



HOW YOU SEEK TO INFLUENCE OTHERS

The following statements are generated from your Component Usual scores (effective approach) and Component Stress scores (less effective approach). Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

Effective approach

- Talk directly to people in one-on-one encounters, believing that this demonstrates your respect for them
- Believe that outlining a structured plan and getting others to buy into it is the most effective approach
- Use your natural authority to command the attention and agreement of others
- Like to appeal to others' competitive natures by emphasizing individual as well as team benefits that may result from people's acceptance of your ideas
- Tend to offer an idea in terms of key actions steps and seek agreement on those
- Like to emphasize a variety of approaches to and benefits of the idea you are promoting

Less effective approach

- Can fail to realize when you have alienated others by being too direct and forthright
- In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it
- Can see disagreement as a challenge to your authority: can become domineering, seeing criticism as a threat to your "turf" or personal authority
- Can be seen by others as more interested in establishing a competitive environment than a team atmosphere
- Can let your attention wander; inclined to follow others' focus on side issues, to the detriment of the main idea