with the influencee—how well others know you and their perception of your consistency.

Understanding Influence

This report will show you how all these factors work together. To understand your influence effectiveness, you need to look at your skill, power source, and influence ratings for each tactic. In addition to these ratings, the report provides direct behavioral recommendations for enhancing your influence effectiveness.

As you examine your ratings and recommendations, look for patterns indicating where you are strong or weak. Look, too, at differences between your perceptions and the perceptions of others. The total picture shown in this report should help you determine where and how you can be more effective at influencing others with integrity.

Box and Whiskers Graph Explanation

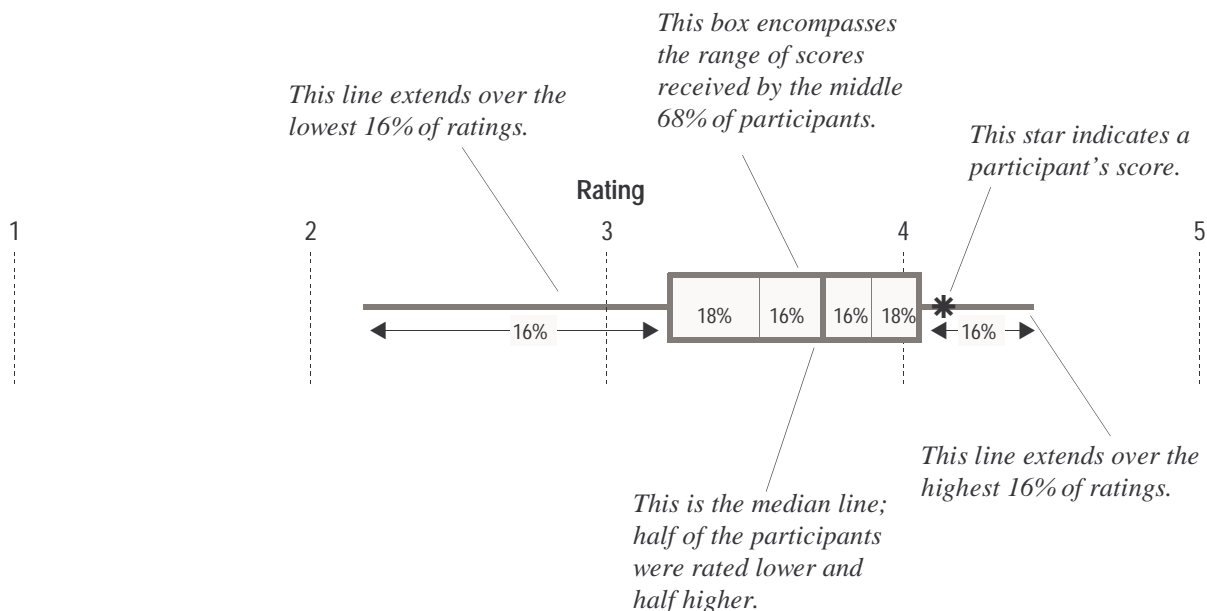
This page explains the graph this report uses to display results. The values shown are for illustration only and are not your actual results.

You should interpret your score as a combination of the position on the rating scale as well as the position relative to other scores in the distribution. The graph shows both types of information.

The first thing to notice is the location of the participant’s score, marked with a *. If it is located inside the box, the score is in the middle two-thirds of all scores. If it is outside the box, the score is either in the highest 16% of all scores or the lowest 16%. Values outside the box should be considered significant.

If the score is to the right of the bold median line, it is in the upper 50% of all scores. Likewise, if the score is to the left of the median line, it is in the lower 50% of all scores. If the score is within the box and between the right end of the box and the first line to the right of the median line, it is approximately in the upper third of all scores. Similarly, if the score is inside the box and between the left side of the box and the first line to the left of the median, the score is in the lower third of all scores. In both of these cases, the results should be considered meaningful and worth attention.

Finally, you should examine where the plot is located on the original rating scale. The SIE assessment uses a 5-point scale from 1—lowest to 5—highest. This scale has a midpoint of 3.0, so values above this are positive in an absolute sense.



Summary of Results

This part of the report presents summary results and recommendations based on analysis of the data provided in your self-assessment and the questionnaires completed by others. The “Resp Avg” scores are an average of the responses submitted by others and do not include your self-assessment scores.

Norms

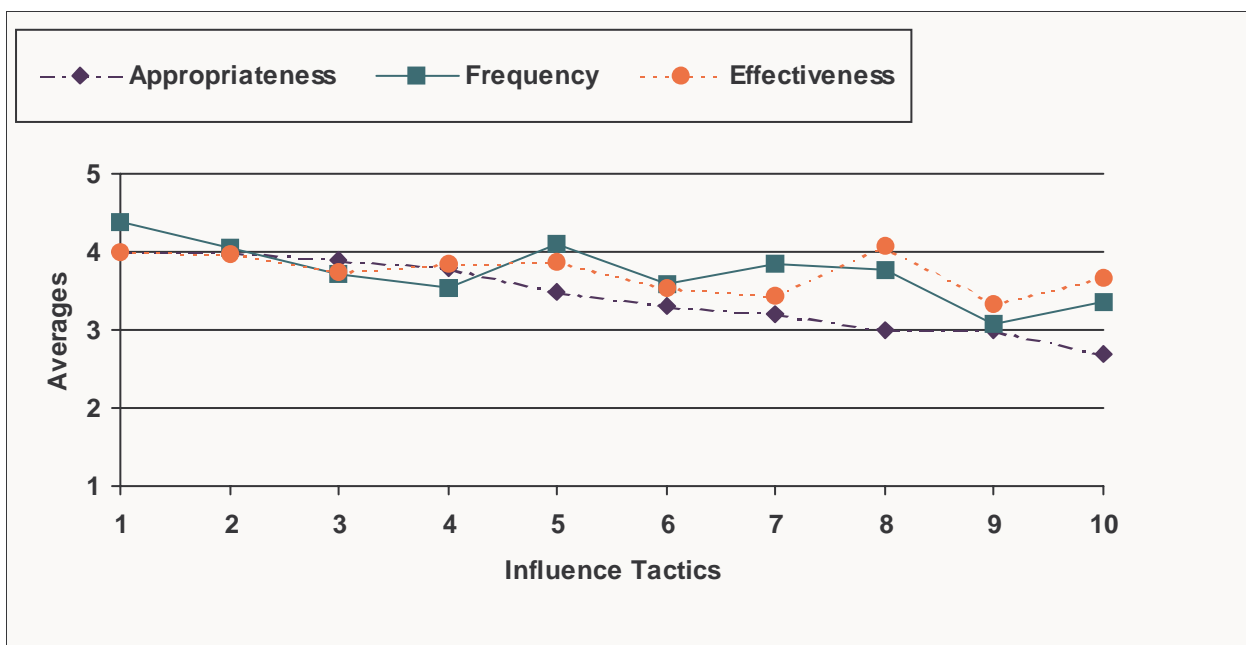
The norms are median values based upon 4,447 participants and 29,714 respondents that have completed the SIE assessment. For a given item, the median value is determined by arranging the scores from all participants from lowest to highest, then choosing the middle value.

Response Profile

This report consists of data from:

- 1 Self assessment
- 10 Assessments from others, including: 3 Bosses 5 Peers 2 Reports 0 Others



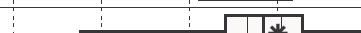

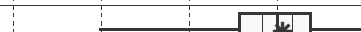
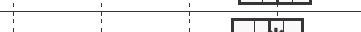


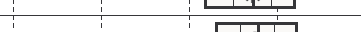

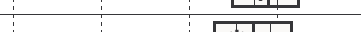
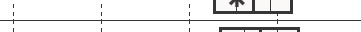


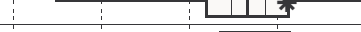

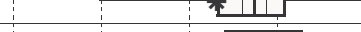
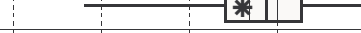









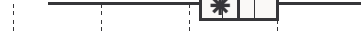


Your Influence Tactic Ratings Compared for Appropriateness, Frequency, and Effectiveness



- | | | |
|-----------------------|----------------------------|----------------------|
| 1. Socializing | 5. Appealing to Values | 9. Alliance Building |
| 2. Logical Persuading | 6. Consulting | 10. Exchanging |
| 3. Modeling | 7. Legitimizing | |
| 4. Stating | 8. Appealing to Friendship | |

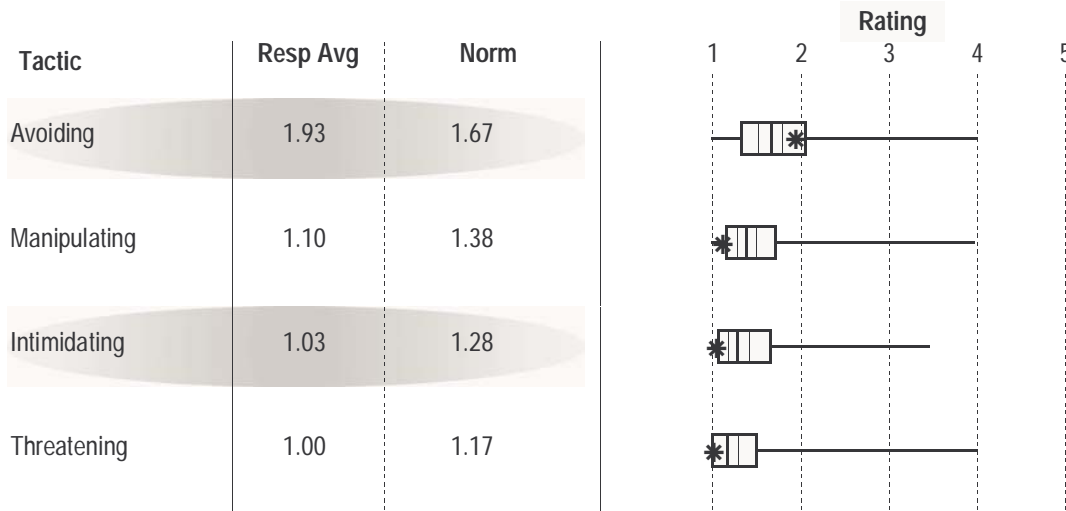
Influence Tactic Ratings

This section provides appropriateness, frequency, and effectiveness ratings related to each influence tactic. The tactics are displayed in descending order by appropriateness as rated by your respondents.

Tactic		Self	Resp Avg	Norm	Rating				
					1	2	3	4	5
Socializing	Appropriateness	4.00	4.00	3.89					
	Frequency	3.67	4.39	3.69					
	Effectiveness	3.50	4.00	3.85					
Logical Persuading	Appropriateness	4.00	4.00	4.08					
	Frequency	3.50	4.05	4.00					
	Effectiveness	3.75	3.97	3.91					
Modeling	Appropriateness	N/R	3.90	4.00					
	Frequency	3.67	3.71	3.73					
	Effectiveness	3.67	3.73	3.79					
Stating	Appropriateness	5.00	3.80	3.90					
	Frequency	2.33	3.53	3.73					
	Effectiveness	3.25	3.85	3.81					
Appealing to Values	Appropriateness	3.00	3.50	3.78					
	Frequency	3.67	4.10	3.67					
	Effectiveness	3.50	3.86	3.73					
Consulting	Appropriateness	3.00	3.30	3.75					
	Frequency	3.00	3.60	3.88					
	Effectiveness	3.00	3.55	3.75					
Legitimizing	Appropriateness	3.00	3.20	3.14					
	Frequency	3.00	3.86	3.44					
	Effectiveness	2.33	3.45	3.63					
Appealing to Friendship	Appropriateness	4.00	3.00	2.88					
	Frequency	4.67	3.78	3.53					
	Effectiveness	3.80	4.09	3.69					
Alliance Building	Appropriateness	4.00	3.00	2.83					
	Frequency	2.67	3.07	3.00					
	Effectiveness	3.50	3.34	3.56					
Exchanging	Appropriateness	N/R	2.70	2.83					
	Frequency	3.00	3.37	3.06					
	Effectiveness	3.60	3.67	3.70					

Negative Tactic Frequency

This page shows the average ratings for your use of the four negative influence tactics. These values are compared to the norms.



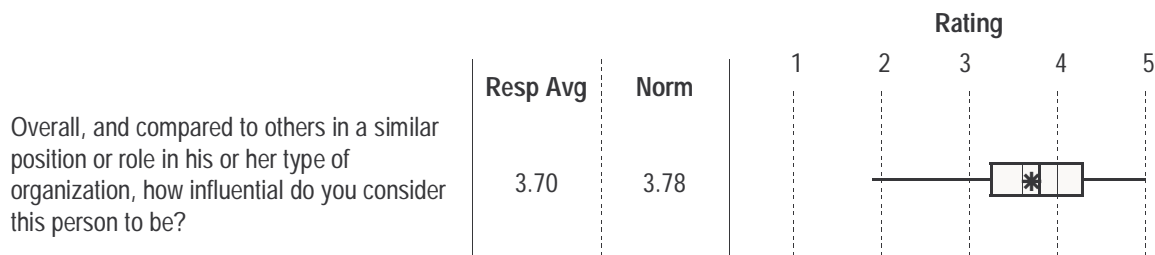
Influence Tactic Rankings

Below are rankings for influence tactic appropriateness, frequency, and effectiveness, listed from most to least. Ranking levels should be consistent. In other words, your most frequently used tactics should also be your most effective. Ranking differences greater than two positions are considered significant.

Appropriateness	Frequency	Effectiveness
1. Logical Persuading	1. Socializing	1. Appealing to Friendship
2. Socializing	2. Appealing to Values	2. Socializing
3. Modeling	3. Logical Persuading	3. Logical Persuading
4. Stating	4. Legitimizing	4. Appealing to Values
5. Appealing to Values	5. Appealing to Friendship	5. Stating
6. Consulting	6. Modeling	6. Modeling
7. Legitimizing	7. Consulting	7. Exchanging
8. Alliance Building	8. Stating	8. Consulting
9. Appealing to Friendship	9. Exchanging	9. Legitimizing
10. Exchanging	10. Alliance Building	10. Alliance Building

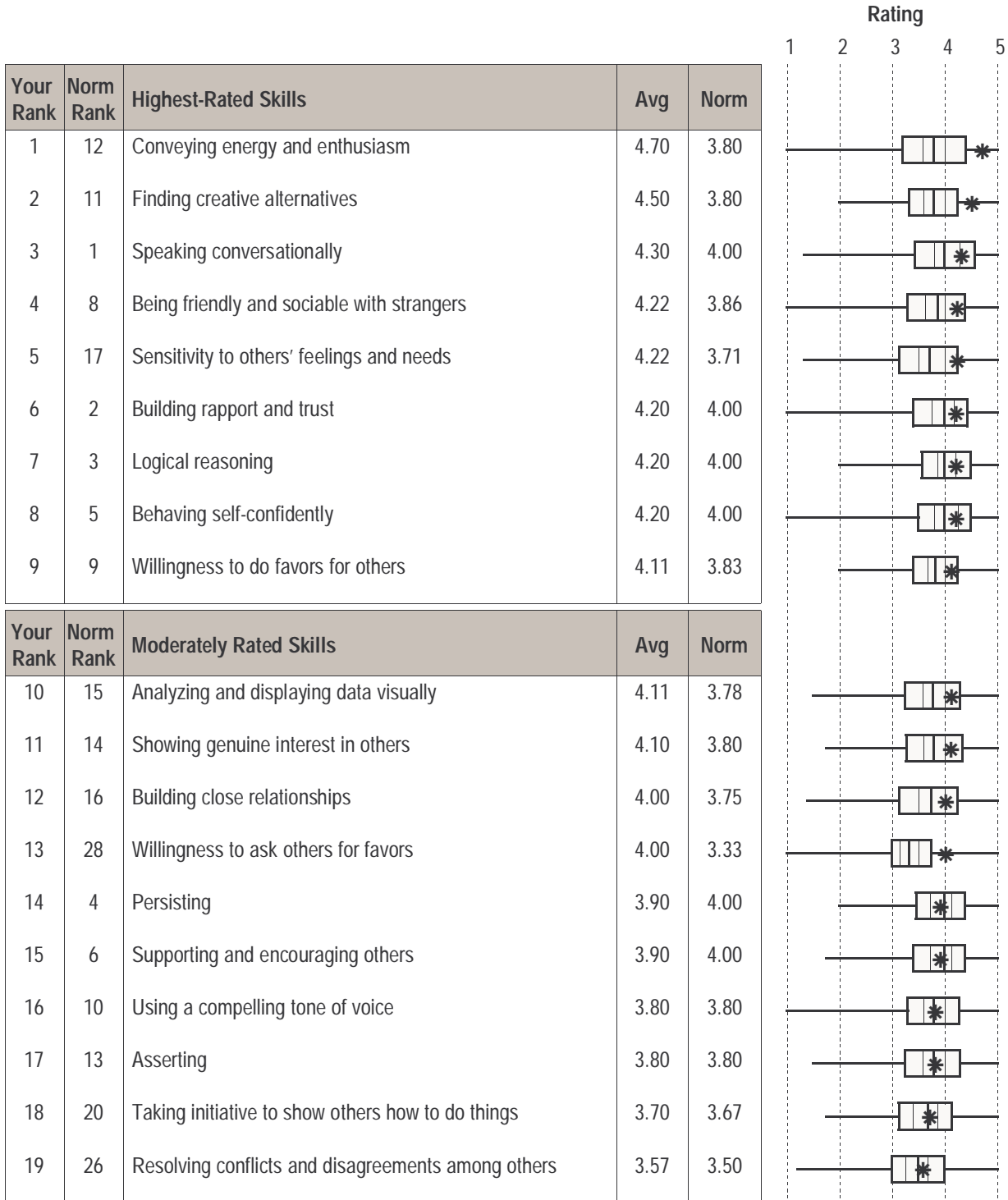
Overall Effectiveness Rating

Your respondents were asked to rate how influential they believe you are, relative to others in your role or position. The scale is 1—low, 2—below average, 3—average, 4—above average, and 5—high.



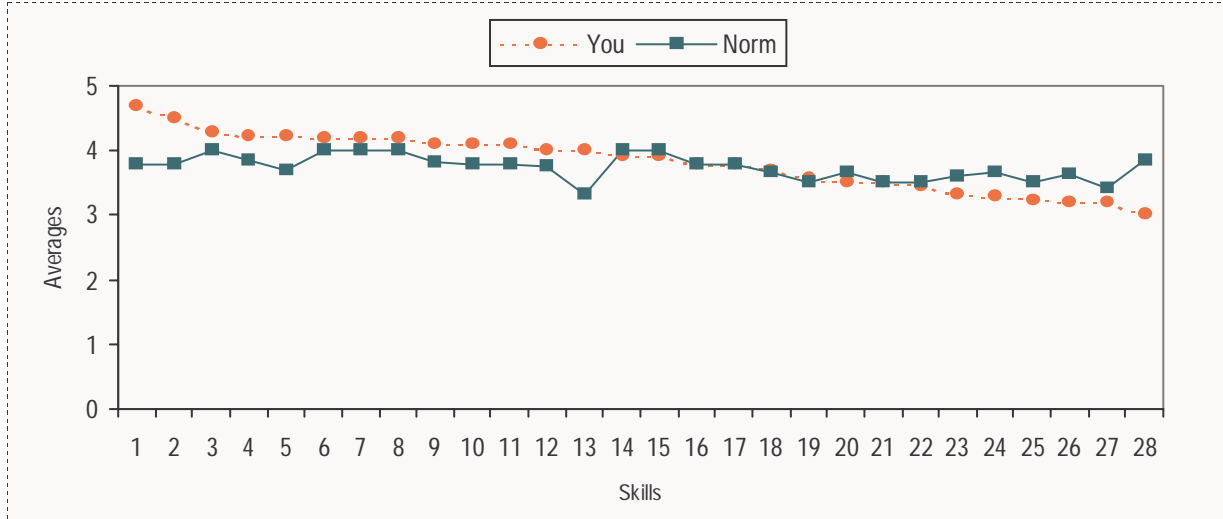
Influence Skill Effectiveness

The three tables below compare your average ratings from your respondents for twenty-eight skills associated with influence effectiveness with the norms for business professionals. These tables show your nine highest-rated skills, ten moderately-rated skills, and nine lowest-rated skills. The graph that follows compares your skill scores with the average skill scores for business professionals.



Your Rank	Norm Rank	Lowest-Rated Skills	Avg	Norm	Rating
20	18	Building consensus among others and in groups	3.50	3.67	
21	24	Using assertive non-verbals	3.50	3.50	
22	23	Bargaining or negotiating	3.44	3.50	
23	22	Using authority without appearing heavy-handed	3.33	3.60	
24	19	Probing; asking questions that reveal hidden agendas	3.30	3.67	
25	25	Convincing people to help influence others	3.22	3.50	
26	21	Having insight into what others value	3.20	3.63	
27	27	Behaving authoritatively in speech and dress	3.20	3.43	
28	7	Listening	3.00	3.86	
Average Skill Scores			3.83	3.74	





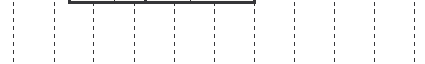






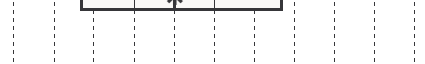
Your Average Scores for Influence Skills

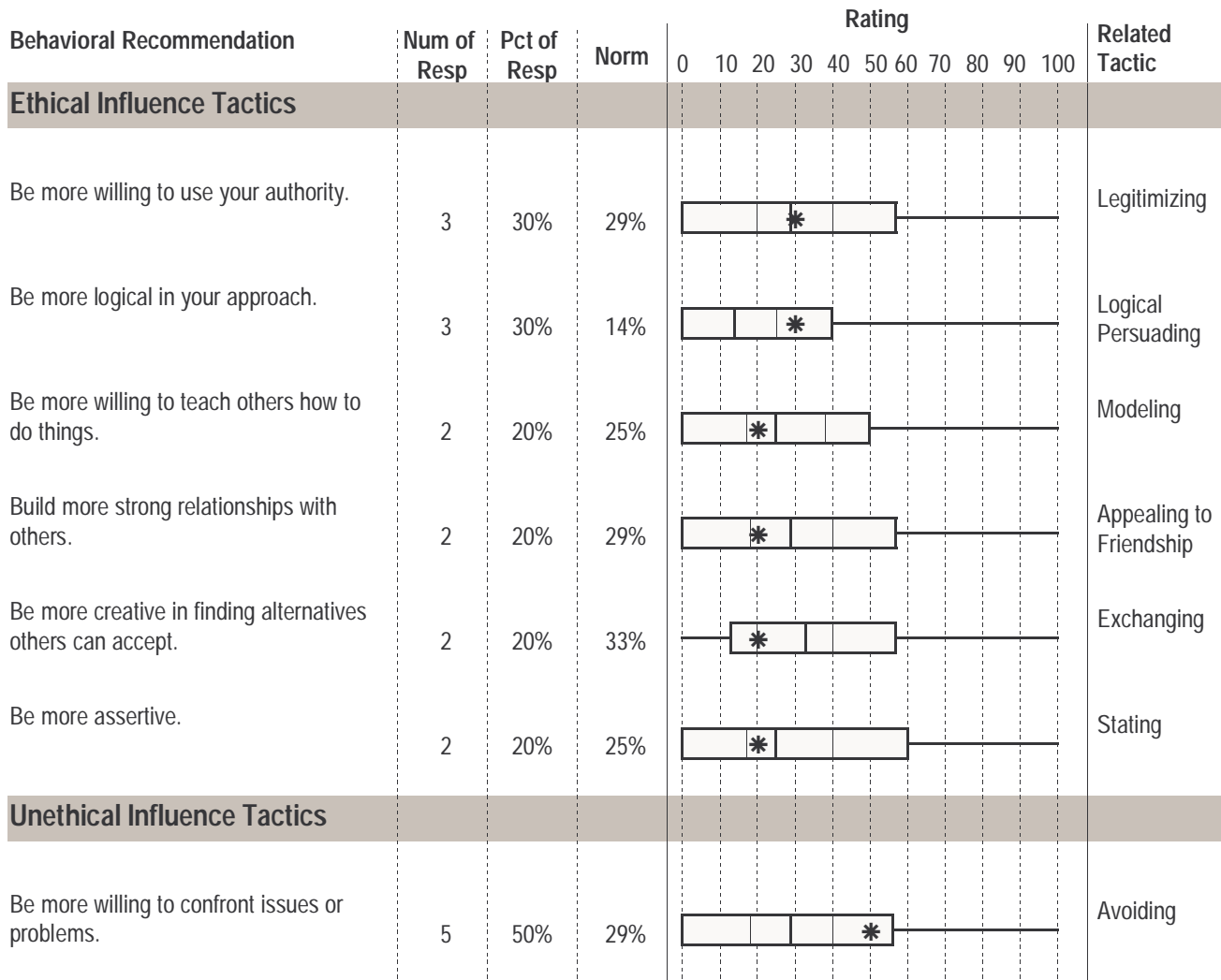


- | | | |
|-----------------|-----------------------|-----------------|
| 1. Enthusiasm | 11. Genuineness | 21. Non-verbals |
| 2. Creativity | 12. Relationships | 22. Negotiating |
| 3. Conversation | 13. Asking for favors | 23. Authority |
| 4. Friendliness | 14. Persisting | 24. Probing |
| 5. Sensitivity | 15. Supporting | 25. Convincing |
| 6. Rapport | 16. Tone | 26. Insight |
| 7. Reasoning | 17. Asserting | 27. Dress |
| 8. Confidence | 18. Coaching | 28. Listening |
| 9. Doing favors | 19. Conflict | |
| 10. Data | 20. Consensus | |

Behavioral Recommendations

This section shows specific recommendations your respondents made. The left-most column shows the recommendation. The second column shows the number of respondents that marked that recommendation, and the third column shows the percentage. The norm is in column four and it is a median value, which means that it will be zero for items where most participants received no recommendations. The box and whiskers graph shows how your percentage of recommendations compares with the norm. The related tactic is displayed in the right-most column. A recommendation is only shown if 15% or more of your respondents selected it.

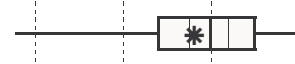
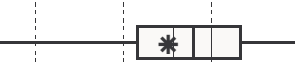
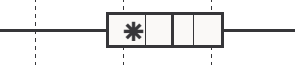
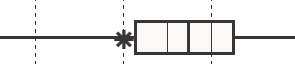


Behavioral Recommendation	Num of Resp	Pct of Resp	Norm	Rating											Related Tactic
				0	10	20	30	40	50	60	70	80	90	100	
Ethical Influence Tactics															
Provide more facts or evidence to support your requests.	7	70%	20%												Logical Persuading
Be more willing to cite rules, procedures, customs, values, or traditions to explain why you want something.	6	60%	13%												Legitimizing
Spend more time listening to others.	6	60%	29%												Consulting
Show more the importance or value of your ideas or requests.	6	60%	33%												Appealing to Values
Find more supporters who agree to help you influence someone else.	6	60%	20%												Alliance Building
Ask for others' opinions more often.	5	50%	33%												Consulting
Do more to build a broad base of support before trying to influence others.	5	50%	25%												Alliance Building
Be more willing to set the example.	5	50%	29%												Modeling
Be more persistent.	4	40%	17%												Stating
Act more as a mentor to others.	4	40%	40%												Modeling
Be more direct in saying what you want.	4	40%	33%												Stating
Do more asking and less telling.	3	30%	14%												Consulting



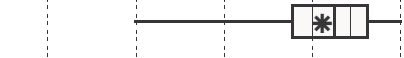
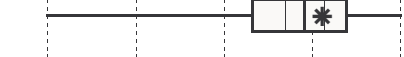
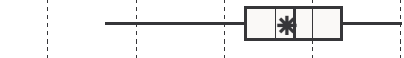

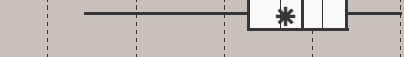


There were no other significant behavioral recommendations. To see all of the behavioral recommendations you received and how they were distributed among respondents, go to Appendix A.

Sources of Power

This table provides ratings for the power sources related to the ten influence tactics. Scores from your self-assessment are displayed in the first column. The average ratings from your respondents are shown in the second column. In the third column are norms for business professionals.

Sources of Organizational Power								
Sources of Power	Self	Resp Avg	Norm	Rating				
				1	2	3	4	5
1. Reputation You are highly regarded. You are known for your accomplishments and have a powerful reputation both in your organization and in client organizations.	3.00	3.80	4.00					
2. Network You have a broad number of contacts inside and outside your organization and have access to the right people and resources at the right time.	2.00	3.50	3.80					
3. Role Your role enables you to exercise organizational authority and make decisions about assignments and work flow. You can make and enforce rules, regulations, or procedures.	1.00	3.11	3.56					
4. Information You have access to organizational information that others need and value. People consider you an information resource.	3.00	3.00	3.75					
5. Resources You control important resources that others need, such as budget, equipment, software, tools, people, and space.	1.00	2.33	3.17					
Average Overall Rating for Organizational Power	2.00	3.15	3.66					

Sources of Personal Power								
Sources of Power	Self	Resp Avg	Norm	Rating				
				1	2	3	4	5
6. Character Those who work with you consider you honest and trustworthy. You have high standards of personal conduct, and people can trust you.	4.00	4.80	4.50					
7. Attraction You have qualities people seem to like. You make friends easily. You are open and approachable when others need you.	4.00	4.50	4.17					
8. History with the Influencee You are consistent, dependable, and predictable. No matter what kind of relationship others have with you, they always know what to expect from you.	3.00	4.10	4.25					
9. Knowledge You are known for your knowledge and expertise. People come to you for expert advice, recommendations, or assistance.	4.00	4.10	3.92					
10. Expressiveness You are very expressive and can communicate clearly and convincingly. You are an engaging speaker and can present strong, compelling arguments for your point of view.	3.00	3.70	3.80					
Average Overall Rating for Personal Power	3.60	4.24	4.13					
Average Overall Rating for all Power Sources	2.80	3.69	3.89					

Appendix A: Detailed Recommendations

The tables in this appendix list behavioral recommendations related to influence effectiveness, along with the distribution of recommendations you received from each category of respondent: boss, peers, direct reports, and others. Total recommendations are shown on the right. In the far right column are norms for business professionals.

Individual Behavioral Recommendations							
Behavioral Recommendations		Boss	Peers	Reports	Others	All	Norm
Alliance Building							
1. Find supporters who agree to help you influence someone else.	more	67%	40%	100%	0%	60%	20%
2. Build a broad base of support before trying to influence others.	more	67%	40%	50%	0%	50%	25%
Appealing to Friendship							
1. Be willing to ask friends for favors.	more	0%	0%	50%	0%	10%	17%
2. Be sensitive to how others feel.	more	33%	0%	0%	0%	10%	22%
3. Build strong relationships with others.	more	33%	0%	50%	0%	20%	29%
Appealing to Values							
1. Be motivational or inspirational.	more	33%	0%	0%	0%	10%	38%
2. Be enthusiastic about what you want.	more	0%	0%	0%	0%	0%	29%
3. Show the importance or value of your ideas or requests.	more	100%	60%	0%	0%	60%	33%
Consulting							
1. Do more asking and less telling.	more	33%	40%	0%	0%	30%	14%
2. Spend time listening to others.	more	67%	80%	0%	0%	60%	29%
3. Ask for others' opinions.	more	67%	60%	0%	0%	50%	33%

Individual Behavioral Recommendations							
Behavioral Recommendations		Boss	Peers	Reports	Others	All	Norm
Exchanging							
1. Be willing to compromise so that everyone wins.	more	33%	0%	0%	0%	10%	17%
2. Be creative in finding alternatives others can accept.	more	33%	20%	0%	0%	20%	33%
3. Be willing to reciprocate when someone does something for you.	more	0%	0%	0%	0%	0%	10%
Legitimizing							
1. Be willing to use your authority.	more	67%	20%	0%	0%	30%	29%
2. Be willing to cite rules, procedures, customs, values, or traditions to explain why you want something.	more	100%	60%	0%	0%	60%	13%
Logical Persuading							
1. Be logical in your approach.	more	33%	40%	0%	0%	30%	14%
2. Provide facts or evidence to support your requests.	more	67%	80%	50%	0%	70%	20%
3. Do less asking and more telling.	more	0%	0%	0%	0%	0%	0%
Modeling							
1. Be willing to set the example.	more	67%	60%	0%	0%	50%	29%
2. Act as a mentor to others.	more	33%	60%	0%	0%	40%	40%
3. Be willing to teach others how to do things.	more	33%	20%	0%	0%	20%	25%
Socializing							
1. Build rapport with others before asking for something.	more	0%	0%	0%	0%	0%	17%
2. Be friendly and personable.	more	0%	0%	0%	0%	0%	13%
3. Be sensitive to how others feel.	more	33%	0%	0%	0%	10%	22%

Individual Behavioral Recommendations							
Behavioral Recommendations		Boss	Peers	Reports	Others	All	Norm
Stating							
1. Be direct in saying what you want.	more	33%	40%	50%	0%	40%	33%
2. Be assertive.	more	33%	20%	0%	0%	20%	25%
3. Be persistent.	more	67%	40%	0%	0%	40%	17%

This page shows the percentages of your respondents that made recommendations regarding the four negative influence behaviors, separated by type of respondent. The “All” column shows the percentage for all your respondents. On the far right are norms for business professionals. Except for avoiding, all recommendations are to do less of the negative behavior. Recommendations of 20% or more are significant.

Negative Behavioral Recommendations							
Behavioral Recommendations		Boss	Peers	Reports	Others	All	Norm
Avoiding							
1. Be more willing to confront issues or problems.	more	67%	40%	50%	0%	50%	29%
Intimidating							
1. Be less intimidating.	less	0%	0%	0%	0%	0%	0%
Manipulating							
1. Be less manipulative.	less	0%	0%	0%	0%	0%	0%
Threatening							
1. Be less aggressive.	less	0%	0%	0%	0%	0%	0%
2. Be less threatening.	less	0%	0%	0%	0%	0%	0%

Appendix B: Influence Tactic Frequency

This appendix shows frequency ratings for influence tactic behaviors with the distribution of ratings from each category of respondents. Average ratings are shown on the right. In the far right column are norms for business professionals.

Positive Influence Tactic	Self	Boss	Peers	Reports	Others	Avg	Norm
Alliance Building							
1. Gets others' support before approaching the person he or she wants to influence and may bring those supporters to the meeting.	3.00	2.33	4.00	2.50	N/R	3.20	3.00
2. Gets influential supporters to act on his or her behalf.	2.00	2.67	3.40	2.00	N/R	2.90	3.00
3. Asks others who support his or her proposal to express that support publicly.	3.00	3.00	3.40	2.50	N/R	3.10	3.00
Average Frequencies for Alliance Building	2.67	2.67	3.60	2.33	N/R	3.07	3.00
Appealing to Friendship							
1. Asks people who are considered friends for help or assistance.	5.00	3.33	4.00	3.00	N/R	3.60	3.50
2. States that the request is important and that he or she depends on your support.	4.00	3.33	3.50	3.50	N/R	3.44	3.50
3. Maintains collegial relationships, does favors for friends, and is comfortable asking friends for favors.	5.00	5.00	4.40	3.00	N/R	4.38	3.67
Average Frequencies for Appealing to Friendship	4.67	3.75	4.00	3.20	N/R	3.78	3.53
Appealing to Values							
1. Tries to get people excited about what he or she is doing and shows them how important it is to them or the organization.	4.00	5.00	4.60	3.50	N/R	4.50	3.60
2. Understands what others value and shows how his or her proposals reflect those values.	3.00	3.00	3.60	4.00	N/R	3.50	3.57
3. Shows strong commitment to his or her position, usually by describing it passionately and with conviction.	4.00	4.33	4.60	3.50	N/R	4.30	3.83
Average Frequencies for Appealing to Values	3.67	4.11	4.27	3.67	N/R	4.10	3.67
Consulting							
1. Asks other people for their ideas on a subject and incorporates their ideas into the subsequent plan or proposal.	3.00	3.33	3.40	4.00	N/R	3.50	3.83
2. Engages others in problem solving and builds collaborative solutions they can support.	3.00	4.00	3.40	4.00	N/R	3.70	3.88
Average Frequencies for Consulting	3.00	3.67	3.40	4.00	N/R	3.60	3.88

Positive Influence Tactic	Self	Boss	Peers	Reports	Others	Avg	Norm
Exchanging							
1. Bargains for cooperation by doing or offering something that benefits others if they grant his or her request.	2.00	3.00	2.50	3.00	N/R	2.78	2.57
2. Does not explicitly negotiate for cooperation but shows a willingness to give and take in order to find an alternative or solution that benefits everyone.	4.00	4.00	4.00	3.50	N/R	3.90	3.50
Average Frequencies forExchanging	3.00	3.50	3.33	3.25	N/R	3.37	3.06
Legitimizing							
1. Uses the authority inherent in his or her role in an organization to justify a request or proposal.	3.00	3.50	3.50	3.00	N/R	3.38	3.25
2. Cites recognized authorities, such as executives or experts, who support his or her request or opinion.	4.00	4.33	4.40	4.50	N/R	4.40	3.40
3. Indicates that requests are consistent with policy, procedure, custom, tradition, or generally accepted values.	2.00	3.67	3.60	4.00	N/R	3.70	3.75
Average Frequencies forLegitimizing	3.00	3.88	3.86	3.83	N/R	3.86	3.44
Logical Persuading							
1. Supports requests with facts, evidence, charts, or other data.	3.00	4.00	3.60	5.00	N/R	4.00	3.88
2. Explains why he or she wants something and shows why it is the most logical choice or course of action.	4.00	4.00	4.00	4.50	N/R	4.10	4.11
Average Frequencies forLogical Persuading	3.50	4.00	3.80	4.75	N/R	4.05	4.00
Modeling							
1. Models the kinds of behaviors he or she wants to see from others.	3.00	3.33	4.00	3.50	N/R	3.63	3.86
2. Obtains support without asking for it because others see him or her as a recognized expert or other kind of authority.	4.00	3.33	3.60	4.00	N/R	3.60	3.63
3. Acts as a coach or mentor and shows others how to do things.	4.00	3.33	4.00	4.50	N/R	3.90	3.70
Average Frequencies forModeling	3.67	3.33	3.85	4.00	N/R	3.71	3.73

Positive Influence Tactic	Self	Boss	Peers	Reports	Others	Avg	Norm
Socializing							
1. Is forthcoming with people he or she doesn't know well and establishes rapport with them before asking for something.	4.00	4.67	4.00	5.00	N/R	4.33	3.75
2. Tries to gain cooperation by being friendly and outgoing.	4.00	5.00	4.20	4.50	N/R	4.50	4.00
3. Makes others comfortable with him or her by talking about personal issues before getting down to business.	3.00	4.67	4.00	4.50	N/R	4.33	3.38
Average Frequencies for Socializing	3.67	4.78	4.07	4.60	N/R	4.39	3.69
Stating							
1. Is persistent, even when faced with continued resistance or opposition.	2.00	4.00	3.60	3.00	N/R	3.60	3.75
2. Is assertive and direct, telling others what he or she wants without explicitly inviting discussion.	3.00	3.33	3.20	2.50	N/R	3.10	3.33
3. States a position with confidence and self-assurance.	2.00	3.67	4.20	3.50	N/R	3.90	4.14
Average Frequencies for Stating	2.33	3.67	3.67	3.00	N/R	3.53	3.73

Negative Influence Tactic Frequency

This section shows frequency ratings for negative influence tactics.

Negative Influence Tactic	Self	Boss	Peers	Reports	Others	Avg	Norm
Avoiding							
1. Does not listen to others; is unwilling to acknowledge the other person's point of view.	N/R	2.67	1.60	1.00	N/R	1.80	1.60
2. Appears to agree with you but doesn't really; says he or she will support you and later fails to or is silent.	N/R	2.67	1.20	1.00	N/R	1.60	1.50
3. Influences events or decisions by delaying, procrastinating, or failing to act when he or she should act.	N/R	3.67	2.00	1.50	N/R	2.40	1.75
Average Frequencies forAvoiding	N/R	3.00	1.60	1.17	N/R	1.93	1.67
Intimidating							
1. Imposes himself or herself on others.	N/R	1.00	1.00	1.00	N/R	1.00	1.38
2. Uses condescension or humor to minimize someone's contributions.	N/R	1.00	1.00	1.00	N/R	1.00	1.33
3. Argues too forcefully for his or her own position; bullies intellectually.	N/R	1.00	1.40	1.00	N/R	1.20	1.40
4. Is excessively forceful physically.	N/R	1.00	1.00	1.00	N/R	1.00	1.00
5. Attacks the person rather than the problem; belittles people publicly.	N/R	1.00	1.00	1.00	N/R	1.00	1.17
6. Is loud, overbearing, abrasive, or insensitive to others' feelings.	N/R	1.00	1.00	1.00	N/R	1.00	1.25
Average Frequencies forIntimidating	N/R	1.00	1.07	1.00	N/R	1.03	1.28
Manipulating							
1. Intentionally withholds information that others need to make a good decision or to evaluate the options accurately.	N/R	1.00	1.00	1.00	N/R	1.00	1.33
2. Disguises his or her real intentions.	N/R	1.67	1.20	1.00	N/R	1.30	1.50
3. Leads people to believe something that is false.	N/R	1.00	1.20	1.00	N/R	1.10	1.20
4. Offers insincere praise in order to get you to do something; uses flattery as a device to get his or her way.	N/R	1.00	1.00	1.00	N/R	1.00	1.43
Average Frequencies forManipulating	N/R	1.17	1.10	1.00	N/R	1.10	1.38

Negative Influence Tactic	Self	Boss	Peers	Reports	Others	Avg	Norm
Threatening							
1. States or implies that you will be harmed or disadvantaged if you don't do what he or she wants.	N/R	1.00	1.00	1.00	N/R	1.00	1.17
Average Frequencies forThreatening	N/R	1.00	1.00	1.00	N/R	1.00	1.17

Appendix C: Influence Skills

This appendix provides ratings for skills related to influence, along with the distribution of ratings from each category of respondents. The skills are shown in descending order by your average rating from all respondents, which appears on the right. In the far right column are norms for business professionals.

Skills Related to Influence	Self	Boss	Peers	Reports	Others	Average	Norm
1. Conveying energy and enthusiasm	4.00	4.67	4.80	4.50	N/R	4.70	3.80
2. Finding creative alternatives	5.00	5.00	4.20	4.50	N/R	4.50	3.80
3. Speaking conversationally	4.00	3.67	4.40	5.00	N/R	4.30	4.00
4. Being friendly and sociable with strangers	3.00	4.33	4.25	4.00	N/R	4.22	3.86
5. Sensitivity to others' feelings and needs	3.00	3.67	4.50	4.50	N/R	4.22	3.71
6. Building rapport and trust	4.00	4.33	4.00	4.50	N/R	4.20	4.00
7. Logical reasoning	4.00	4.67	3.80	4.50	N/R	4.20	4.00
8. Behaving self-confidently	4.00	4.33	4.00	4.50	N/R	4.20	4.00
9. Willingness to do favors for others	4.00	4.00	4.25	4.00	N/R	4.11	3.83
10. Analyzing and displaying data visually	4.00	4.67	3.50	4.50	N/R	4.11	3.78
11. Showing genuine interest in others	4.00	4.00	4.20	4.00	N/R	4.10	3.80
12. Building close relationships	4.00	4.33	3.80	4.00	N/R	4.00	3.75
13. Willingness to ask others for favors	4.00	3.50	4.25	4.00	N/R	4.00	3.33
14. Persisting	3.00	3.67	4.00	4.00	N/R	3.90	4.00
15. Supporting and encouraging others	4.00	4.33	3.60	4.00	N/R	3.90	4.00
16. Using a compelling tone of voice	4.00	3.67	3.40	5.00	N/R	3.80	3.80

Skills Related to Influence	Self	Boss	Peers	Reports	Others	Average	Norm
17. Asserting	2.00	3.67	3.80	4.00	N/R	3.80	3.80
18. Taking initiative to show others how to do things	4.00	4.33	3.20	4.00	N/R	3.70	3.67
19. Resolving conflicts and disagreements among others	4.00	3.50	3.50	4.00	N/R	3.57	3.50
20. Building consensus among others and in groups	3.00	3.33	3.40	4.00	N/R	3.50	3.67
21. Using assertive non-verbals	4.00	3.00	3.60	4.00	N/R	3.50	3.50
22. Bargaining or negotiating	4.00	3.67	3.00	4.00	N/R	3.44	3.50
23. Using authority without appearing heavy-handed	3.00	4.50	3.00	3.00	N/R	3.33	3.60
24. Probing; asking questions that reveal hidden agendas	2.00	3.00	3.40	3.50	N/R	3.30	3.67
25. Convincing people to help influence others	3.00	3.33	3.00	3.50	N/R	3.22	3.50
26. Having insight into what others value	3.00	3.33	2.80	4.00	N/R	3.20	3.63
27. Behaving authoritatively in speech and dress	2.00	3.33	3.00	3.50	N/R	3.20	3.43
28. Listening	3.00	3.00	2.80	3.50	N/R	3.00	3.86
Average overall skill ratings	3.54	3.89	3.69	4.09	N/R	3.83	3.74

Appendix D: Combined Results by Influence Tactic

The tables in this appendix list behavioral recommendations related to influence effectiveness, along with the distribution of recommendations you received from each category of respondent: boss, peers, direct reports, and others. Total recommendations are shown on the right. In the far right column are norms for business professionals.

Alliance Building	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	4.00	3.33	3.40	1.50	N/R	3.00	2.83
Frequency of use	2.67	2.67	3.60	2.33	N/R	3.07	3.00
Effectiveness of use	3.50	3.27	3.24	3.71	N/R	3.34	3.56
Related power sources							
Information	3.00	3.00	2.60	4.00	N/R	3.00	3.75
Expressiveness	3.00	3.67	3.80	3.50	N/R	3.70	3.80
Network	2.00	3.67	3.40	3.50	N/R	3.50	3.80
Related power sources(average)	2.67	3.44	3.27	3.67	N/R	3.40	3.78
Related skills							
Resolving conflicts and disagreements among others	4.00	3.50	3.50	4.00	N/R	3.57	3.50
Building consensus among others and in groups	3.00	3.33	3.40	4.00	N/R	3.50	3.67
Convincing people to help influence others	3.00	3.33	3.00	3.50	N/R	3.22	3.50
Related skills(average)	3.33	3.39	3.30	3.83	N/R	3.43	3.56
Related recommendations							
Build a broad base of support before trying to influence others.	more	67%	40%	50%	0%	50%	25%
Find supporters who agree to help you influence someone else.	more	67%	40%	100%	0%	60%	20%
Related recommendations(average)	more	67%	40%	75%	0%	55%	23%

Appealing to Friendship	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	4.00	3.00	3.20	2.50	N/R	3.00	2.88
Frequency of use	4.67	3.75	4.00	3.20	N/R	3.78	3.53
Effectiveness of use	3.80	3.93	4.18	4.10	N/R	4.09	3.69
Related power sources							
History with the Influencee	3.00	3.67	4.40	4.00	N/R	4.10	4.25
Character	4.00	5.00	4.60	5.00	N/R	4.80	4.50
Attraction	4.00	4.00	4.80	4.50	N/R	4.50	4.17
Related power sources(average)	3.67	4.22	4.60	4.50	N/R	4.47	4.31
Related skills							
Showing genuine interest in others	4.00	4.00	4.20	4.00	N/R	4.10	3.80
Sensitivity to others' feelings and needs	3.00	3.67	4.50	4.50	N/R	4.22	3.71
Willingness to ask others for favors	4.00	3.50	4.25	4.00	N/R	4.00	3.33
Building close relationships	4.00	4.33	3.80	4.00	N/R	4.00	3.75
Willingness to do favors for others	4.00	4.00	4.25	4.00	N/R	4.11	3.83
Related skills(average)	3.80	3.90	4.20	4.10	N/R	4.09	3.68
Related recommendations							
Build strong relationships with others.	more	33%	0%	50%	0%	20%	29%
Be sensitive to how others feel.	more	33%	0%	0%	0%	10%	22%
Be willing to ask friends for favors.	more	0%	0%	50%	0%	10%	17%
Related recommendations(average)	more	22%	0%	33%	0%	13%	23%

Appealing to Values	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	3.00	3.33	3.60	3.50	N/R	3.50	3.78
Frequency of use	3.67	4.11	4.27	3.67	N/R	4.10	3.67
Effectiveness of use	3.50	3.78	3.72	4.33	N/R	3.86	3.73
Related power sources							
Attraction	4.00	4.00	4.80	4.50	N/R	4.50	4.17
Character	4.00	5.00	4.60	5.00	N/R	4.80	4.50
Expressiveness	3.00	3.67	3.80	3.50	N/R	3.70	3.80
Reputation	3.00	3.67	3.80	4.00	N/R	3.80	4.00
Related power sources(average)	3.50	4.08	4.25	4.25	N/R	4.20	4.12
Related skills							
Having insight into what others value	3.00	3.33	2.80	4.00	N/R	3.20	3.63
Listening	3.00	3.00	2.80	3.50	N/R	3.00	3.86
Conveying energy and enthusiasm	4.00	4.67	4.80	4.50	N/R	4.70	3.80
Sensitivity to others' feelings and needs	3.00	3.67	4.50	4.50	N/R	4.22	3.71
Using a compelling tone of voice	4.00	3.67	3.40	5.00	N/R	3.80	3.80
Related skills(average)	3.40	3.67	3.66	4.30	N/R	3.78	3.76
Related recommendations							
Show the importance or value of your ideas or requests.	more	100%	60%	0%	0%	60%	33%
Be enthusiastic about what you want.	more	0%	0%	0%	0%	0%	29%
Be motivational or inspirational.	more	33%	0%	0%	0%	10%	38%
Related recommendations(average)	more	44%	20%	0%	0%	23%	33%

Consulting	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	3.00	3.67	3.40	2.50	N/R	3.30	3.75
Frequency of use	3.00	3.67	3.40	4.00	N/R	3.60	3.88
Effectiveness of use	3.00	3.50	3.50	3.75	N/R	3.55	3.75
Related power sources							
History with the Influencee	3.00	3.67	4.40	4.00	N/R	4.10	4.25
Attraction	4.00	4.00	4.80	4.50	N/R	4.50	4.17
Reputation	3.00	3.67	3.80	4.00	N/R	3.80	4.00
Knowledge	4.00	4.00	4.20	4.00	N/R	4.10	3.92
Related power sources(average)	3.50	3.83	4.30	4.13	N/R	4.13	4.09
Related skills							
Listening	3.00	3.00	2.80	3.50	N/R	3.00	3.86
Probing; asking questions that reveal hidden agendas	2.00	3.00	3.40	3.50	N/R	3.30	3.67
Showing genuine interest in others	4.00	4.00	4.20	4.00	N/R	4.10	3.80
Related skills(average)	3.00	3.33	3.47	3.67	N/R	3.47	3.78
Related recommendations							
Ask for others' opinions often.	more	67%	60%	0%	0%	50%	33%
Spend time listening to others.	more	67%	80%	0%	0%	60%	29%
Do more asking and less telling.	more	33%	40%	0%	0%	30%	14%
Related recommendations(average)	more	56%	60%	0%	0%	47%	25%

Exchanging	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	N/R	3.00	2.80	2.00	N/R	2.70	2.83
Frequency of use	3.00	3.50	3.33	3.25	N/R	3.37	3.06
Effectiveness of use	3.60	3.73	3.43	4.10	N/R	3.67	3.70
Related power sources							
Resources	1.00	2.33	2.25	2.50	N/R	2.33	3.17
Information	3.00	3.00	2.60	4.00	N/R	3.00	3.75
Network	2.00	3.67	3.40	3.50	N/R	3.50	3.80
Knowledge	4.00	4.00	4.20	4.00	N/R	4.10	3.92
Expressiveness	3.00	3.67	3.80	3.50	N/R	3.70	3.80
Related power sources(average)	2.60	3.33	3.25	3.50	N/R	3.33	3.69
Related skills							
Sensitivity to others' feelings and needs	3.00	3.67	4.50	4.50	N/R	4.22	3.71
Having insight into what others value	3.00	3.33	2.80	4.00	N/R	3.20	3.63
Finding creative alternatives	5.00	5.00	4.20	4.50	N/R	4.50	3.80
Listening	3.00	3.00	2.80	3.50	N/R	3.00	3.86
Bargaining or negotiating	4.00	3.67	3.00	4.00	N/R	3.44	3.50
Related skills(average)	3.60	3.73	3.46	4.10	N/R	3.67	3.70
Related recommendations							
Be creative in finding alternatives others can accept.	more	33%	20%	0%	0%	20%	33%
Be willing to reciprocate when someone does something for you.	more	0%	0%	0%	0%	0%	10%
Be willing to compromise so that everyone wins.	more	33%	0%	0%	0%	10%	17%
Related recommendations(average)	more	22%	7%	0%	0%	10%	20%

Legitimizing	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	3.00	3.33	3.40	2.50	N/R	3.20	3.14
Frequency of use	3.00	3.88	3.86	3.83	N/R	3.86	3.44
Effectiveness of use	2.33	3.88	3.13	3.67	N/R	3.45	3.63
Related power sources							
Network	2.00	3.67	3.40	3.50	N/R	3.50	3.80
Role	1.00	2.67	3.00	4.00	N/R	3.11	3.56
Related power sources(average)	1.50	3.17	3.20	3.75	N/R	3.31	3.68
Related skills and attitudes							
Respect for authority - including rules, laws, customs, traditions, and people who are considered authorities.	2.00	4.00	3.40	4.50	N/R	3.80	3.92
Behaving authoritatively in speech and dress	2.00	3.33	3.00	3.50	N/R	3.20	3.43
Using authority without appearing heavy-handed	3.00	4.50	3.00	3.00	N/R	3.33	3.60
Related skills and attitudes(average)	2.33	3.94	3.13	3.67	N/R	3.44	3.65
Related recommendations							
Be willing to use your authority.	more	67%	20%	0%	0%	30%	29%
Be willing to cite rules, procedures, customs, values, or traditions to explain why you want something.	more	100%	60%	0%	0%	60%	13%
Related recommendations(average)	more	84%	40%	0%	0%	45%	21%

Logical Persuading	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	4.00	4.00	4.20	3.50	N/R	4.00	4.08
Frequency of use	3.50	4.00	3.80	4.75	N/R	4.05	4.00
Effectiveness of use	3.75	4.17	3.58	4.63	N/R	3.97	3.91
Related power sources							
Knowledge	4.00	4.00	4.20	4.00	N/R	4.10	3.92
Information	3.00	3.00	2.60	4.00	N/R	3.00	3.75
Expressiveness	3.00	3.67	3.80	3.50	N/R	3.70	3.80
Related power sources(average)	3.33	3.56	3.53	3.83	N/R	3.60	3.82
Related skills							
Analyzing and displaying data visually	4.00	4.67	3.50	4.50	N/R	4.11	3.78
Logical reasoning	4.00	4.67	3.80	4.50	N/R	4.20	4.00
Using a compelling tone of voice	4.00	3.67	3.40	5.00	N/R	3.80	3.80
Related skills(average)	4.00	4.33	3.57	4.67	N/R	4.04	3.86
Related recommendations							
Be logical in your approach.	more	33%	40%	0%	0%	30%	14%
Do less asking and more telling.	more	0%	0%	0%	0%	0%	0%
Provide facts or evidence to support your requests.	more	67%	80%	50%	0%	70%	20%
Related recommendations(average)	more	33%	40%	17%	0%	33%	11%

Modeling	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	N/R	3.67	4.40	3.00	N/R	3.90	4.00
Frequency of use	3.67	3.33	3.85	4.00	N/R	3.71	3.73
Effectiveness of use	3.67	4.22	3.33	4.00	N/R	3.73	3.79
Related power sources							
Character	4.00	5.00	4.60	5.00	N/R	4.80	4.50
History with the Influencee	3.00	3.67	4.40	4.00	N/R	4.10	4.25
Knowledge	4.00	4.00	4.20	4.00	N/R	4.10	3.92
Reputation	3.00	3.67	3.80	4.00	N/R	3.80	4.00
Related power sources(average)	3.50	4.08	4.25	4.25	N/R	4.20	4.17
Related skills							
Supporting and encouraging others	4.00	4.33	3.60	4.00	N/R	3.90	4.00
Taking initiative to show others how to do things	4.00	4.33	3.20	4.00	N/R	3.70	3.67
Related skills(average)	4.00	4.33	3.40	4.00	N/R	3.80	3.84
Related recommendations							
Be willing to set the example.	more	67%	60%	0%	0%	50%	29%
Act as a mentor to others.	more	33%	60%	0%	0%	40%	40%
Be willing to teach others how to do things.	more	33%	20%	0%	0%	20%	25%
Related recommendations(average)	more	44%	47%	0%	0%	37%	31%

Socializing	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	4.00	4.67	3.80	3.50	N/R	4.00	3.89
Frequency of use	3.67	4.78	4.07	4.60	N/R	4.39	3.69
Effectiveness of use	3.50	3.83	4.00	4.25	N/R	4.00	3.85
Related power sources							
Expressiveness	3.00	3.67	3.80	3.50	N/R	3.70	3.80
Attraction	4.00	4.00	4.80	4.50	N/R	4.50	4.17
Related power sources(average)	3.50	3.83	4.30	4.00	N/R	4.10	3.99
Related skills							
Listening	3.00	3.00	2.80	3.50	N/R	3.00	3.86
Building rapport and trust	4.00	4.33	4.00	4.50	N/R	4.20	4.00
Being friendly and sociable with strangers	3.00	4.33	4.25	4.00	N/R	4.22	3.86
Sensitivity to others' feelings and needs	3.00	3.67	4.50	4.50	N/R	4.22	3.71
Showing genuine interest in others	4.00	4.00	4.20	4.00	N/R	4.10	3.80
Speaking conversationally	4.00	3.67	4.40	5.00	N/R	4.30	4.00
Related skills(average)	3.50	3.83	4.03	4.25	N/R	4.01	3.87
Related recommendations							
Build rapport with others before asking for something.	more	0%	0%	0%	0%	0%	17%
Be friendly and personable.	more	0%	0%	0%	0%	0%	13%
Be sensitive to how others feel.	more	33%	0%	0%	0%	10%	22%
Related recommendations(average)	more	11%	0%	0%	0%	3%	17%

Stating	Self	Boss	Peers	Reports	Others	Avg	Norm
Appropriateness for your role	5.00	3.33	4.20	3.50	N/R	3.80	3.90
Frequency of use	2.33	3.67	3.67	3.00	N/R	3.53	3.73
Effectiveness of use	3.25	3.67	3.85	4.13	N/R	3.85	3.81
Related power sources							
Role	1.00	2.67	3.00	4.00	N/R	3.11	3.56
History with the Influencee	3.00	3.67	4.40	4.00	N/R	4.10	4.25
Related power sources(average)	2.00	3.17	3.70	4.00	N/R	3.61	3.91
Related skills							
Behaving self-confidently	4.00	4.33	4.00	4.50	N/R	4.20	4.00
Persisting	3.00	3.67	4.00	4.00	N/R	3.90	4.00
Asserting	2.00	3.67	3.80	4.00	N/R	3.80	3.80
Using assertive non-verbals	4.00	3.00	3.60	4.00	N/R	3.50	3.50
Related skills(average)	3.25	3.67	3.85	4.13	N/R	3.85	3.83
Related recommendations							
Be persistent.	more	67%	40%	0%	0%	40%	17%
Be direct in saying what you want.	more	33%	40%	50%	0%	40%	33%
Be assertive.	more	33%	20%	0%	0%	20%	25%
Related recommendations(average)	more	44%	33%	17%	0%	33%	25%