INFLUENCE TACTICS SELF-ASSESSMENT

When trying to influence another person to do a requested action or task, which response below best describes your behavior? Do not be concerned at this point whether the other person is a subordinate/direct-report, peer or boss/superior. Do your best to differentiate between the various behaviors; that is, make sure you use several 0s, 1s, and 2s.

**DIRECTIONS:** Using the scales below, please rate each question.

- 0 = never or rarely do
- 1 = sometimes with some people
- 2 = most times with most people

1. Confront the other person and demand that the requested action be done promptly.
2. Show the other person how the requested action both meets organizational goals, and also fits with the person’s values and goals.
3. Mention to the other person that a higher authority within the organization also wants the requested action to be done.
4. Offer data or factual evidence as a reason for why the requested action needs to be done by the other person.
5. Offer to do a favor or task that would benefit the other person in exchange for the other person doing the requested action.
6. Express sincere respect and praise to the other person when requesting him/her to do the action or task.
7. Allow the other person to participate in the decision making on the requested action or task.
8. Get several other people to support the requested action before asking the other person to do the requested action.
9. Ask the other person to do the requested action based on your personal loyalty or friendship.
10. Repeatedly remind the other person about deadlines, goals, expectations and consequences until the requested action or task is accomplished.
11. Describe the task with enthusiasm and express confidence in the other person’s ability to accomplish the requested task.
12. Mention to the other person that the requested action should be done based on the company’s strategic plan or mission, its policies and rules, or based on your position or authority within the company.
13. Objectively and logically explain to the other person the reason for the requested action.
14. Offer an extra incentive or reward to the other person for doing the requested action.
15. Compliment the other person before asking him/her to do the action or task.
16. Ask the other person for his/her ideas and input into how he/she should do the requested action or task.
17. Have several people who are in support of the requested action ask the other person to do the requested action.
18. Ask the other person to do the requested action as a personal favor to you.

Add up your points for each of the items in the following manner:
SCORING INSTRUCTIONS

Scale 1: Question 1 + question 10 = _____ your Pressure score.
Scale 2: Question 2 + question 11 = _____ your Inspirational Appeals score.
Scale 3: Question 3 + question 12 = _____ your Legitimating Tactics score.
Scale 4: Question 4 + question 13 = _____ your Rational Persuasion score.
Scale 5: Question 5 + question 14 = _____ your Exchange score.
Scale 6: Question 6 + question 15 = _____ your Ingratiation score.
Scale 7: Question 7 + question 16 = _____ your Consultation score.
Scale 8: Question 8 + question 17 = _____ your Coalition Tactics score.
Scale 9: Question 9 + question 18 = _____ your Personal Appeals score.

Now plot each of your scores on the graph:

When you think about the various influence tactics listed in the chart above, which one(s) do you tend to use most often? Why do you tend to rely on these particular tactics?

Which tactics do you tend to use less often? Why?

Now think about the various groups of people that you try to influence (e.g., boss, peers, direct reports). Do you tend to use different tactics with different groups? If so, why?

Please bring this completed worksheet with you to the offsite.

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