

Influence: A Behavioral Self-assessment

As you read the items below please indicate if it is a **clear** strength, a **clear** developmental need or **leave it blank**. Leaving it blank can mean any of the following:

- It is neither a strength nor a development need;
- You don't know; or,
- The question does not apply to you.

Please note that no one person is likely to have all of these characteristics as clear strengths or developmental needs. As a result, leaving questions blank is appropriate.

Good at inspiring and promoting a vision; able to persuade and motivate others; skilled at influencing superiors; delegates effectively.	Clear strength	Clear developmental need
Is inspirational; helps people to see the importance of what they are doing		
Is good at promoting an idea or vision; persuading		
Possesses extensive network of contacts necessary to do the job		
Has an astute sense of "politics"		
Is able to inspire, motivate people; sparks others to take action		
Is comfortable with the power of the managerial role		
Is skilled at selling upward, influencing superiors		
Delegates effectively		
Works effectively with other people over whom he or she has no direct authority		
Understands own impact on situations and people; accurately senses when to give and take when negotiating.	Clear strength	Clear developmental need
Tailors communication based on other's needs, motivations and agendas		
Understands own impact on situations and people		
Influences others without using formal authority		
Knows when and with whom to build alliances		
Wins concessions from others without harming relationships		
Adjusts leadership style according to the demands of the situation		
Accurately senses when to give and take when negotiating		

Takes ideas different from own seriously; shares responsibility and collaborates with others; accepts criticism well; doesn't assume a single best way.	Clear strength	Clear developmental need
Listens well		
Takes ideas different from own seriously, and from time to time changes mind		
Accepts criticism well; easy to give feedback on his/her performance		
Is a participative manager; shares responsibility and influence with direct reports		
Collaborates well with others		
Is flexible; good at varying his or her approach with the situation		
Thinks in terms of trade-offs; doesn't assume a single best way		
Creates good give-and-take with others in conversations, meetings		
Doesn't let power or status go to his/her head		
Communicates confidence and steadiness during difficult times; adapts readily to new situations.	Clear strength	Clear developmental need
Communicates confidence and steadiness during difficult times		
Projects confidence and poise		
Adapts readily to new situations		
Commands attention and respect		
Accepts setbacks with grace		
Acts in accordance with stated values; follows through on promises; uses ethical considerations to guide decisions and actions.	Clear strength	Clear developmental need
Uses ethical considerations to guide decisions		
Through words and deeds encourages honesty throughout the organization		
Speaks candidly about tough issues facing the organization		
Tells the truth, not just what important constituents want to hear		
Can be trusted to maintain confidentiality		
Places ethical behavior above personal gain		
Follows through on promises		
Acts in accordance with his or her stated values		
Has credibility and is trustworthy in the eyes of co-workers.	Clear strength	Clear developmental need
Is trustworthy; produces trust in employees		
Has credibility in the eyes of employees		
Keeps relationships with employees strong		
Treats people fairly and with consistency		