

# Office Influence Attribute Assessment

## Your Influence Characteristics, Analysis, and Action Plan

*A Personalized eBook  
Based on Your Entered Values*



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To return to the data used to create this report, login using the above return code.

# 1. Introduction

Office influence is the ability to move a person's thinking, actions and/or decisions in a way that forwards your business objectives.

This assessment is designed to help you understand your current ability to influence others in the workplace and, in the process, enhance your professional reputation, current job performance, and future career advancement.

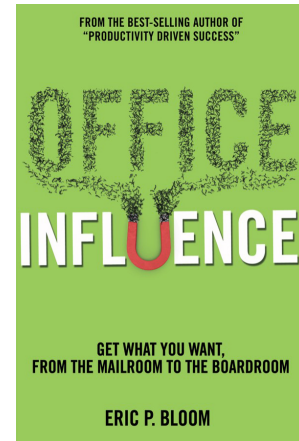
Over many years of teaching, speaking and writing on influence, and other interpersonal communication topics such as negotiation, organizational change, and conflict resolution, various truths became very apparent:

- Influence is the tip-of-the-spear within all interpersonal activities, because the use of influence-based techniques can enhance your success in all other interpersonal activities.
- Your ability to influence your coworkers, vendors, clients and others within the workplace is based on a definable set of personal attributes, business skills, technical knowledge, business acumen, organizational understanding, and controllable resources.
- People can enhance their ability to use these attributes through study, practice and experience, thus, enhancing their influence in the workplace.

The Influence Power Rating (IPR), discussed at length within the book [\*Office Influence: Get What You Want from the Mailroom to the Boardroom\*](#), is a calculation based on seventy-four personal and business-related attributes that affect your workplace influence, combined with your current situational knowledge of the topic being discussed and your relationship with the person (or people) you are trying to influence.

**This assessment expands on the IPR concept by defining your Office Influence Profile** based on the combination of who you are as a person and your accomplishments, knowledge, skills and abilities. These attributes are collectively called your Core Influence Characteristics and are divided into five categories:

<b>Internal Attributes:</b>	Who you are as a person
<b>External Attributes:</b>	Your connections, activities and actions
<b>Professional Stature:</b>	Your credentials, achievements, and knowledge
<b>Interpersonal Skills:</b>	Your ability to communicate with others
<b>Business Skills:</b>	Your interaction skills, like negotiation and team building

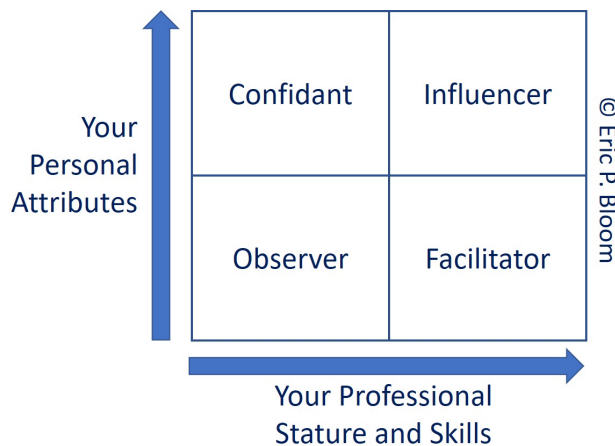


## 2. Influence Profiles Definition

The influence profiles shown in the grid below represent the four ways coworkers view each other in regard to their willingness to be influenced by those they work with on a daily basis.

These four profiles are classified along the vertical axis based on who they are as a person, their actions and their credentials. These profiles are then further characterized, via the horizontal axis, based on the person’s ability to employ interpersonal communication and business-related skills.

The profiles, described below are not good, bad, better, or worse, they are just different. In fact, as people move through their careers and from job-role to job-role, they will move from profile to profile based on who they are working with, the topic being discussed, and the organizational level and experience of those they are trying to influence.



The “Your Personal Internal and External Attributes” axis includes the following sections within the assessment questionnaire:

- Your Personal Attributes: Internal
- Your Personal Attributes: External

The “Your Professional Stature and Skills” axis includes the following sections within the assessment questionnaire:

- Your Professional Stature
- Your Interpersonal Skills
- Your Business Skills

The “Your Business resources” described in the book relating to the IPR calculation has been intentionally excluded in this profile analysis because those attributes are not about you personally, they are situation in nature and can dramatically change based on your current job responsibly, job role, and/or project type. Please take note, however, that they can play a significant role in your ability to influence others, thus artificially giving you additional organizational clout because you control the resources others need to be successful.

**These categories are then combined in the following way to select your Influence Profile.**

<i>Your Combined Personal Internal and External Attributes</i>	<i>Your Combined Professional Stature and Skills</i>	<i>Your Profile Type</i>	<i>Profile Location</i>				
<b>Low</b>	<b>Low</b>	<b>Observer</b>	<table border="1"> <tr> <td>C</td> <td>I</td> </tr> <tr> <td>O</td> <td>F</td> </tr> </table>	C	I	O	F
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<b>High</b>	<b>High</b>	<b>Influencer</b>	<table border="1"> <tr> <td>C</td> <td>I</td> </tr> <tr> <td>O</td> <td>F</td> </tr> </table>	C	I	O	F
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**The Observer profile** suggests that these individuals are observing their coworkers influencing others with little or no ability to exert influence themselves.

**The Confidant profile** suggests that these individuals are highly respected, trusted, and have empathy for their coworkers, but don't have the interpersonal communication, business skills and/or professional stature to be an effective influencer on their own behalf.

**The Facilitator profile** suggests that these individuals have the interpersonal communication and business skills as well as the professional stature to influence others in their workplace but are being held back because they don't have the trust and/or respect of their coworkers.

**The Influencer profile** suggests that these individuals have the trust and respect of their coworkers as well as the interpersonal communication, business skills and professional stature to properly convey their message. People with all these attributes not only have a high probability of influencing others in the workplace, as the need arises, but also, from a career perspective, are seen as future leaders of the organization.

### 3. Your Influence Profile



The below table contains your score in each attribute category. These scores were calculated using the values you entered in the assessment, weighted by the importance of each attribute as defined by results of the “Attribute Importance Office Influence Survey”.

Your Attribute Category	Your Average Score (between 1 and 5)	Rating
Your Personal Attributes: Internal	3.78	High
Your Personal Attributes: External	4.13	High
Your Professional Stature	4.22	High
Your Interpersonal Skills	4.65	High
Your Business Skills	3.11	High

The combined score your internal and external professional Attributes is 7.91 out of a possible score of 10. The combined score your professional stature and skills is 11.98 out of a possible score of 15. As a result, your profile type is **Influencer**.

#### The Influencer Profile

As an Influencer, consider the following key questions:

- How can you use your personal attributes, skills and stature to your professional advantage and the advantage of your company, coworkers, and customers?
- Are there any attributes you would like to further enhance to grow as a person and a professional?
- If yes, what skill would you like to work on first?

If after considering and acting upon the above questions you would like to modify your answers, you may return to the assessment and modify your answers by logging back in using the Return Code shown on the first page of this document. Then, make any needed adjustments to your original scores and rerun this analysis.

The advice which follows is designed to enhance your personal attributes, professional stature, interpersonal communication, and business skills, based on the combination of the values you entered and the overall survey results, which analyzes the importance of each attribute.

## 4. Your Influence Power Rating (IPR)

*One accurate measurement is worth a thousand expert opinions. (Admiral Grace Murry Hopper)*

The Influence Power Rating (IPR) is a way to quantify and score your level of influence in the workplace by bringing together two types of influence-related concepts; “Core Influence Characteristics” and “Situational Influence”.

You have already seen the Core Influence Characteristics; they are fifty-three personal and business-related attributes contained in the assessment and described in various ways throughout this eBook.

The second concept, Situational Influence, provides insight into your ability to influence a person or group on a specific topic to a specific audience.

**In business, all influence is situational.** Understanding your relative level of knowledge and control as compared to others is key in assessing your ability to influence them. For example, project managers have more influential power over their staff than they do over their project stakeholders and senior management.

As you can see in the IPR calculation show below, the first part of the calculation sums the scores of the five assessment categories. This value can increase over time as you enhance your personal attributes, skills, credentials, experience, and knowledge.

$$\begin{array}{ccccccc}
 & \textbf{Core Influence Characteristics} & & & & \textbf{Situational Influence} & \\
 \left( \begin{array}{l} \text{Personal} \\ \text{Internal} \\ \text{Attributes} \end{array} \right) + & \begin{array}{l} \text{Personal} \\ \text{External} \\ \text{Attributes} \end{array} + & \begin{array}{l} \text{Professional} \\ \text{Stature} \end{array} + & \begin{array}{l} \text{Interpersonal} \\ \text{Skills} \end{array} + & \begin{array}{l} \text{Business} \\ \text{Skills} \end{array} & \times & \begin{array}{l} \text{Situational} \\ \text{Knowledge} \end{array} \times & \begin{array}{l} \text{Situational} \\ \text{Audience} \end{array} = \text{IPR} \\
 1-5 & 1-5 & 1-5 & 1-5 & 1-5 & & 0-2 & 0-2 & 
 \end{array}$$

Your Core Influence Characteristics score is shown below. The highest possible score is 25.

$$3.78 + 4.13 + 4.22 + 4.65 + 3.11 = \mathbf{19.89}$$

**Situational knowledge**, as the name alludes, is the depth of your knowledge in the topic being discussed as compared to the topical knowledge of the person or group you are trying to influence. This situational knowledge is scored in the following way:

*2 = Strong:* You have a deep understanding of the topic through education, experience, or personal interest as compared with those you are trying to influence.

*1 = Average:* You have a general level of knowledge, but you do not consider yourself

*0 = Weak:* You have casual or no knowledge on the topic. It is not within your knowledge base as compared with those you are trying to influence.

**Situational Audience** refers to your relative organizational power as compared to the person or group you are trying to influence. This situational influence is scored in the following way:

*2 = Senior:* You are professionally, socially, or organizationally at a higher level than those you are trying to influence.

*1 = Peer:* You are of equal status professionally, socially, or organizationally with those you are trying to influence.

*0 = Junior:* You are at a lower status professionally, socially, or organizationally than those you are trying to influence.

The rest of the IPR formula is **conceptually calculated** just prior to each important meeting, presentation, and/or 1-on-1 conversation. **By conceptually calculated I mean you most likely will not want to do the math.** The key here is to raise your situational awareness so you can be properly prepared and successful in your interpersonal workplace interactions.

**Take special note** that these situational factors are multiplicative, not additive. This means that these factors can magnify or completely negate your Core Influence Characteristics. For example, if your calculated values are 19, 2, and 1 respectively, calculate your IPR score as follows:

$$19.89 \times 2 \times 1 = 39.78$$

In this second example, let's assume you are known as a thought leader and speaking to a group interested in you and your topic. In this case, your Situational Audience rating = 2: Interested. In this scenario, calculate your IPR as follows:

$$19.89 \times 2 \times 2 = 79.56$$

Using this last example, again assume you are a thought leader, but in this case, you will speak on a topic outside your core knowledge. You still have a score of 19 on your Core Influence Characteristics. The audience still loves you, so you still receive a 2 on your Situational Audience rating. However, you know very little about the topic. In this example, your Situation Knowledge rating = 0. Let's see what happens to your IPR.

$$19.89 \times 2 \times 0 = 0$$

This zero rating means you may want to proceed with caution or decline the offer to speak. If you proceed with the presentation, it could hurt your reputation as a thought leader.

This last (somewhat obvious) example is one of the ways to use IPR to your advantage.

As previously stated, this recalculation (conceptual or mathematical) will help you be properly prepared for each important workplace interaction, thus enhancing your potential for success and future career advancement.



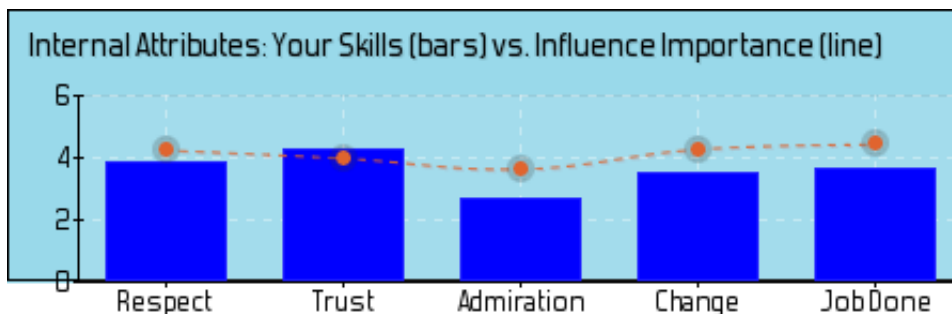
## 5. Enhancing Your Personal Internal Attributes

*Integrity is doing the right thing even when no one is watching. (C.S. Lewis)*

Your personal internal attributes are divided into the following five categories:

- **Respect**
  - Confidence, Trustworthiness, Respectful, Humble, Optimistic, Openminded
- **Trust**
  - Empathy, Loyalty, Transparency, Being Authentic
- **Admiration**
  - Ability to be Calm, Humor, Courage
- **Change agent**
  - Vision, Motivation, Proactive, Creative
- **Get the job done**
  - Commitment, Flexibility, Determination, Accountability, Responsiveness

The graph shown below illustrates your strength in these categories (bar chart) based on now you answered the assessment. The line chart illustrates the importance of the category when trying to influence others in the workplace. The data used to create this line chart is based on the combined results of all those who have taken the Office Influence Survey.



The categories and attributes listed below have been selected for you based on the combination of your input and the summary results of our attribute importance survey using the following process:

1. Categories were selected when your average category score was less than its corresponding category importance.
2. All attributes within the category are listed, showing a comparison of your ability/skill and the attribute's importance.
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### Respect

**Trustworthy:** Importance = 4.8, Your ability = 2

**Open Minded:** Importance = 4.31, Your ability = 3

Advice: Being perceived as openminded is achieved through a combination of listening to others,



exhibiting body language that conveys interest, and when appropriate, changing your actions, direction and/or decisions based on thoughts and advice received by others.

Key Questions: When you have made up your mind, if relevant and important information comes to light, are you willing to reconsider your decision?

## Admiration

**Calmness:** Importance = 3.82, Your ability = 2

Advice: Stay even-tempered and focused during times of stress and difficulty to illustrate your coolness under pressure, leadership capacity, and problem-solving ability.

Key Questions: How do you act in the face of work challenges? Are you a calming influence on your group when tough decisions need to be made, or are you following others because of their calming effect and ability to take charge when needed?

**Courage:** Importance = 3.76, Your ability = 2

Advice: A reputation for being courageous in the workplace is achieved by making the tough decisions for the right business-appropriate reasons. It is also illustrated by taking on challenging assignments, accepting accountability for your work, good or bad, and by standing up for what you believe is right.

Key Questions: Are you viewed in the workplace as being courageous? If yes, how can you use this reputation as the person to follow in times of calm and status quo?

## Change

**Vision:** Importance = 4.4, Your ability = 3

**Motivation:** Importance = 4.44, Your ability = 2

## Job Done

**Commitment:** Importance = 4.56, Your ability = 3

**Accountability:** Importance = 4.6, Your ability = 3

**Responsiveness:** Importance = 4.35, Your ability = 2

Advice: Responsiveness is not what you do, it is when you do it. Prioritize your tasks so you respond in order of importance and critical timing. Further prioritize them based on its relationship to your current job performance and future career advancement.

Key Questions: Given you can't do everything at once, how will you prioritize your level of responsiveness? How can you use your responsiveness as a tool to help influence them?

If you wish to see the importance and advice of addition attributes, simply go back into the survey and set either its Wish or Priority value to greater than 1.

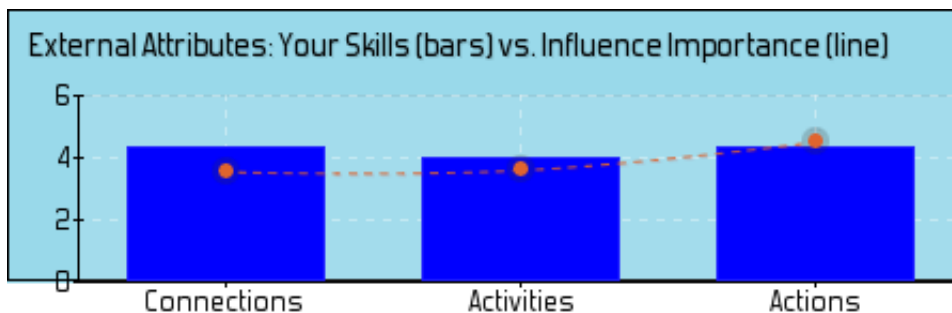
## 6. Enhancing Your Personal External Attributes

*Evidence shows that having even weak social connections in a stressful situation is really good for your health and your ability to handle the situation. (Jane McGonigal)*

Your personal external attributes are divided into the following three categories:

- **Your Social connections**
  - Delegated authority, Friends and allies, Academic, media, political and, industry contacts
- **Your Social activities**
  - Thought leadership and industry/association activism
- **Your Actions**
  - Follow-through, Showing you care, Leading by example

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### Your Actions

**Showing You Care:** Importance = 4.28, Your ability = 4

**Leading By Example:** Importance = 4.61, Your ability = 4

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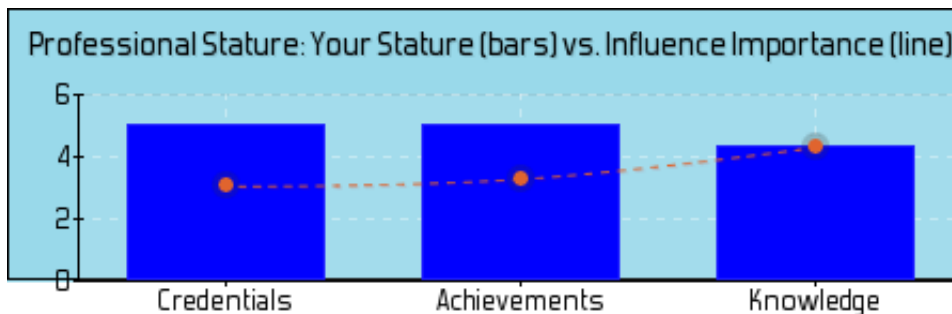
## 7. Enhancing Your Professional Stature

*Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence. (Helen Keller)*

Your professional stature attributes are divided into the following three categories:

- **Your credentials**
  - College degrees, Professional certifications, Job title
- **Your achievements**
  - Awards, Major accomplishments
- **Your knowledge**
  - Professional experience, Learned skills, Learned information

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You have met the criteria in all areas in this category!

As your time allows, consider enhancing the following attributes based their overall level of importance as identified in our research.

### **Certifications:**

Advice: Research the value of the certifications in your profession before obtaining them to learn if the knowledge and/or stature they provide is worth the investment of your time and money to attain them.

Self-analysis: How can you maximize the value of your current certifications? Are there other certifications within your profession that would add value to your career or influence?

### **Accomplishments:**

Advice: Continually build on your achievements and use them as a platform for future success. Otherwise, you may be viewed as old news and irrelevant in solving current and future business challenges.

Self-analysis: Do you have any major accomplishments that would impress your coworkers and raise your stature and influence in the workplace?

**JobTitle:**

Advice: When it comes to influence, your job title carries more weight externally than internally. Your title carries more weight when talking with vendors, speaking at conferences, looking for new employment, and other related activities. Push for the impressive job title for external purposes and concentrate on job performance and other factors to enhance your internal influence and career advancement.

Self-analysis: Does your job title accurately represent the work you do and your level of responsibility?

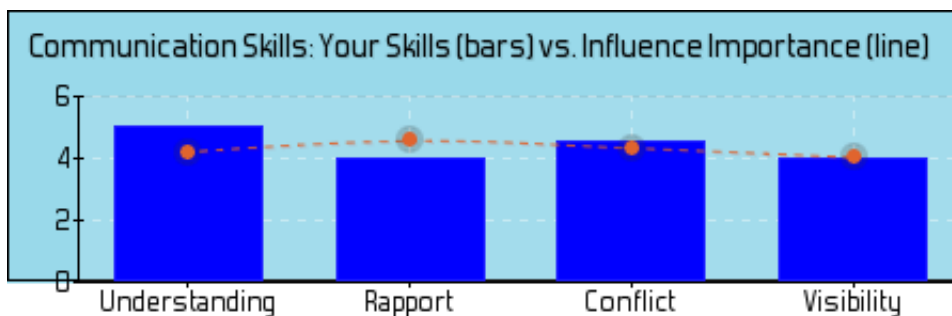
## 8. Enhancing Your Interpersonal Communication Skills

*The most important thing in communication is hearing what isn't said.  
(Peter Drucker)*

Your interpersonal communication skills are divided into the following four categories:

- **Understanding**
  - Emotional intelligence, Body language
- **Rapport**
  - Asking purposeful questions, Active listening
- **Conflict**
  - Conflict resolution, Difficult conversations
- **Visibility**
  - Public speaking, Written communication

The graph shown below illustrates your strength in these categories (bar chart) based on how you answered the assessment. The line chart illustrates the importance of the category when trying to influence others in the workplace. The data used to create this line chart is based on the combined results of all those who have taken the Office Influence Survey.



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### Rapport

**Active Listening:** Importance = 4.68, Your ability = 4

**Advice:** When listening to others, use your ears, eyes, and heart. Use your ears to listen, not only to the words, but also their tone, volume, speed, and shakiness. Use your eyes to observe their

body language and social cues. Lastly, use your heart to gain insight into their feelings and point of view.

**Key Questions:** Have you ever studied active listening? If yes, how can you strategically use it to influence others? If not, do you think it would be worthwhile to invest the time to enhance your listening skills?

## Visibility

**Written Communication:** Importance = 4.16, Your ability = 4

**Advice:** For many professionals, enhancing their written communication is an ongoing goal. Every document you write, whether a status report, email, business plan, etc. becomes a permanent professional artifact of your professionalism and ability. Before distributing a newly written document, take a moment to try to view it through the eyes of the recipient. What you would think if you were the recipient, rather than the author?

**Key Questions:** Do you consider yourself a good writer? If yes, how can you use this ability to your advantage to influence others? If not, what can you do in the short term to minimize the adverse effect on your professional brand? In the long term, how can you improve your writing skills to help meet your business goals? Answers might include: by taking a class, doing personal research, finding a writing mentor to review your documents, and of course, practicing. Simple techniques, such as limiting sentences to one idea each, can help make your writing much more readable, and thus, more influential.

If you wish to see the importance and advice of addition attributes, simply go back into the survey and set either its Wish or Priority value to greater than 1.



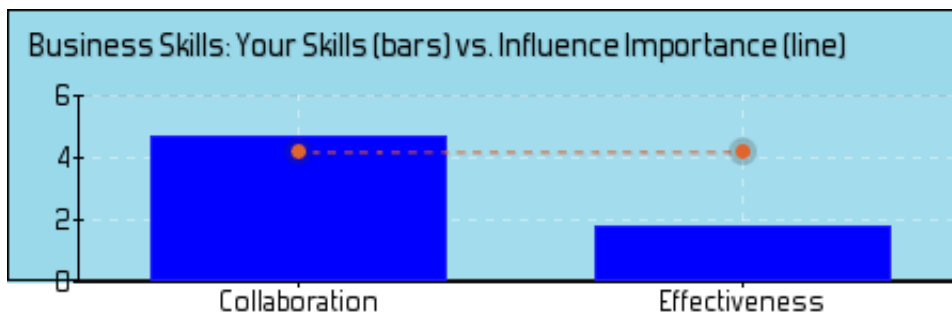
## 9. Enhancing Your Business Skills

*I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. (Maya Angelou)*

Your Business Skills are divided into the following two categories:

- **Collaboration**
  - Teambuilding, Running meetings, Mentoring
- **Effectiveness**
  - Negotiation, Strategic planning, Goal setting, Time management

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### Rapport

**Negotiation:** Importance = 4.05, Your ability = 2

*Advice:* Learn how to negotiate, it is much more than simply looking for the win-win. Effective negotiation is part art and part science, technique, and tricks. Knowing these techniques can be used both offensively, by using them on others and defensively, by not letting them be used on you.

***Key Questions:*** Have you ever studied negotiation? If not, would learning more about how to negotiate enhance your career or personal success? How could you use influence-based techniques to enhance negotiation success?

**Strategic Planning:** Importance = 4.24, Your ability = 2

**Goal Setting:** Importance = 4.24, Your ability = 2

**Time Management:** Importance = 4.23, Your ability = 1

***Advice:*** Take a class on time management. The price of poor time management is the lost opportunity cost of not having time to do additional important tasks.

***Key Questions:*** How efficiently do you use your time and the time of others? Are there any time-management techniques you could use to enhance your or others' efficiency?

If you wish to see the importance and advice of additional attributes, simply go back into the survey and set either its Wish or Priority value to greater than 1.

## 10. Cross-Attribute Analysis

*All interpersonal activities, including influence, negotiation, sales, delegation, conflict resolution, change management, and others are enhanced by first establishing a trusted and respectful working relationship. (Eric Bloom)*

Our research has shown that your ability to be successful in a particular influence attribute is often partially based on your ability at other attributes. For example, your ability at mentoring less experienced individuals is partially based on your ability to lead by example, show you care, have empathy, actively listen, and ask purposeful questions.

This section lists the top five attributes you wish to improve where other supporting attributes have been identified.

**Time Management**(You scored yourself: Ability=1 Wish=5 Priority=5)

**Being Creative** (your entered assessment value = 4)

*Advice:* Being seen as creative in the workplace requires the identification of new opportunities, finding innovative solutions to existing problems, and having the courage to share your thoughts with your coworkers and organizational leaders.

**Flexibility** (your entered assessment value = 5)

*Advice:* Be willing to accept required changes and proactively incorporate them into your vision, plans and actions, thus illustrating your ability to adapt to changing business objectives and challenges.

**Being Motivational** (your entered assessment value = 2)

*Advice:* To motivate others to action, you must first make them believe that you are personally motivated to act. This is accomplished by defining the vision for others to follow, being internally driven to move toward your vision, and describing it a way that causes others to want to join your efforts.

**Accountability** (your entered assessment value = 3)

*Advice:* Accept credit for the things you have done well and admit your mistakes when appropriate to do so. Also, proactively provide potential solutions after acknowledging a mistake. This illustrates your problem-solving skills and willingness to help correct the issue.

**Negotiation**(You scored yourself: Ability=2 Wish=5 Priority=5)

**Emotional Intelligence** (your entered assessment value = 5)

*Advice:* If you have not yet studied the concept of Emotional Intelligence (EQ), move this to the top of your reading list. EQ is a simple concept to understand, can be learned, and is applicable to all forms of workplace interaction.

**Being Creative** (your entered assessment value = 4)

*Advice:* Being seen as creative in the workplace requires the identification of new opportunities, finding innovative solutions to existing problems, and having the courage to share your thoughts with your coworkers and organizational leaders.

**Determination** (your entered assessment value = 5)

*Advice:* Be like a hard-boiled egg, the hotter the water, the harder and tougher you get. This helps you build your reputation as the person others can turn to when business difficulties arise.

**Goal Setting** (your entered assessment value = 2)

*Advice:* Setting goals is a two-step process. First, conceptually decide what the goal should be. Second, create a sentence that clearly articulates it. To do the first, learn about strategic thinking. To do the second, learn about SMART goals.

**Confidence** (your entered assessment value = 5)

*Advice:* The first step in exhibiting confidence is to trust your own skills and abilities. That said, there is a major difference between exhibiting confidence and being arrogant.

**Written Communication**(You scored yourself: Ability=4 Wish=4 Priority=4)

**Experience** (your entered assessment value = 4)

*Advice:* When hiring a person early in their career, hiring decisions are generally based on ability and potential. Later in their career they are hired for their experience, past accomplishment, and perceived ability to succeed with current business challenges or opportunities. Build and document your experience wisely so it will be of maximum value to you in future years.

**Emotional Intelligence** (your entered assessment value = 5)

*Advice:* If you have not yet studied the concept of Emotional Intelligence (EQ), move this to the top of your reading list. EQ is a simple concept to understand, can be learned, and is applicable to all forms of workplace interaction.

**Mentoring**(You scored yourself: Ability=4 Wish=3 Priority=3)

**Leading by Example** (your entered assessment value = 4)

*Advice:* Never underestimate the effect your actions have on others. Act the way you would like others to act. This does not guarantee that they will follow your lead, but it provides people with a strong role model to emulate.

**Showing You Care** (your entered assessment value = 4)

*Advice:* Show your interest in others by asking them questions and having professional curiosity regarding both their job role and them personally.

**Having Empathy** (your entered assessment value = 4)

*Advice:* Empathy is achieved by the combination of listening, observing, and mentally identifying with other people in a way that shows your understanding from their perspective.

**Active Listening** (your entered assessment value = 4)

*Advice:* When listening to others, use your ears, eyes, and heart. Use your ears to listen, not only to the words, but also their tone, volume, speed, and shakiness. Use your eyes to observe their

body language and social cues. Lastly, use your heart to gain insight into their feelings and point of view.

**Asking Purposeful Questions** (your entered assessment value = 4)

*Advice:* Never underestimate the power of asking a good question. Then trying to influence someone, questions often have a deeper effect on people than making statements. This is because it makes the recipient consider your viewpoint from their perspective.

**Public Speaking**(You scored yourself: Ability=4 Wish=2 Priority=3)

**Being Courageous** (your entered assessment value = 2)

*Advice:* A reputation for being courageous in the workplace is achieved by making the tough decisions for the right business-appropriate reasons. It is also illustrated by taking on challenging assignments, accepting accountability for your work, good or bad, and by standing up for what you believe is right.

**Confidence** (your entered assessment value = 5)

*Advice:* The first step in exhibiting confidence is to trust your own skills and abilities. That said, there is a major difference between exhibiting confidence and being arrogant.

**Using Humor** (your entered assessment value = 4)

*Advice:* Being considered humorous is not achieved by telling jokes, which can be career-limiting if done poorly, it is simply bringing levity to a conversation, laughing at yourself, and/or using workplace-appropriate wit when the opportunity arises.

**Emotional Intelligence** (your entered assessment value = 5)

*Advice:* If you have not yet studied the concept of Emotional Intelligence (EQ), move this to the top of your reading list. EQ is a simple concept to understand, can be learned, and is applicable to all forms of workplace interaction.

**Body Language** (your entered assessment value = 5)

*Advice:* Learn to use body language in two ways: first, as a way to understand others by observing their body positioning and movement, second, as a way to control how you are perceived by others, by purposefully using body language consistent with the message you want to portray.

## 11. Your Action Plan

*Enhancing your ability to communicate effectively with others is neither an event nor a destination. It's a journey of life-long learning, practice, and experience. (Eric Bloom)*

**Step 1:** Define your short-term and long-term professional goals.

**Step 2:** Fill in attributes #7 - #12 in the below table based on the previous analysis and recommendations. #1 - #6 are the attributes you said you most wanted to enhance.

**Step 3:** Using the stated goals in step #1 and your insights from reading this assessment, reprioritize these attributes from most to least important.

**Step 4:** Select your highest prioritized attribute.

- If this attribute as an internal or external attribute, learn about it, embrace it, work to enhance it, and show it to others through your actions and deeds.
- If this attribute enhances your professional stature, devise a plan to move toward its attainment.
- If this attribute is a communication or business skill, take the proper steps to move toward its improvement.

**Step 5:** Once the attribute is enhanced to your satisfaction, go back to Step #4.

This action plan is a never-ending continuous loop. Enhancing your influence skills, and other skills, is neither an event or a destination, it's a life-long journey of learning, practicing, evaluating, and moving to improve your mastery.

Name	Your Current Rank	Your Revised Rank	Actions to Enhance Your Ability
1. Time Management	25		
2. Negotiation	25		
3. Industry Activism	25		
4. Certifications	25		
5. Transparency	16		
6. Written Communication	16		
7.			
8.			
9.			
10.			

## Appendix A: Your Strongest Influence Attributes

Based on your input, your top twenty most influential attributes, (starting with those attributes that you listed as **5-Strong**, then secondarily sorted by importance of each attribute as defined by the survey results of our overall population.

Name	Ability	Importance	Your Notes
1. Follow Through	5	4.63	
2. Emotional Intelligence	5	4.45	
3. Being Respectful	5	4.42	
4. Being Proactive	5	4.40	
5. Determination	5	4.33	
6. Difficult Conversations	5	4.33	
7. Team Building	5	4.31	
8. Flexibility	5	4.28	
9. Confidence	5	4.21	
10. Learned Information	5	4.18	
11. Providing Thought Leadership	5	3.97	
12. Body Language	5	3.96	
13. Running Meetings	5	3.94	
14. Delegated Authority	5	3.87	
15. Accomplishments	5	3.83	
16. Loyalty	5	3.79	
17. Degrees	5	3.03	
18. Certifications	5	3.02	
19. Awards	5	2.73	
20. JobTitle	5		

The reason that this list only contains ten items, not twenty, is because people can realistically only work on enhancing one or two items at a time, therefore, listing more than ten items in your action results has no actionable value.



## Appendix B: Your Self-Rating on the Top 20 Most Important Attributes

This section compares the top twenty skills and attributes deemed important by the collective thought of all those who have taken the *Attribute Importance Survey* against your stated skills and improvement priorities.

This is important for you to analyze your priorities, because this survey provides insight into what is important to others when being influenced. Logic dictates that the better you are at these twenty attributes, the greater your ability to influence others in the workplace.

Name	Ability	Wish	Priority	Your Notes
1. Trustworthiness	2	1	1	
2. Active Listening	4	4	3	
3. Follow Through	5	1	1	
4. Leading by Example	4	1	1	
5. Accountability	3	1	1	
6. Having Commitment	3	1	1	
7. Experience	4	1	1	
8. Emotional Intelligence	5	5	3	
9. Asking Purposeful Questions	4	3	1	
10. Being Motivational	2	1	1	
11. Being Respectful	5	1	1	
12. Being Proactive	5	3	3	
13. Having Vision	3	1	1	
14. Transparency	4	4	4	
15. Being Authentic	4	3	2	
16. Responsiveness	2	3	5	
17. Determination	5	1	1	
18. Conflict Resolution	4	1	1	
19. Difficult Conversations	5	1	1	
20. Team Building	5	1	1	