



# Influence Grid Report

Prepared for: Jane Dole | June 15, 2026

# RESULTS

	Self	Manager(s)			Direct Report(s)			Peer(s)		
	S	M1	M2	M3	D1	D2	D3	P1	P2	P3
Charisma	5	3	1	5	5	2	2	4	4	3
Flexibility	5	2	4	3	4	5	5	2	4	4
Integrity	4	4	3	4	5	4	5	4	4	5
Proactive	4	2	2	5	3	4	2	5	2	3
Networked	3	1	2	3	4	5	4	2	3	2
Communication	3	5	5	5	5	3	4	4	5	4
Reciprocity	2	4	2	4	3	4	2	2	4	5
Expertise	2	2	3	3	3	4	2	2	3	2
Legitimacy	1	4	5	4	4	3	3	4	2	4
Focus	1	2	2	5	2	3	2	4	1	4

The table above is a summary score sheet with ratings collected from you and your observers. The rating used is as follows:

- 1 - Do not do
- 2 - Rarely do
- 3 - Occasionally do
- 4 - Frequently do
- 5 - Always do

# INTERPRETATION OF THE RESULTS

## *Evaluating Your Strengths and Weaknesses*

		Blind Spot	Visible Strength
How You Rate Yourself	High		
	Low		
		Acknowledged Soft Spot	Unrealized Strength
		Low	High
		How Others Rate You	

### **Visible Strength**

If you rate yourself high and others rate you high, you've got a strength that is visible to everyone. Keep up the good work.

### **Blind Spot**

If you rate yourself high and others rate you low, you've got a blind spot. You need to analyze this more deeply and then either work on the skill, or the perception of the skill.

### **Unrealized Strength**

If you rate yourself low and others rate you high, you may have an unrealized strength. You need to analyze this and then readjust your assessment and/or your behavior.

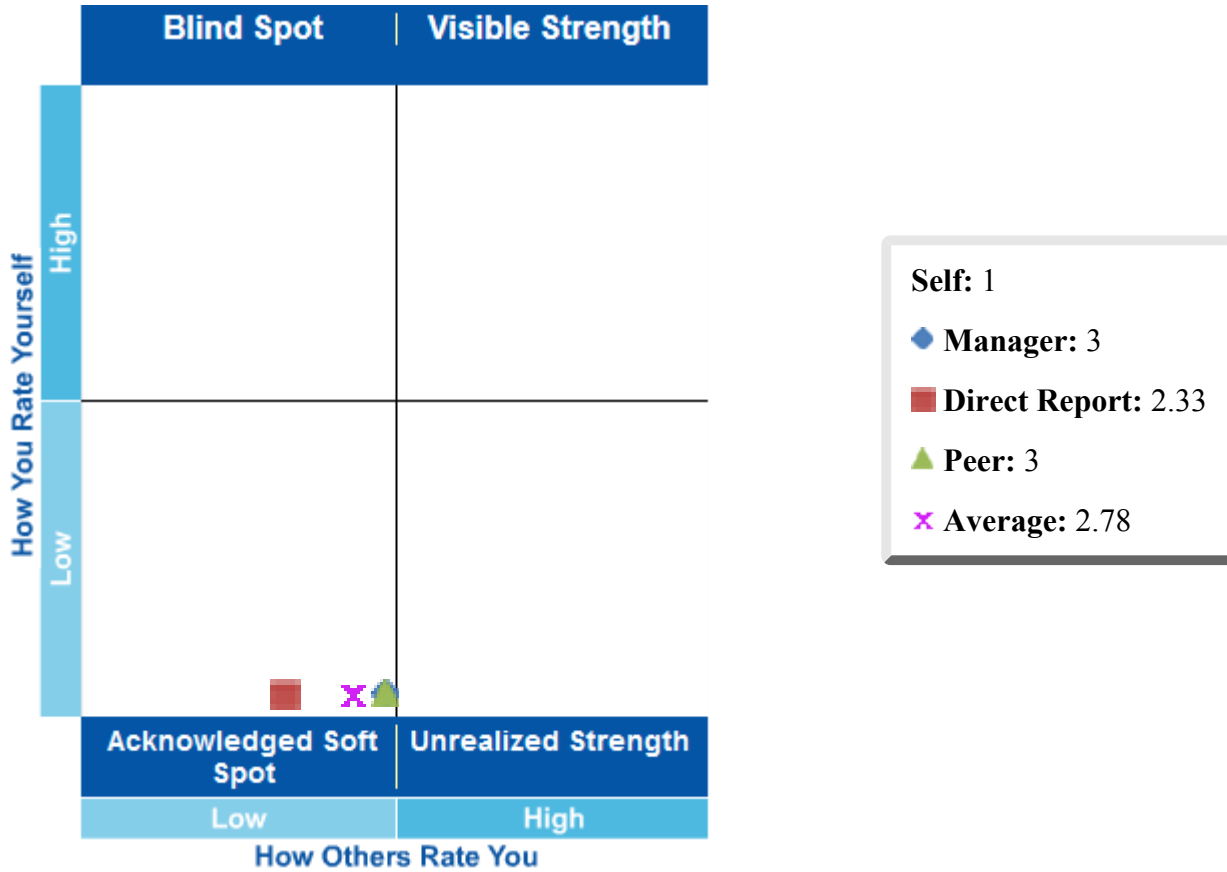
### **Acknowledged Soft Spot**

If you rate yourself low and others rate you low, you have an acknowledged soft spot. This is an area on which you obviously need to work.

# REPORT

## 1. Focus

Ability to focus on what matters and communicate it to others.

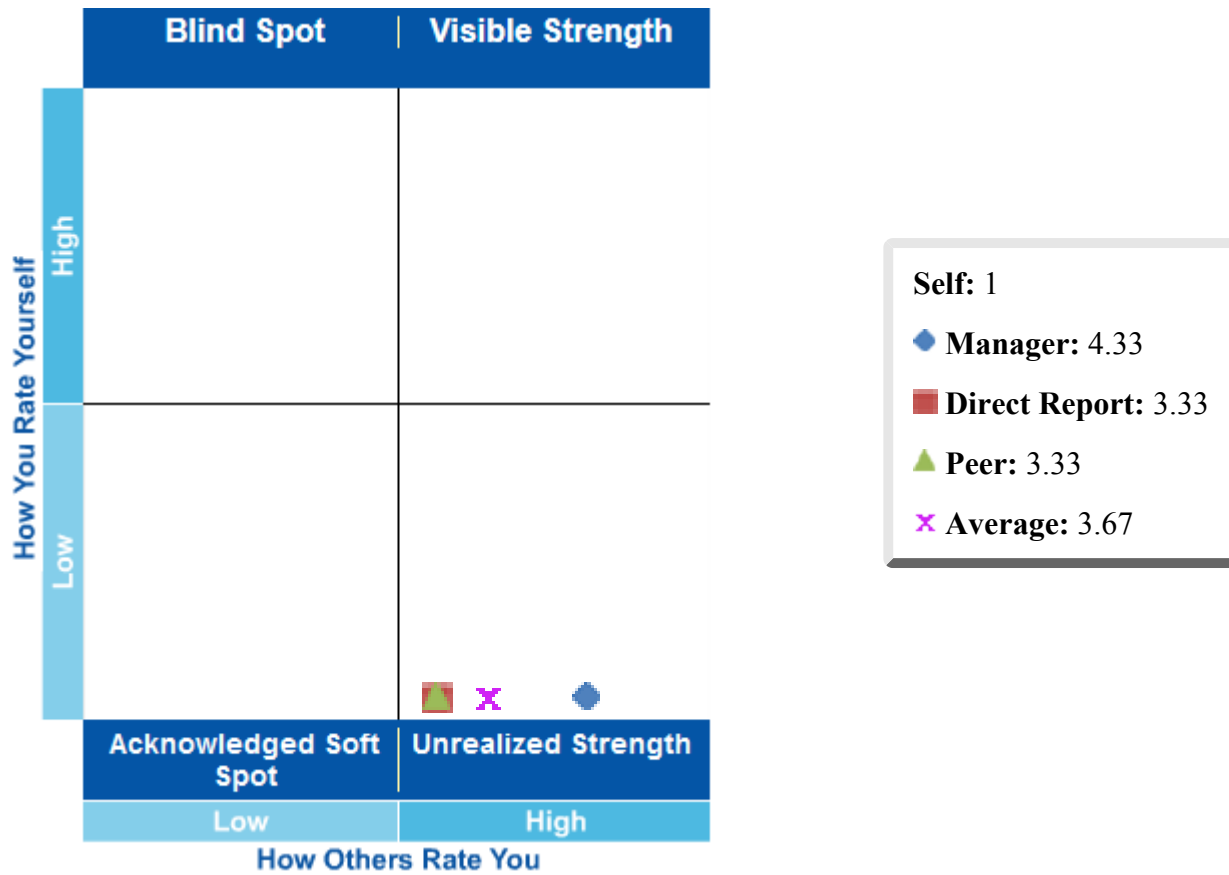


Note:

# REPORT

## 2. Legitimacy

Authority attached to position or title as derived from legitimate or positional power. Associated with legitimacy is also the use of reward and coercion.

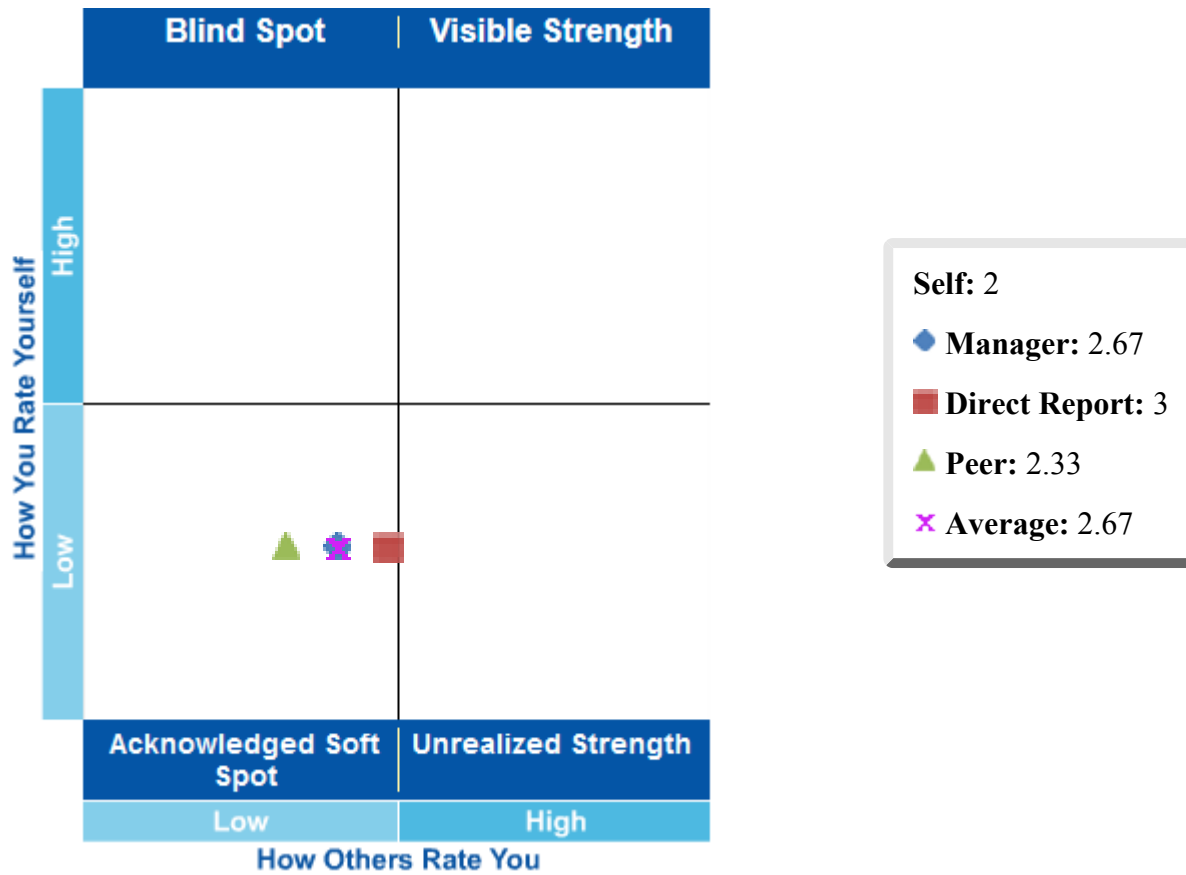


Note:

# REPORT

## 3. Expertise

Exhibiting a high degree of functional or technical knowledge as derived from expert power.

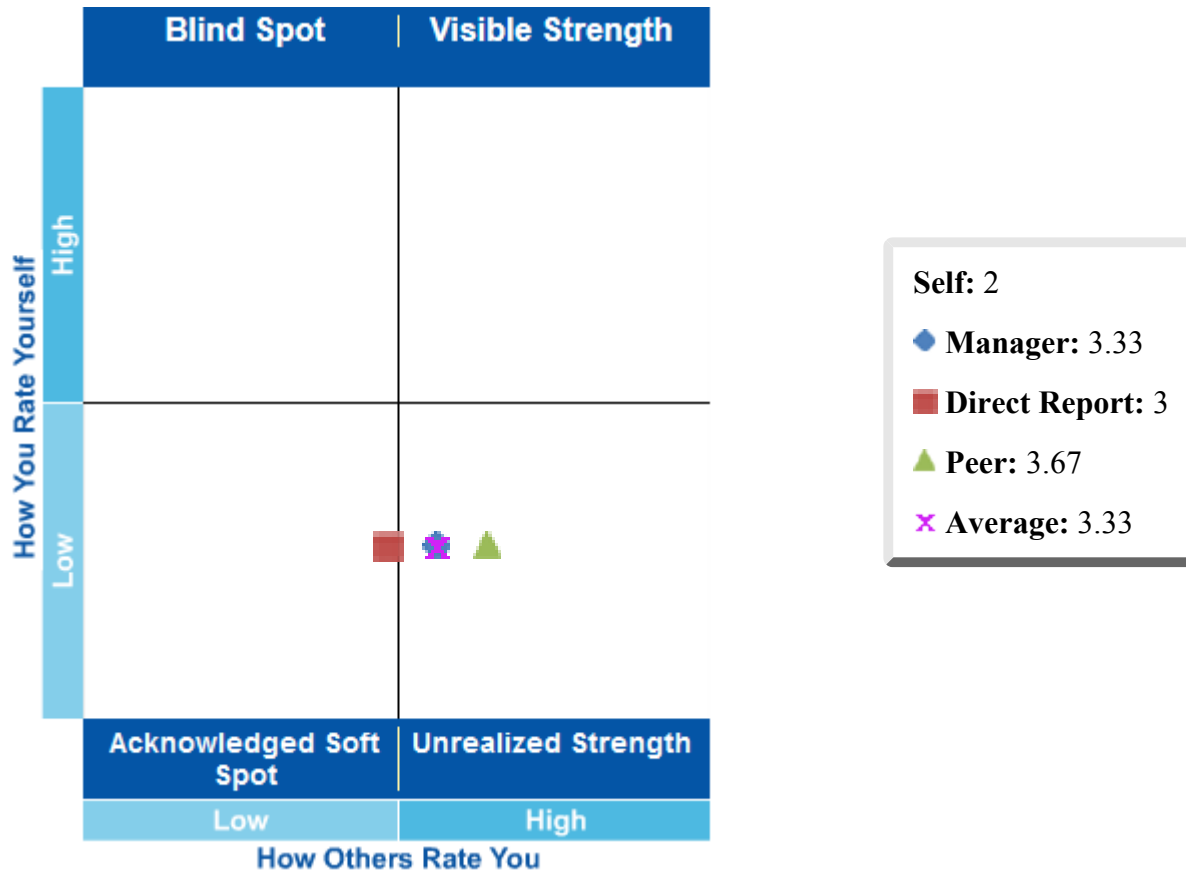


Note:

# REPORT

## 4. Reciprocity

The give and take needed to make relationships work.

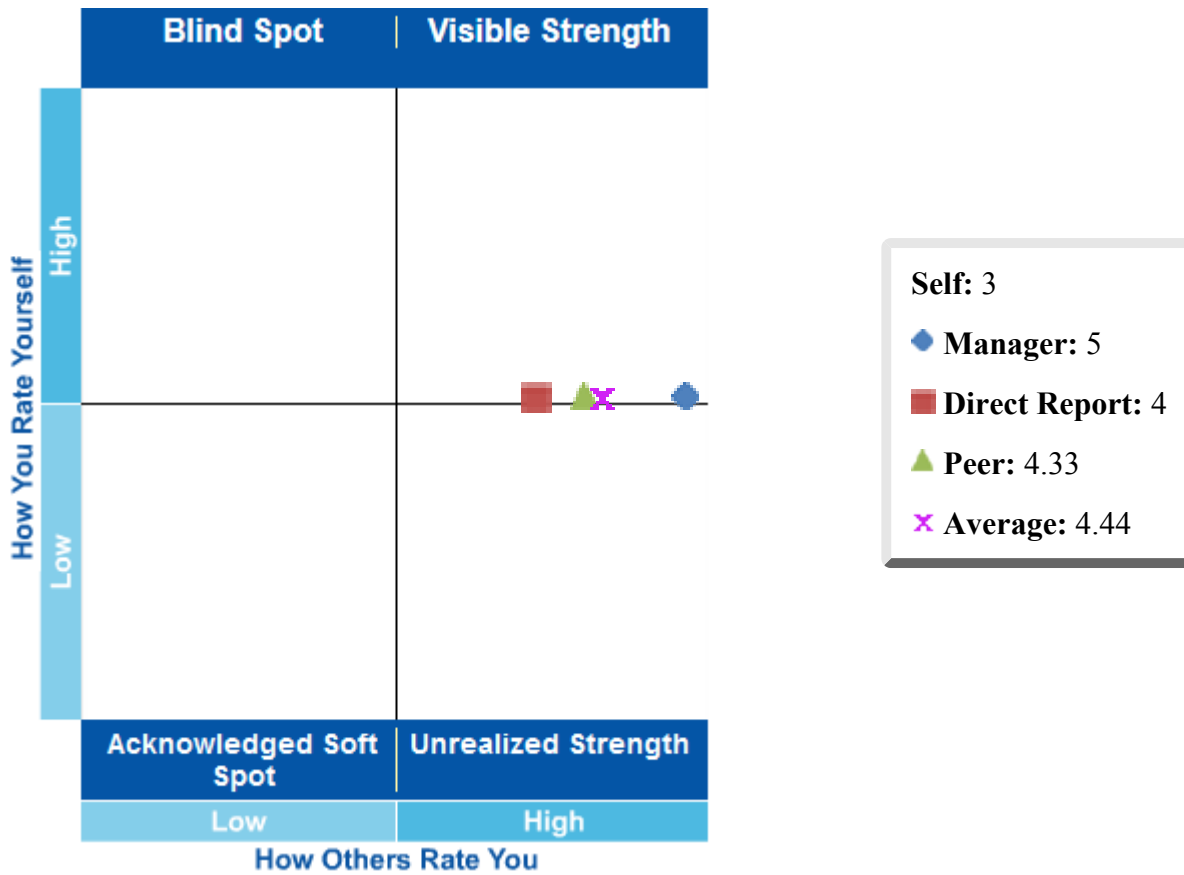


Note:

# REPORT

## 5. Communication

Persuasive communication enlisting others to support (or not block) ideas and efforts.

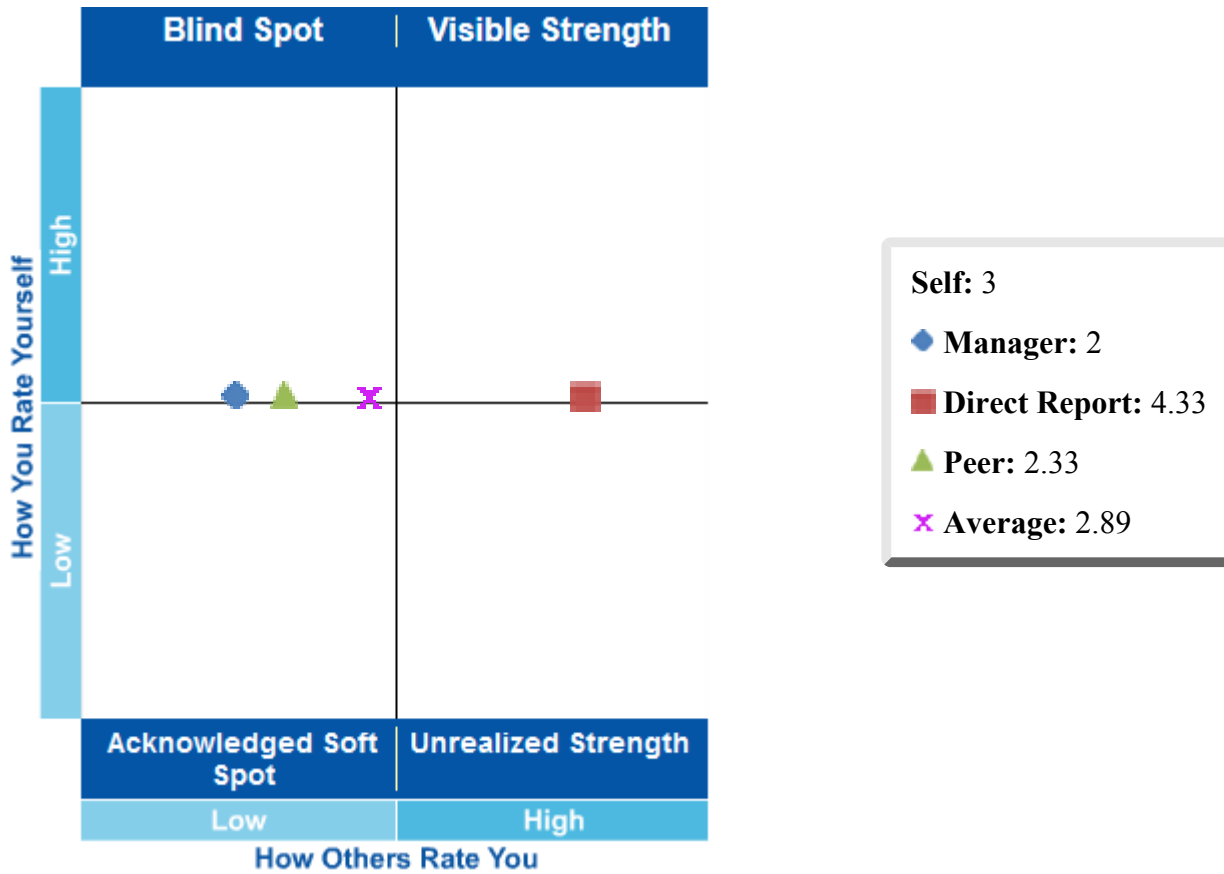


Note:

# REPORT

## 6. Networked

Ability to make and keep connections by adding value to networks.

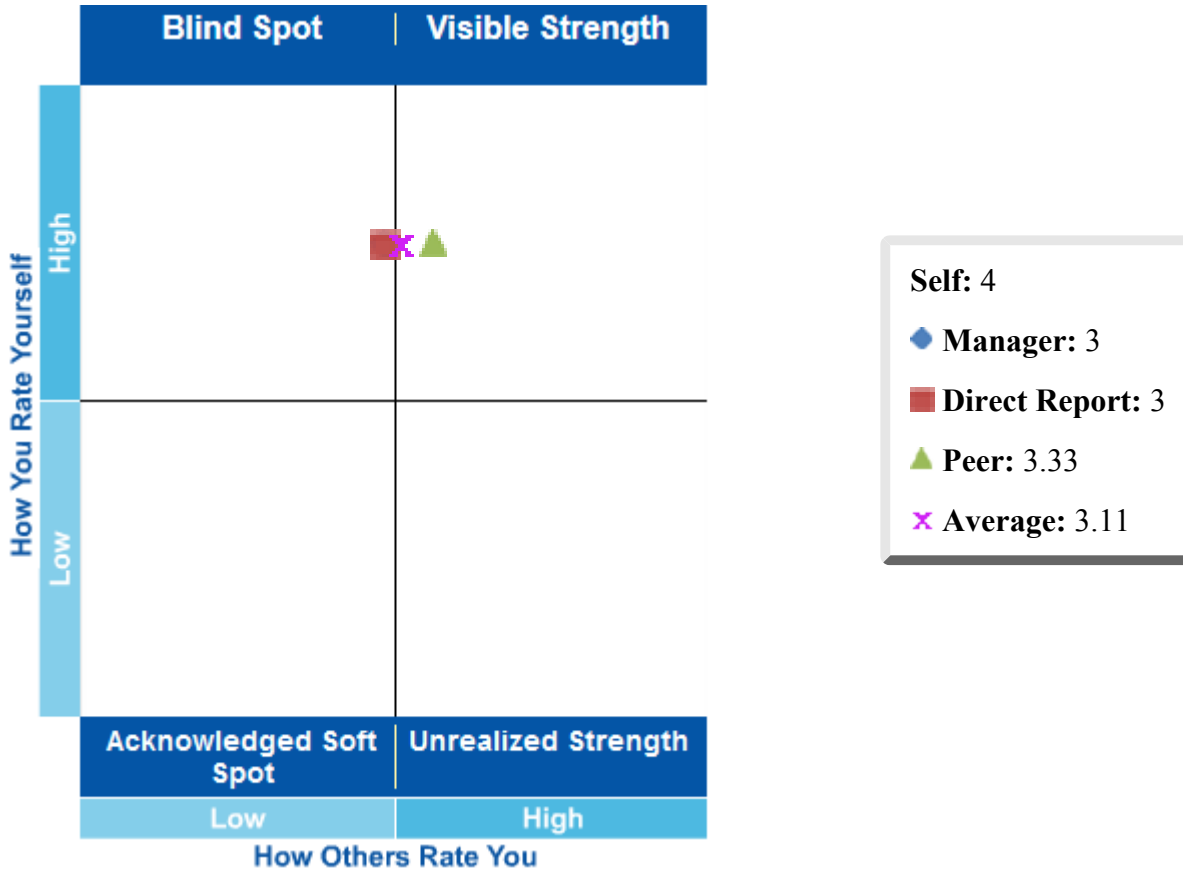


Note:

# REPORT

## 7. Proactive

Ability to reach out as opposed to wait for things to happen.

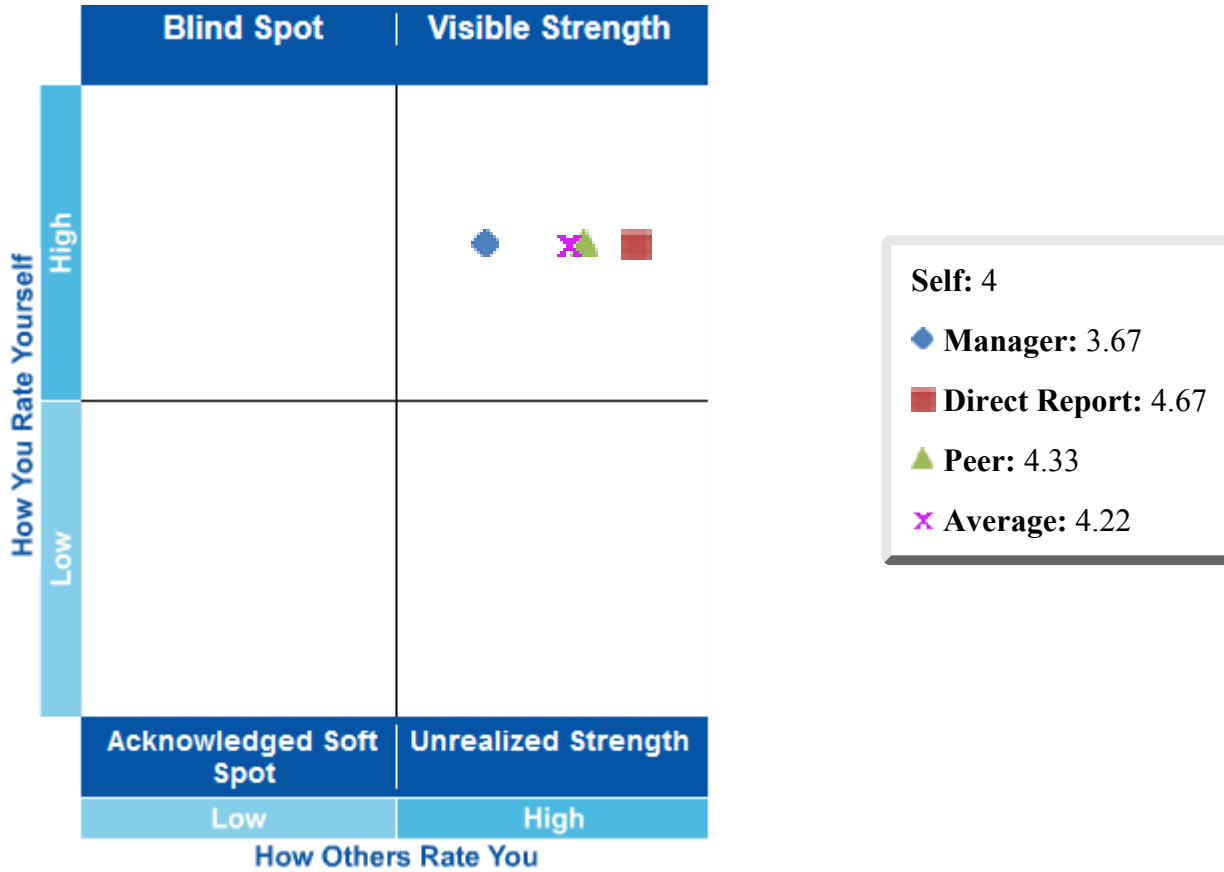


Note:

# REPORT

## 8. Integrity

Exhibiting honesty and integrity in actions.

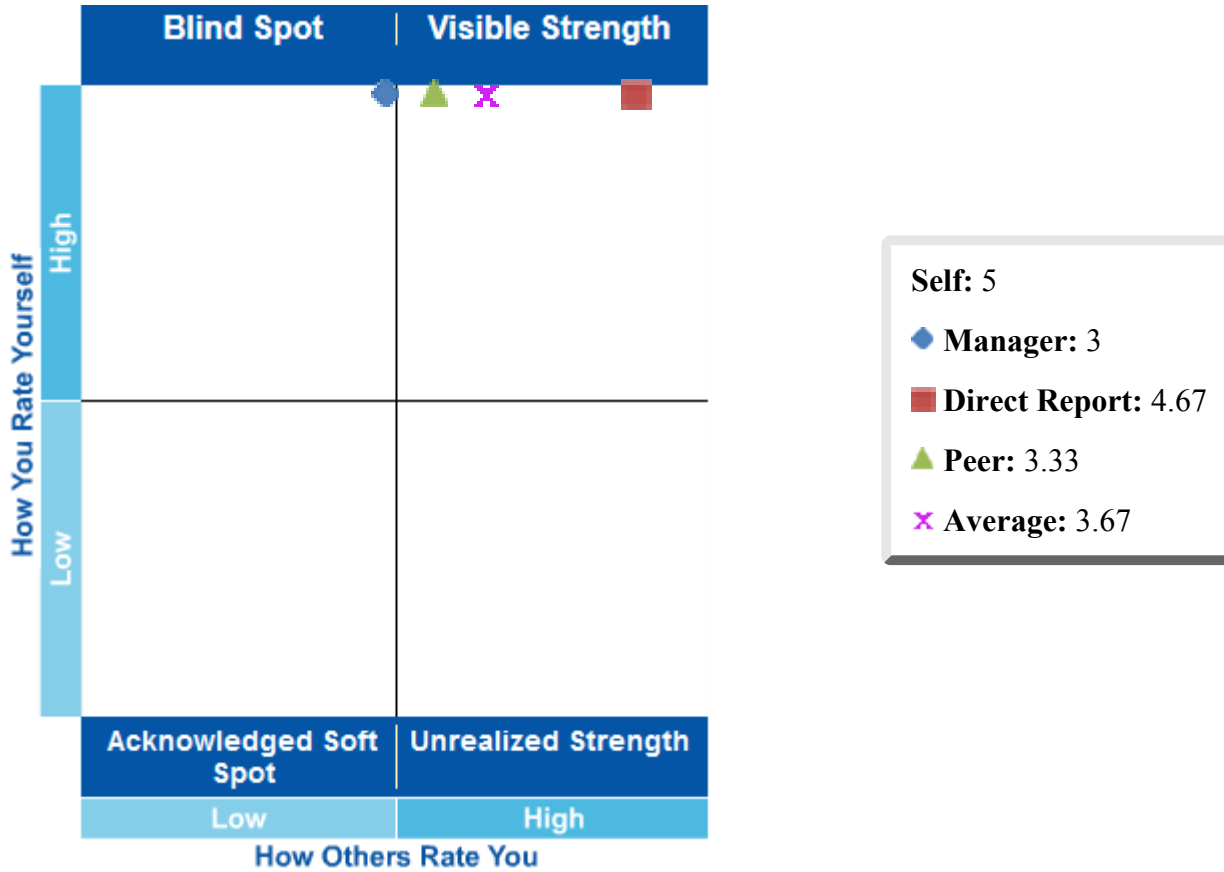


Note:

# REPORT

## 9. Flexibility

Being able to shift focus when necessary.

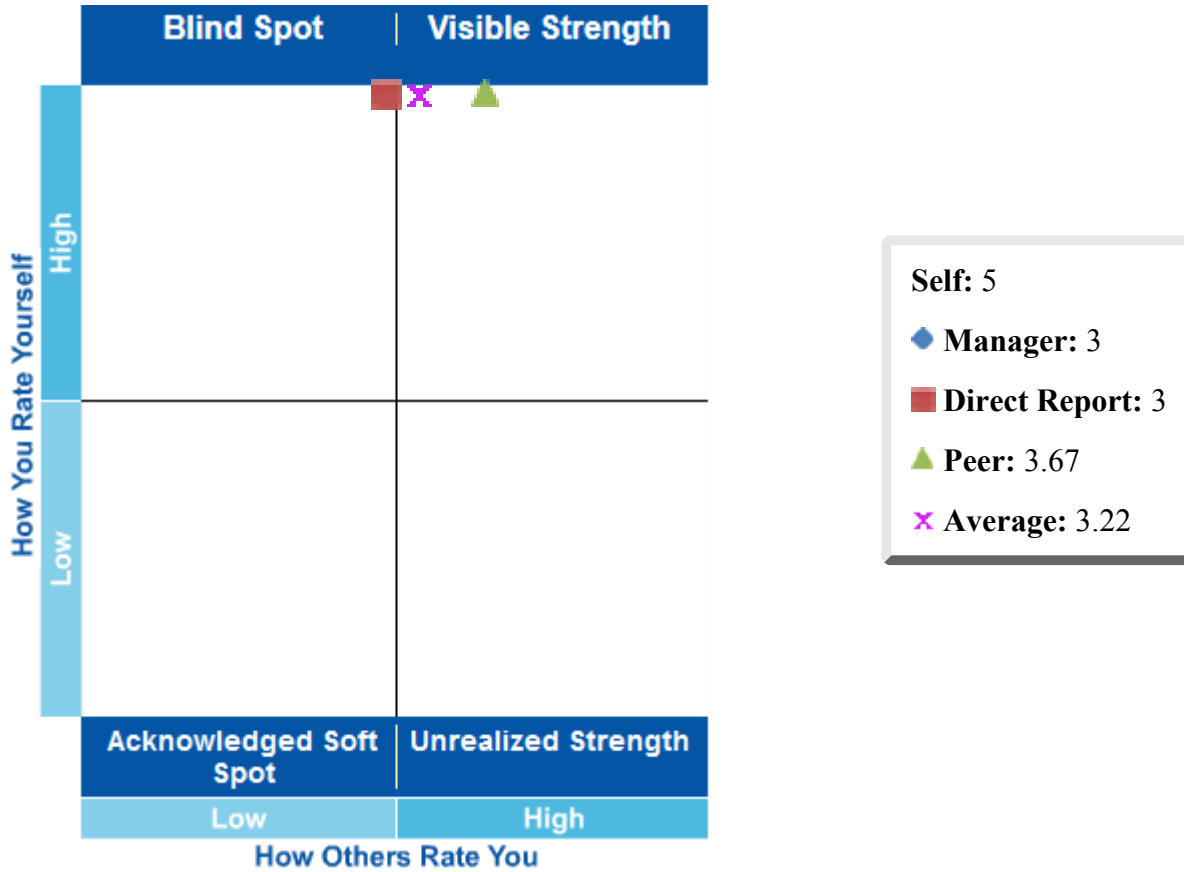


Note:

# REPORT

## 10. Charisma

Ability to inspire enthusiasm and commitment as derived from referent power.



Note: