**INFLUENCING STYLES QUESTIONNAIRE**

**Answer Grid**

Instructions:

1. Enter your item scores from the questionnaire against the relevant number on the left hand side of the grid.

2. Add your score for each row across the page to give you a total score for each style.

3. Add your scores in the style totals column to give you a total score for PUSH and PULL styles.

4. Reflect on your scores using the interpretation guidelines on the next page.

**Item scores – style totals:**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 |  | 13 |  | 21 |  | 31 |  | Force |  |
| 7 |  | 12 |  | 24 |  | 32 |  | Rules & Standards |  |
| 2 |  | 14 |  | 29 |  | 34 |  | Exchange |  |
| 5 |  | 18 |  | 22 |  | 33 |  | Persuasion |  |
| 6 |  | 19 |  | 28 |  | 37 |  | Assertion |  |
|  |  |  |  |  |  |  |  | **PUSH total:** |  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 9 |  | 17 |  | 30 |  | 38 |  | PersonalMagnetism |  |
| 3 |  | 11 |  | 25 |  | 35 |  | Visioning |  |
| 4 |  | 16 |  | 26 |  | 39 |  | Bridging/Consensus |  |
| 10 |  | 15 |  | 27 |  | 36 |  | Environmental |  |
| 8 |  | 20 |  | 23 |  | 40 |  | Joint Problem Solving |  |
|  |  |  |  |  |  |  |  | **PULL total:** |  |

**Analysis Guidelines**

* Are your total Push and Pull Scores equally balanced or is one much higher than the other? The higher the score the more likely you are to use this style.
* Do you have a spread of scores across the different styles in the Push and Pull sections or are some significantly higher than others? Again, the higher the score the more you favour this influencing style.
* How relevant is your influencing style to your role and to the people you work with or line manage?
* If you have some styles that you appear to favour more than others is there a particular reason for this? How might you vary your approach?
* Does your role require you to gain commitment from people over the longer term or change attitudes? If so are your styles of influencing appropriate? Remember push styles alone may get quick results but may not gain commitment.
* Does your role require you to ensure compliance with rules, for example for legislative or health and safety reasons, if so is your range of influencing styles relevant to ensure compliance?
* Consider any actions you may want to take to adjust or develop your influencing styles?

**Actions…**