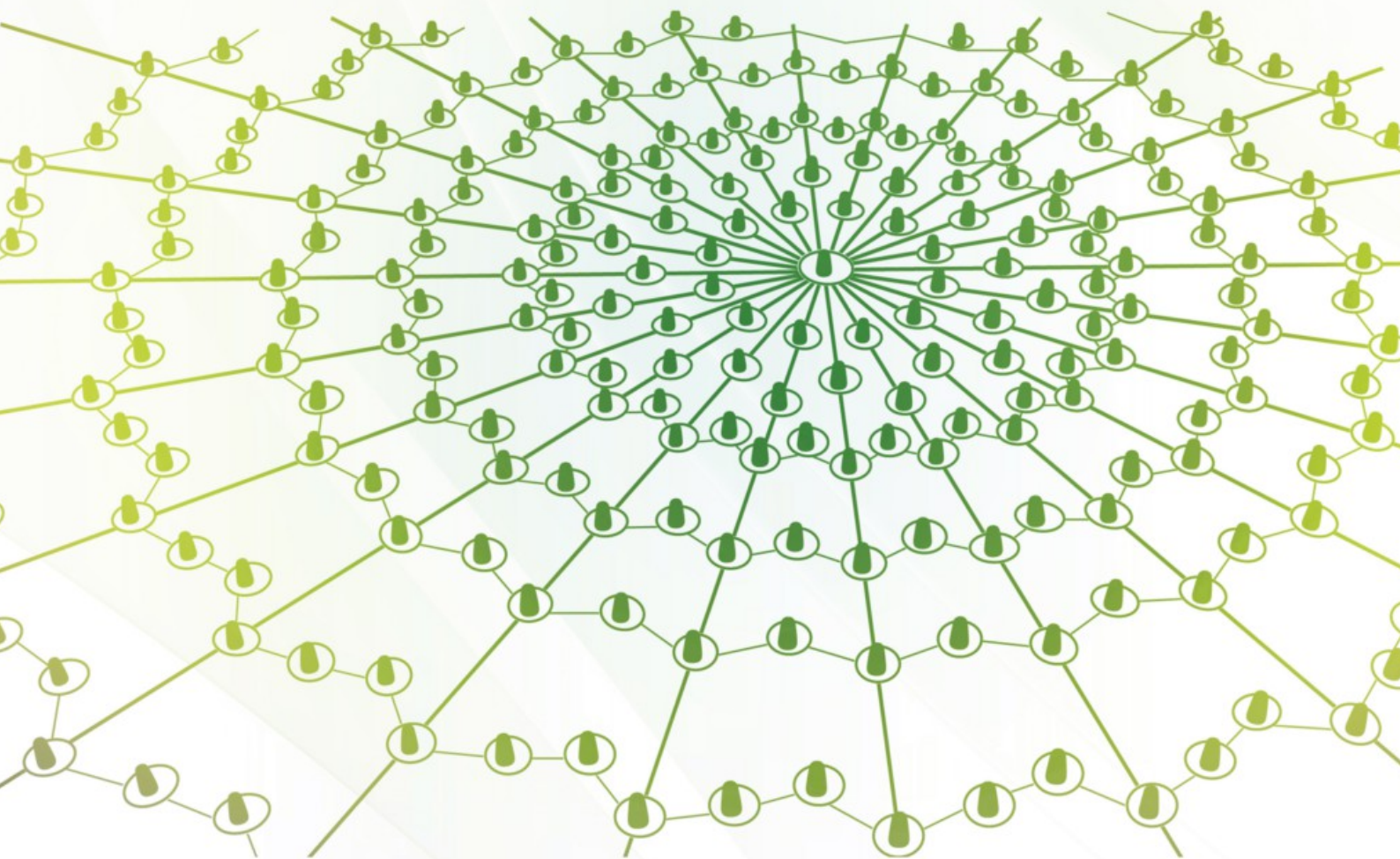


PRODUCT LEADERSHIP INFLUENTIALITY INDEX (PLII™)

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INFLUENCING STYLES REPORT

INTRODUCTION:

Congratulations on completing your Influence Style Personal Profile!

This report will give you a powerful advantage in understanding your own influence style and therefore enable you to increase your effectiveness, influence more, and connect with others in a positive way to achieve your goals.

In today's world, with flatter organizational structures and cross functional teams over whom one does not have direct authority, the skill that becomes crucial is the ability to understand what motivates people and influences their behavior. This report will help you understand which are the modes of influence you use and the areas that you can develop to increase your Influentiality Index (I.I) at your work place and different facets of your life.

If you have invited others to score it, you will get a deeper understanding on how others see your influencing style and capability as well.

Thank you

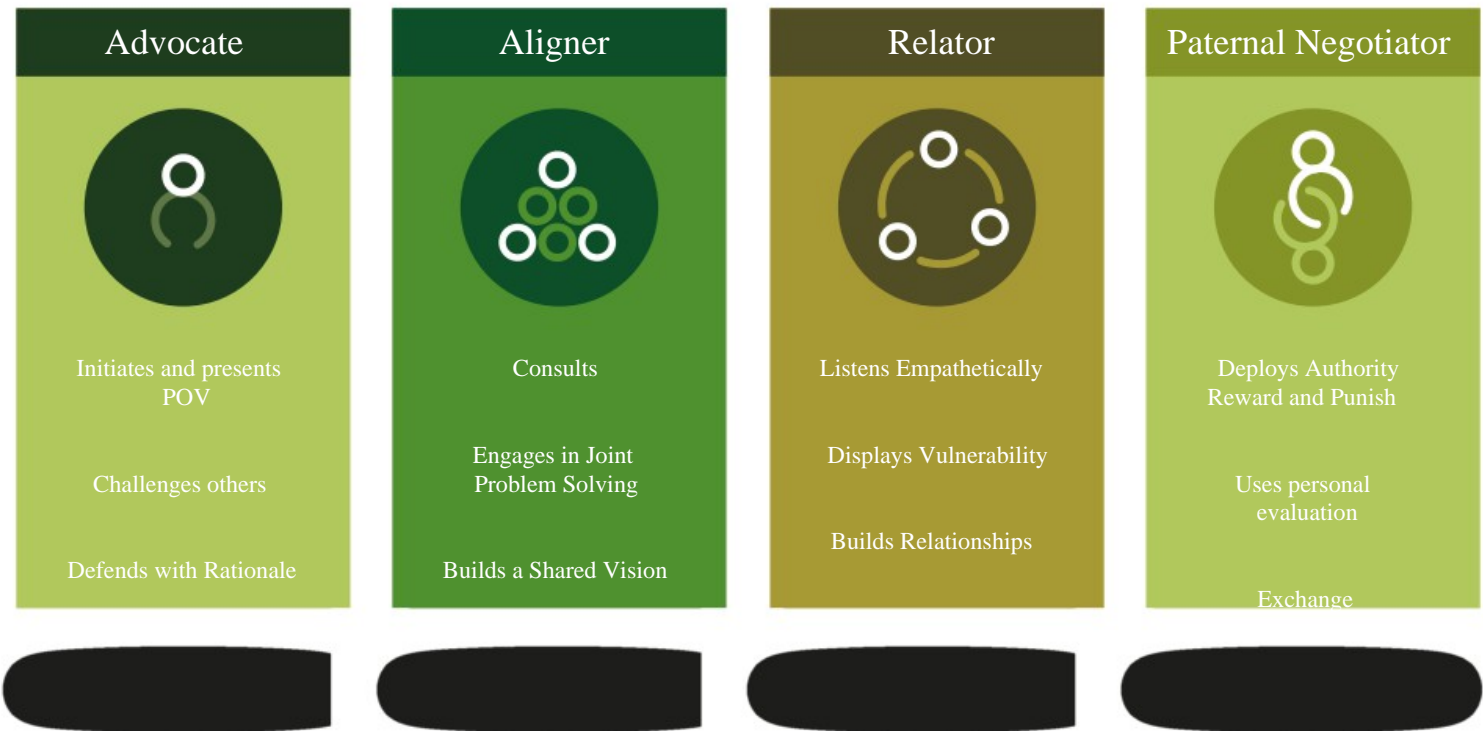
INFLUENCING STYLES MODEL

The Influence Style Inventory (ISI) is based on the Influence Styles Model and assesses an individual’s behavior in situations where he needs to use influence to achieve his goals —that is, situations in which concerns or goals of two people while interdependent may not be fully compatible.

We can describe a person’s behavior along two basic dimensions:

- 1. Mode of Influence: Direct vs Indirect: This determines the extent to which the individual like to use direct or “push” style to influence the other vs an indirect or “pull” style to do so.
- 2. Bases of Influence: Rational / Outcome Focused vs Emotional /Relationship Focused: This determines the extent to which the individual uses logic, data and information for influence vs using personal relationships or emotional connect for building influence.

The four Influence Styles are shown below:



The Influence Styles Model, on which the ISI is based, specifies influence behaviors exactly, so that you can analyze and understand others’ feedback about your influence behavior.

The Influence Styles Model identifies twelve different types of behaviors that manifest when people are influencing one another. The Model organizes these behaviors into the four different styles of influence as discussed earlier.

Your Influence Styles Profile:



How to Read your Report:

Primary Style:

The style in which you have scored the highest is your most preferred style. This suggests that your natural preference is to adopt this style when dealing with situations where you need to influence others to achieve your goals.

Back up Style:

The style in which you have scored the second highest is your back up style. This suggests that you tend to adopt this style when dealing with situations where your primary style is not working and you need to adopt a different style to influence others and achieve your goals.

Interpreting the Scores:

Your score for each of the styles indicates the intensity with which you use this particular style.

4.5 - 6.0 : High	- Indicates that you use this style very often
3.0 - 4.5 : Medium	- Indicates the you use this style when required
< 3.0 : Low	- Indicates that you do not use this style effectively

Detailed Report:

The detailed report gives you a break down of each of the styles and the specific elements, which you are using or need development. The scores, as described above will give you an indication, if this is a strength or a development area.

During the program, you will evaluate your strengths and focus your influence behavior to increase your personal effectiveness.

Do keep the guidelines below in mind as you go through your report:

- Each Style can be effective if used skillfully and in the right situation
- Each Style can have a negative effect if used unskillfully or in the wrong situation
- Each Style can be learnt with reflection and practice
- Overuse of any style can often have negative consequences

Advocate



Advocates are usually very direct and are often the first ones in any meeting to initiate a discussion or propose suggestions. They base their suggestions on sound analysis of facts and data. Their efforts are directed at persuading others to accept their ideas. They are prone to use logic to bolster their arguments and are willing to debate and challenge other ideas being presented. Advocates usually participate actively in discussions and tend to lead the debate on proposals and ideas.

The three behaviors that Advocates most commonly use are Initiating and presenting a point of view, challenging other and defending with Rationale.

Initiates and presents Point Of View (POV)

Individuals who score high on this are usually the first to volunteer suggestions and solutions to problems being discussed. They put their own proposals forward even if they know that it will be met with resistance. In their minds they know what is right and in meetings or one on ones, will put their ideas forcefully. They are persuasive and in most cases will have an opinion or point of view, which they will argue for.

Challenges others

When faced with an opposing point of view, they will, in all likelihood challenge the ideas by finding flaws in the views being presented. They are likely to be prepared with counter arguments, which support their own view as opposed to the other views being presented. If convinced with the logic of another argument, they still come up with alternatives, which integrate their own proposals into it. They also tend to be forthright in stating the inconsistencies in others arguments.

Defends with Rationale

The basis of their proposals is data and most of their ideas are likely to be backed up by research. Their preference would be to present proposals where they themselves have expertise or are assisted with expert advice. They present arguments based on expertise and research and back up proposals with solid logic and sound reasoning. They are also well able to leverage organizational norms, rules and frameworks to support their proposals. Preparation is a cornerstone of this style and hence, they tend to anticipate objections to their ideas and are usually ready with their responses to them.

When the style is overused:

- May be perceived as argumentative and pushy
- May reduce involvement and participation of other group members
- May alienate others in pursuit of 'winning'
- May not invest in long term relationships

Key Developmental Tips for Advocates:

- Invest in building long term mutually beneficial relationships
- During discussions, use strategies to increase participation from all
- Be more inclusive and open to other ideas
- Focus on the larger picture - important to "win the war, not all the battles"
- Build and leverage powerful allies and networks to create more influence

Aligner



Aligners are inclusive individuals who believe that goals are most easily accomplished when everyone is involved in the framing of the solution. They are eager to seek ideas from people and invite others to join and to work together to pursue goals. Aligners identify and emphasize shared interests, values, and build on areas of agreement. Aligners are also adept at describing a future vision, using imagery, metaphor, or analogy.

The Attracting Style is made up of two key Behaviors or skills: Consulting, engaging in joint problem solving and building a shared vision.

Consults

Their approach is primarily consultative and they like to bring in different stakeholders and seek their ideas to build towards a consensus and solution. They are usually non-hierarchical and invite people from different parts of the organization to contribute to the problem solving process. In meetings, they are likely to encourage participation and enable people to come up with their own proposals and solutions. They also build on others ideas as much as their own.

Engages in Joint Problem Solving

Building consensus is important to these individuals and they search for areas of agreement when conflicts arise. They believe in the power of team-based decision-making and encourage cross-functional collaboration. "Lets all work together" is their motto and they put in efforts to show others that they can achieve more by working together.

Builds a Shared Vision

They see exciting possibilities in the future and are able to communicate a clear picture of the desired end result. They enable and encourage co-workers to recognize common values and aims. Enthusiastic and optimistic, they acknowledge the need to work together and use metaphors and imagery to paint an exciting vision for those around them.

When the style is overused:

- May be perceived as weak and non assertive
- May be seen as slow decision makers
- May be seen as averse to stepping in and taking control
- May sometimes not believe in the rosy picture they paint leading to cynicism
- May use questions which they already have answers leading to suspicion

Key Developmental Tips for Aligners:

- Be clear in stating expectations from others
- Build long term relationships and allies
- Use assertion and authority when required
- Accompany vision with detailing and plans
- Build and leverage powerful allies and networks to create more influence

Relator



Relators are relationship builders who are always willing to see the situation from the other person's point of view. They are patient and often make great listeners. They are willing to give in and be influenced by others even as they try to meet their own goals and objectives.

Relators are often able to create very trusting environments where people can engage in deeper conversations about their feelings and responses to a situation.

Relators use three key Behaviors or skills: Listening empathetically, building relationships and displaying vulnerability.

Listens Empathetically

They are able to connect with others at a more emotional level and are able to listen in to what others are feeling, as well as to what they are saying. Their ability to understand the situation from another's point of view allows them to create trusting environments. Even when faced with opposing points of view, they continue to encourage people to share and contribute. In meetings, they encourage individuals who are not participating to put forth their views.

Displays Vulnerability

Relators tend to be open about their own feelings and responses to a situation. They believe in helping others understand their personal motives as well as trying to understand theirs. They are most likely to take personal ownership for their failures. When they lack knowledge or resources, they willingly admit it and are ready to seek help.

Builds Relationships

They go out of their way to help others, even when it is at a personal level. They know their associates well and readily display care and concern for them. They are also good at giving praise and appreciation to others and create an affirming environment in the work place. They understand that "good ideas need good friends" to succeed and therefore invest time in building personal relationships.

When the style is overused:

- May be perceived as inauthentic when seen as overtly friendly
- May be seen as conflict averse
- May be seen as too flexible and adaptable
- May be seen as indecisive
- May also be perceived as 'political' when using referent power

Key Developmental Tips for Relators:

- Use rationale and logic while trying to influence
- Leverage one's expertise
- Be firm and 'push' your own ideas when required
- Use "productive distance" as required
- Align people with the "big picture" to inspire

Paternal Negotiator



Paternal Negotiators are assertive and are comfortable deploying their authority towards meeting their needs and expectations. They are not averse to using rewards or punitive measures to achieve the desired outcomes. They get others to accept their wishes by offering different forms of exchange. They tend to expect loyalty and compliance from people working for them.

Asserting consists of three key Behaviors or skills: Deploys authority, Uses Personal Evaluation, and Uses exchange.

Deploys Authority - Reward and Punish

Paternal negotiators are clear about their personal expectations and are quick to state their requirements forcefully and directly. They use authority and exert pressure on people to achieve the objectives. They use their power to reward and punish in order to obtain agreement. They usually hold on strongly to their own positions and move only when the other party is willing to compromise or make a concession.

Uses personal evaluation

When they operate from a position of power, they are direct in their feedback especially when people do not meet their expectations. They usually also make the expectations and standards with which they will be judged clear at the outset. While they are willing to hand out compliments, they are more prone to correct mistakes when they occur and this is usually a source of power and leverage for them. Praise and criticism is a means to reinforce desired behavior.

Exchange

When faced with an equally strong viewpoint, they obtain others' support by offering something in exchange. They are willing to bargain or negotiate to obtain the objectives they are driving at and will offer concessions in exchange. They tend to display a "compromise" approach towards resolving conflict.

When the style is overused:

- May be perceived as a bargainer
- May be seen as authoritarian and evaluative
- May develop "coteries" or 'in-clubs'
- May alienate others when seeking compliance
- May be seen as loyalty-led rather than competence-led

Key Developmental Tips for Paternal Negotiators:

- Be more participative and inclusive
- Focus on building consensus for better follow through of agreements
- Do not over play positional power
- Look for long lasting win-win solutions than quick compromises
- Work on inspiring others by shaping shared aspirations and goals
- Build and leverage powerful allies and networks to create more influence

Notes

Notes

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