

Worksheet Week 12**Module III: Leadership Communication Skills Development****Topic: Knowing your leadership style****Section A: Six Channels Survey**

Without giving the matter too much thought (and without revising your answers for any reason!), please select the statement in each pair below that MOST ACCURATELY describes what you do to exercise influence. Pick ONE STATEMENT in each pair of statements and record the letter associated with that statement in the "I select ____" space.

There are 2 columns for recording your choices:

- (1.) Column 1 is for the statement that describes what you feel you must do in your organization to be effective most of the time.
- (2.) Column 2 is for the statement that describes what you would feel more comfortable doing and would prefer to do if you had complete freedom to act as you would like.

For both of columns, select the statement you think is more accurate – even if you think neither statement is very accurate, or both are very accurate. If you do not currently work for an organization, you can skip Column 1 and record your choices only in Column 2. Please note that you can select the same statement for both columns if what you generally do at work to influence others is also what you prefer doing.

Warning: Do not pick the statement you "ought" to agree with – just pick the one your gut tells you is more accurate most of the time. In addition, some statements repeat, but you should not worry about answering consistently. Just keep going. All answers are equally "correct." Summarize your selections at the very end.

			Column 1	Column 2
			What I must do to be effective within my organization	What I would be more comfortable doing if I could choose
			I select __.	I select __.
1	A.	I sometimes assert my control.		
	B.	I let the data do the talking.		
2	C.	I present the big picture.		
	D.	I reach out to be friends with the people I need to influence.		
3	B.	I use detailed information to support my points.		
	D.	I establish good relationships with others.		
4	A.	I use the authority I have to help me accomplish my goals.		
	E.	I negotiate so everyone wins.		
5	B.	I show people the logic of my proposal.		
	E.	I engage in a little give-and-take to get things done.		
6	C.	I try to inspire others.		
	F.	I assemble coalitions when necessary.		

			Column 1	Column 2
			What I must do to be effective within my organization	What I would be more comfortable doing if I could choose
			I select __.	I select __.
7	E.	I negotiate to obtain others' support.		
	C.	I emphasize the broader goals of the organization.		
8	A.	I rely on whatever authority I have.		
	D.	I do favors to create good relationships.		
9	B.	I construct a tight case to argue for my ideas.		
	F.	I gather support by approaching key people.		
10	D.	I get to know people personally.		
	F.	I work hard to make sure "people who matter" support my idea.		
11	A.	I use the authority of my position.		
	B.	I present the data, point to the precedents, and argue the pros and cons.		
12	D.	I socialize with people I want to influence.		
	C.	I show where my idea fits into the overall scheme.		
13	E.	I find ways to negotiate so everyone wins.		
	F.	I establish a wide network of organizational contacts.		
14	B.	I make my case with data and evidence.		
	F.	I focus on people and groups who can sway opinion.		
15	B.	I use reasoned argument.		
	D.	I reach out to understand how other people feel.		
16	A.	I use my position to get things done.		
	F.	I work behind the scenes to get support.		
17	D.	I rely on relationships to accomplish my goals.		
	E.	I sometimes ask for a bit more than I expect to get.		
18	A.	I get things done efficiently by using my authority.		
	C.	I inspire others to feel as I do about the proposal.		
19	B.	I present objective information to convince others.		
	C.	I remind people of what the organization stands for.		
20	D.	I win friends and influence people.		
	F.	I target key decision makers.		
21	A.	I use whatever formal authority I have.		
	E.	I seek the middle ground when there are disagreements.		
22	B.	I base my arguments on objective information.		
	E.	I negotiate so everyone wins.		
23	E.	I provide incentives to gain support.		
	F.	I build momentum by winning over key individuals and groups.		
24	A.	I assert the authority that goes with my position.		
	C.	I get people excited about the future.		

			Column 1	Column 2
			What I must do to be effective within my organization	What I would be more comfortable doing if I could choose
			I select __.	I select __.
25	B.	I use data and logic to make my case.		
	C.	I emphasize our common purpose.		
26	C.	I frame my ideas in terms of our organization's goals.		
	F.	I take time to consult key individuals.		
27	A.	I rely on my formal position to get things done.		
	D.	I make sure that others know I care about their needs.		
28	E.	I give concessions and expect others to do the same.		
	C.	I remind people that what we do matters.		
29	A.	I assert my authority.		
	F.	I anticipate the politics and work around them.		
30	D.	I establish rapport and pay attention to feelings.		
	E.	I make deals that work for both sides.		

Results

Column 1	Column 2
What I need to do to be effective within my organization:	What I would be more comfortable doing if I could choose:
A's =	A's =
B's =	B's =
C's =	C's =
D's =	D's =
E's =	E's =
F's =	F's =
Total = (should equal 30)	Total = (should equal 30)

Section B: Persuasion Styles Assessment

Step 1: Mark each statement below as follows:

- 0 = Rarely true for me
- 1 = Sometimes true for me
- 2 = Equally true and not true for me
- 3 = Usually true for me
- 4 = Always true for me

- _____ E. Other people often comment on how balanced I am.
- _____ A. I am known for saying exactly what is on my mind.
- _____ B. I am an enthusiastic, assertive person.
- _____ E. I seek compromises when opinions are sharply divided.
- _____ C. I have insights into others' feelings and needs that often surprise them.
- _____ E. I am equally assertive or restrained as the situation requires.
- _____ D. I let others do the talking at meetings.
- _____ A. I express my point of view, even if it means upsetting people.
- _____ C. I cultivate a wide network of contacts and relationships.
- _____ E. I am equally skilled at being candid and circumspect depending on the situation.
- _____ B. I am told I am very assertive.
- _____ D. I am quietly effective.
- _____ E. If need be, I can just as easily be blunt or diplomatic.
- _____ B. I like to be out front, leading the change.
- _____ A. I devote more time to understanding ideas than to understanding people.
- _____ E. I am equally likely to be assertive or reserved.
- _____ D. I prefer a quiet conversation to interacting with big groups.
- _____ C. I excel at understanding other people's feelings.
- _____ E. I am good at both managing relationships and being forceful.
- _____ B. I have an outgoing personality.
- _____ A. I get right to the point without a lot of small talk.
- _____ C. I can easily sense the other person's mood.
- _____ D. People tell me I am reserved.
- _____ E. I press my point of view but not to the point of endangering relationships.
- _____ A. I concentrate on my message more than on the audience.
- _____ B. I am outspoken and expressive.
- _____ E. I give equal weight to what I think and what others think.
- _____ C. I read other people's feelings accurately.
- _____ D. When I speak, I do so forcefully but quietly.
- _____ E. I can easily adapt my style to be assertive or restrained.

Step 2: Add up your scores

Now add up the total of the numbers you put next to the letter “A” statements. Then do the same thing for the letters “B” through “E”. Your total score for letters “A” through “D” should fall between 0 and 40.

- A = _____ (out of 20) This is a measure of your focus *on your own point of view*.
- B = _____ (out of 20) This is your social *assertiveness* score.
- C = _____ (out of 20) This is measure of your focus on your *audience’s feelings*.
- D = _____ (out of 20) This is your *socially reserved* score.
- E = _____ (out of 40) This is your *Advocate* score.

Step 3: Discover your persuasion styles

Add your letter scores from Step 2 using the system below to translate your scores into styles.

Style	Letter Scores	Total	Rank (top score = #1)
Driver	_____ A + _____ B =		
Commander	_____ A + _____ D =		
Chess Player	_____ C + _____ D =		
Promoter	_____ B + _____ C =		
Advocate	_____ E =		

Step 4: Note the rank order of your preferred styles

Finally, rank your five styles in order from highest score (rank #1) to lowest (rank #5). The style with the highest total score is your most preferred. The style with the lowest score is your least preferred.

Reference: Shell, G. R., & Moussa, M. (2007). *The art of woo: using strategic persuasion to sell your ideas*. Penguin.