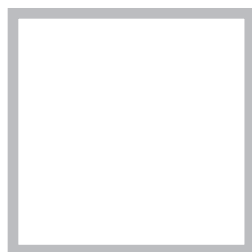
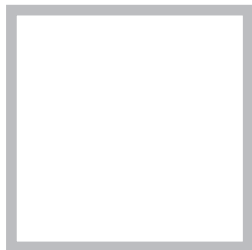
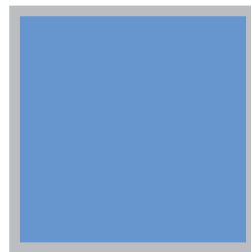
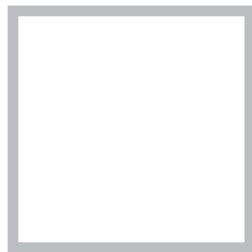
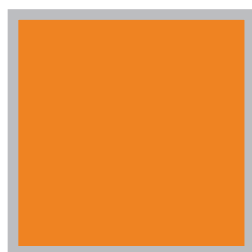


# Interpersonal Influence Inventory



**Info Kit**



# Interpersonal Influence Inventory

## Overview

From resolving misunderstandings to negotiating deals and leading teams, influence is a part of daily work life. Whether or not people are aware of it, the way they choose to influence can affect relationships and performance.

Self-assessments can help individuals determine the style they are currently using, and how it can be improved. Based on an assertive behavior model, the *Interpersonal Influence Inventory* is an eye-opening learning instrument that reveals a preference for one of four dominant styles:

- *Openly Aggressive Behavior*
- *Concealed Aggressive Behavior*
- *Passive Behavior*
- *Assertive Behavior*

An HRDQ bestseller for more than 20 years, the *Interpersonal Influence Inventory* is the combination self-assessment and training workshop that has helped thousands of people identify their personal influence style, learn how they “come across” to others, and work

## Learning Outcomes

- Discover a preference for one of four personal influence styles
- Learn why assertive behavior always yields positive results
- Understand how other influence styles can strain communication
- Identify the behavioral cues that signal each style

### Product Type

Self-assessment,  
available in print  
and online formats

### Audience

Employees at all  
levels

### Measures

Preference for one  
of four personal  
influence styles

### Time Required

*Administration:*  
20 minutes  
*Interpretation:* 1 hour  
*Workshop:* 2.5 hours

Try *Interpersonal Influence Inventory*  
*risk free for 30 days!*

Call our Customer Service Team at 800-633-4533  
or visit [HRDQstore.com/iii](http://HRDQstore.com/iii)

## How it Works

The *Interpersonal Influence Inventory* evaluates current behavior, not as it once was or as the individual would like it to be. Individuals respond to 40 statements, choosing one of five options that they believe is most characteristic of their behavior. The assessment reveals scores in each of the four personal influence styles as well as a dominant style.

## Uses and Applications

The *Interpersonal Influence Inventory* is excellent as a stand-alone learning instrument or part of a more comprehensive training program. The assessment is effective as a:

- Tool to develop assertiveness skills.
- Centerpiece of a communication workshop.
- Component of a leadership development program.

## Product Components

### Facilitator Set

One per trainer. Includes Facilitator Guide, facilitator support materials, PowerPoint presentation, and sample participant materials.

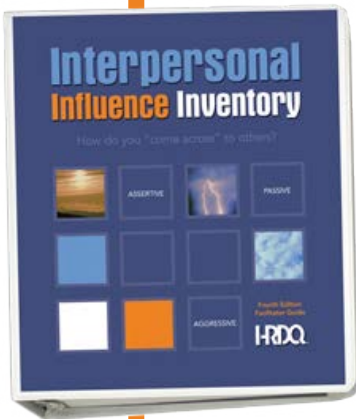
### Print Self-Assessment

One per individual or participant. Includes the 40-item inventory with pressure-sensitive scoring, interpretive information, and action planning. Quantity discounts available.

### Online Self-Assessment

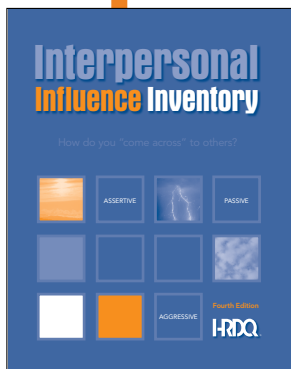
One per individual or participant. Includes a personalized report with assessment results, interpretive information, and action planning. Quantity discounts available.

# Product Components



## Facilitator Set

The Facilitator Guide included everything needed to get started with Interpersonal Influence Inventory, including background information, administrative guidelines, step-by-step workshop outline, optional activities, Microsoft PowerPoint presentation, and sample participant materials.



## Paper Assessment

This self-assessment includes the 40 item inventory with pressure -sensitive scoring, Interpersonal Influence Model, interpersonal influence profile, and interpretive information



## Online Assessment

The online assessment includes identical questions to those in the paper assessment and generates a personalized interpretive report that includes the Interpersonal Influence Model, interpersonal influence profile, and reflective questions.

To order your materials for *Interpersonal Influence Inventory* contact our Customer Service Team at 800-633-4533 or visit [HRDQstore.com/iii](http://HRDQstore.com/iii)



# Interpersonal Influence Inventory



Facilitator Guide  
Fourth Edition

**HRDQ**

# Contents

<i>Preface</i> .....	v
----------------------	---

## **SECTION 1: Getting Started**

Overview .....	1
Introduction .....	2
Administering the III .....	3
About the Microsoft® PowerPoint® Presentation .....	6
Experiential Learning Methodology .....	7

## **SECTION 2: Theoretical Background**

Background Information .....	11
Interpersonal Influence Model .....	12
Interpreting the III .....	21
Technical Development .....	23
References .....	27

## **SECTION 3: Workshop**

Workshop At-a-Glance .....	29
Preparation Checklist .....	30
Facilitator Instructions .....	33

## **SECTION 4: Facilitator Support**

Optional Activities .....	43
Alternative Training Designs .....	53
Blank Training Outline .....	55
Related Materials from HRDQ .....	57

## **SECTION 5: Reproducible Masters**

Certificate of Achievement .....	59
Training Evaluation .....	63
Overhead Transparencies .....	67

## **SECTION 6: Participant Guide**

# Preface

## About the Facilitator Guide

### Section 1: Getting Started

This section provides the basic information a facilitator needs to administer the *Interpersonal Influence Inventory* (III). It includes a brief overview, scoring and charting instructions, and information about the Microsoft® PowerPoint® presentation and experiential learning methodology.

### Section 2: Theoretical Background

This section provides research-based information on the Interpersonal Influence Model and the four influence styles. You can reference the information and use it to enhance your presentation.

### Section 3: Workshop

This section provides a workshop outline, a preparation checklist, and step-by-step instruction on how to facilitate a 2½–3 hour training session using the III.

### Section 4: Facilitator Support

This section focuses on additional information or materials for the facilitator. It includes Optional Activities, Alternative Training Designs, a Blank Training Outline for customization of the training session, and Related Materials.

### Section 5: Reproducible Masters

This section contains the reproducible masters for the overhead transparencies, a Certificate of Achievement, and a Training Evaluation; all of which are also available in electronic form on the III CD-ROM.

### Section 6: Participant Guide

For your convenience, a copy of the *Interpersonal Influence Inventory* Participant Guide is provided with this Guide.

## Overview

<b>Purpose</b>	The <i>Interpersonal Influence Inventory</i> (III) measures the behaviors that individuals use when they attempt to influence others.
<b>Target-Audience</b>	The III is appropriate for employees at all levels of the organization.
<b>Response-Time</b>	Participants should be given 5–10 minutes to complete the III.
<b>Scoring-Time</b>	The scoring of the III can be completed in 10 minutes.
<b>Discussion-Time</b>	Discussion of the influence styles requires at least 10 minutes per Style, for a total of 40 minutes.
<b>Skill Practice</b>	Allow 60 minutes for participants to practice assertiveness skills.
<b>Administration</b>	The III can be self-administered and self-scored. Complete directions are contained in the Participant Guide.



# Interpersonal Influence Model

It is perhaps easiest to understand assertiveness by examining the behaviors that produce influence styles and by contrasting assertiveness with other influence styles. Those behaviors are the basis of the Interpersonal Influence Model, from which the III was developed.

When one attempts to influence another, two dimensions of behavior produce an influence style. The dimensions of behavior are openness in communication and consideration for others.

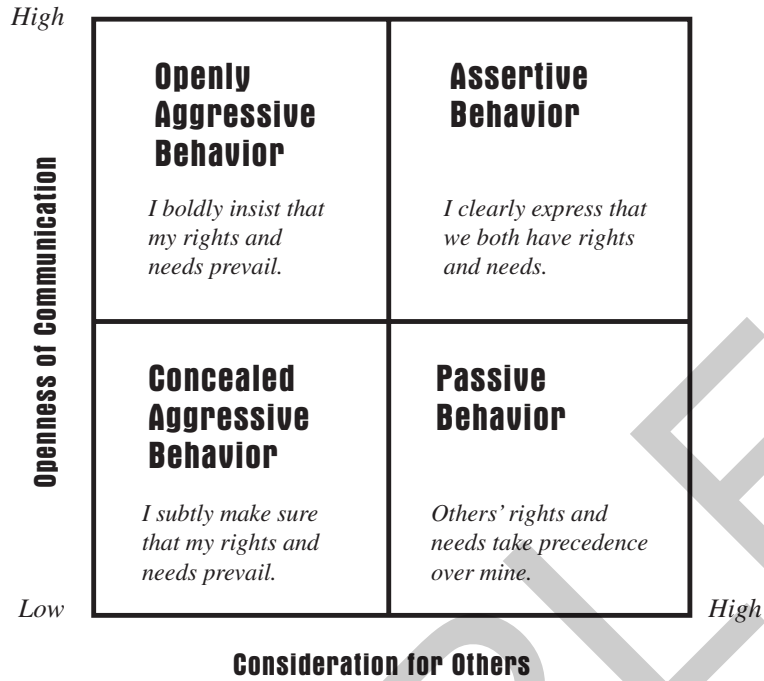
## Openness in Communication

Openness is an individual's willingness to disclose to another his or her thoughts, feelings, past experiences, and reactions. People are willing to disclose information about themselves to varying degrees. At one end of the spectrum are people who disclose very little, playing their cards "close to the vest." At the other end are people who speak their thoughts and feelings directly and fully.

## Consideration for Others

Consideration means an individual's willingness to accord to others the same rights he or she expects for him- or herself. At one extreme are people who have very little respect for the opinions, feelings, and reactions of others. At the other extreme are people who defend and attempt to preserve the rights of others as strongly as they do their own.

The amount of openness and consideration that people show in their behavior determines the influence style they use. Depending on the relative use of openness and consideration, one of four influence patterns or styles results. These patterns are shown in figure 4.



**Figure 4.** Interpersonal Influence Model

The four influence styles resulting from openness in communication and consideration for others can best be described by four indicators of influence style: (1) thoughts, (2) emotions, (3) nonverbal behavior, and (4) verbal behavior. The four influence styles are described on the following pages in terms of these four factors.

# Workshop At-a-Glance

- 9:00–9:15am\***     **Welcome and Introductions**
- Welcome participants and explain the benefits of attending the *Interpersonal Influence Inventory* workshop. Briefly overview the agenda for the session. Give participants the opportunity to introduce themselves to each other. Have them share their thoughts about situations in which influence would be important.
- 9:15–9:35am**     **Completing and Scoring the III**
- Begin with a review of the directions on page 1 of the Participant Guide. Then, instruct participants to complete the Inventory. Have participants score their assessments with your guidance.
- 9:35–10:20am**     **Interpersonal Influence Model**
- Explain the Interpersonal Influence Model and give a detailed explanation of the four influence styles.
- 10:20–10:30am**     **Charting Your Results**
- Have participants chart their results on the Interpersonal Influence Profile to create a graphic representation of their scores.
- 10:30–11:30am**     **Skill Practice and Closing**
- Have participants practice using assertive communication strategies to respond to situations. Have participants plan how they will apply their newly learned assertiveness skills to real-life situations. Solicit final questions.

\*Sample schedule for workshop

# III Interpersonal Influence Model

**Time:** 45 minutes (9:35–10:20AM)

**Slides:** 6–12

**Materials:** Participant Guides

- Objectives:**
- Provide an overview of the Interpersonal Influence Model and its background
  - Discuss the four influence styles

**Preparation:** Review and become familiar with the descriptions of the four influence styles using the Theoretical Background section of this Guide. Be prepared to share some examples with the group when describing each style. Often, examples will help give greater meaning to the descriptions.



1. Show Slide 6: **Interpersonal Influence Model**

NOTES

2. Refer participants to the Interpersonal Influence Model on page 6 of their Participant Guides.

3. Explain:

When one person attempts to influence another, two dimensions of behavior produce an influence style. The dimensions of behavior are *openness in communication* and *consideration for others*:

- *Openness in communication* is an individual's willingness to disclose his or her thoughts, feelings, past experiences, and reactions.
- *Consideration for others* is an individual's willingness to grant others the same rights and respect he or she expects for him- or herself.

These dimensions are the basis for the Interpersonal Influence Model, from which the III was developed. The combination of the two dimensions results in four influence styles:

- Assertive Behavior
- Passive Behavior
- Concealed Aggressive Behavior
- Openly Aggressive Behavior

# Interpersonal Influence Inventory



## Participant Guide

## The Interpersonal Influence Model

The *Interpersonal Influence Inventory* (III) helps you assess your interpersonal influence style. The Interpersonal Influence Model upon which the statements are based is an assertive behavior model. This Model suggests that two sets of behaviors create four behavioral mixes. One set of behaviors is related to an individual's degree of openness or candor. *Openness* is an individual's willingness to disclose to another his or her thoughts, feelings, past experience, reactions, etc. Some people disclose very little, playing their cards "close to the vest." Others reveal a moderate amount of information about themselves. And still others speak their thoughts and feelings directly and fully.

A second set of behaviors is related to an individual's degree of consideration for another or others. *Consideration* is an individual's willingness to accord others the same rights he or she accords him- or herself. Some people have little respect for the opinions, feelings, and reactions of others. Some have a moderate degree of respect. And still others defend and attempt to preserve the rights of others as strongly as they do their own.

When an individual employs these two sets of behaviors in varying proportions, an influence style may be said to be created. Depending on the relative use of each set of behaviors, one of four influence patterns results. The relationship between these two sets of behaviors forms the Interpersonal Influence Model (figure 1).

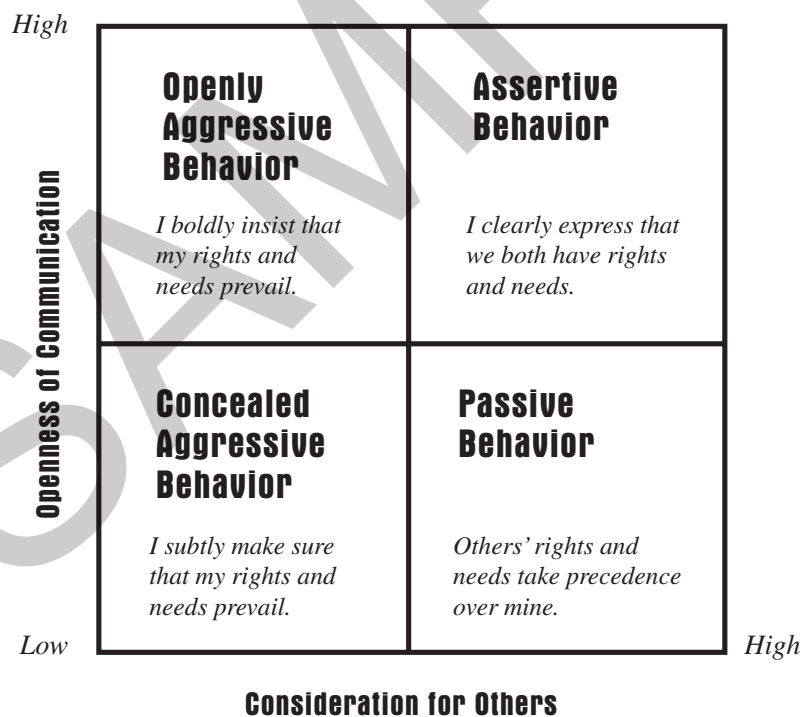
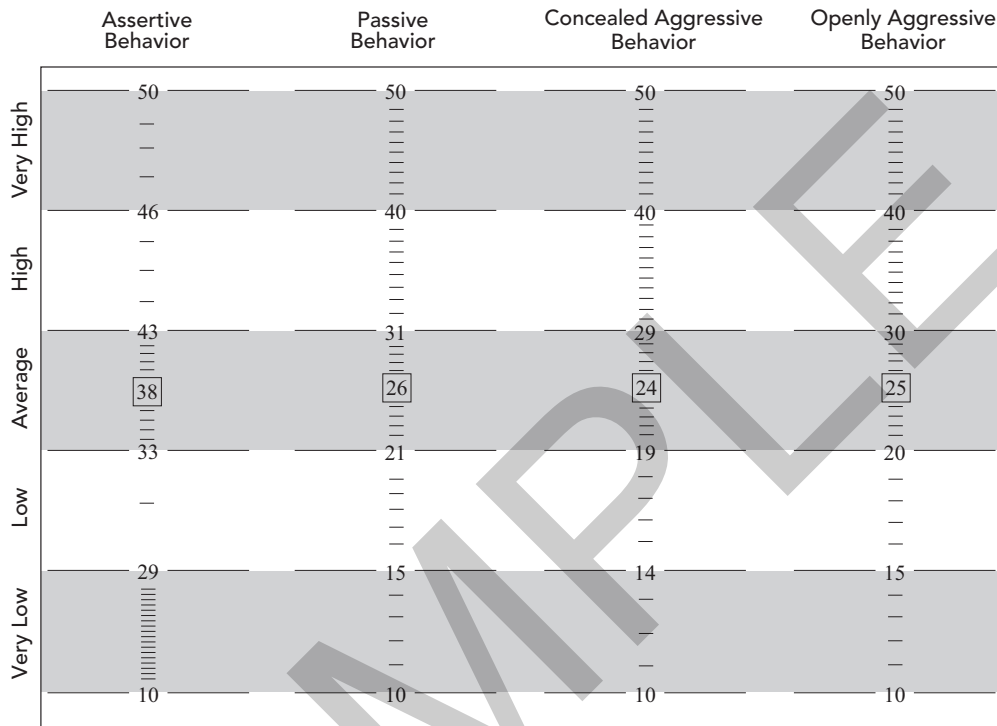


Figure 1. Interpersonal Influence Model

## Your Interpersonal Influence Profile

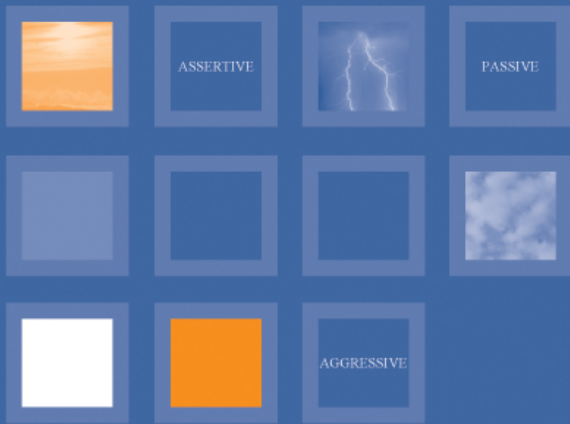
To obtain a graphic picture of the relative importance of each influence pattern to your overall behavior, plot each of the four scores from the Scoring Form on the Interpersonal Influence Profile in chart 1. Connect the points to form a plot line. Boxed scores represent the average.



## Interpretation

Four scores are obtained from the III. The total possible points for each influence style is 50. Because assertive behaviors are defined as most effective by the model, scores in the 40–50 range would be most desirable. These would occur if you evaluated your behavior as *Usually Characteristic* or *Completely Characteristic* on each of the 10 Assertive items. Scores in the low to very low bands would be preferred for each of the other three patterns: Passive, Concealed Aggressive, and Openly Aggressive. These scores would result if you evaluated your behavior as *Completely Uncharacteristic* or *Usually Uncharacteristic* on each of the 30 items relating to Passive, Concealed Aggressive, or Openly Aggressive behavior.

If one influence style is high and the other three are low, it is probably accurate to say that you are characterized by your highest score. For example, an individual with a Passive score of 44, an Assertive score of 20, a Concealed Aggressive score of 18, and an Openly Aggressive score of 16 is most likely someone who ignores his or her own feelings and rights in an attempt to satisfy the feelings and needs of others.



# Interpersonal Influence Inventory

## Interpretive Report

Report prepared for:

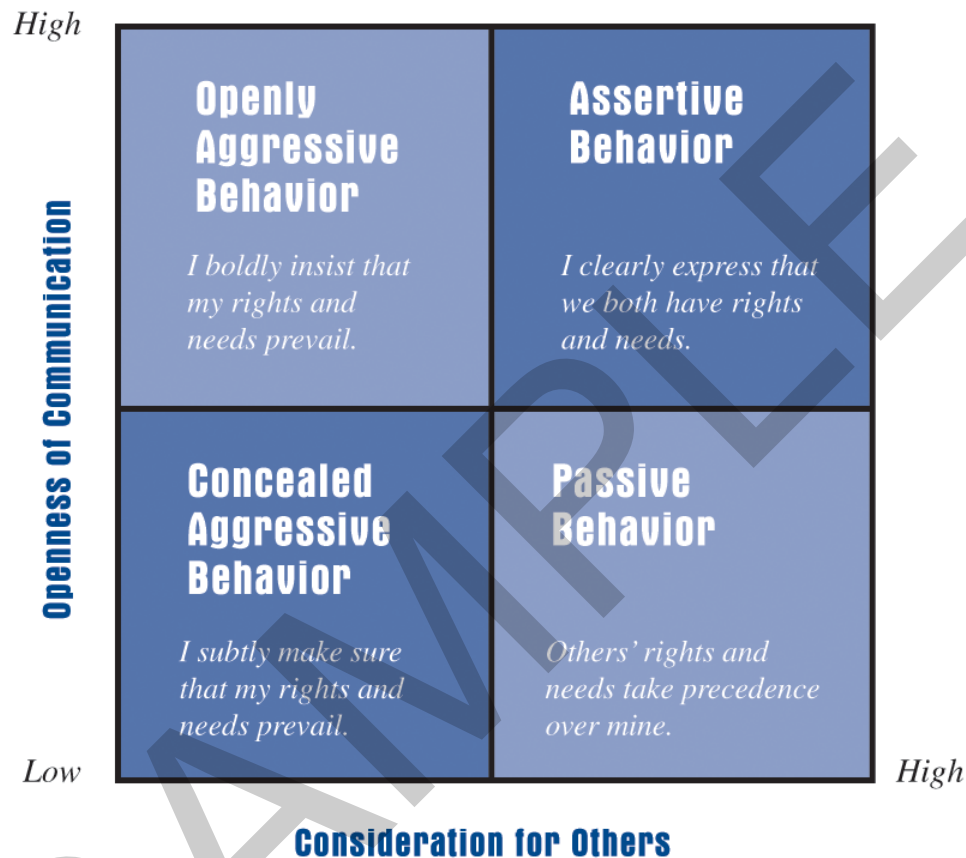
This report presents your results from the **Interpersonal Influence Inventory** assessment. It includes interpretive information about your scores and reflection questions.







## The Interpersonal Influence Model

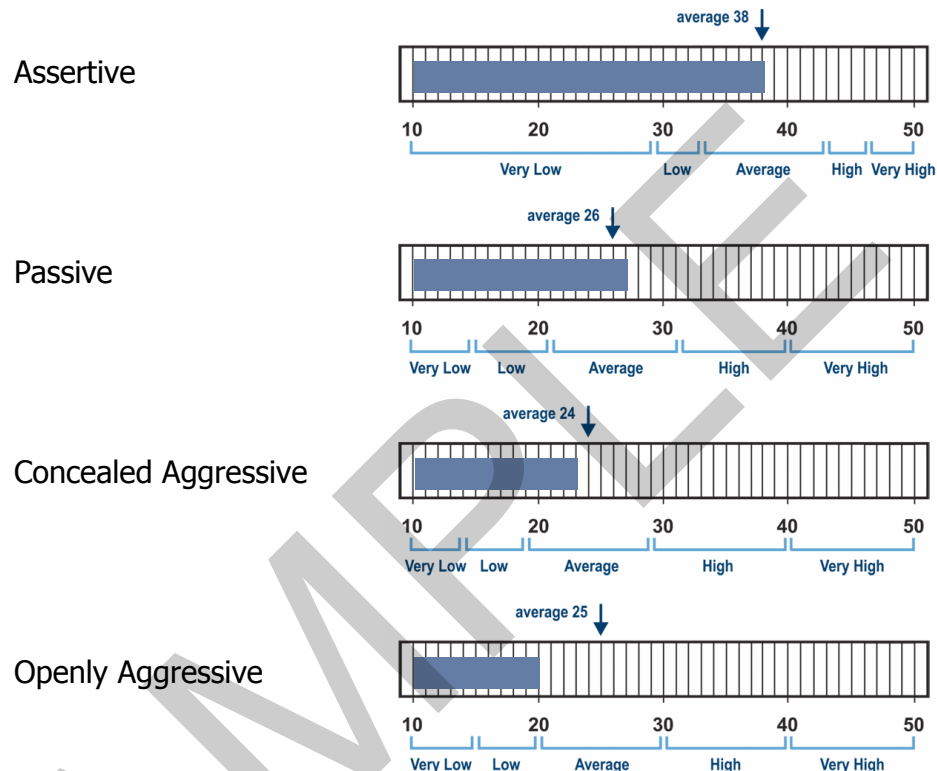


Interpersonal Influence Model

The four influence styles resulting from Openness in Communication and Consideration for Others can best be described by four indicators of influence style: (1) thoughts, (2) emotions, (3) nonverbal behavior, and (4) verbal behavior.



### Your Interpersonal Influence Profile



Scores in the 40-50 range for the Assertive style are most desirable. Scores in the Low to Very Low bands are preferred for the three less effective influence styles.

You have fairly even scores for all four influence styles. There are several reasons your scores may suggest an even distribution of influence styles:

1. You may be inconsistent in your actual behavior, responding in random ways to a variety of situations.
2. You may not have seriously considered the impact on others of an inconsistent behavior pattern and have not committed yourself to a predictable behavioral mode.
3. Your responses to the assessment may not have been carefully considered or candidly selected.

You may wish to review “Factors Affecting Influence Style” in this report to gain a deeper understanding of why you may be inconsistent in the way you influence others. Then work through the Reflection Questions to begin developing a more Assertive influence style. A deeper understanding of assertiveness theory and personal change strategies may be worth considering. Many books are available on the subject. With time and practice, you will find that consistent assertive behaviors will help you achieve greater success and satisfaction in your work and personal interactions.

# Get started with **Interpersonal Influence Inventory**



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