



Influencing Style Questionnaire

Please read the following statements and indicate to what extent you agree or disagree with them. Do not think too hard about it: go with your initial 'gut feeling'. When you have finished reading the statements, add up the numbers you have written in each column, and these totals will help you understand what kind of influencing style you naturally favour.

Possible Answers:

- 0: Definitely disagree
- 1: Inclined to disagree
- 2: Neither agree nor disagree
- 3: Inclined to agree
- 4: Definitely agree

		A	B
1:	I am willing to be persuaded by others.		
2:	I put forward lots of plans and ideas.		
3:	I will let someone else help me, even if I can do the job myself.		
4:	I usually put a logical argument together.		
5:	I encourage people to find their own solutions, rather than do it for them.		
6:	When I disagree with someone, I usually argue my case rather than back down.		
7:	I usually listen to other people's ideas and suggestions.		
8:	I will give people detailed plans of how to do something for me.		
9:	I am the first to admit my own mistakes.		
10:	I propose alternatives to other people's plans and ideas.		
11:	I am sympathetic to others when they are struggling.		
12:	I push my own ideas hard.		
13:	I accept criticism without becoming defensive.		

14:	I present my ideas in an organised manner.		
15:	I help others to make themselves understood.		
16:	I will point out the flaws in someone else's idea		
17:	I will listen sympathetically even when I don't agree with what is being said.		
18:	When people disagree with me, I will try to find a way to persuade them.		
19:	I will tell others about my hopes and fears if I think it will help make my point.		
20:	I sometimes interrupt others if I have a point to make.		
Add up the scores for each column and write the totals in these two boxes.		A	B

Results.

Total **A** is your score for the **pulling** influencing style.

Total **B** is your score for the **pushing** influencing style.

If your score is between 0 and 8, you strongly avoid this style of influencing.
 If your score is between 9 and 16, you seldom use this style of influencing.
 If your score is between 17 and 24, you sometimes use of this style of influencing.
 If your score is between 25 and 32, you mostly use this style of influencing.
 If your score is between 33 and 40, you strongly favour this style of influencing.

Neither style is right or wrong: you can have a high score for both pushing and pulling, or a low score for both. If your scores for both styles are similar, then you have a natural balance between the two styles in the way you try to influence people.

If you have a high score for one style and a low score for the other, it shows that you naturally favour one style over the other. That does not mean that you are bad at influencing people, it means that if you want to become a more effective negotiator you might benefit from thinking about the way you influence others.

If you score high for pushing and low for pulling, you might want to think about bringing other people into your decision-making a bit more: listen to their opinions and ideas; use their expertise; and understand that when you are in the minority the decision may go against you.

If you score high for pulling and low for pushing, you might want to think about using more force in bringing forward your arguments: make your point more assertively; produce evidence to support your argument; and make people understand that your opinion is important.

Influencing Styles.

“Influencing: to affect or change how something or someone develops, behaves or thinks.” (Cambridge Advanced Learners Dictionary).

If you are going to go to a meeting in order to try to change things, and have decisions made the way you want them to, then you will need to use your influence on people in positions of authority. Like every other person, you are uniquely different, and so your natural style of influencing is different from every other person’s style.

Each style has its own strengths and weaknesses, and if you want to be a successful negotiator you need to know what your own natural style is, and how to best use it to your advantage. There are many different ways to analyse your influencing style, breaking it down into four, five, nine or even fifteen different factors. The simplest way breaks it down into just two styles: **Pushing** and **Pulling**. Pushing and pulling have their own characteristics when applied to a situation:

Pushing.	Pulling.
<ul style="list-style-type: none">• Making demands.• Offering evidence.• Offering solutions.• Fighting your own corner.• Being assertive.• Being detached and objective.	<ul style="list-style-type: none">• Identifying problems.• Pointing out issues.• Asking what can be done.• Trying to move the team along.• Being supportive.• Being friendly and empathic.

People who always use a pushing style of influencing can be seen as effective communicators, delivering information efficiently and quickly; but they can also be seen as self-interested, impersonal and intimidating. This may lead to them being seen as divisive and not really contributing to the team effort.

People who always use a pulling style of influencing can be seen as supportive team players who use the resources of the whole team; but can also be perceived as weak or manipulative. This may cause resentment about the amount of time they use up for what appears to be little achievement.

The most successful influencing strategy to bring about change needs to incorporate a balance of both pushing and pulling influencing styles.

You should use a pushing style for some things, like presenting evidence to support your case, being assertive and communicating effectively, and being detached and objective (i.e. not taking along your own personal baggage).

You should use a pulling style for other things, like seeking answers and solutions from the professionals who work in the organisation, being sympathetic and understanding about the barriers that face the professionals as well as yourself, and maintaining your good relationships with the rest of the team.

You can usually tell what influencing style other people favour. If you know that one of the people you are dealing with favours a pulling influencing style, then maybe they are a good person to help you make your point by telling them what is on your mind, since that person is more likely to listen to you.

Similarly, if someone with a pushing influencing style will not help you try to get what you want, show them your evidence to support your argument, tell them that you are part of the team and have a right to be heard, and they may well concede the point when it is made in a way that they recognise.

Above all, remember that the people you deal with are just that: people. They may have great clinical expertise, but you are an expert at being a patient. You are there because they need you there, and they need your knowledge and opinion. All you have to do is deliver it effectively.