

PERSUASION AND INFLUENCE

REPORT FOR
MICHELE JONES
MARCH 2007

PREPARED BY THE GILLIE PARTNERSHIP LTD

list of respondents

The following people gave the feedback which is included in your report.

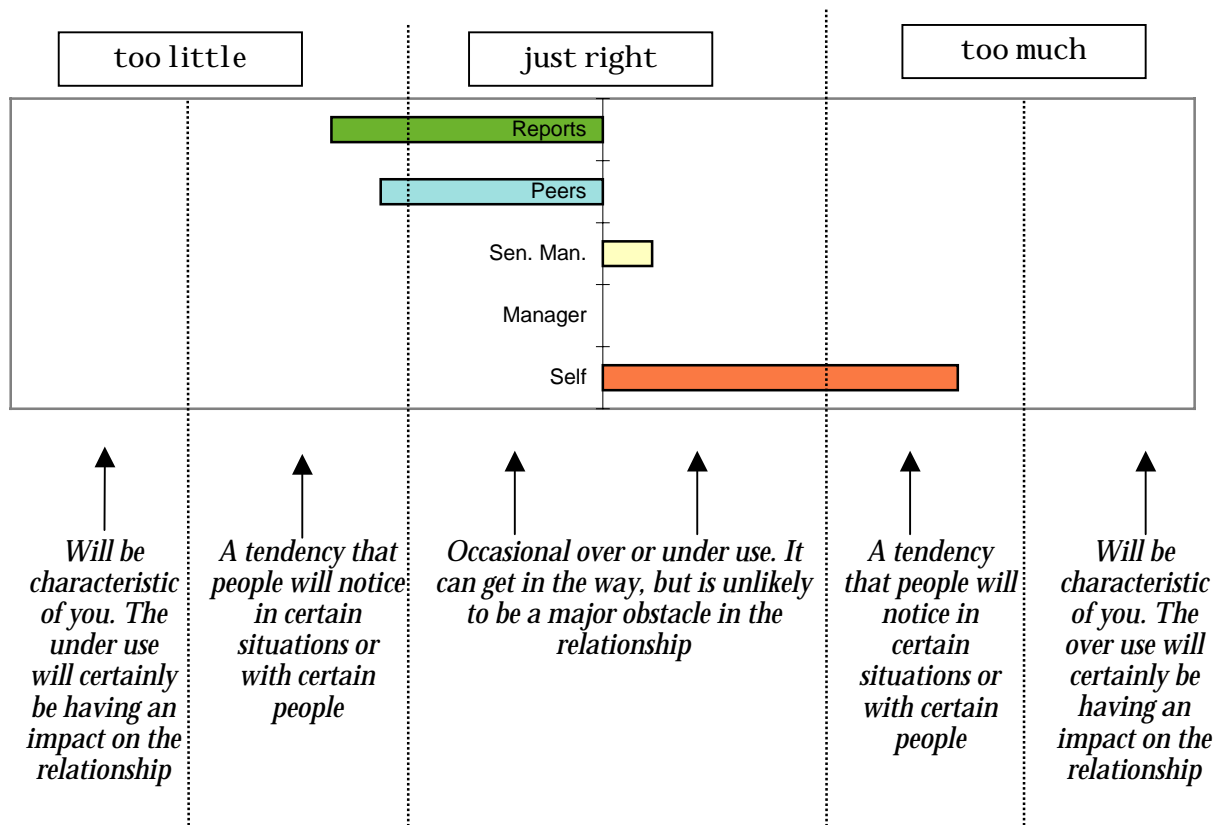
Note that the relationships used in the report may differ from the relationship you (or they) gave originally. This happens for example when there is only one appraiser in a particular category. In order to protect their anonymity, their data will be merged with others to form a new category, most usually 'Others'. It may also happen if you did not return the list of appraisers. In this case, it is possible that people completing questionnaires described their relationship differently to the way you see it.

Their relationship to you	Their name
Line Manager	Jack Duffy
Senior Manager (senior to you) 1	Mary Antoinette
Senior Manager 2	Andy Andrews
Peer /colleague 1	Gill Peters
Peer /colleague 2	Rachel Compton
Peer /colleague 3	John Reddy
Direct report 1	Sally Adams
Direct report 2	Nicola King

understanding your report

This report is designed to give you messages from other people about how they perceive your influencing behaviour. The scores are their subjective impressions.

For each behaviour there is a definition of the behaviour and a description of the possible impact of under use and over use. To help interpret the data, imagine dividing each half of the graph into thirds:



Note: unless stated otherwise in the report, a 'missing' bar means that the individual or group of appraisers rated you as 'just right' for that item.

There are no rights or wrong profiles. Ask yourself 'Is this overall pattern of behaviour appropriate to the situations in which I interact with this person?'

If the relationship is healthy and you both get the outcomes you want, then their profile may be telling you that what you are doing works, and you may simply want to modify your behaviour slightly. If you know the relationship isn't as positive as it might be or you are not getting the outcomes you want, the questionnaire will tell you what others would like you to do more of or less of. Remember that it is your choice whether or not to change in response to the feedback.

Finally, feedback tells you as much about the giver as the receiver! People are likely to judge your behaviour in relation to their own. For example, someone who is highly assertive themselves, will perceive your level of push in a different way to someone who is quite passive. The same is true for people who put a high value on the pull behaviours.

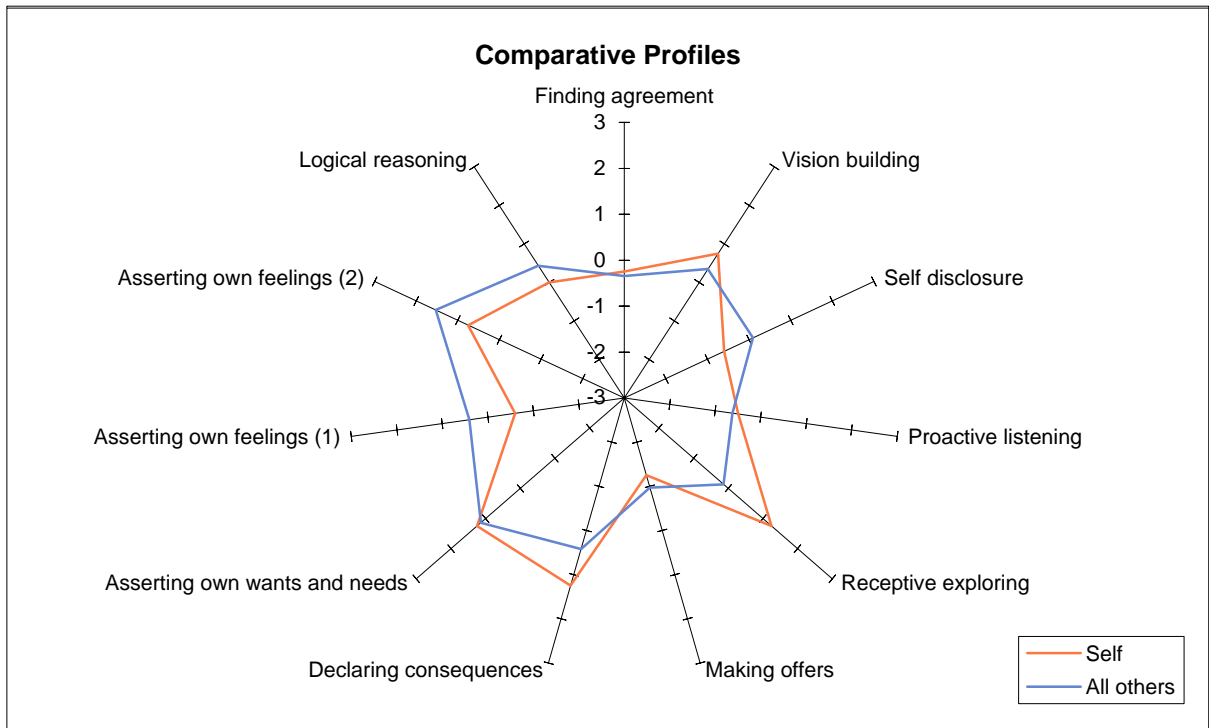
Specific things to look out for

Self vs. others: do you consistently over or under estimate what you do in comparison to others?

Different others: do you behave differently with different groups of others (e.g. upwards *vs.* sideways *vs.* downwards?)

The over–use or under–use of any behaviour *relative to the use of the other behaviours* is likely to have consequences depending on the situation. Think about the situations you are in with the different individuals and consider the following *in terms of how they may be seeing you*:

- Overuse of *Push* behaviours relative to *Pull*: you may be perceived as aggressive in some situations.
- Overuse of *Pull* behaviours relative to *Push*: you may be perceived as passive in some situations.
- Overuse of *Asserting Wants* and *Asserting own 'negative' Feelings* coupled with an under–use of *Asserting own 'positive' Feelings* and *Proactive Listening*: you may be perceived as over–demanding and / or critical.
- Under use of *Self–Disclosure* may result in low levels of trust.
- Overuse of *Asserting own Wants* and *Declaring Consequences* coupled with an under use of *Proactive listening* may be perceived as somewhat unreasonable / bullying.
- Overuse of *Visioning* and *Asserting Own 'positive' Feelings* coupled with an under use of *Logical Reasoning* can result in you appearing over–emotional by people whose own style is highly logical / structured.
- Likewise, an overuse of *Logical Reasoning* coupled with an under use of *Visioning* and *Asserting own Feelings* can result in you appearing cool, detached and a bit ‘clinical’ by people whose own style is highly energetic, values or feelings based.
- An overuse of *Negotiating Outcomes* (*Making Offers* and *Declaring Consequences*) coupled with an under use of *Finding Agreement*, *Visioning*, and *Self–Disclosure* might result in people seeing you as more focused on the immediate outcome at the expense of building commitment and trust for the future.



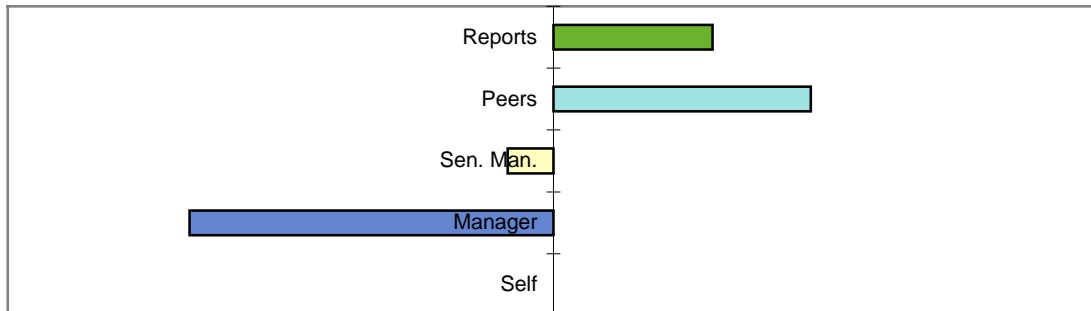
Logical Reasoning

Using logic, rationale, facts, data to persuade others to her way of thinking.

Too little, I am often unsure what Michele's views are

Just right, she is clear and confident about her position

Too much, Michele can often be overbearing, or I am overwhelmed by her arguments



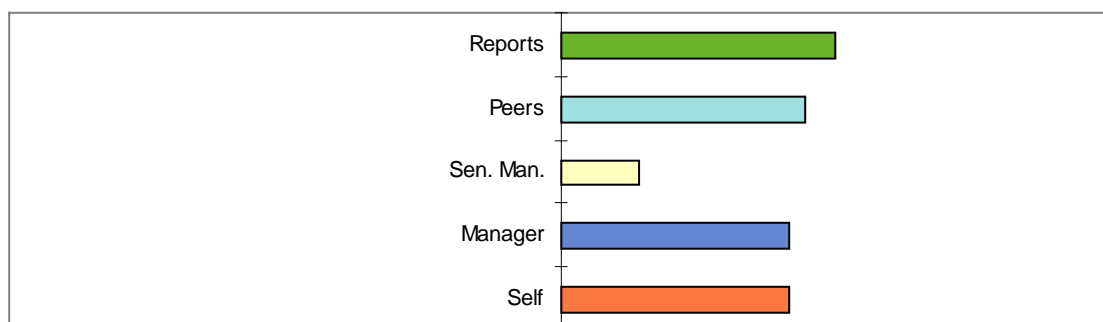
Asserting own wants and needs

Being clear, firm and direct about what is wanted or needed from others.

Too little, Michele is often too tentative or unclear in making her expectations known

Just right, Michele is clear and confident about what she wants from me

Too much, Michele can often be overbearing, sometimes to the point of seeming dictatorial



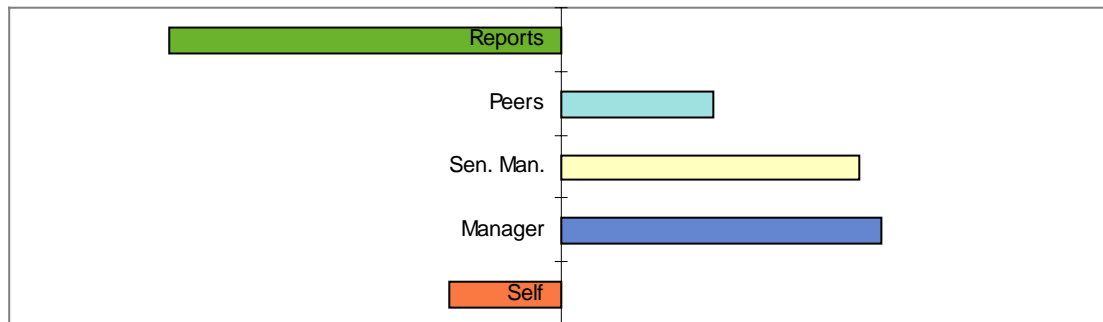
Asserting own feelings (1)

When feeling e.g. pleased, happy or delighted with something someone has done, stating this openly and enthusiastically, with a view to building the relationship.

Too little, I am often unsure how Michele is feeling about me or my performance

Just right, I always know when I have done something Michele is pleased about

Too much, Michele can often go 'over-the-top' in her positive praise to the point of being effusive



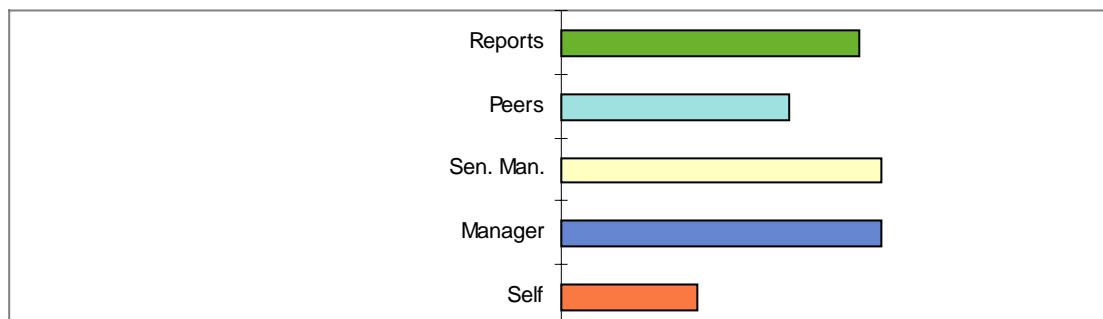
Asserting own feelings (2)

When feeling e.g. frustrated, irritated or annoyed with something someone has done, being up-front with them clearly, confidently and directly with a view to clearing the air productively.

Too little, I am often unsure if I have done something Michele is unhappy about

Just right, she is clear with me when I have done something she is unhappy about

Too much, Michele is inclined to lose her temper or get over-emotional



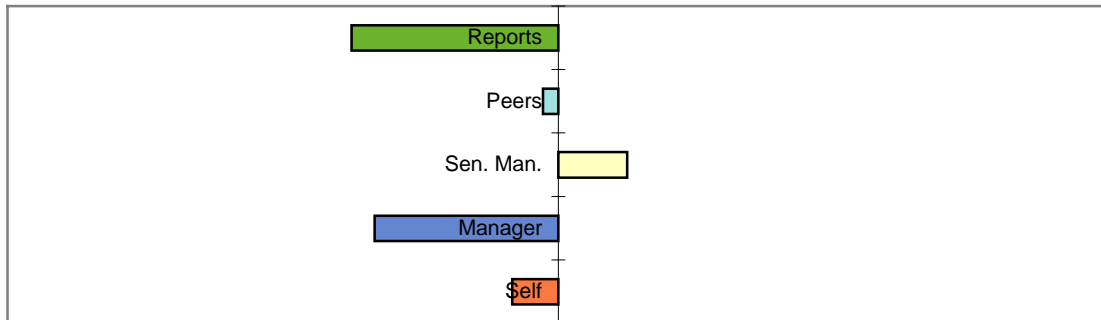
Finding Agreement

Actively seeking to find areas of agreement, and articulating what common ground exists between people.

Too little, Michele is inclined to focus on differences and / or take areas of agreement for granted

Just right, when the situation needs it she will summarise areas of agreement or common ground

Too much, Michele constantly seems to be expressing agreement



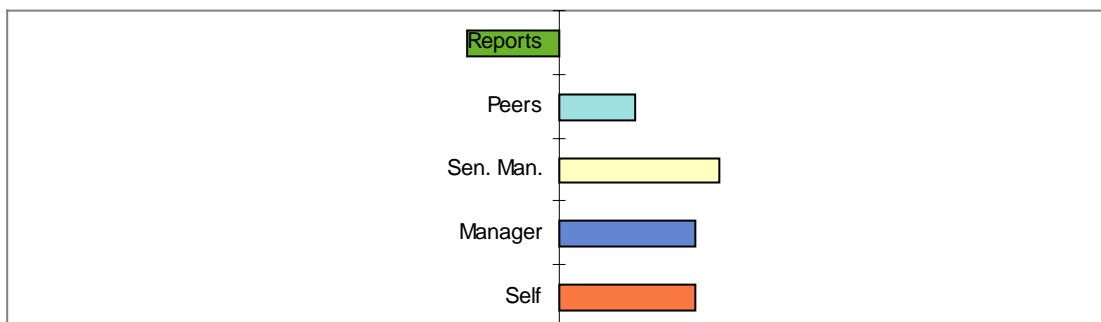
Vision Building

Expressing positive belief in a successful future and stimulating others to want to share in it.

Too little, Michele rarely seems enthusiastic about the future possibilities

Just right, she can motivate me to see what I / we could achieve in the future

Too much, Michele's positive enthusiasm for the future is often 'over the top'



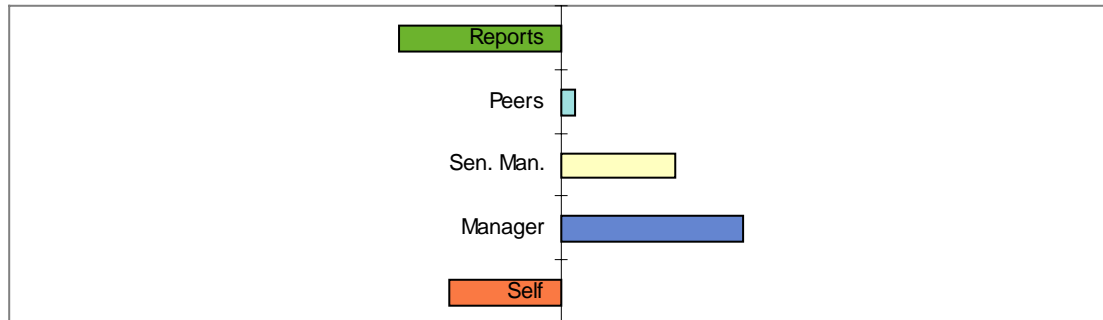
Self Disclosure

Showing the 'human' side of herself in a non-defensive way, e.g. admitting to not knowing, asking for help, revealing information that helps others get to know her.

Too little, I often feel that Michele is aloof or secretive

Just right, for me to feel that I know and can trust Michele

Too much, Michele tells me information about herself that seems inappropriate for the situation



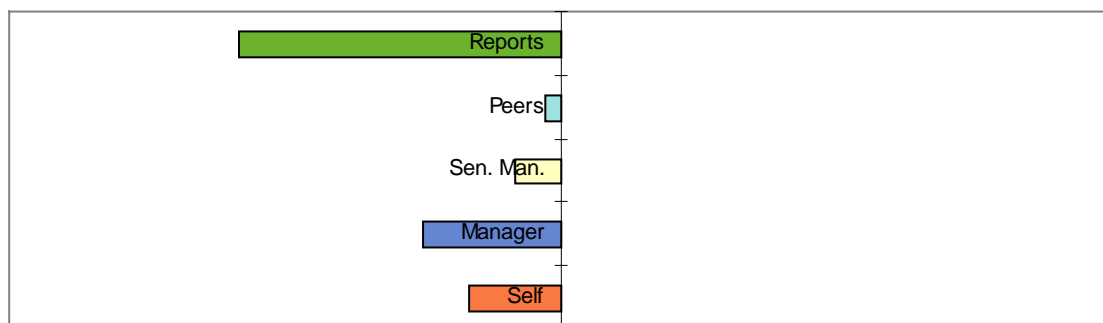
Proactive Listening

Showing genuine interest in the position of others and shows this by checking understanding, picking up feelings and summarising the content of others' input.

Too little, I often feel that Michele is not really listening to me

Just right, for me to feel listened to and understood

Too much, Michele often listens too much to me or others at the expense of expressing her own position



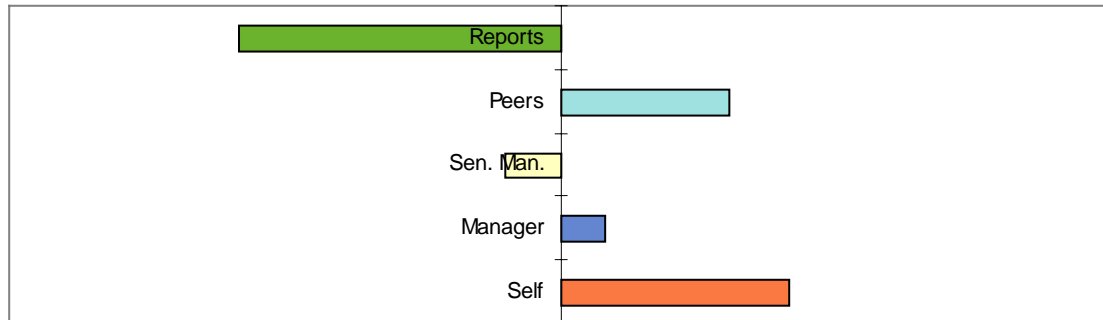
Receptive Exploring

Actively involves others and invests time in gaining a deeper understanding of others' points of view by asking non-judgemental questions.

Too little, I often feel that Michele is not really interested in my views

Just right, for me to feel that I have had the opportunity to air my position and be understood.

Too much, Michele often asks questions to the point where I feel interrogated.



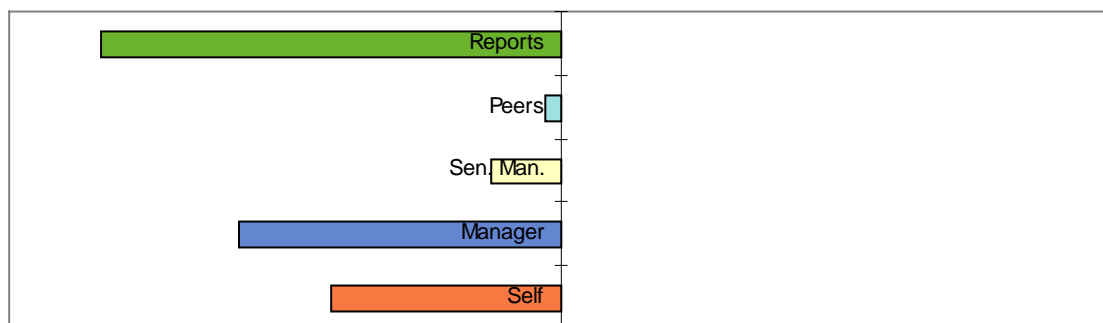
Making Offers

When effort is needed that is over and above the norm, offering to trade relevant things that will help the other person say 'yes' – ("if you can do ABC for me, in return, I will do XYZ for you").

Too little, I sometimes think Michele backs down too quickly

Just right, when it is appropriate, she is clear about what I can expect in return for my help

Too much, Michele sometimes bargains when there is no real need to



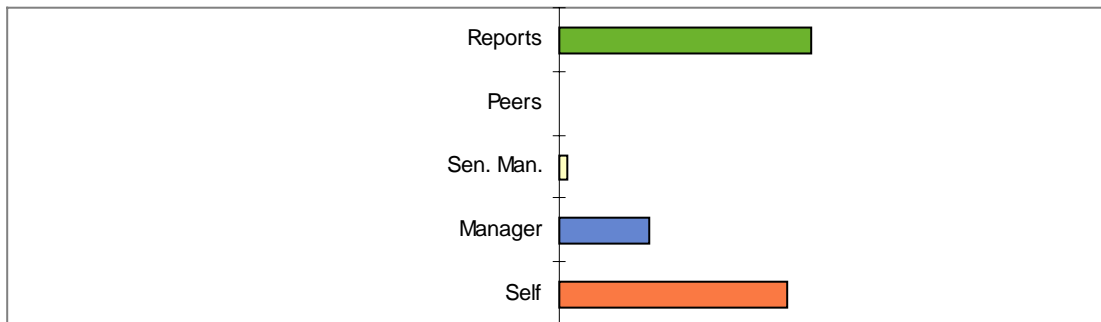
Declaring Consequences

Being clear, honest and up-front about what the consequence will be for someone on those occasions where there will be a negative consequence if they do not meet an expectation.

Too little, I am often unsure what will happen to me if I don't meet an expectation of Michele's

Just right, I always know where I stand on tough issues with Michele

Too much, Michele can often be too heavy, bordering on the threatening



Additional comments

The following comments have been copied word for word from the questionnaires. Comments in square [] brackets have been added during this process, and should be self explanatory e.g. [*unreadable word*]. A question mark in square brackets [?] means that the word before it is a guess—normally because of unclear handwriting. The word [*sic*] in brackets means the person did write what has been transcribed, however unlikely that may seem.

The two things I like most about Michele's influencing style are

I give suggestions and listen—but also let other people have their input. Empowering the team. [comments by self]

She is clear and analytical in her approach. She pitches herself at the right level to who she is addressing.

She is extremely direct. She has a good sense of humour which can help.

Very direct and to the point. Very organised, I know her expectations.

Is focused—has mind on job. Self motivated.

She sets me challenges which drive my development. She gives me the responsibility to carry out my own work, without interference.

She influences by getting other people to share her enthusiasm, i.e. positively. Leads and influences by example.

You know where you stand—good at giving feedback. Gives explanation / back up very well to influence.

Her enthusiasm / passion. She will listen and adapt—keen to develop herself.

Two things I think she might consider developing or changing are

I don't really bargain / make offers—like to do this more. Re-address the 'bully' perception that I think I might have / do not apologise for giving opinion upwards. [comments by self]

If she is stressed she needs to calm down and become less emotional / excitable. To be confident in herself that she can achieve her goals, because she can and should not doubt her own confidence.

Considering more the impact of her opinions on others.

Sometimes she is only interested in her own area not the good of the floor, i.e. "I'm, alright Jack". Can be quite insensitive to the detriment of others.

Improving listening skills. Communication skills.

Using bargaining tools. Being open with others when she is pleased about the team's performance and acknowledging work done by members of the team to others.

Needs to develop bargaining with others to influence them. Prepare logical arguments and think about all consequences.

Quite abrupt—more soft approach. Giving too much detail about herself.

Balancing emotive responses. Winning people round to her way of thinking—less statement, more persuasion.