



Influence with Impact

360° Feedback Report

Sample Subject

07/19/2010

The Influence with Impact 360° Feedback Report is intended for the purpose of learning and development. This is a confidential document.

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INTRODUCTION

A leader's success often depends on the ability to gain the support and cooperation of people who have competing priorities and/or conflicting goals. The effective use of influence is the primary tool a leader has to create alignment in these situations.

In addition, because the core processes of a business—ones that are responsible for creating end-products or services—cut across functions, the best and most efficient way to meet the customer's needs is to improve the way in which people in these functional areas work together. This collaboration enables the organization to accomplish goals and implement major change initiatives more quickly and with better quality than if each function operated as a separate "fiefdom." Key to success in this environment is being able to work effectively with people across the organization, over who one may have no authority.

The Influence with Impact model is based on over 25 years of research that focused on two key questions: *What do effective leaders do to gain the support of the people they needed to get work done?* and *Which influence tactics are most likely to result in commitment?*

We found that the most common form of influence behavior is a "simple request." However, in many situations it may be necessary to use another form of influence called a "proactive influence tactic." There are 11 proactive influence tactics that are relevant for influencing direct reports, colleagues, and bosses:

Most Effective Tactics

- *Rational Persuasion:* Using logical arguments and factual evidence to show that a request or proposal is feasible and relevant for important task objectives.
- *Inspirational Appeals:* Appealing to a person's values and ideals or seeking to arouse the person's emotions to gain commitment for a request or proposal.
- *Consultation:* Asking the person to suggest improvements or help plan a proposed activity or change for which the person's support is desired.
- *Collaboration:* Offering to provide relevant resources or assistance if the person will carry out a request or approve a proposed change.

Moderately Effective Tactics

- *Apprising:* Explaining how carrying out a request or supporting a proposal will benefit the person personally or will help to advance the person's career.
- *Ingratiation:* Using praise and flattery before or during an attempt to influence someone to carry out a request or support a proposal.
- *Personal Appeals:* Asking the person to carry out a request or support a proposal out of friendship, or asks for a personal favor before saying what it is.
- *Exchange:* Offering something the person wants, or offering to reciprocate at a later time, if the person will do what you request.

Least Effective Tactics

- *Legitimizing:* Establishing the legitimacy of a request or verifying that you have the authority to make it.
- *Coalition:* Enlisting the aid of others, or using the support of others, as a way to influence someone to do something.
- *Pressure:* Using demands, threats, frequent checking, or persistent reminders to influence someone to do something.

The objective of the Influence with Impact 360° Feedback Report is to facilitate your professional development. The report contains feedback on the extent to which you use each of the 11 proactive influence tactics with your manager(s), colleagues, and direct reports.

HOW TO USE AND INTERPRET THIS REPORT

As you read through the report, pay attention to patterns in how others perceive your use of the influence tactics. Think about what the patterns mean and how you can use this information to enhance your ability to gain the support and commitment of others.

Keep in mind that your raters used a frequency scale (vs. an effectiveness scale) to rate your use of each of the influence behaviors. Therefore, high scores are not always "good", and low scores are not always "bad." The rating scale used by your raters was as follows:

- | | |
|---|------------------|
| 1 | Never |
| 2 | Very seldom |
| 3 | Occasionally |
| 4 | Moderately Often |
| 5 | Very often |

In general, you would like to see higher scores on the most effective tactics (Rational Persuasion, Inspirational Appeals, Consultation, Collaboration) and lower scores on the least effective tactics (Pressure, Coalition, and Legitimizing). Depending on the person you are trying to influence (your boss, your colleagues, or your direct reports), you may use certain tactics more frequently than others.

As you review your report, you may feel defensive about any feedback you perceive to be negative. While this is natural, try to acknowledge that one or more of your co-workers feels this way and think about what you can do to improve. Do not try to figure out "who said what." Think about the feedback in its totality. Don't get sidetracked with one or two negative items or negative comments and forget about the positive results. Similarly, don't get sidetracked on the positive results and overlook the constructive feedback.

RESPONSE RATES BY RATER GROUP

This section shows the response rates for each rater group as well as the overall response rate.

Rater Groups	Number of Raters Selected	Number of Raters Who Responded	Response Rate
Manager(s)	1	1	100.00%
Colleagues	1	1	100.00%
Direct Reports	1	1	100.00%

Overall Response Rate: 100.00%

Important Note

In order to maintain confidentiality, you need at least two rater responses in the colleague and direct report categories in order to display the data as separate groups in the pages that follow (except for the Manager who knows his or her responses will not be anonymous).

If you received fewer than two responses in either the direct report or colleague rater group (and you invited both colleagues and direct reports to complete surveys), you will see a "combined" rater group in your feedback report. For example, if three colleagues responded to the survey and only one direct report responded, you will see a colleagues/direct reports group (N=4).

If you do not have direct reports (or direct reports were not invited to complete the survey), you will only see responses from your manager and your colleagues.

TACTIC LEVEL SUMMARY

This section provides a picture of how frequently you use each of the 11 influence tactics with your manager(s), your colleagues, and your direct reports.

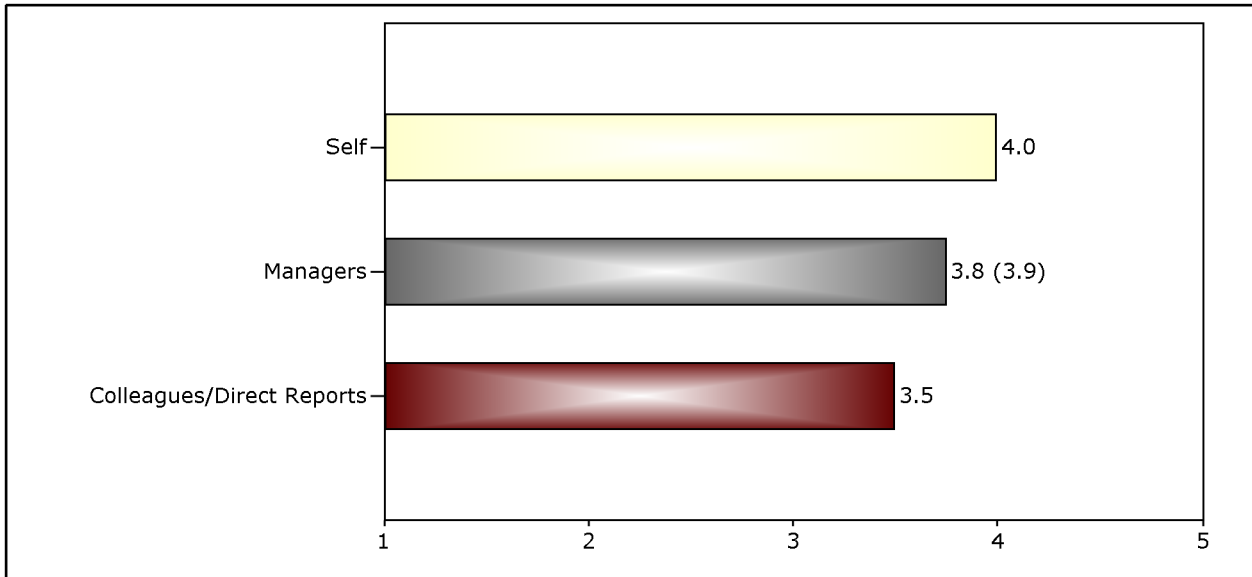
For each tactic you can compare your self-assessment to the responses of the other raters. The number provided at the end of each bar is the average rating for all of the behaviors that make up that tactic (based on scores provided by your raters). The number in parentheses represents the norm for that group (reported as a mean) from our database of managers across industries. This allows you to compare your rater group's perception of your use of each influence tactic to the perception of the rater groups in our database. Note that there is no norm for the "self" response.

If you did not complete the self version of the survey, you will only see responses for each rater group.

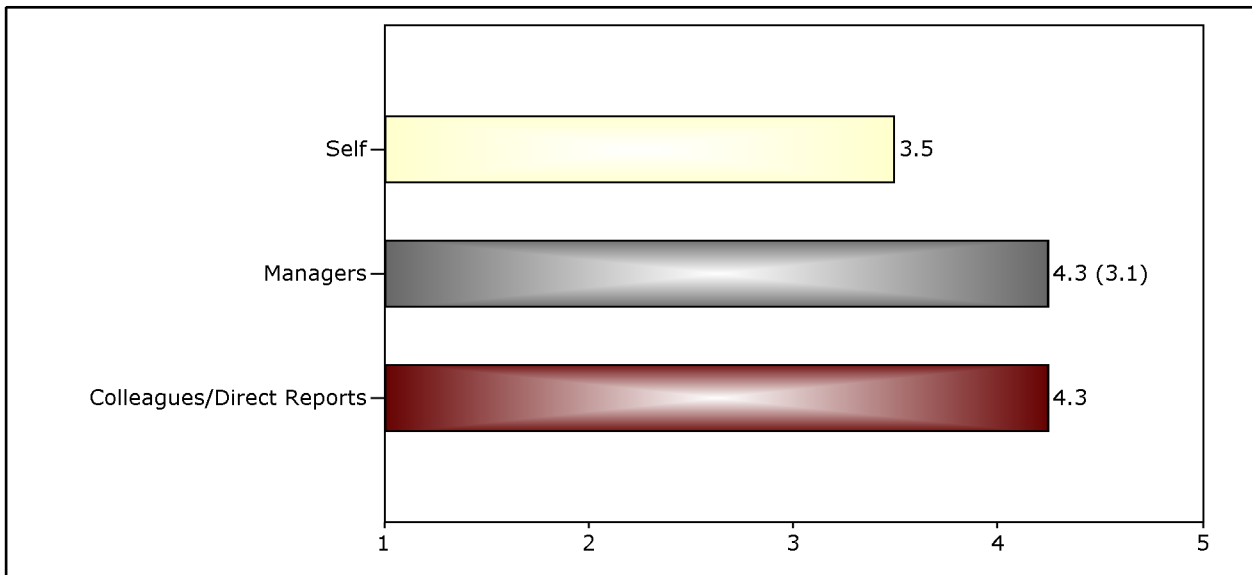
If you invited both colleagues and direct reports to complete the survey and received fewer than two responses from either of these groups, you will see a "colleagues/direct reports" group. You will not see a normative value for the combined group.

Most Effective Influence Tactics

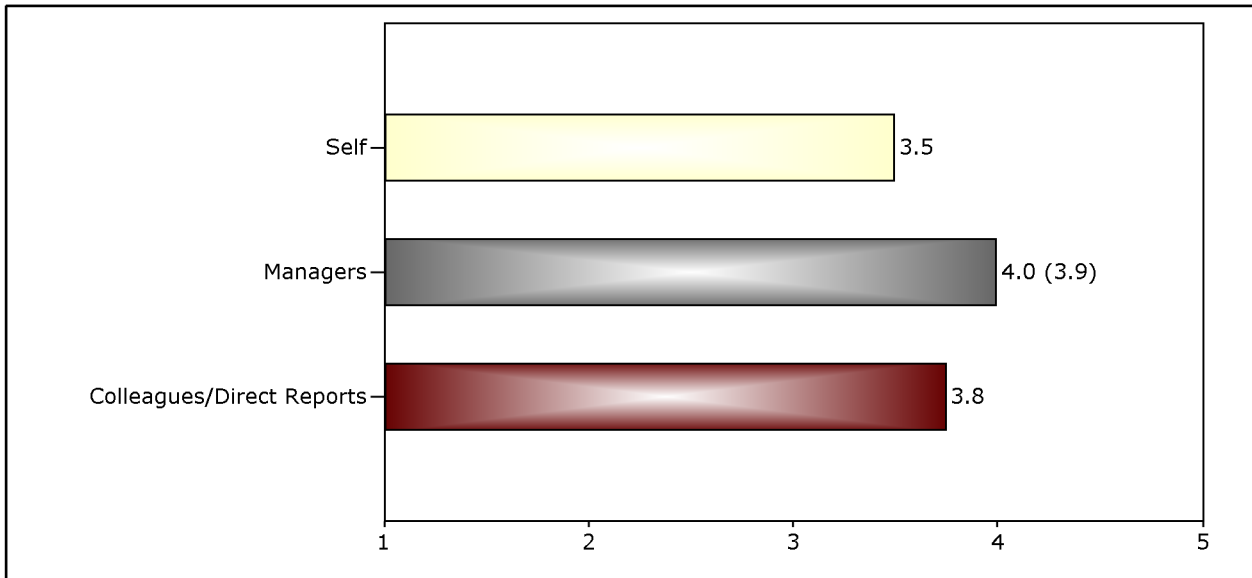
Rational Persuasion: Using logical arguments and factual evidence to show that a request or proposal is feasible and relevant for important task objectives.



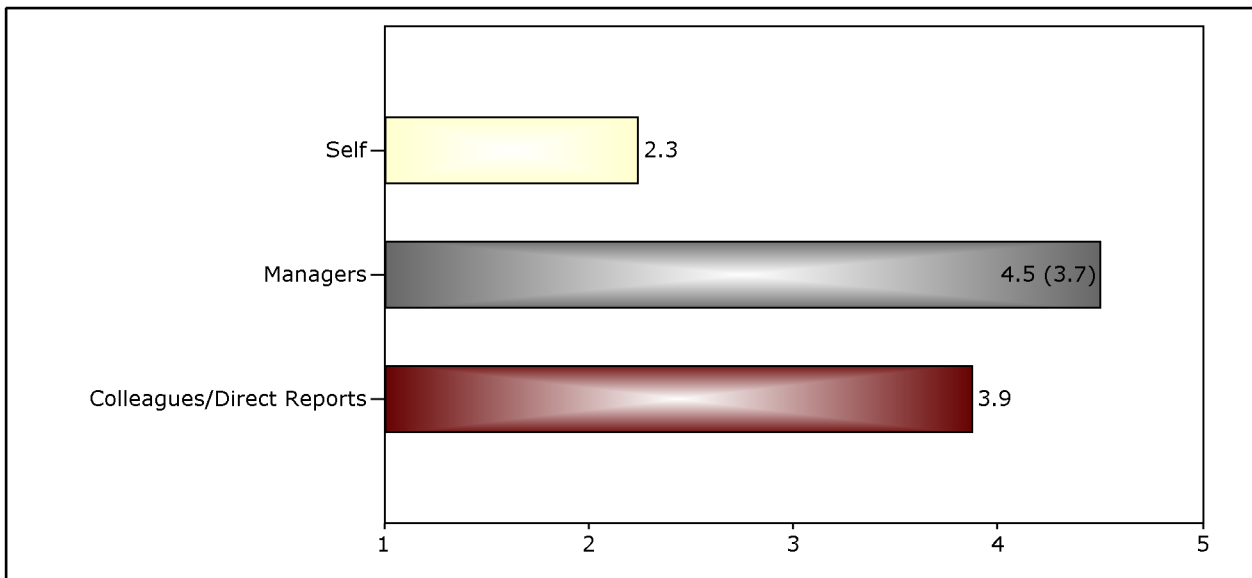
Inspirational Appeals: You appeal to the person's values and ideals or seek to arouse the person's emotions to gain commitment for a request or proposal. Examples include describing a clear, inspiring vision, or making an inspiring presentation to arouse enthusiasm for a proposed activity or change.



Consultation: You ask the person to suggest improvements or help plan a proposed activity or change for which the person's support is desired.

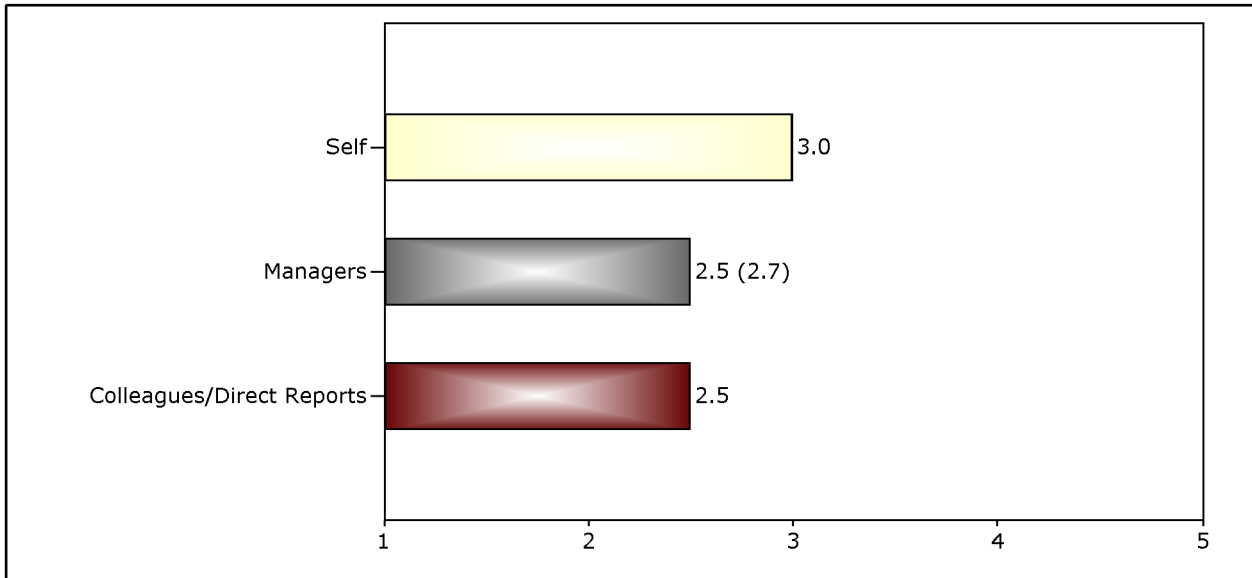


Collaboration: You offer to provide relevant resources or assistance if the person will carry out a request or implement a proposed change. Examples include offering to show the person how to do the requested task, offering to help the person do it, or offering to provide resources needed to do the task.

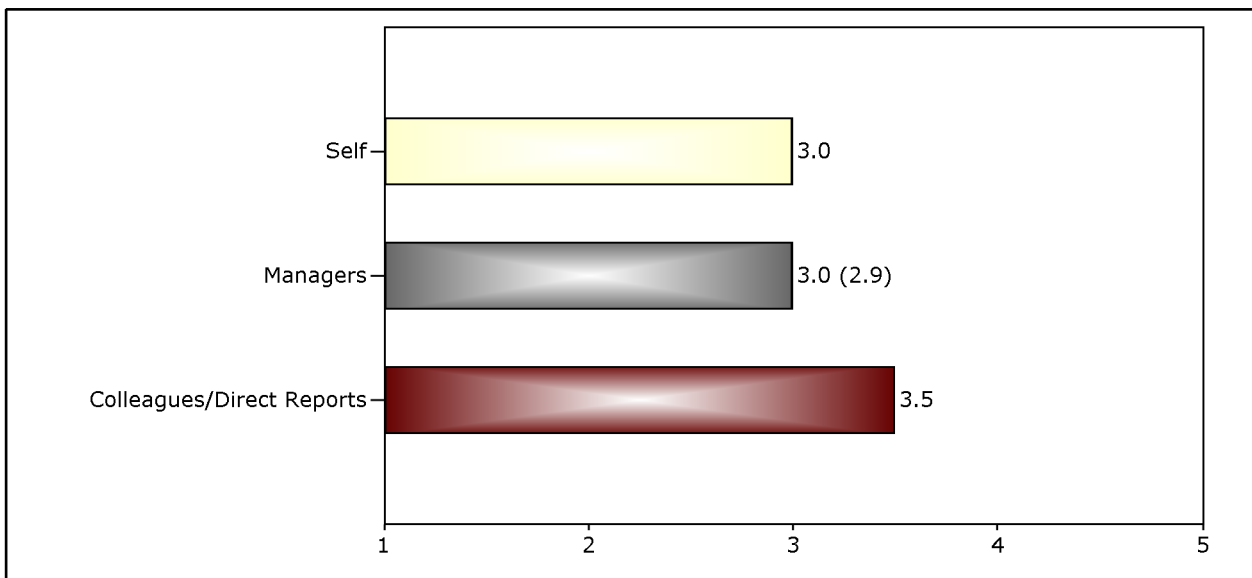


Moderately Effective Influence Tactics

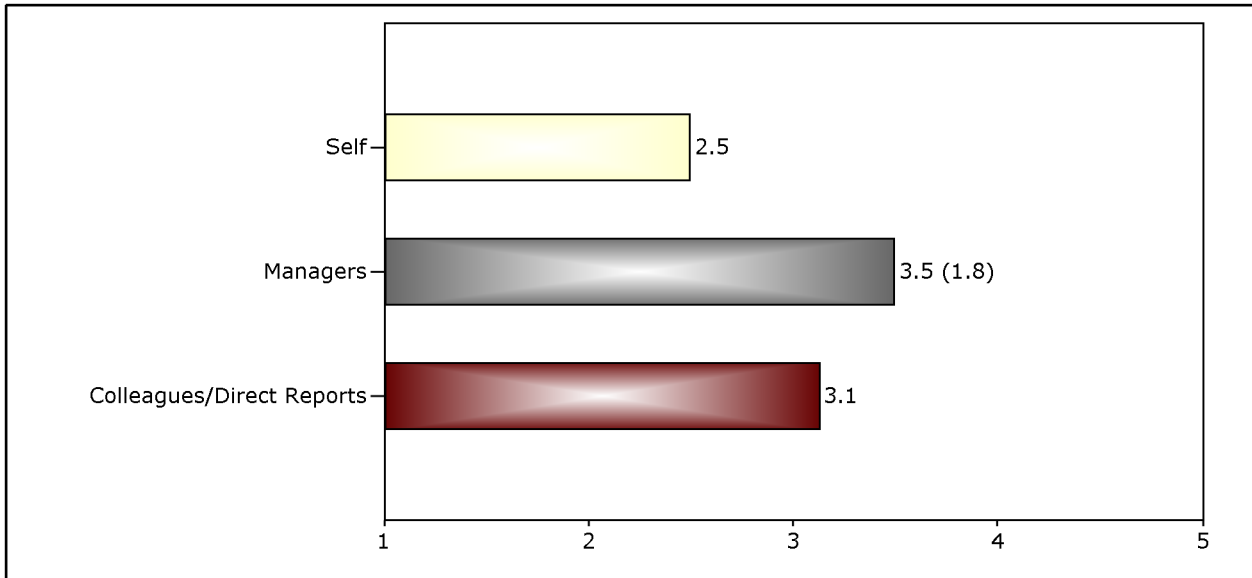
Apprising: You explain how carrying out a request or supporting a proposal will personally benefit the person or help to advance their career. Examples include explaining how it will help him/her attain a personal objective, or describing personal benefits the person can gain (e.g., learn new skills, meet important people, enhance his/her reputation).



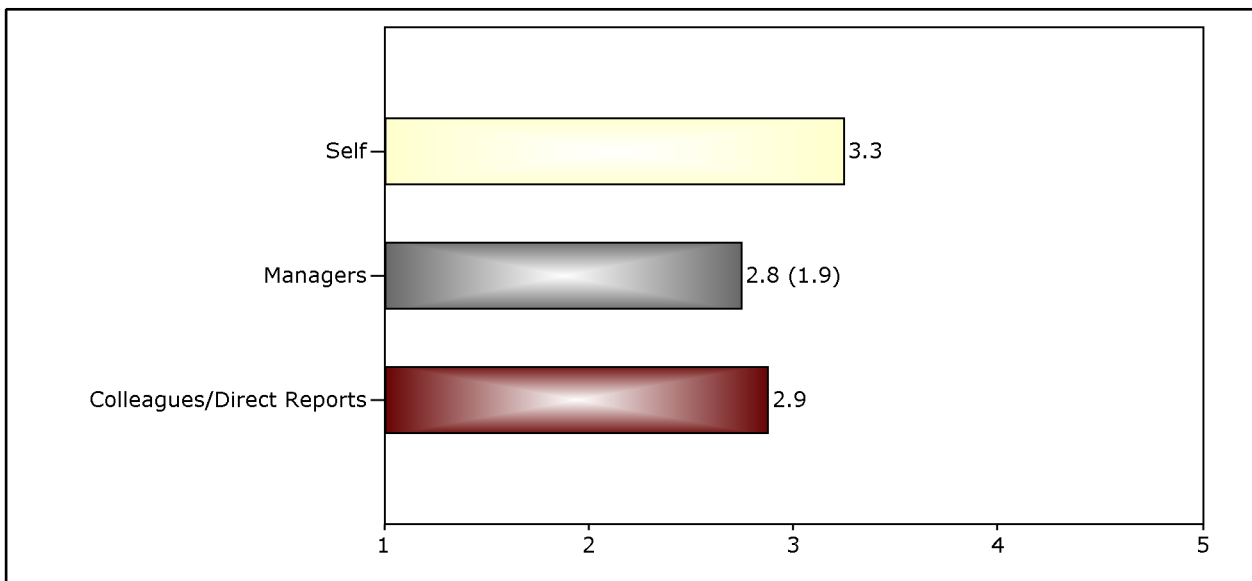
Ingratiation: You use praise and flattery before or during an attempt to influence the person to carry out a request or support a proposal. Examples include providing praise for past achievements, or acknowledging that the person has unique skills needed to carry out the requested task.



Personal Appeals: You ask the person to carry out a request or support a proposal out of friendship. Examples include appealing to the person as a friend to assist you, pleading for help, or asking for a favor before saying what it is.

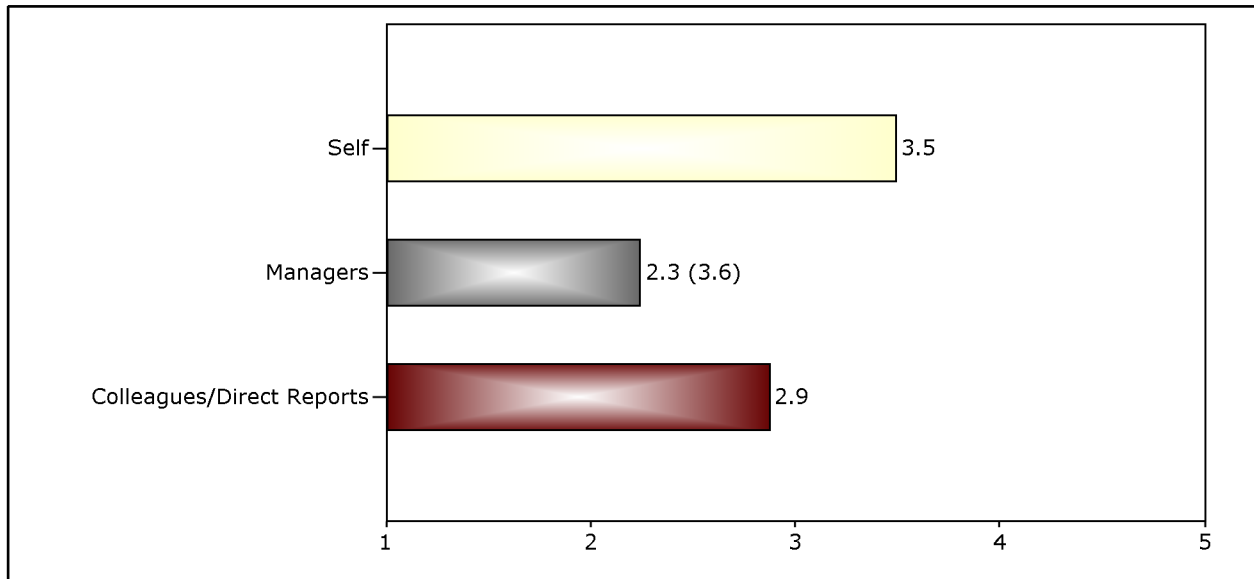


Exchange: You offer something the person wants, or offer to reciprocate at a later time if the person will carry out a request or help with a task. Examples include offering to do a specific favor, offering to provide a reward, or offering to share the benefits if the person will do what you ask.

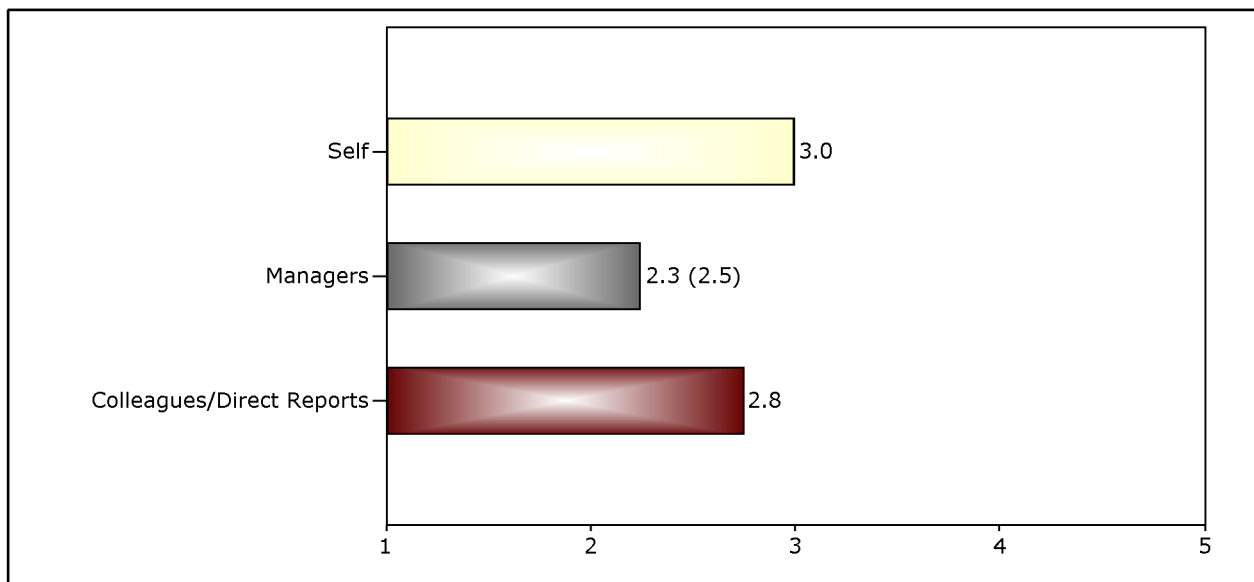


Least Effective Influence Tactics

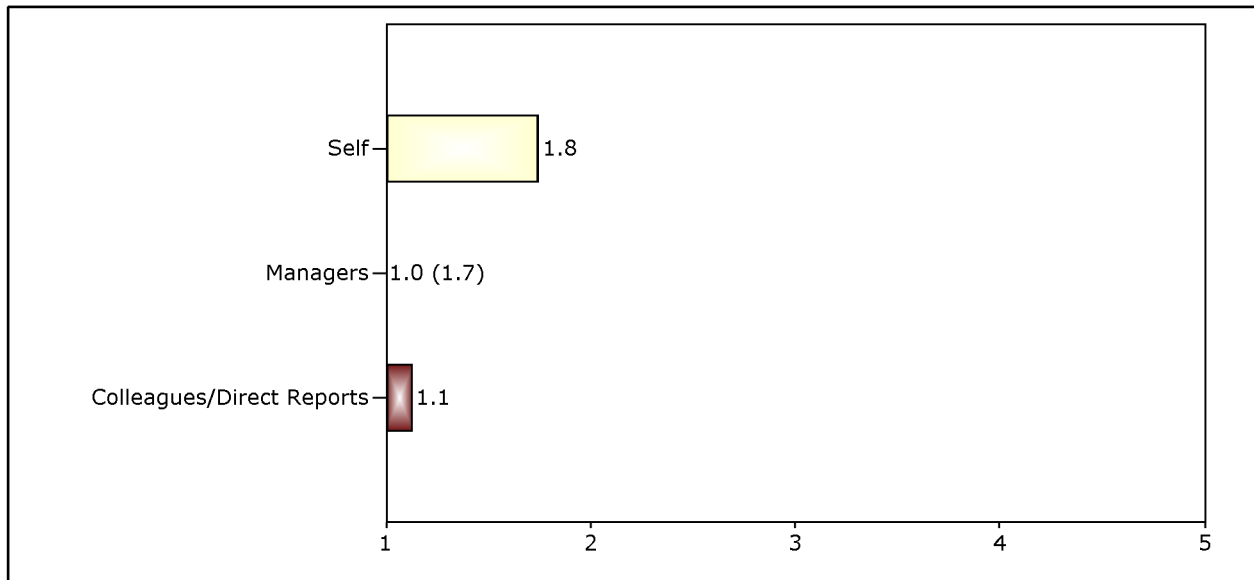
Legitimizing: You seek to establish the legitimacy of a request or to verify that you have the authority to make it. Examples include explaining or documenting that a request or proposal is consistent with official rules and policies, with a prior contract or agreement, or with prior precedent and common practice.



Coalition: You enlist the aid of others, or use their endorsement, to help influence the other person to carry out a request or support a proposed change or new activity. Examples include mentioning the names of people who support your proposal, getting others to explain to the person why they support it, and bringing someone along for support at a meeting with the target person.



Pressure: You use demands, threats, warnings, frequent checking, or persistent reminders to influence the person to do something. Examples include demanding that the person carry out a request, making specific threats, asking repeatedly if a request has been carried out, or reminding the person that the deadline for completing a task is near.



BEHAVIOR LEVEL RESULTS

This section provides the frequency distribution of ratings (by rater category) for the specific behaviors that make up each of the 11 influence tactics.

Most Effective Influence Tactics

Rational Persuasion

Uses facts and logic to make a persuasive case for a request or proposal.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	0	2	0	2	4.00				

Explains clearly why a request or proposed change is necessary to attain a task objective.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	2	0	0	2	3.00				

Explains why a proposed project or change would be practical and cost effective.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	0	2	0	0	2	3.00				

Provides information or evidence to show that a proposed activity or change is likely to be successful.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	0	2	0	2	4.00				

Inspirational Appeals

Says a proposed activity or change is an opportunity to do something really exciting and worthwhile.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	0	2	0	2	4.00				

Describes a clear, inspiring vision of what a proposed project or change could accomplish.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	0	0	2	2	5.00				

Talks about values and ideals when proposing a new activity or change.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	0	1	1	5.00				
Colleagues/Direct Reports	0	0	0	1	1	2	4.50				

Makes an inspiring speech or presentation to arouse enthusiasm for a proposed activity or change.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	1	1	0	2	3.50				

Consultation

Asks a person to suggest things he/she could do to help achieve the task objective or resolve a problem.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	0	2	0	0	2	3.00				

Consults with a person to get his/her ideas about a proposed activity or change.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	0	2	0	2	4.00				

Encourages a person to express any concerns about a proposed activity or change.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	0	1	1	5.00				
Colleagues/Direct Reports	0	0	1	0	1	2	4.00				

Invites a person to suggest ways to improve a preliminary plan or proposal.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	0	2	0	2	4.00				

Collaboration

Offers to provide any assistance a person would need to carry out a request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	0	2	0	2	4.00				

Offers to provide resources a person would need to do a proposed task or carry out a request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	0	1	1	5.00				
Colleagues/Direct Reports	0	0	1	1	0	2	3.50				

Offers to show a person how to do a proposed task.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	0	1	1	5.00				
Colleagues/Direct Reports	0	0	0	2	0	2	4.00				

Offers to help do the work associated with a proposed task or request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	0	2	0	2	4.00				

Moderately Effective Influence Tactics

Appraising

Explains how a proposed task could help a person's career.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Describes benefits a person could gain from doing a task or activity (e.g., learn new skills, meet important people, enhance his/her reputation).

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Explains how a proposed activity or change could help a person attain a personal objective.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Explains why a proposed activity or change would be good for a person.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Ingratiation

Says a person has the special skills or knowledge needed to carry out a request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	0	1	1	0	2	3.50				

Praises a person's skill or knowledge when asking him/her to do something.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	1	1	0	2	3.50				

Provides praise for past performance or achievements when asking a person to do something.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	0	1	1	0	2	3.50				

Says a person is the most qualified individual for a proposed task.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	0	1	1	0	2	3.50				

Personal Appeals

Appeals to friendship when asking a person to do something.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	1	1	0	2	3.50				

Asks a person for a favor before telling him/her what it is.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	0	1	0	1	4.00				
Colleagues/Direct Reports	0	0	1	1	0	2	3.50				

Asks a person as a friend to do a favor by carrying out the proposed task or request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	0	2	0	0	2	3.00				

Asks for a person's help as a personal favor.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Exchange

Offers something a person wants in exchange for his/her help on a task or project.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	0	1	0	2	3.00				

Offers to do something for a person in exchange for carrying out a request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	1	0	1	0	2	3.00				

Offers to do a specific task or favor for a person in return for his/her help or support.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Offers to do something for a person in the future in return for his/her help now.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	1	0	1	0	2	3.00				

Least Effective Influence Tactics

Legitimizing

Says that his/her request or proposal is consistent with official rules and policies.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	0	2	0	0	2	3.00				

Says that a request or proposal is consistent with a prior agreement or contract.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	0	1	0	2	3.00				

Verifies that a request is legitimate by referring to a document such as a work order, policy manual, charter, bylaws, or contract.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	0	1	0	2	3.00				

Says that a request or proposal is consistent with prior precedent and established practice.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Coalition

Mentions the names of others who endorse a proposal when asking a person to support it.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	0	1	0	0	1	3.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Gets others to explain to a person why they support a proposed activity or change.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	0	1	0	2	3.00				

Brings someone along for support when meeting with a person to make a request or proposal.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	0	1	0	2	3.00				

Asks someone a person respects to help influence him/her to carry out a request or support a proposal.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	0	1	0	0	0	1	2.00				
Colleagues/Direct Reports	0	1	1	0	0	2	2.50				

Pressure

Demands that a person carry out a request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	1	0	0	0	0	1	1.00				
Colleagues/Direct Reports	2	0	0	0	0	2	1.00				

Uses threats or warnings when trying to get a person to do something.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	1	0	0	0	0	1	1.00				
Colleagues/Direct Reports	2	0	0	0	0	2	1.00				

Repeatedly checks to see if a person has carried out a request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	1	0	0	0	0	1	1.00				
Colleagues/Direct Reports	1	1	0	0	0	2	1.50				

Tries to pressure a person to carry out a request.

	1 Never	2 Very Seldom	3 Occasionally	4 Moderately Often	5 Very Often	Total	1	2	3	4	5
Managers	1	0	0	0	0	1	1.00				
Colleagues/Direct Reports	2	0	0	0	0	2	1.00				

TOP AND BOTTOM FIVE INFLUENCE BEHAVIORS

This section provides the highest rated and lowest rated behaviors (by rater category).

With Your Manager

Top Five	Bottom Five
Offers to provide resources a person would need to do a proposed task or carry out a request. (Collaboration)	Demands that a person carry out a request. (Pressure)
Offers to show a person how to do a proposed task. (Collaboration)	Uses threats or warnings when trying to get a person to do something. (Pressure)
Encourages a person to express any concerns about a proposed activity or change. (Consultation)	Repeatedly checks to see if a person has carried out a request. (Pressure)
Talks about values and ideals when proposing a new activity or change. (Inspirational Appeals)	Tries to pressure a person to carry out a request. (Pressure)
Uses facts and logic to make a persuasive case for a request or proposal. (Rational Persuasion)*	Explains how a proposed task could help a person's career. (Apprising)*
Explains clearly why a request or proposed change is necessary to attain a task objective. (Rational Persuasion)*	Describes benefits a person could gain from doing a task or activity (e.g., learn new skills, meet important people, enhance his/her reputation). (Apprising)*
Provides information or evidence to show that a proposed activity or change is likely to be successful. (Rational Persuasion)*	Says a person has the special skills or knowledge needed to carry out a request. (Ingratiation)*

Says a proposed activity or change is an opportunity to do something really exciting and worthwhile. (Inspirational Appeals)*	Offers something a person wants in exchange for his/her help on a task or project. (Exchange)*
Describes a clear, inspiring vision of what a proposed project or change could accomplish. (Inspirational Appeals)*	Says that a request or proposal is consistent with a prior agreement or contract. (Legitimizing)*
Makes an inspiring speech or presentation to arouse enthusiasm for a proposed activity or change. (Inspirational Appeals)*	Verifies that a request is legitimate by referring to a document such as a work order, policy manual, charter, bylaws, or formal contract. (Legitimizing)*
Consults with a person to get his/her ideas about a proposed activity or change. (Consultation)*	Says that a request or proposal is consistent with prior precedent and established practice. (Legitimizing)*
Invites a person to suggest ways to improve a preliminary plan or proposal. (Consultation)*	Gets others to explain to a person why they support a proposed activity or change. (Coalition)*
Offers to provide any assistance a person would need to carry out a request. (Collaboration)*	Brings someone along for support when meeting with a person to make a request or proposal. (Coalition)*
Offers to help do the work associated with a proposed task or request. (Collaboration)*	Asks someone a person respects to help influence him/her to carry out a request or support a proposal. (Coalition)*
Praises a person's skill or knowledge when asking him/her to do something. (Ingratiation)*	* denotes a tie
Appeals to friendship when asking a person to do something. (Personal Appeals)*	

Asks a person for a favor before telling him/her what it is. (Personal Appeals)*

* denotes a tie

With Your Colleagues/Direct Reports

Top Five	Bottom Five
Describes a clear, inspiring vision of what a proposed project or change could accomplish. (Inspirational Appeals)	Tries to pressure a person to carry out a request. (Pressure)
Talks about values and ideals when proposing a new activity or change. (Inspirational Appeals)	Demands that a person carry out a request. (Pressure)
Uses facts and logic to make a persuasive case for a request or proposal. (Rational Persuasion)*	Uses threats or warnings when trying to get a person to do something. (Pressure)
Provides information or evidence to show that a proposed activity or change is likely to be successful. (Rational Persuasion)*	Repeatedly checks to see if a person has carried out a request. (Pressure)
Says a proposed activity or change is an opportunity to do something really exciting and worthwhile. (Inspirational Appeals)*	Explains how a proposed task could help a person's career. (Apprising)*
Consults with a person to get his/her ideas about a proposed activity or change. (Consultation)*	Describes benefits a person could gain from doing a task or activity (e.g., learn new skills, meet important people, enhance his/her reputation). (Apprising) *
Encourages a person to express any concerns about a proposed activity or change. (Consultation)*	Explains how a proposed activity or change could help a person attain a personal objective. (Apprising)*

Invites a person to suggest ways to improve a preliminary plan or proposal. (Consultation)*	Explains why a proposed activity or change would be good for a person. (Apprising)*
Offers to provide any assistance a person would need to carry out a request. (Collaboration)*	Asks for a person's help as a personal favor. (Personal Appeals)*
Offers to show a person how to do a proposed task. (Collaboration)*	Offers to do a specific task or favor for a person in return for his/her help or support. (Exchange)*
Offers to help do the work associated with a proposed task or request. (Collaboration)*	Says that a request or proposal is consistent with prior precedent and established practice. (Legitimizing)*
* denotes a tie	Mentions the names of others who endorse a proposal when asking a person to support it. (Coalition)*
	Asks someone a person respects to help influence him/her to carry out a request or support a proposal. (Coalition)*

* denotes a tie

RESPONSES TO OPEN-ENDED QUESTIONS

What does this person do effectively to gain your support and commitment to his/her ideas and proposals?

Your Manager's Comments

- Rater comment 1

Your Colleagues'/Direct Reports Comments

- Rater comment 3
- Rater comment 5

Your Comments

- N/A

What should this person do differently to gain your support and commitment to his/her ideas and proposals?

Your Manager's Comments

- Rater comment 2

Your Colleagues'/Direct Reports Comments

- Rater comment 4
- Rater comment 6

Your Comments

- N/A