

**ISQ  
Personal Development  
Profile Chart**



**Influencing Styles Questionnaire**

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<p><b>Rewarding/punishing</b> Offering people rewards or bribes for acquiescence. Threatening punishment for non-compliance.</p> <p><b>Your RP score</b></p> <p style="font-size: 2em; text-align: center;">2</p>	<p><b>Assertive persuading</b> Using strong logical argument. Displaying conviction. Identifying needs and motives, and offering reasoned analysis.</p> <p><b>Your AP score</b></p> <p style="font-size: 2em; text-align: center;">6</p>	<p><b>Setting example</b> Being involved, leading from the front, doing the task. Establishing and using models of behaviour.</p> <p><b>Your SE score</b></p> <p style="font-size: 2em; text-align: center;">8</p>
<p><b>Political awareness</b> Identifying the balance of power, understanding the needs of the key players, getting their support, and using it as a critical mass to achieve your objectives.</p> <p><b>Your PA score</b></p> <p style="font-size: 2em; text-align: center;">4</p>		<p><b>Consulting</b> Sharing information and seeking views. Suggesting actions, giving explanations and inviting contribution. Reserving the right to make final decision.</p> <p><b>Your C score</b></p> <p style="font-size: 2em; text-align: center;">12</p>
<p><b>Empowering</b> Listening to others, asking for their help, rewarding them through recognition. Making them feel better about themselves.</p> <p><b>Your E score</b></p> <p style="font-size: 2em; text-align: center;">8</p>	<p><b>Sharing vision</b> Moving things to a higher plane, having a common organisational goal. Appealing to team loyalty and commitment.</p> <p><b>Your SV score</b></p> <p style="font-size: 2em; text-align: center;">10</p>	<p><b>Being dramatic</b> Getting strong reactions through shock, drama or humour. Making people sit up and take notice.</p> <p><b>Your BD score</b></p> <p style="font-size: 2em; text-align: center;">6</p>

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## Understanding your scores

The scores indicate the strength of your preference for using a particular style.

A score of 14 suggests that you will typically use this style in most circumstances, whereas a score of 0 indicates that you rarely or never use this style.

In practice, of course, you will probably find that your scores are scattered between the two extremes.

You can think of this pattern as a hierarchy with the higher scores reflecting your most commonly used approaches to influencing others.

The lower scores are probably those styles that you use least. Most people find it helpful to reflect upon the differences shown.

Are there styles that you could make more use of?

Are your typical styles effective in every situation?

**KCP Questionnaire Series**