

Section 5

5.9 – Push and Pull Questionnaires

Exercise

Purpose	The purpose of this diagnostic tool is to enable individuals to assess their influencing skills and create awareness of two particular styles of influencing, Push and Pull. It will be useful for individuals who wish to identify their preferred influencing style and those who wish to develop their range of influencing styles. It requires completion and scoring of a questionnaire and personal reflection. It is recommended that it is used in conjunction with the Handout 'Influencing Styles - Push and Pull'.
Output / Benefits	This tool will create awareness of two particular styles of influencing, Push and Pull and enable individuals to identify the styles they adopt more readily encouraging them to consider possible alternative approaches.
Keywords	Personal Skills, Effective Communication, Influencing Styles, Influencing Others, Stakeholders, Managing Politics, Diagnostic
Type of Tool	Diagnostic
Time for Completion	30 minutes approx.

Introduction

This questionnaire is designed to help you assess your preferred influencing style.

Reflect on each item and allocate points, on a scale of 0-4, that best represent how you generally behave when you are influencing others.

Use the following convention to allocate points:

0 means 'I never do it'

1 means 'I rarely do this'

2 means 'I sometimes do this'

3 means 'I often do this'

4 means 'I always do this'

Influencing Styles Questionnaire

	Influencing Situation/Style Item	Score
1	I exert pressure in order to achieve my objectives	
2	I get others to support my projects by offering to help them in some way.	
3	I bring others to see the exciting possibilities in a situation.	
4	I listen carefully when people express views which are different from mine.	
5	I present strong arguments for the proposals I favour.	
6	I am quick to make my wishes and desires known to others.	
7	I verbalise standards that I think others ought to meet.	
8	I am open with information as opposed to secretive.	
9	I make sure my optimism and enthusiasms are contagious.	

10	I smooth over disagreements i.e. pour oil on troubled waters.	
11	I help others see the goals and values they have in common.	
12	I tell people directly when they don't meet my expectations or requirements.	
13	I use the power of my position to get others to go along.	
14	I hold to my position until others show willingness to compromise or make concessions.	
15	I use praise selectively to get others to change or improve their performance.	
16	My belief in others helps them to feel stronger and more confident.	
17	I use humour or anecdotes effectively to help make a point.	
18	I put forward proposals and suggestions that I feel have merit Even if they are unpopular.	
19	I am open about my motives and intentions.	
20	I work with others to help get the best solution to the problems.	
21	I am prepared to make a fuss to get things done.	
22	I use rational argument to make my points.	
23	I help other people to solve their own problems.	
24	I have a clear code of principles that I communicate to others.	
25	I am able to communicate what needs to be done to create a better future.	
26	I check my understanding of what others have said.	

27	I defuse conflict situations by the use of humour or an appropriate change of subject.	
28	I challenge ideas or suggestions I disagree with or have questions about.	
29	I exchange favours in order to get things accomplished.	
30	I present my ideas with vigour.	
31	I exert pressure on people in order to achieve my objectives.	
32	I take steps to acquire formal authority to enable me to implement my plans.	
33	I take great care to educate others so that they can understand what I am thinking.	
34	I bargain to get what I want.	
35	I strive to inspire people by the way I present ideas.	
36	If individuals are not participating I go out of my way to involve them.	
37	I am quick to state my wishes to others.	
38	I use my personality and charm to advantage.	
39	I try to find common ground with others.	
40	I work steadily to build trust into relationships to enable effective joint working	

Now go to the next page to score and interpret your responses

Influencing Styles Questionnaire

Answer Grid

Instructions:

1. Enter your item scores from the questionnaire against the relevant number on the left hand side of the grid.
2. Add your scores on each row across the page to give you a total score for each style.
3. Add your scores in the style totals column to give you a total score for PUSH and PULL styles.
4. Reflect on your scores using the interpretation guidelines on the next page.

ITEM SCORES							STYLE TOTALS			
1		13		21		31			Force	
7		12		24		32			Rules & Standards	
2		14		29		34			Exchange	
5		18		22		33			Persuasion	
6		19		28		37			Assertion	
PUSH TOTAL:										
9		17		30		38			Personal Magnetism	
3		11		25		35			Visioning	
4		16		26		39			Bridging / consensus	
10		15		27		36			Environmental	
8		20		23		40			Joint Problem Solving	
PULL TOTAL:										

Interpretation Guidelines

Refer to the Influencing Styles – Push and Pull Handout for definitions of each style and then consider the following:

- Are your total Push and Pull scores equally balanced or is one much higher than the other? The higher the score the more likely you are to use this style.
- Do you have a spread of scores across the different styles in the Push and Pull sections or are some significantly higher than others? Again, the higher the score the more you favour this influencing style.
- How relevant is your influencing style to the role that you have and the people you manage?
- If you have some styles that you appear to favour more than others is there a particular reason for this? Or should you think about trying to vary your approach?
- Does your role require you to gain commitment from people over the longer term or change attitudes? If so are your styles of influencing appropriate? Remember push styles alone may get quick results but may not gain commitment.
- Does your role require you to ensure compliance with rules, for example, for legislative or health and safety reasons, if so is your range of influencing styles relevant to ensure compliance?
- Are your highest scores in line with your 'power sources'?
- Consider any actions you should take to adjust or develop your influencing styles?

Actions...

SAMPLE