



PERSONAL impact and influencing assessment: a 360 degree assessment instrument

This inventory offers you the opportunity to assess the impact and influence you have on others.

You need to complete Part A of the inventory yourself as well as ask three other people who know you well to complete Part B of it.

Then complete Part C to compare your scores with those of the other people in order to identify strengths and areas for development.

PART A – your views

Using the following scale from 1 to 4, rate each statement according to your views.

- 4 = Agree strongly
- 3 = Agree
- 2 = Disagree
- 1 = Disagree strongly

Relating to Others

	4	3	2	1
1. I give my full attention to others when they are speaking.				
2. People tell me I'm a good listener.				
3. I summarize others' ideas and views during discussions.				
4. I make good use of questions to increase my understanding.				
5. I ask for others' views and opinions.				
6. I ask relevant questions.				
7. People feel comfortable about the way I ask questions.				
8. I build alliances with people by finding common ground.				
9. Even when I have not much in common with the other person, I find something I can agree with.				
10. I engender cooperation in others.				
11. I am open about what is important to me.				
12. Other people are aware of my motives for doing things.				

Total Score: *Relating to Others*

- 4 = Agree strongly
- 3 = Agree
- 2 = Disagree
- 1 = Disagree strongly

Getting Others to Relate to You

	4	3	2	1
13. I express concise and coherent ideas, thoughts, and arguments.				
14. I am able to think on my feet.				
15. I am confident in expressing my views.				
16. I state clearly what I expect from others				
17. I make it clear what others need to do.				
18. I express my wants and needs in a confident manner.				
19. I spell out the consequences of people's behavior.				
20. I give people incentives for supporting my objectives.				
21. I offer to help other people in return for their support.				
22. I express my feelings honestly and directly in a way that is respectful.				
23. When I feel strongly about something, I let others know.				
24. I do not hide my feelings.				

Total Score: *Getting Others to Relate to You*

Please complete:

I have a positive impact when I:

I have a negative impact when I:

PART B - others' views

Thinking about me, _____, and using the following scale from 1 to 4, rate each statement according to your views of how I relate to others and get others to relate to me.

4 = Agree strongly

3 = Agree

2 = Disagree

1 = Disagree strongly

Relating to Others

	4	3	2	1
1. I give my full attention to others when they are speaking.				
2. People tell me I'm a good listener.				
3. I summarize others' ideas and views during discussions.				
4. I make good use of questions to increase my understanding.				
5. I ask for others' views and opinions.				
6. I ask relevant questions.				
7. People feel comfortable about the way I ask questions.				
8. I build alliances with people by finding common ground.				
9. Even when I do not have much in common with the other person, I find something I can agree with.				
10. I engender cooperation in others.				
11. I am open about what is important to me.				
12. Other people are aware of my motives for doing things.				

Total Score: *Relating to Others*

- 4 = Agree strongly
- 3 = Agree
- 2 = Disagree
- 1 = Disagree strongly

Getting Others to Relate to You

	4	3	2	1
13. I express concise and coherent ideas, thoughts, and arguments.				
14. I am able to think on my feet.				
15. I am confident in expressing my views.				
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21. I offer to help other people in return for their support.				
22. I express my feelings honestly and directly in a way that is respectful.				
23. When I feel strongly about something, I let others know.				
24. I do not hide my feelings.				

Total Score: *Getting Others to Relate to*

You

Please complete:

This person has a positive impact on me when he/she:

This person has a negative impact on me when he/she:

PART C: score comparison

Use this table to compare your scores.

Relating to Others

	Your Score	Others' Score	Others' Score	Others' Score
1. I give my full attention to others when they are speaking.				
2. People tell me I'm a good listener.				
3. I summarize others' ideas and views during discussions.				
4. I make good use of questions to increase my understanding.				
5. I ask for others' views and opinions.				
6. I ask relevant questions.				
7. People feel comfortable about the way I ask questions.				
8. I build alliances with people by finding common ground.				
9. Even when I do not have much in common with the other person, I find something I can agree with.				
10. I engender cooperation in others.				
11. I am open about what is important to me.				
12. Other people are aware of my motives for doing things.				

Total Score: *Relating to*

Others

Getting Others to Relate to You

	<i>Your Score</i>	<i>Others' Score</i>	<i>Others' Score</i>	<i>Others' Score</i>
13. I express concise and coherent ideas, thoughts, and arguments.				
14. I am able to think on my feet.				
15. I am confident in expressing my views.				
16. I state clearly what I expect from others.				
17. I make it clear what others need to do.				
18. I express my wants and needs in a confident manner.				
19. I spell out the consequences of people's behavior.				
20. I give people incentives for supporting my objectives.				
21. I offer to help other people in return for their support.				
23. I express my feelings honestly and directly in a way that is				
23. When I feel strongly about something, I let others know.				
24. I do not hide my feelings.				

Total Score: *Getting Others to Relate to*

You

Comments:

Positive Impact:

Negative Impact:

DRAWING conclusions

The personal impact and influence we have depends on how well we:

- Relate to others
- Get them to relate to us

On the majority of occasions, our personal impact is greatest when we demonstrate both behavior sets. However, there are occasions when we need to use more relating behaviors in order to influence and vice-versa.

The danger is that we over-use one behavior set more than the other, for example, using only “getting people to relate to us” behaviors rather than “relating to them” behaviors.

This questionnaire allows you to assess your range of influencing behaviors. Look at your total scores for:

- Relating to others
- Getting others to relate to you

Compare your scores with the scores of other people who also completed the questionnaire. If there is a large discrepancy in scores, you are probably over or under using a behavior set. As a result, your intentions may be different from the actual impact you are having on others. Look specifically at areas where you can develop your skills in order to have a greater positive impact.

With regard to relating to others:

Statements 1—3 refer to listening skills.
Statements 4—6 refer to questioning skills.
Statements 7—9 refer to building common ground.
Statements 10—12 refer to being open.

With regard to getting others to relate to you:

Statements 13—15 refer to stating your views and opinions.
Statements 16—18 refer to stating what you expect.
Statements 19—21 refer to stating incentives and consequences.
Statements 22—24 refer to expressing feelings.

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