INFLUENCE STYLE QUESTIONNAIRE

**Name: ..........................................**

**Instructions**

Fill out the ISQ for yourself. Please answer the questions in terms of what you believe you do in situations where you interact with others. Base your answers on typical day to day actions.

Your results will only be accurate about yourself if you are honest and objective.

Once you have completed the ISQ about yourself, get at least 3 people who know you to complete the ISQ after this course. The more people you select in a variety of different relationships, such as friends, colleagues, customers, family the more valuable the results will be.

When you have completed your responses on the Influence Styles Scoring profile, these will be transferred to the Influence Style Grid.

**Instructions if you have been asked to complete this about the Course Attendee**

Please insert **YOUR** name in the space above and then fill out the ISQ Scoring profile considering the behaviour of the person who has asked you to complete the document. Base your answers on what you believe they do when interacting with you and if appropriate, when observed with others.

The results will only be accurate if you are honest and objective in your observations of the person.

**Instructions for ALL**

There are five possible choices for you to enter on the scoring sheet. How often have you observed the person doing what is described in the statement?

1. **Rarely**
2. **Occasionally, but infrequently**; that is less often than most other people you see in similar situations.
3. **An average amount**; that is about as often as most other people you observe in similar situations
4. **Fairly frequently**; that is somewhat more often than most people you observe in similar situations
5. **Very frequently**; that is considerably more often than most people you observe in similar situations

INFLUENCE STYLE QUESTIONNAIRE

1. Makes high quality suggestions and proposals.
2. Presents strong arguments for favoured proposals.
3. Is quick to make wishes and desires known to others.
4. Corrects others’ mistakes
5. Exerts pressure on people in order to achieve objectives.
6. Actively solicits others’ opinions and suggestions.
7. Listens carefully when others disagree.
8. Actively seeks opportunities to make information available to others.
9. Brings others to see the exciting possibilities in a situation.
10. Helps others to see the goals and values they have in common.
11. In a fast-moving situation, takes time to think things through and to plan next steps.
12. Modifies position rather than risk conflict or confrontation.
13. Puts forward proposals and suggestions that seem to have merit, even it they are unpopular.
14. Backs up proposals with solid logic and sound reasoning.
15. Verbalises standards others should strive to meet.
16. Uses words such as reasonable, generous, objective, or fair to describe self when negotiating with others.
17. Gets others to support projects by offering to help them in some way.
18. Actively seeks opportunities to give people credit for their ideas and contributions.
19. Checks own understanding of what others have said.
20. Is open with information as opposed to being secretive.
21. Displays a level of optimism and enthusiasm that is contagious.
22. Shows others how they can achieve more by working together.
23. If people are arguing unproductively, steps back and tries to change the situation.
24. Remains uninvolved when others become involved in arguments or heated debates.
25. Presents proposals and suggestions persuasively
26. Defends proposals and suggestions with energy.
27. Lets people know the standards by which they will be judged.
28. Tells people directly when they do not meet expectations or requirements.
29. Uses power of position to obtain agreement.
30. Is responsive to others’ problems and concerns.
31. Paraphrases what others say to check understanding.
32. When uncertain or confused, acknowledges it.
33. Puts into words, the hopes and aspirations others feel.
34. Helps co-workers to find common values and aims.
35. Diffuses conflict situations by the use of humour or by an appropriate change of subject.
36. Becomes silent or leaves when the conversation becomes uncomfortable.
37. Makes suggestions which are both incisive and relevant to the problem at hand.
38. Challenges ideas or suggestions which present an opposing point of view.
39. Lets others know exactly what is expected of them.
40. Is quick to show approval of someone else’s action.
41. Holds to a position until others show willingness to compromise or make concessions.
42. Takes steps to involve individuals who are not participating.
43. Listens carefully to what others have to say.
44. Readily admits errors or oversights when justly criticised.
45. Gets other people excited about what they can accomplish together.
46. Looks for common ground even in situations where obvious differences exist.
47. Senses when conflict is brewing and heads it off with well-timed comments and suggestions.
48. Modifies position if pushed.
49. Suggests possible solutions to almost any problem that arises.
50. When own ideas produce disagreement, comes up with a new line of reasoning.
51. Tells others exactly what they should and should not do.
52. Uses praise selectively to get others to change or improve their performance.
53. Exchanges favours in order to get things accomplished.
54. Expresses concern and empathy when others have difficulties.
55. Listens for what others are feeling, as well as what they are saying.
56. Is open about motives and intentions.
57. Has clear picture of the desired end result
58. Searches for areas of agreement when disputes arise.
59. Is patient and cool in tense situations.
60. Avoids talking about controversial topics or issues.
61. Presents own ideas with vigour.
62. Uses humour or anecdotes effectively to help make a point.
63. States own expectations or requirements forcefully so they are not forgotten or ignored.
64. Gives feedback in a way that provides useful information to others.
65. Bargains to obtain objectives
66. Shows respect for others and their points of view even when there is a disagreement.
67. Gives others the time and attention they need to fully express their points of view.
68. Asks for help.
69. Shows confidence in others in a way which makes them feel stronger and more competent.
70. Generates a feeling of “We’re in this together...” with co-workers.
71. Suggests compromise solutions to resolve deadlocks or disagreements.
72. Smoothes over disagreements to minimise controversy.











INFLUENCE STYLE Scoring Sheet

PERSON ......................... DATE ........................

Please enter a score 1, 2, 3, 4, or 5 and answer every question.

Row Totals

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Transfer the totals of each row above on to the Influencing Grid.

The total of Row 1 above, corresponds to column 1 of the grid.

Complete the columns from left to right.

**INFLUENCE STYLE GRID**

|  |  |  |  |  |  |  |  |  |  |  |  |
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| **PUSH** | | | | | **PULL** | | | | | **MOVING AWAY** | |
| **PERSUADING** | | **ASSERTING** | | | **BRIDGING** | | | **ATTRACTING** | |
| 28 - - | | - - - | | | - - - | | | - - | | - - 28 | |
| 27 - - | | - - - | | | - - - | | | - - | | - - 27 | |
| 26 - - | | - - - | | | - - - | | | - - | | - - 26 | |
| 25 - - | | - - - | | | - - - | | | - - | | - - 25 | |
| 24 - - | | - - - | | | - - - | | | - - | | - - 24 | |
| 23 - - | | - - - | | | - - - | | | - - | | - - 23 | |
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| 21 - - | | - - - | | | - - - | | | - - | | - - 21 | |
| 20 - - | | - - - | | | - - - | | | - - | | - - 20 | |
| 19 - - | | - - - | | | - - - | | | - - | | - - 19 | |
| 18 - - | | - - - | | | - - - | | | - - | | - - 18 | |
| 17 - - | | - - - | | | - - - | | | - - | | - - 17 | |
| 16 - - | | - - - | | | - - - | | | - - | | - - 16 | |
| 15 - - | | - - - | | | - - - | | | - - | | - - 15 | |
| 14 - - | | - - - | | | - - - | | | - - | | - - 14 | |
| 13 - - | | - - - | | | - - - | | | - - | | - - 13 | |
| 12 - - | | - - - | | | - - - | | | - - | | - - 12 | |
| 11 - - | | - - - | | | - - - | | | - - | | - - 11 | |
| 10 - - | | - - - | | | - - - | | | - - | | - - 10 | |
| **Proposing** | **Reasoning** | **Stating**  **Expectations** | **Evaluating** | **Applying Incentives & Pressures** | **Involving & Supporting** | **Listening** | **Disclosing** | **Visioning** | **Finding Common Ground** | **Disengaging** | **Avoiding** |

Influencing Styles – High-level overview

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Style** | **Description** | **Use** |
| **Push** | **Persuading** | ‘It is logical for you to do X’.  Power: Expert, Personal.  It doesn’t engage the other person as it’s purely persuading them to your way of thinking. | When in an advisory or specialist position.  Requires credibility. Fails if there is a conflict of interest. |
| **Asserting** | ‘I would like you to do X’.  Power: Personal, Position  Individuals will comply but not emotionally commit to the action. | ‘I would like you to do X’.  Power: Personal, Position  Individuals will comply but not emotionally commit to the action. |
| **Pull** | **Bridging** | Listening to, involving and supporting others. Finding connections with others.  Power Source: Personal  Used to support other styles and can help someone talk themselves into your idea. | Where there is scope for exploration, time to achieve change. In consulting or counselling situations. |
| **Attracting** | Using charm, flirting, enthusiasm, trust, respect.  Power Source: Personal, moral, social.  Can create dependency and not supported when influencer isn’t present. | Where there is scope for individuals to choose to follow you. In fluid or open situations. |
| **Moving Away** | | Avoiding or withdrawing from the situation.  Power Source: None  Effectively pretending there is nothing wrong or stonewalling a situation. | When the situation doesn’t warrant using any other style, has no value to the individual, team or business. |