

Influencing for Change
A Questionnaire

Chris Hollies
Church Development Consultancy and Training Services



LEADERSHIP FIRST
Helping Leader Lead

Sep 10

Your Name:

Introduction

In the development and implementation of any new strategy there will be 'change'. In the church any such 'corporate' strategies should lead to the call for personal change within the lives of those who wish to follow Jesus. Ultimately anything that the church seeks to do should in some way result in the encouragement of personal growth in Jesus Christ and a strengthening of faith, which will mean the need for change. As has been said, you cannot stay as you are and yet become more like Christ.

Therefore it is important to consider how you currently tend to persuade or influence people of the need to change. On the following pages there are a number of descriptions of behavior which can be used to influence situations and people. All are useful and appropriate in different situations, but use the questionnaire to decide which ones you tend to use more than others.

The score you assigned to each question should then be entered in the appropriate score column of the Questionnaire Score Table (p.5).

Questionnaire: Influencing for Change

Instructions

For each of the statements listed, please enter the number corresponding to your choice from the five possible responses given below. Enter the number:

- [1] if you NEVER, or VERY RARELY do what is described in the statement.
- [2] if you do what is described in the statement OCCASIONALLY, BUT INFREQUENTLY: that is, less often than most other people you see in similar situations.
- [3] if you do what is described in the statement AN AVERAGE AMOUNT: that is, as about as often as most other people you see in similar situations.
- [4] if you do what is described in the statement FAIRLY FREQUENTLY: that is, somewhat more often than most other people you see in similar situations.
- [5] if you do what is described in the statement VERY FREQUENTLY: that is, considerably more often than most other people you observe in similar situations.



The Questionnaire

When involved in situations where I am attempting to get people to change their attitude or behavior:

1. I use moral imperatives such as 'should', 'ought', and 'must' to persuade them.
2. I admit my own reluctance to change.
3. I seek help in finding solutions to problems.
4. I communicate my belief in the value and importance of working together.
5. I put together a good logical argument as to what I think should be done.
6. I let others know when they have let me down.
7. I use my authority to get things done.
8. If others become angry or upset, I listen with understanding.
9. I heighten others' awareness of the benefits of pulling together as one.
10. I put forward lots of ideas and proposals.
11. I am quick to come forward with a counter-argument if my ideas are opposed.
12. I point out mistakes in other people's ideas.
13. I verbalise standards which I think others ought to meet.
14. I am open about my personal hopes and fears for change.
15. My way of speaking conveys a sense of excitement to others.
16. I cause people to be more aware of the goals they have in common.
17. I defend my own ideas for change energetically.
18. I seek assistance in important tasks.
19. I listen carefully when people express views which are different from my own.



Influencing for Change – A Questionnaire

Chris Hollies – Church Development Consultancy & Training Services

- 20. My enthusiasm is contagious.
- 21. My proposals have a strong impact on others.
- 22. I anticipate objections to my point of view and am ready with a counter-argument.
- 23. I use veiled or open threats to get others to comply.
- 24. I acknowledge when I am uncertain or do not have the answer.
- 25. I summarise what others have said to make certain they have been heard.
- 26. I put into words the wishes of the group.
- 27. I will make a proposal that I feel has merit, no matter how unpopular it will be.
- 28. I am quick to give credit to those who work for change.
- 29. I express strong views about how things should be done.
- 30. I very often consider others' emotions and feelings.
- 31. I help people find common goals which strengthen their commitment to one another.
- 32. I draw attention to inconsistencies in others' logic.
- 33. I show my approval when others do what I want.
- 34. I let others know, directly or indirectly, exactly what I expect from them.
- 35. I make other people feel that they have something of value to contribute.
- 36. I clarify what others have said before I respond.
- 37. I use the language of unity to generate enthusiasm for the change.
- 38. I generate a feeling of 'We're in this together.'
- 39. I express my ideas clearly and logically.



Influencing for Change – A Questionnaire

Chris Hollies – Church Development Consultancy & Training Services

- 40. When people disagree with my ideas, I will come up with a new line of reasoning to persuade them.
- 41. I look for ways of kindling people's enthusiasm.
- 42. I talk positively about the future.
- 43. I encourage people to make choices.
- 44. I seek to strengthen people's inter-dependence.
- 45. I try to give control to others.
- 46. I build up others' self esteem.
- 47. I look for ways of increasing peoples' autonomy.
- 48. People feel stronger after they have been with me.
- 49. People come to me for advice.
- 50. I seek to empower people to do what they want to do.
- 51. I recognise when people are under pressure.
- 52. I encourage people to use their strengths.
- 53. I give positive support to those who need it.
- 54. I have patience with people who are afraid to change.
- 55. I encourage people to talk about their fears.
- 56. I am quick to give a helping hand if it is asked for.
- 57. I am prepared to alter my plans to help others cope.
- 58. I can spot when people are stressed.
- 59. People come to me when they are in trouble.
- 60. I encourage people in the use of their gifts.



Questionnaire Score Table

No.	A	No.	B	No.	C	No.	D	No.	E	No.	F
1.		2.		4.		5.		41.		51.	
6.		3.		9.		10.		42.		52.	
7.		8.		15.		11.		43.		53.	
12.		14.		16.		17.		44.		54.	
13.		18.		20.		21.		45.		55.	
23.		19.		26.		22.		46.		56.	
28.		24.		30.		27.		47.		57.	
29.		25.		31.		32.		48.		58.	
33.		35.		37.		39.		49.		59.	
34.		36.		38.		40.		50.		60.	
Total		Total		Total		Total		Total		Total	

Transferring your scores into the table.

Your score for statement 1 goes in column A, your scores for 2 and 3 go in column B, etc. Insert a '3' for any answer which you left blank when answering the Questionnaire. Add the numbers in each column. You will now have a total of 6 scores with a maximum of 50 points and a minimum of 10 points in each column. Add together all your scores and divide by 6 to give your overall average.

Interpreting your scores.

This questionnaire highlights 6 basic influencing approaches. The 60 questions and the 6 columns have been so designed to correspond to the 6 approaches. To find out what these are and the potential significance of your scores in relation as to how you seek to influence change please submit your completed scores to Chris Hollies – info@leadershipfirst.co.uk or contact Chris on 07788991267.

Column	Your score	Influencing approach (Chris will complete this column)
A		
B		
C		
D		
E		
F		

Material was taken from 'Change Directions' by Dr David Cormack 1995 and used with the kind permission of Tony Collins, Monarch Books, Oxford.

