



Influence Grid Report

Prepared for: Jane Dole | August 27, 2025

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.

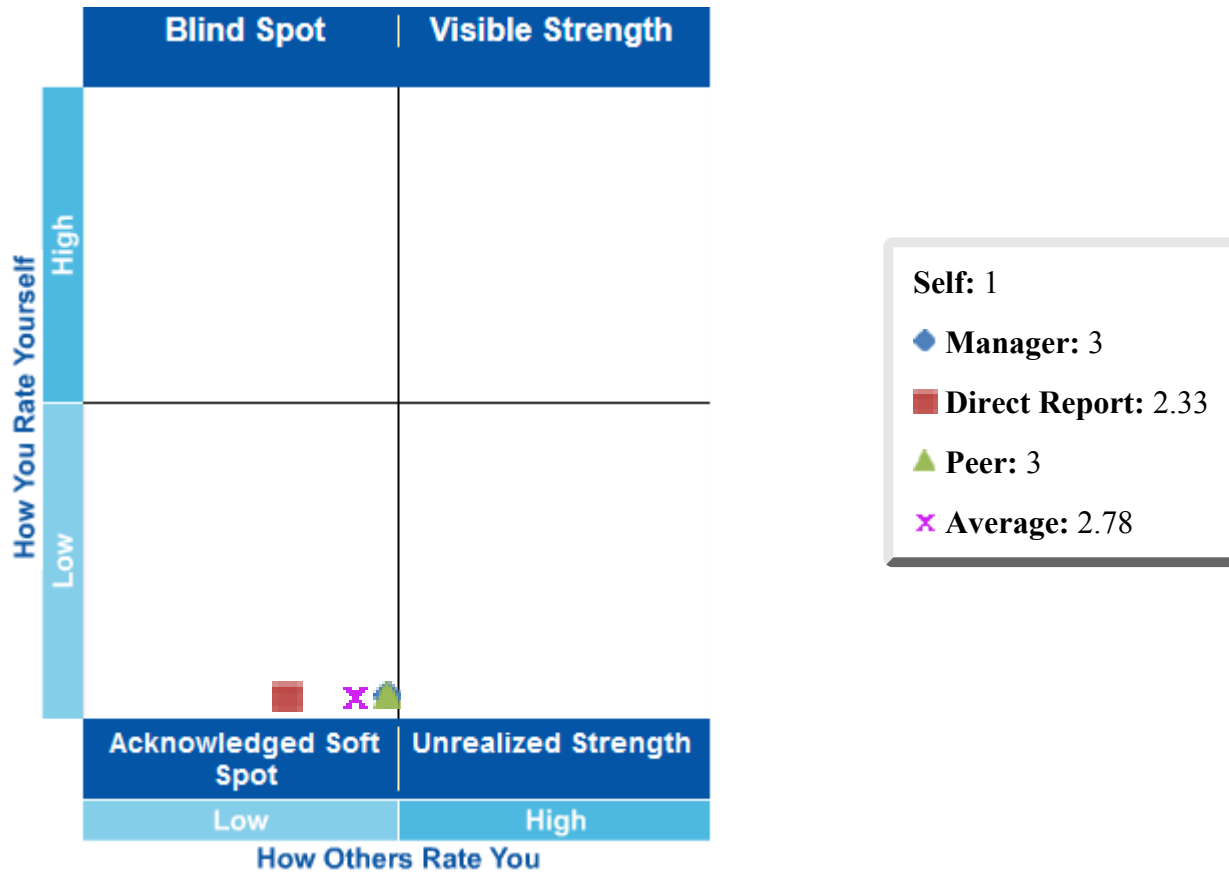
Acknowledged Soft Spot

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.

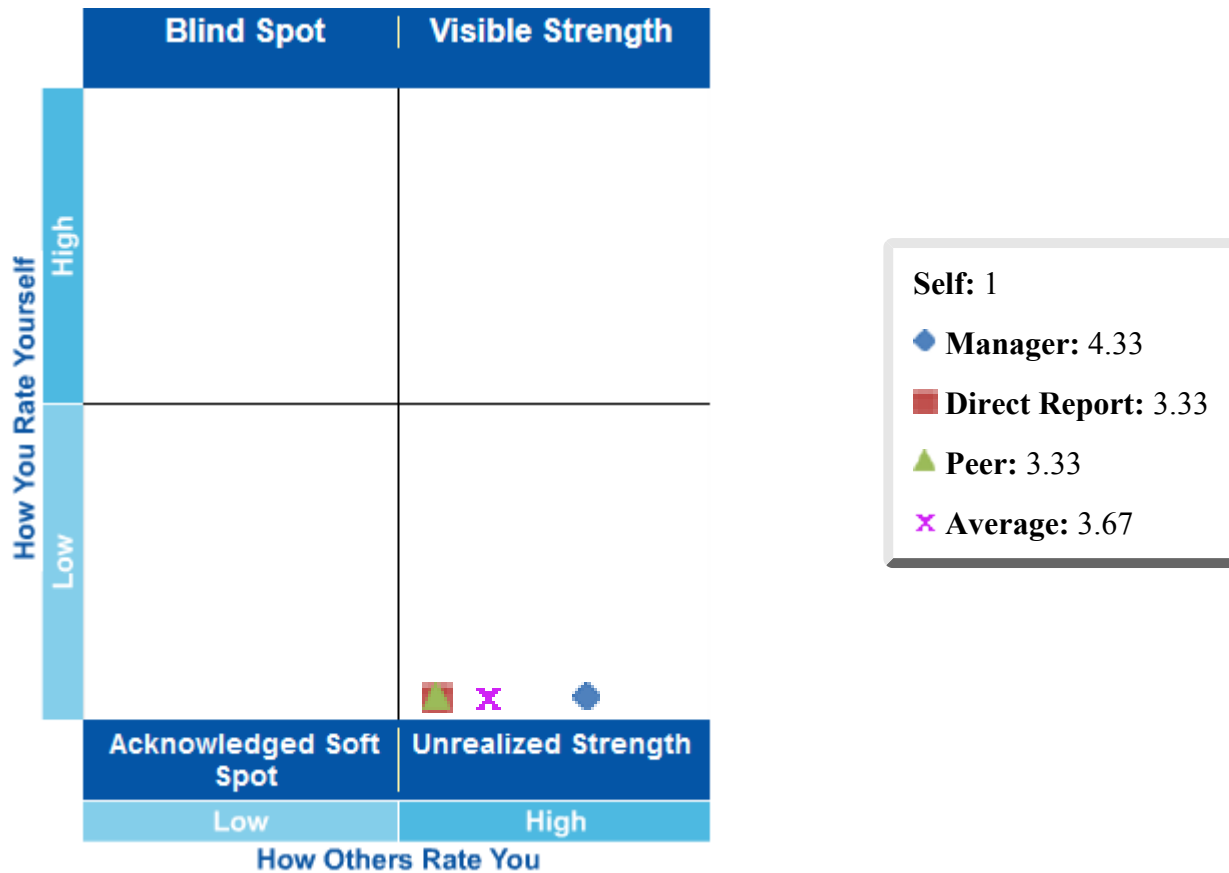


Note:

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.

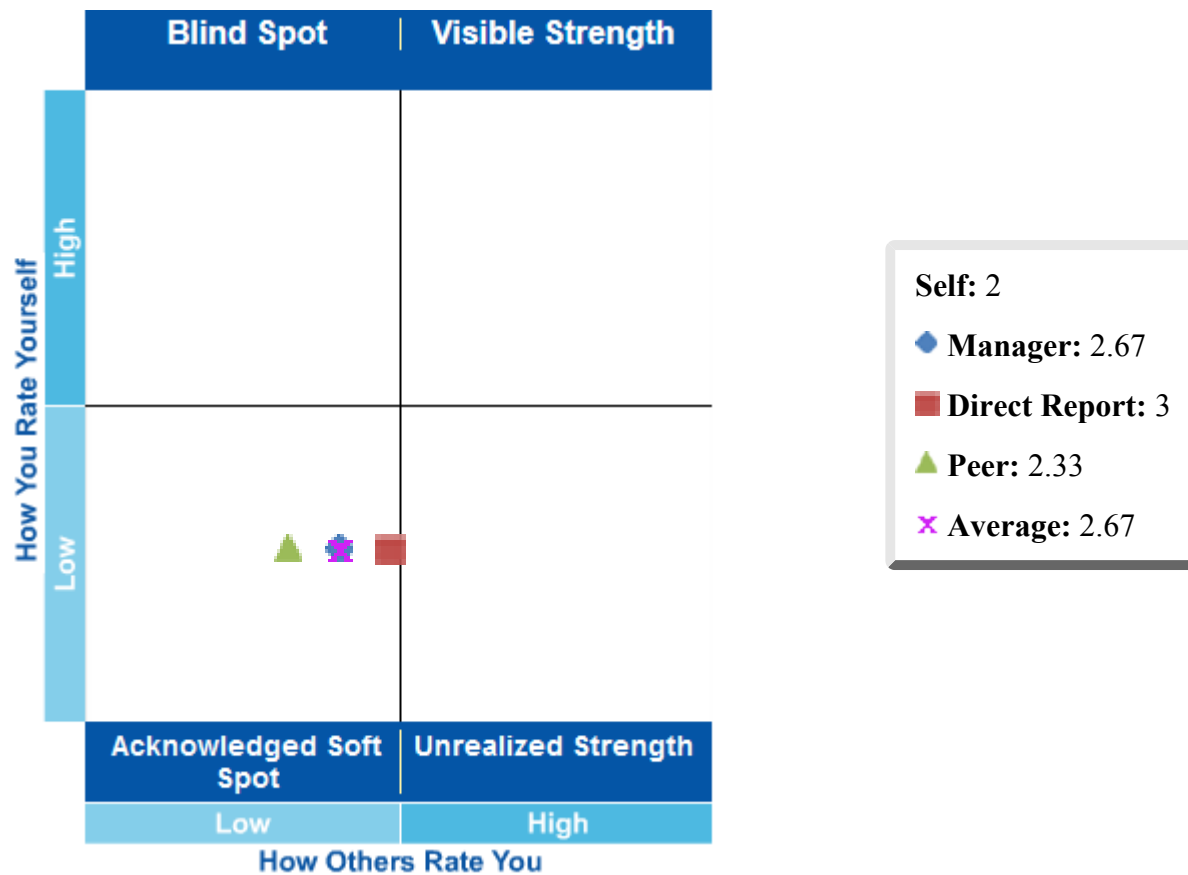


Note:

REPORT

3. Expertise

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

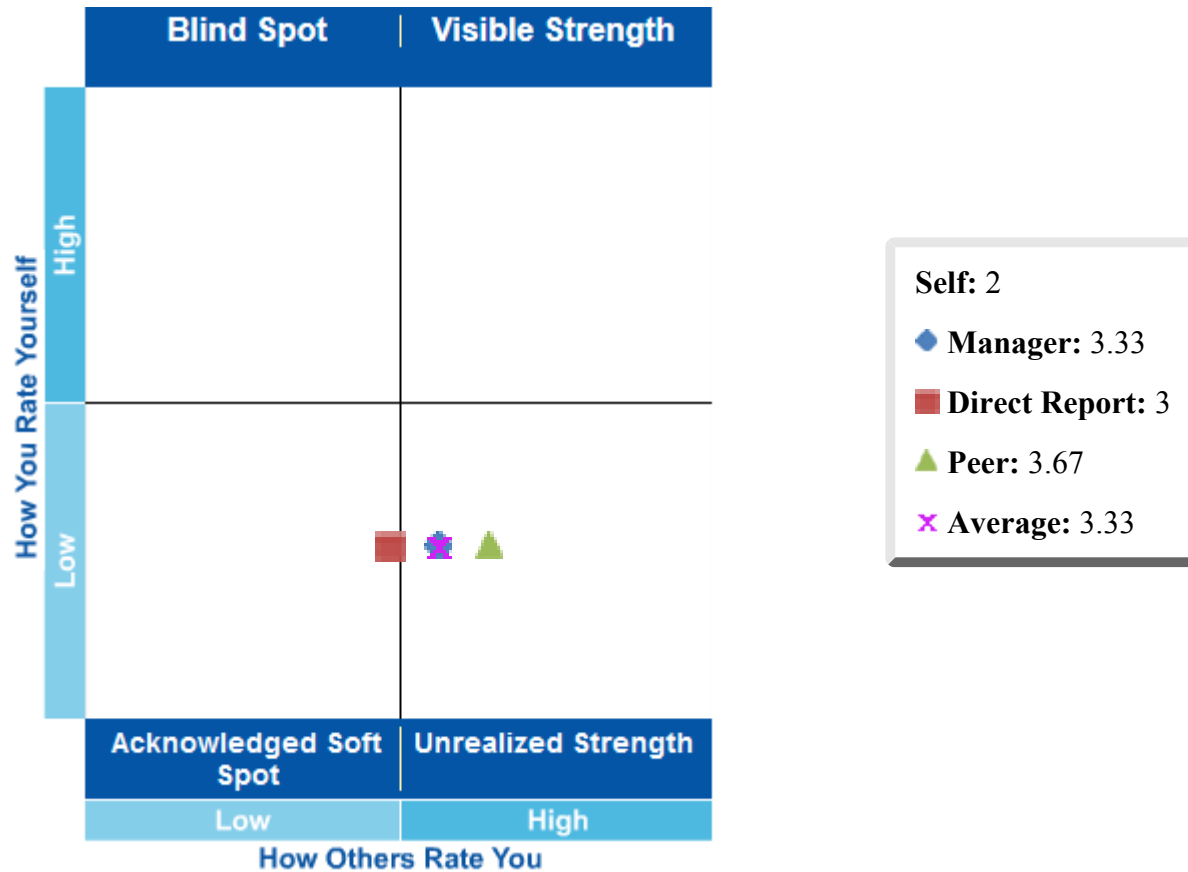


Note:

REPORT

4. Reciprocity

The give and take needed to make relationships work.

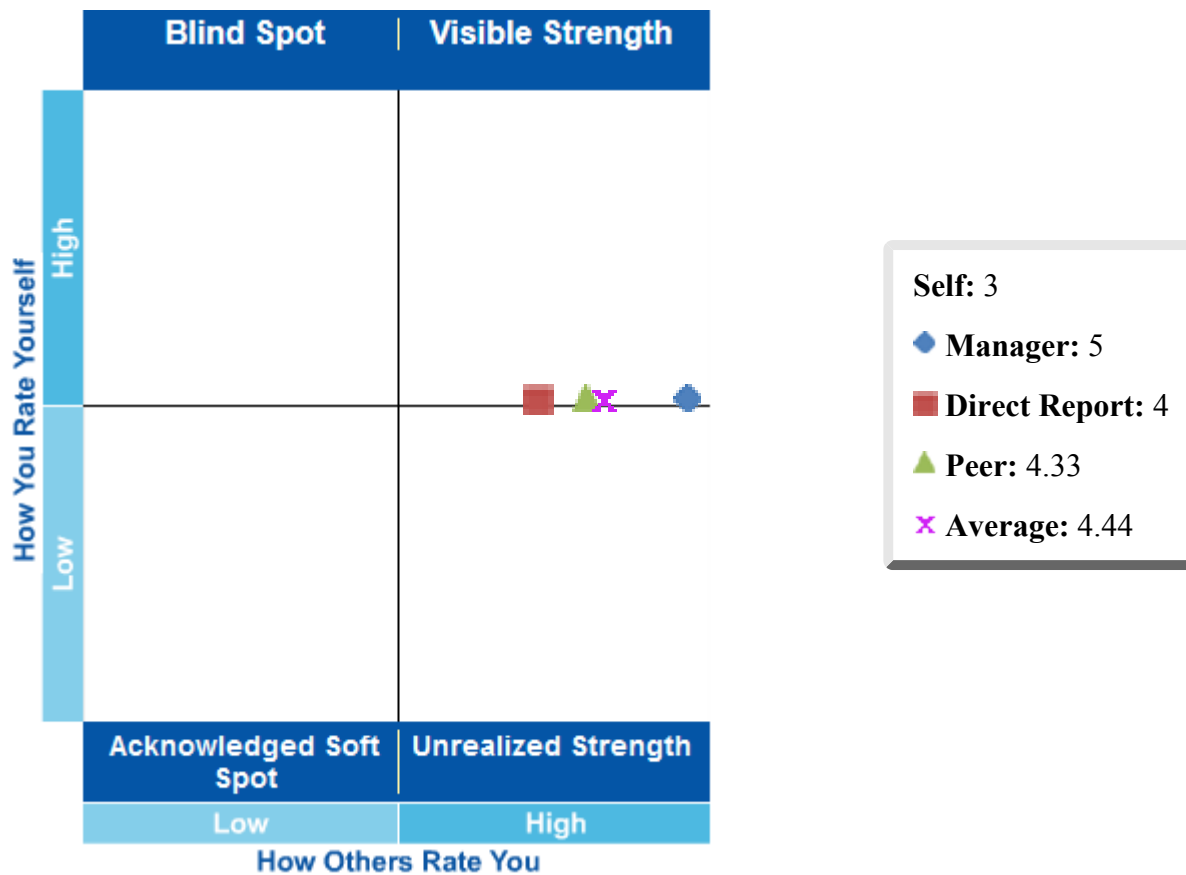


Note:

REPORT

5. Communication

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

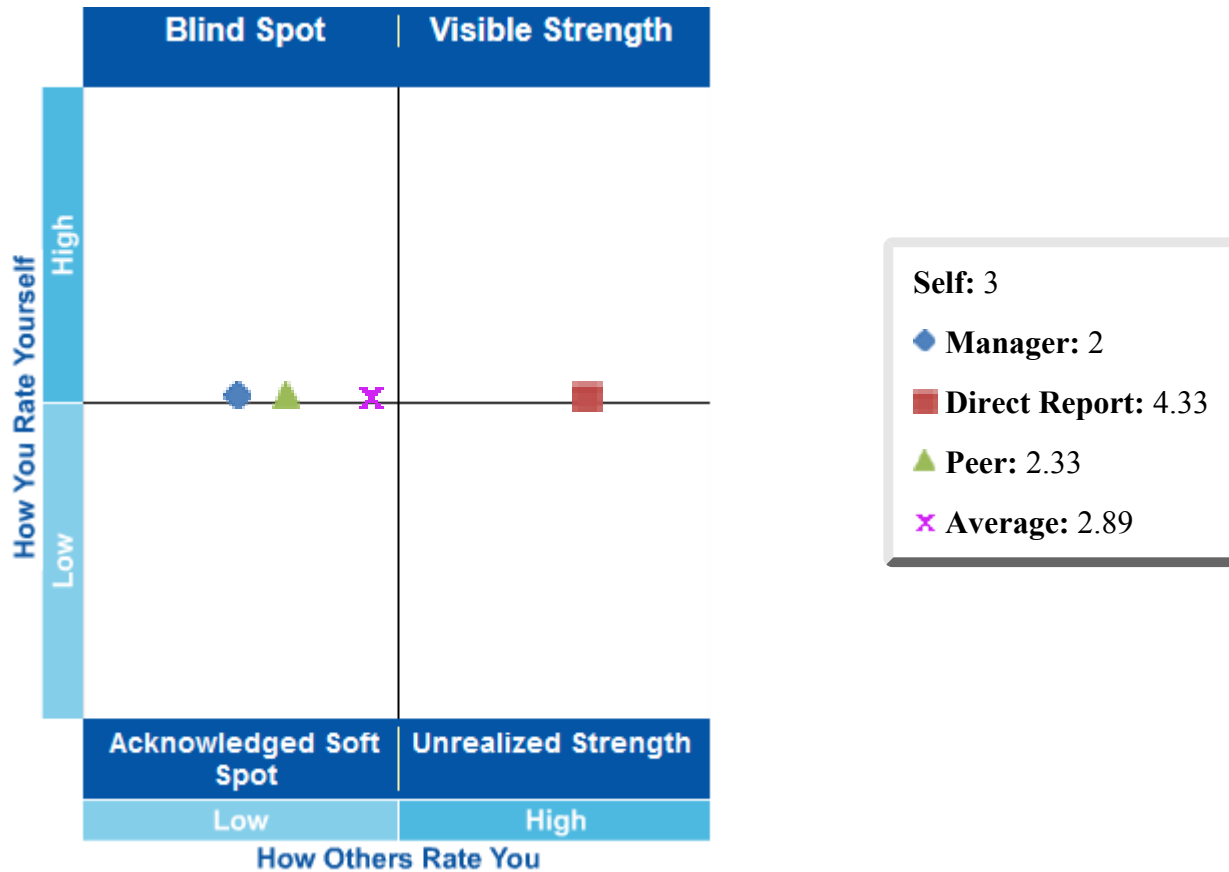


Note:

REPORT

6. Networked

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

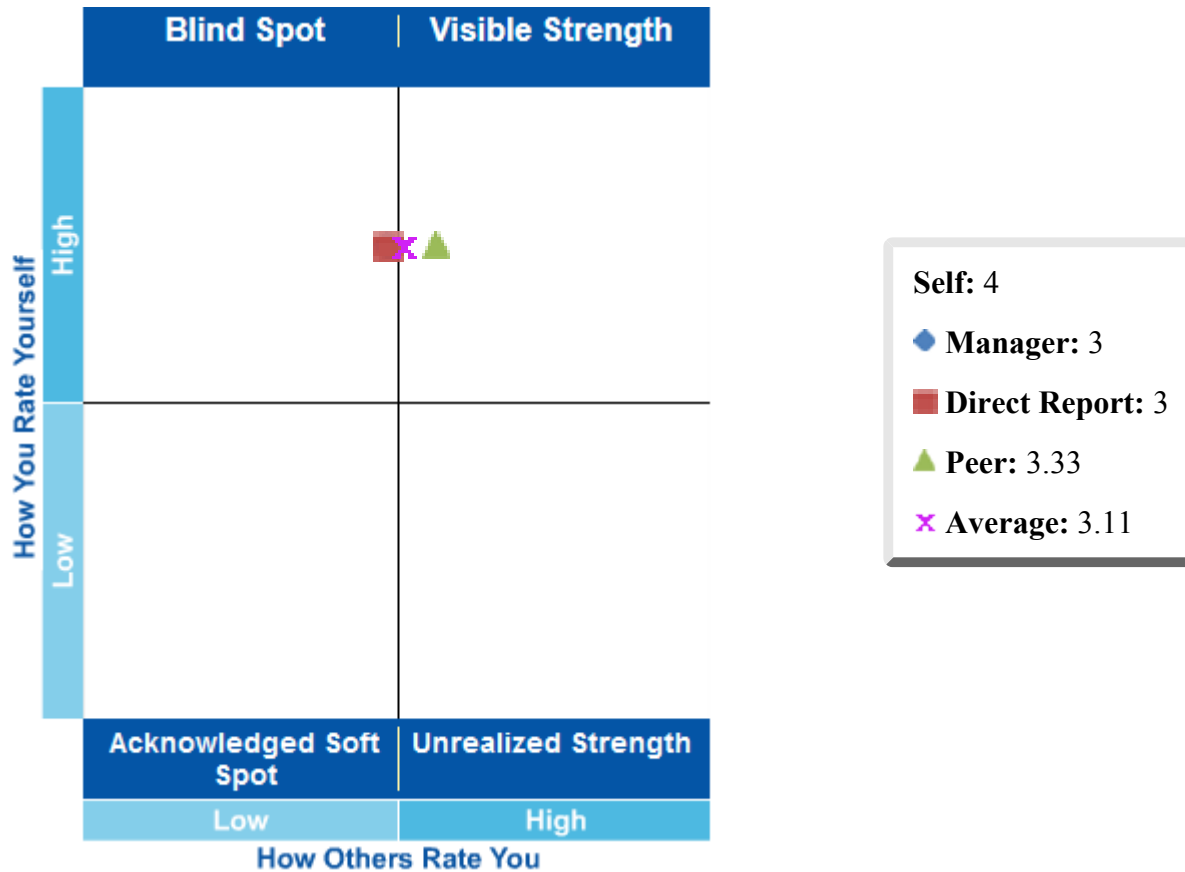


Note:

REPORT

7. Proactive

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

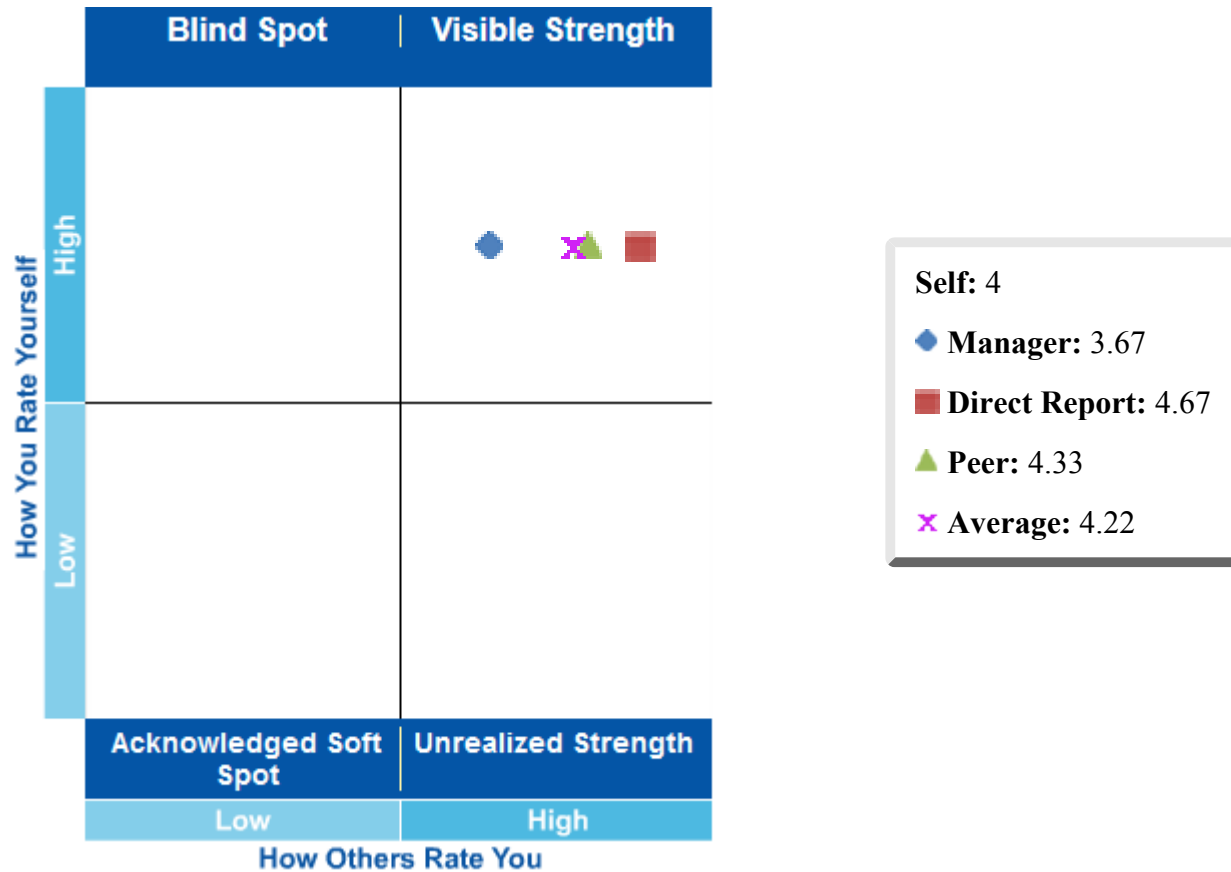


Note:

REPORT

8. Integrity

Exhibiting honesty and integrity in actions.

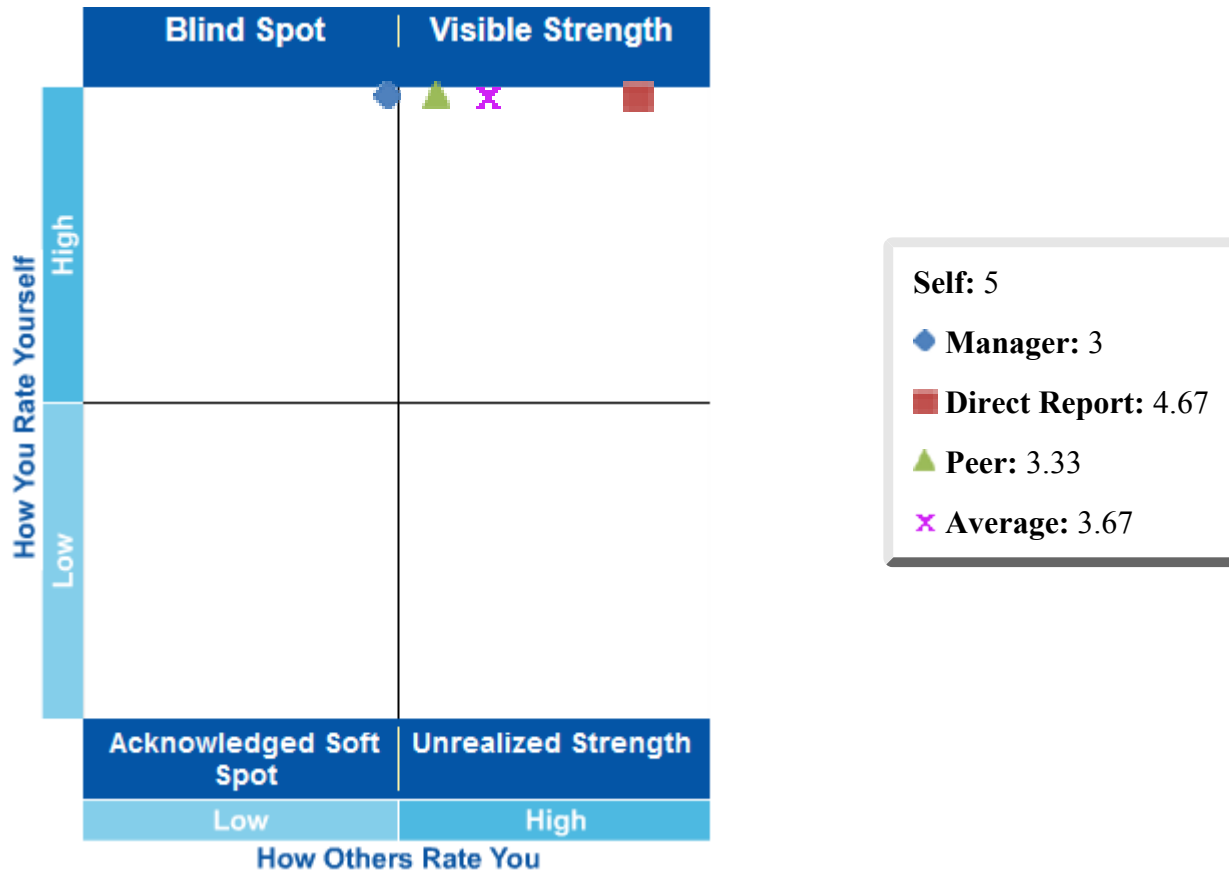


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REPORT

9. Flexibility

Being able to shift focus when necessary.

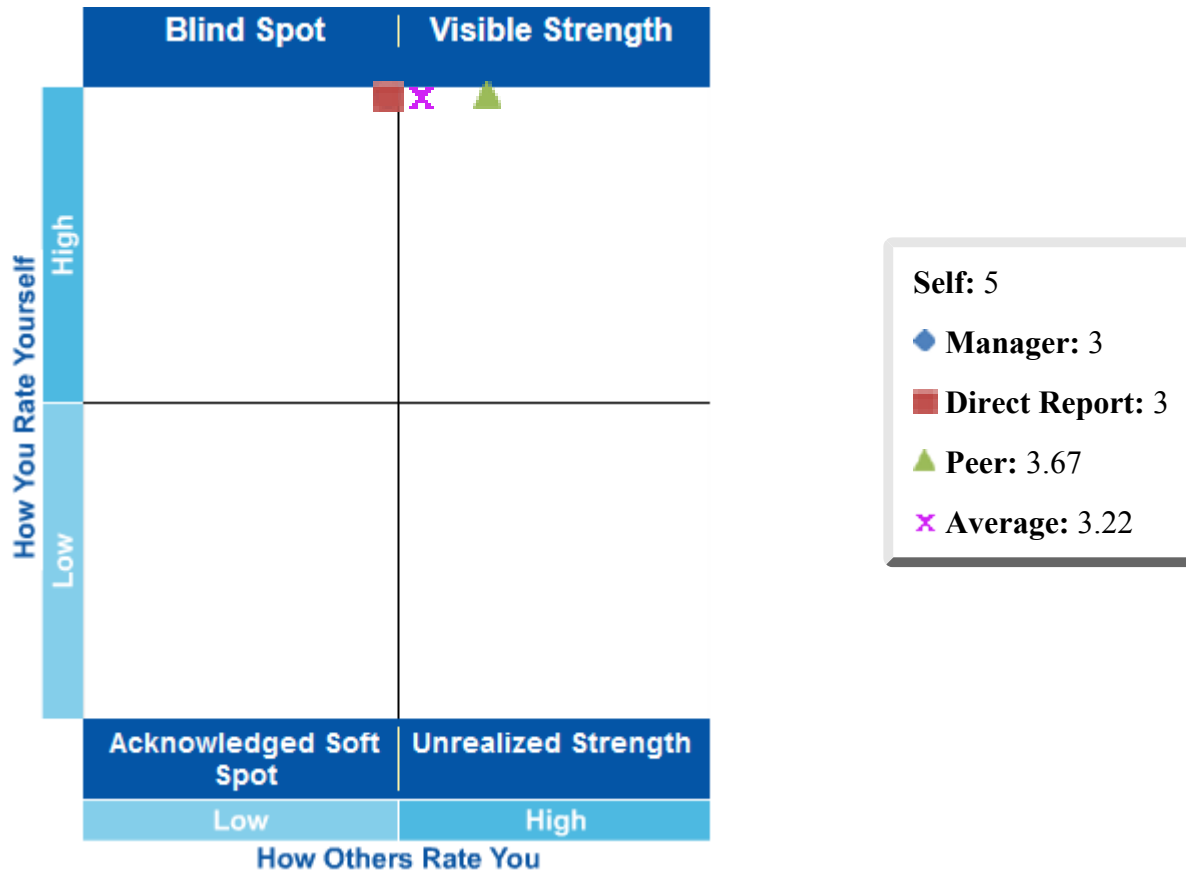


Note:

REPORT

10. Charisma

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



Note: