



COACHING EXERCISE #5

Coaching Influencing Style Assessment

Here are forty statements describing different tendencies. Simply indicate, as honestly as you can, in the box beside each statement how rarely or often you display each tendency.

1. **Almost never / very seldom**
2. **Seldom**
3. **Occasionally**
4. **Frequently**
5. **Almost always / very frequently**

As a reminder this is repeated on the top of each page of the questionnaire.

1. I tend to hold strong views about most subjects.
2. I tend to offer alternatives to people and let them choose.
3. I am a friendly person and establish a good rapport with others.
4. Once I've reached a decision, I tend to stick to it.
5. When people oppose my views, I tend to question them to understand why.
6. I tend to ask other people for their views.
7. When someone says something I don't agree with, I don't hesitate to tell them so.
8. I seek common understanding prior to making decisions.
9. I tend to have to explain things to people.
10. I tend to interrupt other people.
11. I tend to modify my opinion to other people's points of view.

1. **Most never / very seldom**
1. **Seldom**
2. **Occasionally**
3. **Frequently**
4. **Almost always / very frequently**

12. When something goes wrong, I tend to determine who was to blame.
13. I use humour to give perspective to a situation, even when under tension.
14. I find it difficult to suffer fools gladly.
15. I tend to ask people lots of questions.
16. I tend to trust other people to perform well
17. When things aren't progressing well, I take over, push ahead, and get the job done.
18. I tend to put cut and dried proposals to people.
19. I tend to talk more than I listen.
20. I tend to solicit the support of others.
21. I tend to override opposition to my views.
22. I pay careful attention to detail and double check all I can to correct errors.
23. I tend to aim for consensus decisions.
24. I put my ideas forward strongly.
25. I provide others with as much information as I think they need.
26. When persuading, I tend to concentrate on the benefits of a particular course of action.

1. **Almost always / very seldom**
2. **Seldom**
3. **Occasionally**
4. **Frequently**
5. **Almost always / very frequently**

27. I tend to criticise other people's actions
28. I tend to avoid getting involved in conflict situations
29. I tend to be forceful and dynamic.
30. I map out alternatives and help other people to decide on the best course of action.
31. I listen carefully to what others have to say.
32. When bad news has to be broken, I don't shirk from telling from telling people in a straightforward way.
33. I continually check to see that people are doing things the way I want them done.
34. When something goes wrong, I tend to determine why mistakes occurred in order to prevent a reoccurrence
35. I tend to be open-minded and base my decisions upon the thinking of the majority.
36. I tend to give people advice in an 'If I were you, I'd do so and so' manner.
37. I openly communicate the whys and wherefores of a situation.
38. I tend to develop other people's ideas.
39. I tend to tell people what needs to be done.
40. I go out of my way to give encouragement to others.

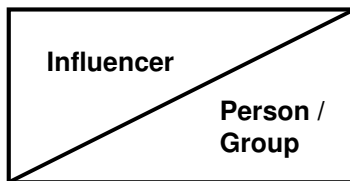
Coaching Influencing Styles Assessment

Scoring

We are frequently in situation where we wish to influence other people either to get a decision to go 'our way' and/or to change opinions or attitudes and/or to persuade someone to do something. There is no magic formula; we all need to 'pick n' mix 'our style as circumstances vary. Doing this successfully requires two basic skills.

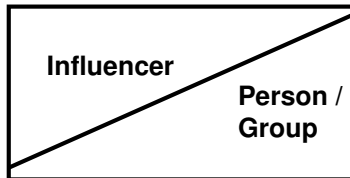
- Choosing an appropriate style
- Using the chosen style

There are various ways to describe influencing styles including:



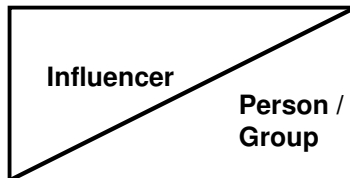
Directive

"I decide what needs to be done and I tell the person / group what to do and how to do it."



Consultative

"I ask the person for ideas and then I decide what needs to be done."



Collaborative

"I ask the person / group for ideas and together we agree what needs to be done."

Coaching Influencing Styles Assessment Scoring Key

Transfer your scores into the boxes below

1	
4	
7	
9	
10	
12	
14	
17	
18	
19	
21	
22	
24	
25	
27	
29	
32	
33	
36	
39	
Total Score	
Directive Influencing Style	

2	
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5	
6	
8	
11	
13	
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16	
20	
23	
26	
28	
30	
31	
34	
35	
37	
38	
40	
Total Score	
Collaborative Influencing Style	

Coaching Influencing Styles Assessment

Interpretation

Both the directive and collaborative styles are effective and appropriate at different times. Judging when to use which style is in itself an important skill. Directive is an 'I'll tell you what to do' style. Collaboration is a 'Together we'll agree on what to do' style. Directive is therefore an 'I' style whereas collaborative is a 'we' style.

Please write your scores in the appropriate boxes to discover their significance.

	Directive Influencing Style	Collaborative Influencing Style	Interpretation
Score Range	80 – 100 <input type="text"/>	90 – 100 <input type="text"/>	<i>Style used very frequently / almost always</i>
	65 – 79 <input type="text"/>	75 – 89 <input type="text"/>	<i>Style used frequently</i>
	50 – 64 (mean 57) <input type="text"/>	60 – 74 (mean 67) <input type="text"/>	<i>Style used occasionally</i>
	34 – 49 <input type="text"/>	44 – 59 <input type="text"/>	<i>Style seldom used</i>
	20 – 33 <input type="text"/>	20 – 43 <input type="text"/>	<i>Style used almost never / very seldom</i>

INTERPRETATION:

There are three possible outcomes:

1. You use the *directive styles* more frequently than the collaborative style.
2. You can use the *collaborative* style more frequently than the directive style.
3. Both *directive and collaborative* are used with equal frequency.

Remember that you can safely assume that your use of the consultative falls in between the other two.