

14 - Influencing Others - The ability to gain others' support for ideas, proposals, projects, and solutions.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Presents arguments that address some of the concerns and issues of others • Does not always involve others in a process or decision • Is reluctant to offer trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit certain parties involved in a situation • Does not usually enlist experts, third parties, or develop other indirect strategies to influence others • Is reluctant to escalate critical issues to own or others' management • Does not always structure situations (e.g., the setting, persons present, sequence of events) to create a desired impact or to maximize the chances of a favorable outcome • Works to make an impression on others • Focuses influence efforts at a perceived decision makers • Recognizes others who can provide information, intelligence, career support, potential business, and other forms of help • Takes an interest in others • Recognizes the implications of events or decisions for various stakeholders in the organization 	<ul style="list-style-type: none"> • Presents arguments that address others' most important concerns and issues and looks for win-win solutions • Involves others in a process or decision, to ensure their support • Offers trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit all parties involved in a situation • Enlists experts or third parties to influence others; develops other indirect strategies to influence others • Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others • Identifies and targets influence efforts at the real decision makers and those who can influence them • Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships • Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly 	<ul style="list-style-type: none"> • Presents compelling arguments that address others' most important concerns and issues and creates win-win solutions • Skillfully involves others in a process or decision, to ensure their commitment and support • Is creative at offering trade-offs or exchanges, to gain commitment and support • Identifies and proposes creative and innovative solutions that benefit all parties involved in a situation • Enlists experts or third parties to effectively influence others in a particular direction; creatively develops other indirect strategies to influence others to gain support • Skillfully knows when and how to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Plans and manages specific situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others that gains support for ideas, proposals, projects, and solutions • Proactively identifies and successfully targets influence efforts at the key decision makers and those who can positively influence them • Seeks out, builds relationships with, and effectively influences others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a sincere, personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships that gain support for ideas, proposals, projects, and solutions • Accurately anticipates well in advance of others the implications of events or decisions for various key stakeholders in the organization; plans and implements a strategy accordingly

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Supervisor / Manager	<ul style="list-style-type: none"> • Presents arguments that address some of the concerns and issues of others • Does not always involve others in a process or decision • Is reluctant to offer trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit certain parties involved in a situation • Does not usually enlist experts, third parties, or develop other indirect strategies to influence others • Is reluctant to escalate critical issues to own or others' management • Does not always structure situations (e.g., the setting, persons present, sequence of events) to create a desired impact or to maximize the chances of a favorable outcome • Works to make an impression on others • Focuses influence efforts at a perceived decision makers • Recognizes others who can provide information, intelligence, career support, potential business, and other forms of help • Takes an interest in others • Recognizes the implications of events or decisions for various stakeholders in the organization 	<ul style="list-style-type: none"> • Presents arguments that address others' most important concerns and issues and looks for win-win solutions • Involves others in a process or decision, to ensure their support • Offers trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit all parties involved in a situation • Enlists experts or third parties to influence others; develops other indirect strategies to influence others • Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others • Identifies and targets influence efforts at the real decision makers and those who can influence them • Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships • Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly 	<ul style="list-style-type: none"> • Presents compelling arguments that address others' most important concerns and issues and creates win-win solutions • Skillfully involves others in a process or decision, to ensure their commitment and support • Is creative at offering trade-offs or exchanges, to gain commitment and support • Identifies and proposes creative and innovative solutions that benefit all parties involved in a situation • Enlists experts or third parties to effectively influence others in a particular direction; creatively develops other indirect strategies to influence others to gain support • Skillfully knows when and how to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Plans and manages specific situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others that gains support for ideas, proposals, projects, and solutions • Proactively identifies and successfully targets influence efforts at the key decision makers and those who can positively influence them • Seeks out, builds relationships with, and effectively influences others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a sincere, personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships that gain support for ideas, proposals, projects, and solutions • Accurately anticipates well in advance of others the implications of events or decisions for various key stakeholders in the organization; plans and implements a strategy accordingly

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Director/ Executive	<ul style="list-style-type: none"> • Presents arguments that address others' most important concerns and issues and looks for win-win solutions • Involves others in a process or decision, to ensure their support • Offers trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit all parties involved in a situation • Enlists experts or third parties to influence others; develops other indirect strategies to influence others • Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others • Identifies and targets influence efforts at the real decision makers and those who can influence them • Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships • Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly 	<ul style="list-style-type: none"> • Presents compelling arguments that address others' most important concerns and issues and creates win-win solutions • Skillfully involves others in a process or decision, to ensure their commitment and support • Is creative at offering trade-offs or exchanges, to gain commitment and support • Identifies and proposes creative and innovative solutions that benefit all parties involved in a situation • Enlists experts or third parties to effectively influence others in a particular direction; creatively develops other indirect strategies to influence others to gain support • Skillfully knows when and how to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Plans and manages specific situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others that gains support for ideas, proposals, projects, and solutions • Proactively identifies and successfully targets influence efforts at the key decision makers and those who can positively influence them • Seeks out, builds relationships with, and effectively influences others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a sincere, personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships that gain support for ideas, proposals, projects, and solutions • Accurately anticipates well in advance of others the implications of events or decisions for various key stakeholders in the organization; plans and implements a strategy accordingly 	<ul style="list-style-type: none"> • Coaches others to present compelling arguments that address others' most important concerns and issues and helps them to create win-win solutions • Encourages and enables other leaders to skillfully involve others in a process or decision, to ensure their commitment and support • Is well known for his/her creativity at offering trade-offs or exchanges, to gain commitment and support • Creates an environment that identifies and proposes creative and innovative solutions that benefit all parties involved in a situation • Drives self/organization to enlist experts or third parties to effectively influence others in a particular direction; has a long history of creatively developing other indirect strategies to influence others to gain support • Is well known for skillfully knowing when and how to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Is a role model for planning and managing specific situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Always makes a particular impression on others that gains support for ideas, proposals, projects, and solutions • Always is proactive at identifying and successfully targeting influence efforts at the key decision makers and those who can positively influence them • Is a role model in the organization for seeking out, building relationships with, and effectively influencing others who can provide information, intelligence, career support, potential business, and other forms of help • Creates a culture that takes a sincere, personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships that gain support for ideas, proposals, projects, and solutions • Helps other leaders to accurately anticipate, well in advance, the implications of events or decisions for various key stakeholders in the organization; helps them to plan and implement strategies accordingly