

Survey of Influence Effectiveness

A Research Report



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What is the SIE?

The Survey of Influence Effectiveness (SIE) is a questionnaire designed to help professionals determine how effective they are at influencing others with integrity. The SIE is distributed to direct reports, colleagues, supervisors, and possibly clients to get their feedback on an individual's influence behavior and effectiveness. The individual being rated then receives a detailed feedback report which provides such information as

- 1) the appropriateness, frequency, and effectiveness of their influence tactics,
- 2) an overall effectiveness rating,
- 3) a ranking of their influence skills,
- 4) a comparison of their influence skills with other business professionals, and
- 5) recommendations for improving their influence effectiveness.

What is the Model that the SIE is Based on?

Influence effectiveness depends on three factors:

- 1) using the right tactic for the situation,
- 2) having the right power base for the tactic, and
- 3) having the right skills to use the tactic.

These three factors work in combination and may be represented as:

TOPS = Result

where:

T = *influence Tactic*,
O = *Organizational power base*,
P = *Personal power base*, and
S = *Skill at using the tactic*

This **TOPS** model is the underpinning of the SIE.



Influence Tactics (T)

Ten common influence tactics that people can use ethically are:

- Legitimizing** - referring to or using authority (laws, rules, procedures, or traditions)
- Logical Persuading** - using logic to persuade (may involve data, graphs, and evidence)
- Appealing to Friendship** - asking friends for favors or assistance
- Socializing** - establishing rapport to find commonalities and to build a connection
- Consulting** - presenting a problem and asking for the influencee's input
- Stating** - saying what you want, believe, or need (the opposite of asking)
- Appealing to Values** - inspiring cooperation by appealing to values, emotions, or feelings
- Modeling** - setting an example for others to follow
- Exchanging** - giving something of value to the influencee in return for something you want
- Alliance Building** - putting together a coalition of supporters to help influence others

There are also four common ways that people influence without integrity:

- Avoiding** - not doing what you said you would thereby forcing others to act
- Manipulating** - lying, deceiving, and withholding information are examples
- Threatening** - Intimating verbal or physical violence, or negative consequences
- Intimidating** - Using a size or power differential to get what you want

Organizational Power (O)

Each individual derives some power from the organization for which they work. The organizational power sources are:

- Role** - the authority you have based on your position in the organization
- Resources** - access to and control of resources such as money, people, and equipment
- Information**-access to and control of information that others need
- Network**-the number of key people you know and have access to
- Reputation**-how well you are known inside and outside your organization

Personal Power (P)

People also have power based on their individual capabilities and traits. The personal sources of power are:

Knowledge-the perception others have of your knowledge and expertise

Expressiveness-how articulate you are

Character-people's perception of your honesty and integrity

Attraction-the ability to attract others and make friends

History with the Influencee-how well others know you and their perceptions of you

Skills (S)

Each influence tactic requires a unique set of skills, and success depends on proficiency in using those skills. The specific skills the SIE measures are:

Asserting	Listening
Probing	Taking the initiative
Persisting	Willingness to ask others for favors
Logical reasoning	Supporting and encouraging others
Conveying energy and enthusiasm	Willingness to do favors for others
Building close relationships	Building rapport and trust
Using a compelling tone of voice	Analyzing and displaying data visually
Behaving authoritatively	Finding creative alternatives
Bargaining or negotiating	Showing genuine interest in other
Speaking conversationally	Having insight into what others value
Using assertive non-verbals	Behaving self-confidently
Being friendly and sociable with stranger	Sensitivity to others' feelings and needs
Using authority without appearing heavy handed	Resolving conflicts and disagreements among others
Building consensus among others and in groups	



How does the Questionnaire Incorporate the TOPS Model?

The SIE questionnaire addresses each aspect of the TOPS model by asking specific questions pertaining to influence tactics, organizational power, personal power, and skills. Survey respondents are asked to rate an individual on every influence tactic, source of power, and skill included in the TOPS model. For example, the question “How frequently does this person ask other people for their ideas on a subject and incorporate their ideas into the subsequent plan or proposal?” can be answered as never, rarely, sometimes, often, or very often. These choices are then converted to a 5 point scale (never = 1, very often = 5) which allows statistical comparison and analysis.

What Statistical Method was used to Validate the SIE?

The SIE was validated using factor analysis. Two separate analyses were run, one on a sample of 4,500, the other on a sample of 10,700. Results of the two analyses were highly similar.

What were the Results of the Statistical Analysis?

The overall results of the statistical analysis were: “SIE questions form clusters that correspond to the TOPS model, thereby validating the SIE and its underlying TOPS model.” Two factors that emerged are associated with high overall ratings of influence effectiveness: a cluster of positive influence tactics (socializing, consulting, and modeling), and the organizational power base. A third factor, which was associated with low overall ratings of influence effectiveness consisted of the negative influence tactics.

Who conducted the statistical analysis of the SIE?

Roger Peters, PhD, conducted the statistical analysis of the SIE. Dr. Peters received his PhD from the University of Michigan. He is the Director of Assessment and Professor in the Department of Psychology and Computer Science Information Services at Ft. Lewis College in Durango, Colorado. Dr. Peters has been the recipient of the Westinghouse Science Talent Search Scholarship, Woodrow Wilson Foundation Fellowship, Danforth Foundation Fellowship, and the Colorado Commission on Higher Education Excellence Grant. Dr. Peters is also a consultant to the ACT and American Institutes for Research, as well as the author of *Practical Intelligence*, published by Harper-Row.

Statistical Appendices

Study A SIE Correlation Matrix

We analyzed responses to SIE questionnaires from 4500 Others (Supervisors, Colleagues, and Others), describing the influence effectiveness of 714 participants. In the 97 X 96 generic correlation matrix, all column sums of correlations, which represent the overall correlation between a question and all other questions, are positive except those of negative influence tactics. Thus we have a desirable “positive manifold.”

Study A Overall and Total Correlations

Question Number	Question	Data Field	Overall (Q86)	SIE Total
61	Building rapport and trust	S10	0.511	0.702
85	How supportive is this person? to what extent does he/she encourage others?	SS10	0.509	0.694
67	Bringing people together to act in a common cause	S16	0.536	0.688
86	Overall, and compared to others in a similar position or role in his/her type of organization, how influential do you consider this person?	TE1	1	0.678
53	Building consensus among people.	S2	0.537	0.676
63	Setting a good example and modeling behavior he/she wants to see in others	S12	0.491	0.668
80	how much insight does this person have into other people? to what extent does he/she seem aware of what others value.	SS5	0.483	0.655
69	Showing others the way; taking the lead and teaching others how to do things	S18	0.540	0.654
82	To what extent does this person seem genuinely interested in other people?	SS7	0.403	0.649
92	This person is very expressive and can communicate clearly and convincingly; he/she is an engaging speaker & good listener. This person can present strong, compelling arguments for his/her point of view.	PS6	0.59	0.631
75	Resolving conflicts and disagreements with or among others	S24	0.484	0.625
95	This person has qualities people seem to like; he/she makes friends easily. This person is open and approachable.	PS9	0.405	0.622
19	Understands what others value and shows how his or her proposals reflect those values.	PF19	0.385	0.615
20	Models the kinds of behaviors he/she wants to see from others	PF20	0.412	0.614
52	Using authority without appearing to be authoritative or heavy handed.	S1	0.509	0.609
13	Engages others in problem solving and builds collaborative solutions they can support.	PF13	0.399	0.608
64	Asking for and using people's ideas	S13	0.387	0.608



Question Number	Question	Data Field	Overall (Q86)	SIE Total
21	Acts as a coach or mentor and shows others how to do things.	PF21	0.454	0.605
68	Building close friendships with others	S17	0.344	0.598
22	Obtains support without asking for it because others see him or her as a recognized expert or other kind of authority	PF22	0.520	0.591
74	Conveying energy and enthusiasm	S23	0.482	0.587
90	This person is well known in his/her organization and is regarded highly; this person is known for his/her accomplishments and has a good reputation inside the org or in client orgs.	PS4	0.587	0.582
17	Tries to get people excited about what he or she is doing and shows them how important it is to them or the organization.	PF17	0.388	0.578
58	Listening	S7	0.370	0.576
60	Bargaining or negotiating for support or agreement	S9	0.474	0.575
56	Speaking conversationally - talking socially with people.	S5	0.401	0.573
55	Presenting ideas or requests logically and supporting them with facts or evidence.	S4	0.473	0.563
94	Those who work with this person consider him/her honest and trustworthy; he/she has high standards of personal conduct and people can trust him/her	PS8	0.361	0.562
71	Finding creative alternatives or solutions	S20	0.479	0.561
59	Making compelling oral arguments	S8	0.503	0.556
78	How sensitive is this person to others' feelings	SS3	0.285	0.554
84	How willing is he/she to do favors for others?	SS9	0.340	0.552
12	Asks other people for their ideas on a subject & incorporates their ideas into the subsequent plan or proposal.	PF12	0.315	0.551
9	Is forthcoming with people he/she doesn't know well and establishes rapport with them before asking for something	PF9	0.313	0.544
96	this person is consistent, dependable and predictable.	PS10	0.357	0.533
70	Being friendly and sociable with strangers	S19	0.338	0.532
91	This person is known for his or her knowledge and expertise. People come to him/her for expert advice., recommendations or assistance	PS5	0.522	0.53
54	Probing - asking questions that reveal complexities or hidden agendas	S3	0.437	0.523
93	This person seems to have a broad number of contacts inside and outside the org and has access to the right people and resources at the right time; he/she knows a number of significant people.	PS7	0.497	0.521
4	Explains why he/she wants something and shows why its is the most logical choice or course of action	PF4	0.384	0.516
73	Convincing people to help him/her influence someone else	S22	0.383	0.51
72	Using logical reasoning.	S21	0.438	0.506
18	Shows strong commitment to his/her position, usually by describing it passionately and with conviction.	PF18	0.355	0.5
10	Tries to gain cooperation by being friendly and outgoing	PF10	0.242	0.495
66	Stating a position passionately and with conviction	S15	0.435	0.485

Question Number	Question	Data Field	Overall (Q86)	SIE Total
83	How self-confident does this person seem to be?	SS8	0.529	0.474
24	Does not explicitly negotiate for cooperation but shows a willingness to give and take in order to find an alternative or solution that benefits everyone.	PF24	0.255	0.468
5	Supports requests with facts, evidence, charts or other data	PF5	0.291	0.450
14	States a position with confidence and self-assurance.	PF14	0.451	0.444
11	makes others comfortable with him or her by talking about personal issues before getting down to business	PF11	0.215	0.44
8	Maintains collegial relationships, does favors for friends, and is comfortable asking friends for favors	PF8	0.184	0.436
57	Analyzing and displaying data visually	S6	0.321	0.419
79	How assertive is this person: To what extent is he or she willing to be direct about what he/she wants	SS4	0.446	0.419
81	How persistent is this person?	SS6	0.404	0.414
62	Behaving in authoritative ways - for example, speaking with authority or dressing authoritatively	S11	0.368	0.405
65	Speaking boldly and without hesitation; using strong gestures to make a point	S14	0.366	0.392
45	Appeal to your values and be inspirational and enthusiastic about what he/she wants	A4	0.174	0.379
50	Set the example and model how he/she would like others to behave or respond	A9	0.198	0.368
89	This person has access to organizational information that others need and value; people consider him/her to be an information resource	PS3	0.322	0.368
7	States that the request is important and that he or she depends on your support	PF7	0.152	0.348
43	Be friendly and socialize with you to build rapport and strengthen your relationship	A2	0.132	0.345
49	Solicit your ideas and then form a collaborative proposal that you can agree to support	A8	0.138	0.321
77	how willing is this person to ask friends for favors?	SS2	0.127	0.319
25	Asks others who support his/her proposal to express that support publicly.	PF25	0.107	0.308
26	Gets others' support before approaching the person he or she wants to influence and may bring those supports to the meeting.	PF26	0.114	0.308
44	Be assertive & persistent - to state directly what he or she wants	A3	0.152	0.307
16	Is persistent, even when faced with continued resistance or opposition	PF16	0.242	0.296
6	Asks people who are considered friends for help or assistance	PF6	0.079	0.296
76	How much does this person respect authority?	SS1	0.143	0.293
23	Bargains for cooperation by doing or offering something that benefits others if they grant his/her request.	PF23	0.093	0.285



Question Number	Question	Data Field	Overall (Q86)	SIE Total
87	The person's role or position enables hi/her to exercise organizational authority and make decisions regarding assignments and work flow; he/she is able to make and enforce rules, regs. or procedures that others must follow.	PS1	0.296	0.278
51	Offer something you would value in exchange for your support or otherwise seek a mutually beneficial solution.	A10	0.082	0.275
27	Gets influential supporters to act on his/her behalf	PF27	0.087	0.265
42	Use logic to persuade you to accept his/her point of view	A1	0.142	0.249
88	This person controls important resources that others need to do their jobs, such as budget, equipment, software, tools, people and space.	PS2	0.21	0.24
48	Ask friends for favors	A7	0.041	0.233
2	Indicates that requests are consistent with policy, procedure, custom, tradition or generally accepted values	PF2	0.087	0.231
46	Build an alliance of supporters before approaching you	A5	0.017	0.221
3	Cites recognized authorities, such as executives or experts who support his/her request or opinion	PF3	0.026	0.177
47	Legitimize a request by appealing to authority, such as laws, procedures, customs, values or tradition	A6	0.002	0.176
15	Is assertive & direct, telling others what he or she wants without explicitly inviting discussion.	PF15	0.159	0.154
1	Uses the authority inherent in his or her role in an organization to justify a request or proposal.	PF1	0.073	0.145
37	Is excessively forceful physically	NF10	-0.063	-0.181
35	States or implies that you will be harmed or disadvantaged if you don't do what he/she wants	NF8	-0.089	-0.256
38	Argues too forcefully for his or her own position; bullies intellectually.	NF11	-0.088	-0.292
34	Offers insincere praise in order to get you to do something; uses flattery as a device to get his/her way	NF7	-0.159	-0.313
40	Imposes himself or herself on others	NF13	-0.127	-0.325
39	Uses condescension or humor to minimize someone's contributions	NF12	-0.134	-0.327
36	Is loud, overbearing, abrasive or insensitive to others' feelings	NF9	-0.141	-0.347
41	Attacks the person rather than the problem; belittles people publicly.	NF14	-0.164	-0.352
28	Influences events or decisions by delaying, procrastinating, or failing to act when he/she should act.	NF1	-0.283	-0.362
33	Leads people to believe something that is false	NF6	-0.211	-0.384
32	Disguises his/her real intentions	NF5	-0.206	-0.395
31	Intentionally withholds information that others need to make a good decision or to evaluate the options accurately	NF4	-0.208	-0.397
29	Appears to agree with you but doesn't really; says he/she will support you and later fails to or is silent	NF2	-0.306	-0.447
30	Does not listen to others; is unwilling to acknowledge the other person's point of view.	NF3	-0.258	-0.458
SIE Total			0.678	1



Internal Reliability of Study A SIE Scores

Reliability, or consistency, is as important as validity. Most items are highly reliable in the sense that they correlate well with SIE Total score: 43 have correlations $> .500$, 66 have correlations $> .300$, and all negative tactic frequencies have negative correlations, 11 of them $< -.300$. In general, items with high correlations with Overall Effectiveness (Q86) have high correlations with SIE Total. Overall Effectiveness (Q86) has a high correlation (.678) with SIE Total. Cronbach's coefficient alpha (α) is the most widely used measure of reliability, or consistency. Alpha measures the extent to which items correlate with each other. The Study A coefficient alpha was a very high 0.942. In other words, overall, the SIE is extremely reliable; i.e., people who score high on one part of the whole inventory tend to score high on other parts. For purposes of comparison, total sample alphas for the CPI folk scales ranged from .62 to .84, with a median of .77. Comparable reliability coefficients for the 13 MMPI clinical scales have a median of .7, with some as high as .96 but others much lower. Comparable reliability coefficients for the Wechsler Adult Intelligence Scale are .97 for full-scale IQ and .93 for performance IQ.

Study A SIE Principal Component Factor Analysis with Varimax Rotation

Rotation makes large loadings larger and small ones smaller. In many cases it partitions variances more evenly among factors. It generally produces factors that are easier to interpret, and helps one to contrast an item's loading on one factor with its loadings on others.

Factor I: Integrity: Rapport and Trust versus Manipulating and Intimidating

Factor I is the strongest factor emerging from the analysis with Varimax rotation. It accounts for 11.9 percent of the variance in Others' item ratings. The tables below show loadings (correlations with factors) of the questions that are most central to Factor I.

SIE total and Questions with Loadings $> .3$ on Rotated Study A Factor I

Question Number	Data Field	Question	Loadings on Factor I
94	PS8	Those who work with this person consider him/her honest and trustworthy; he/she has high standards of personal conduct and people can trust him/her	0.604
96	PS10	This person is consistent, dependable and predicable.	0.545
58	S7	Listening	0.514
78	SS3	How sensitive is this person to others' feelings	0.509
63	S12	Setting a good example and modeling behavior he/she wants to see in others	0.476
TOTAL			0.467
61	S10	Building rapport and trust	0.459



Question Number	Data Field	Question	Loadings on Factor I
20	PF20	Models the kinds of behaviors he/she wants to see from others	0.433
82	SS7	To what extent does this person seem genuinely interested in other people?	0.432
13	PF13	Engages others in problem solving and builds collaborative solutions they can support.	0.423
85	SS10	How supportive is this person? to what extent does he/she encourage others?	0.412
12	PF12	Asks other people for their ideas on a subject & incorporates their ideas into...proposal.	0.409
64	S13	Asking for and using people's ideas	0.404
95	PS9	This person has qualities people seem to like; he/she makes friends easily. ... open and approachable.	0.377
53	S2	Building consensus among people.	0.362
80	SS5	How much insight does this person have into other people?...does he/she seem aware of what others value.	0.360
4	PF4	Explains why he/she wants something and shows why its is the most logical choice or course of action	0.358
5	PF5	Supports requests with facts, evidence, charts or data	0.351
55	S4	Presenting ideas or requests logically and supporting them with facts or evidence.	0.345
52	S1	Using authority without appearing to be authoritative or heavy handed.	0.336
75	S24	Resolving conflicts and disagreements ... among others	0.335
21	PF21	Acts as a coach or mentor and shows others how to do things.	0.330
72	S21	Using logical reasoning.	0.327
19	PF19	Understands what others value and shows how his or her proposals reflect those values.	0.321
84	SS9	How willing is he/she to do favors for others?	0.308

Total score loading on this factor is a moderately high 0.467, but Item 86's loading is low, only 0.202. This factor combines personal power sources having to do with dependability (94,96), influence skills, especially those involving sensitivity (58, 78), and the modeling and consulting tactics (63, 20, 13). Thus is contains three of the four TOPS elements. It seems to describe a general high-integrity collaborative competence.

Salients are questions with loadings >.5 or < -.5. The following table shows the negative salients for Study A rotated Factor 1.

Negative Salients and Their Loadings on Rotated Study A Factor I

Question Number	Data Field	Question	Loadings on Factor I
37	NF10	Is excessively forceful physically	-0.437
28	NF1	Influences events or decisions by delaying, procrastinating, or failing to act when he/she should act.	-0.526
35	NF8	States or implies that you will be harmed or disadvantaged if you don't do what he/she wants	-0.569
29	NF2	Appears to agree with you but doesn't really; says he/she will support you and later fails to or is silent	-0.634
38	NF11	Argues too forcefully for his or her own position; bullies intellectually.	-0.652
41	NF14	Attacks the person rather than the problem; belittles people publicly.	-0.665
36	NF9	Is loud, overbearing, abrasive or insensitive to others' feelings	-0.676
39	NF12	Uses condescension or humor to minimize someone's contributions	-0.679
34	NF7	Offers insincere praise in order to get you to do something; uses flattery as a device to get his/her way	-0.680
33	NF6	Leads people to believe something that is false	-0.693
30	NF3	Does not listen to others; is unwilling to acknowledge the other person's point of view.	-0.699
32	NF5	Disguises his/her real intentions	-0.701
40	NF13	Imposes himself or herself on others	-0.706
31	NF4	Intentionally withholds information that others need to make a good decision or to evaluate the options accurately	-0.724

Factor I is bipolar, that is, it has both positive and negative salients. The highest loadings on rotated Factor I are negative. These questions are much more coherent than the positive questions. They deal with negative influence tactics, especially those involving manipulation (31, 32, 33, 34), intimidating (40, 36, and 41), and insensitivity (30, 36, 39). The trustworthy-modeling versus manipulative dimension is the inverse of Machiavellianism.

Factor I accounts for 11.9 percent of the variance in Others' responses and correlates moderately well (.467) with Total score. All 14 negative tactics have at least moderately high negative loadings. **Therefore Factor I provides strong support for the negative tactic construct and its pernicious impact on influence effectiveness.**



Factor II: Passionate Expertise: Confidence, Assertiveness, Communication and Expertise

Factor II is the second strongest factor emerging from the analysis with Varimax rotation. It is hard to summarize, but “Passionate Expertise” comes close. Tables below show loadings of the questions that are most central to Factor II.

Salients on Rotated Study A Factor II

Question Number	Data Field	Question	Loadings on Factor II
79	SS4	How assertive is this person: To what extent is he or she willing to be direct about what he/she wants?	0.760
14	PF14	States a position with confidence and self-assurance.	0.745
66	S15	Stating a position passionately and with conviction	0.702
65	S14	Speaking boldly and without hesitation; using strong gestures to make a point	0.691
81	SS6	How persistent is this person?	0.688
83	SS8	How self-confident does this person seem to be?	0.668
59	S8	Making compelling oral arguments	0.623
16	PF16	Is persistent, even when faced with continued resistance or opposition	0.617
55	S4	Presenting ideas or requests logically and supporting them with facts or evidence.	0.570
92	PS6	This person is very expressive and can communicate clearly and convincingly; he/she is an engaging speaker & good listener. This person can present strong, compelling arguments for his/her point of view.	0.567
15	PF15	Is assertive & direct, telling others what he or she wants without explicitly inviting discussion.	0.555
72	S21	Using logical reasoning.	0.543
86	TE1	Overall, and compared to others in a similar position or role in his/her type of organization, how influential do you consider this person?	0.538
18	PF18	Shows strong commitment to his/her position, usually by describing it passionately and with conviction.	0.531
74	S23	Conveying energy and enthusiasm	0.517
SIE TOTAL			0.516
62	S11	Behaving in authoritative ways - for example, speaking with authority or dressing authoritatively	0.510

These questions deal with effectiveness (79, 81), assertive skills (79, 66, 65), the stating (14) and persistence (81) tactic frequencies, and communication skills (59, 55, 92).

Questions with Highest Negative Loadings on Rotated Study A Factor II

Question Number	Data Field	Question	Loadings on Factor II
34	NF7	Offers insincere praise in order to get you to do something; uses flattery as a device to get his/her way	-0.117
32	NF5	Disguises his/her real intentions	-0.12
33	NF6	Leads people to believe something that is false	-0.144
29	NF2	Appears to agree with you but doesn't really; says he/she will support you and later fails to or is silent	-0.274
28	NF1	Influences events or decisions by delaying, procrastinating, or failing to act when he/she should act.	-0.294

These questions deal with manipulative negative tactics.

Factor II, highly similar to its Study B counterpart, accounts for a considerable 10.8 percent of the variance in Others' responses. Question 86 correlates well (0.538) with Factor II, as does Total score (0.516). This factor opposes assertiveness to manipulation, so it comes close to courage, or refraining from sneakiness. It combines Tactics, especially stating; Personal power sources, especially assertiveness; and Skills, especially those related to assertiveness. Thus it contains three elements of the TOPS model. It is tapped by questions having to do with assertiveness, confidence, communication, and expertise, which come close.



Factor III: Friendship and Socializing

Factor III is the third strongest factor emerging from the analysis with Varimax rotation. It accounts for 10.9 percent of the variance in Others' item ratings. Tables below show loadings of the questions that are most central to Factor III.

Salients on Rotated Study A Factor III

Question Number	Data Field	Question	Loadings on Factor III
70	S19	Being friendly and sociable with strangers	0.716
68	S17	Building close friendships with others	0.71
56	S5	Speaking conversationally - talking socially with people.	0.701
10	PF10	Tries to gain cooperation by being friendly and outgoing	0.694
95	PS9	This person has qualities people seem to like; he/she makes friends easily. This person is open and approachable.	0.662
11	PF11	Makes others comfortable with him or her by talking about personal issues before getting down to business	0.642
9	PF9	Is forthcoming with people he/she doesn't know well and establishes rapport with them before asking for something	0.632
82	SS7	To what extent does this person seem genuinely interested in other people?	0.606
8	PF8	Maintains collegial relationships, does favors for friends, and is comfortable asking friends for favors	0.582
61	S10	Building rapport and trust	0.559
SIE Total			0.544
84	SS9	How willing is he/she to do favors for others?	0.543
85	SS10	How supportive is this person? to what extent does he/she encourage others?	0.54
78	SS3	How sensitive is this person to others' feelings	0.536
80	SS5	How much insight does this person have into other people? to what extent does he/she seem aware of what others value.	0.526
77	SS2	How willing is this person to ask friends for favors?	0.521

These items involve appeals to friendship (70, 68, 95), socializing (56, 10, 11), and alliance building (8).

SIE Questions with Ten Highest Negative Loadings on Study A Rotated Factor III

Question Number	Data Field	Question	Loadings on Factor III
29	NF2	Appears to agree with you but doesn't really; says he/she will support you and later fails to or is silent	-0.112
31	NF4	Intentionally withholds information that others need to make a good decision or to evaluate the options accurately	-0.113
15	PF15	Is assertive & direct, telling others what he or she wants without explicitly inviting discussion.	-0.121
35	NF8	States or implies that you will be harmed or disadvantaged if you don't do what he/she wants	-0.125
2	PF2	Indicates that requests are consistent with policy, procedure, custom, tradition or generally accepted values	-0.129
1	PF1	Uses the authority inherent in his or her role in an organization to justify a request or proposal.	-0.141
41	NF14	Attacks the person rather than the problem; belittles people publicly.	-0.145
38	NF11	Argues too forcefully for his or her own position; bullies intellectually.	-0.214
36	NF9	Is loud, overbearing, abrasive or insensitive to others' feelings	-0.215
30	NF3	Does not listen to others; is unwilling to acknowledge the other person's point of view.	-0.277

These questions deal with insensitivity (30) and bullying (38, 36, 41).

This factor, which is similar to its Study B counterpart, is not a true bipolar, for it does not have any negative salients. Nevertheless, it opposes kinder, gentler approaches to insensitivity and bullying. It correlates moderately (0.359) with question 86, and moderately well (0.544) with Total score. It combines Tactics, especially friendship and socializing; Personal power sources, especially friendliness; and Skills, especially interpersonal ones. Thus it contains three competency clusters of the TOPS model. It is tapped by questions having to do with friendliness and socializing versus insensitivity.



Factor IV: Alliance-Building and Legitimizing

Factor IV accounts for about 5.6 percent of the variance. It is very similar to the corresponding factor in the Study B data base.

Questions with Loadings > .3 on Rotated Study A Factor IV

Question Number	Data Field	Question	Loadings on Factor IV
46	A5	Build an alliance of supporters before approaching you	0.628
27	PF27	Gets influential supporters to act on his/her behalf	0.606
26	PF26	Gets others' support before approaching the person he or she wants to influence and may bring those supports to the meeting.	0.6
25	PF25	Asks others who support his/her proposal to express that support publicly.	0.579
47	A6	Legitimize a request by appealing to authority, such as laws, procedures, customs, values or tradition	0.574
3	PF3	Cites recognized authorities, such as executives or experts who support his/her request or opinion	0.554
23	PF23	Bargains for cooperation by doing or offering something that benefits others if they grant his/her request.	0.538
51	A10	Offer something you would value in exchange for your support or otherwise seek a mutually beneficial solution.	0.530
48	A7	Ask friends for favors	0.480
2	PF2	Indicates that requests are consistent with policy, procedure, custom, tradition or generally accepted values	0.448
7	PF7	States that the request is important and that he or she depends on your support	0.433
1	PF1	Uses the authority inherent in his or her role in an organization to justify a request or proposal.	0.430
6	PF6	Asks people who are considered friends for help or assistance	0.417
45	A4	Appeal to your values and be inspirational and enthusiastic about what he/she wants	0.391
49	A8	Solicit your ideas and then form a collaborative proposal that you can agree to support	0.385
8	PF8	Maintains collegial relationships, does favors for friends, and is comfortable asking friends for favors	0.358
77	SS2	How willing is this person to ask friends for favors	0.352
44	A3	Be assertive & persistent - to state directly what he or she wants	0.347
43	A2	Be friendly and socialize with you to build rapport and strengthen your relationship	0.331
SIE TOTAL			0.324

Factor IV correlates moderately well (.324) with SIE Total score. There are no questions with negative loadings <-.06. The questions with the highest loading on Factor IV combine the alliance building and legitimizing tactics. This result suggests that these two tactics, though conceptually separable, may in fact be used hand in hand.



Factor V: Organizational Power

Factor V accounts for about 5.6 percent of the variance. The questions with the highest loading on Factor V have to do with the organizational power base. **This factor provides strong support for the validity of the organizational power base construct.**

Questions with Loadings > .3 on Rotated Study A Factor V

Question Number	Data Field	Question	Loadings on Factor V
88	PS2	This person controls important resources that others need to do their jobs, such as budget, equipment, software, tools, people and space.	0.593
87	PS1	The person's role or position enables hi/her to exercise organizational authority and make decisions regarding assignments and work flow; he/she is able to make and enforce rules, regulations or procedures that others must follow.	0.593
89	PS3	This person has access to organizational information that others need and value; people consider him/her to be an information resource	0.578
90	PS4	This person is well known in his/her organization and is regarded highly; this person is known for his/her accomplishments and has a good reputation inside the org or in client orgs.	0.501
91	PS5	This person is known for his or her knowledge and expertise. People come to him/her for expert advice., recommendations or assistance	0.499
22	PF22	Obtains support without asking for it because others see him or her as a recognized expert or other kind of authority	0.453
93	PS7	This person seems to have a broad number of contacts inside and outside the org and has access to the right people and resources at the right time; he/she knows a number of significant people.	0.418
86	TE1	Overall, and compared to others in a similar position or role in his/her type of organization, how influential do you consider this person?	0.398
52	S1	Using authority without appearing to be authoritative or heavy handed.	0.387
67	S16	Bringing people together to act in a common cause	0.370
21	PF21	Acts as a coach or mentor and shows others how to do things.	0.361
53	S2	Building consensus among people.	0.361
63	S12	Setting a good example and modeling behavior he/she wants to see in others	0.354
69	S18	Showing others the way; taking the lead and teaching others how to do things	0.337
75	S24	Resolving conflicts and disagreements with or among others	0.334
SIE TOTAL			0.333
80	SS5	How much insight does this person have into other people? to what extent does he/she seem aware of what others value.	0.324



Study B SIE Correlation Matrix

We analyzed responses to SIE questionnaires from 1688 participants and about 10,720 Others (Clients, Supervisors, Colleagues, and Others). This factor analysis was based on the 97 X 96 matrix showing correlations between average others' responses to each item and every other item, plus a total effectiveness variable defined as the sum of all positive tactic frequency (PF) and appropriateness (A), and Skills (S) and Effectiveness (SS) responses minus responses to the negative influence tactic frequency (NF) questions, all divided by the number of questions answered.

Study B Overall and Total Correlations

Question Number	Question	Data Field	Overall (Q86)	SIE Total
86	Overall, and compared to others in a similar position or role in his/her type of organization, how influential do you consider this person?	TE1	1	0.653
61	Building rapport and trust	S10	0.437	0.63
85	How supportive is this person? to what extent does he/she encourage others?	SS10	0.436	0.611
67	Bringing people together to act in a common cause	S16	0.448	0.609
69	Showing others the way; taking the lead and teaching others how to do things	S18	0.505	0.591
53	Building consensus among people.	S2	0.447	0.591
92	This person is very expressive and can communicate clearly and convincingly; he/she is an engaging speaker & good listener. This person can present strong, compelling arguments for his/her point of view.	PS6	0.551	0.59
63	Setting a good example and modeling behavior he/she wants to see in others	S12	0.415	0.575
95	this person has qualities people seem to like; he/she makes friends easily. This person is open and approachable.	PS9	0.357	0.57
82	To what extent does this person seem genuinely interested in other people?	SS7	0.326	0.57
80	how much insight does this person have into other people? to what extent does he/she seem aware of what others value.	SS5	0.403	0.561
68	Building close friendships with others	S17	0.326	0.556
74	Conveying energy and enthusiasm	S23	0.45	0.555
75	Resolving conflicts and disagreements with or among others	S24	0.385	0.537
19	Understands what others value and shows how his or her proposals reflect those values.	PF19	0.329	0.535
21	Acts as a coach or mentor and shows others how to do things.	PF21	0.379	0.531
56	Speaking conversationally - talking socially with people.	S5	0.353	0.526
64	Asking for and using people's ideas	S13	0.316	0.522
17	Tries to get people excited about what he or she is doing and shows them how important it is to them or the organization.	PF17	0.352	0.519

Question Number	Question	Data Field	Overall (Q86)	SIE Total
52	Using authority without appearing to be authoritative or heavy handed.	S1	0.448	0.518
13	Engages others in problem solving and builds collaborative solutions they can support.	PF13	0.317	0.516
59	Making compelling oral arguments	S8	0.47	0.509
22	Obtains support without asking for it because others see him or her as a recognized expert or other kind of authority	PF22	0.44	0.504
70	Being friendly and sociable with strangers	S19	0.293	0.498
60	Bargaining or negotiating for support or agreement	S9	0.361	0.496
20	Models the kinds of behaviors he/she wants to see from others	PF20	0.321	0.488
71	Finding creative alternatives or solutions	S20	0.421	0.486
90	This person is well known in his/her organization and is regarded highly; this person is known for his/her accomplishments and has a good reputation inside the org or in client orgs.	PS4	0.483	0.484
9	Is forthcoming with people he/she doesn't know well and establishes rapport with them before asking for something	PF9	0.278	0.481
84	How willing is he/she to do favors for others?	SS9	0.255	0.479
12	Asks other people for their ideas on a subject & incorporates their ideas into the subsequent plan or proposal.	PF12	0.264	0.472
73	Convincing people to help him/her influence someone else	S22	0.333	0.469
94	Those who work with this person consider him/her honest and trustworthy; he/she has high standards of personal conduct and people can trust him/her	PS8	0.295	0.466
54	Probing - asking questions that reveal complexities or hidden agendas	S3	0.402	0.463
58	Listening	S7	0.26	0.462
93	This person seems to have a broad number of contacts inside and outside the org and has access to the right people and resources at the right time; he/she knows a number of significant people.	PS7	0.388	0.455
10	Tries to gain cooperation by being friendly and outgoing	PF10	0.228	0.45
78	How sensitive is this person to others' feelings	SS3	0.19	0.447
18	Shows strong commitment to his/her position, usually by describing it passionately and with conviction.	PF18	0.308	0.433
66	Stating a position passionately and with conviction	S15	0.375	0.426
83	How self-confident does this person seem to be?	SS8	0.507	0.423
91	This person is known for his or her knowledge and expertise. People come to him/her for expert advice., recommendations or assistance	PS5	0.39	0.421
11	Makes others comfortable with him or her by talking about personal issues before getting down to business	PF11	0.205	0.418
8	Maintains collegial relationships, does favors for friends, and is comfortable asking friends for favors	PF8	0.182	0.416
96	This person is consistent, dependable and predictable.	PS10	0.24	0.412
55	Presenting ideas or requests logically and supporting them with facts or evidence.	S4	0.4	0.411



Question Number	Question	Data Field	Overall (Q86)	SIE Total
72	Using logical reasoning.	S21	0.355	0.37
65	Speaking boldly and without hesitation; using strong gestures to make a point	S14	0.35	0.364
57	Analyzing and displaying data visually	S6	0.316	0.351
4	Explains why he/she wants something and shows why its is the most logical choice or course of action	PF4	0.269	0.349
24	Does not explicitly negotiate for cooperation but shows a willingness to give and take in order to find an alternative or solution that benefits everyone.	PF24	0.139	0.348
62	Behaving in authoritative ways - for example, speaking with authority or dressing authoritatively	S11	0.335	0.347
14	States a position with confidence and self-assurance.	PF14	0.375	0.336
45	Appeal to your values and be inspirational and enthusiastic about what he/she wants	A4	0.141	0.327
79	How assertive is this person: To what extent is he or she willing to be direct about what he/she wants	SS4	0.36	0.312
5	Supports requests with facts, evidence, charts or other data	PF5	0.215	0.306
43	Be friendly and socialize with you to build rapport and strengthen your relationship	A2	0.119	0.304
89	This person has access to organizational information that others need and value; people consider him/her to be an information resource	PS3	0.194	0.303
81	How persistent is this person?	SS6	0.307	0.296
6	Asks people who are considered friends for help or assistance	PF6	0.104	0.295
50	Set the example and model how he/she would like others to behave or respond	A9	0.124	0.29
77	how willing is this person to ask friends for favors	SS2	0.113	0.286
7	States that the request is important and that he or she depends on your support	PF7	0.1	0.273
49	Solicit your ideas and then form a collaborative proposal that you can agree to support	A8	0.089	0.25
26	Gets others' support before approaching the person he or she wants to influence and may bring those supports to the meeting.	PF26	0.097	0.249
51	Offer something you would value in exchange for your support or otherwise seek a mutually beneficial solution.	A10	0.054	0.233
44	Be assertive & persistent - to state directly what he or she wants	A3	0.108	0.229
27	Gets influential supporters to act on his/her behalf	PF27	0.104	0.223
87	The person's role or position enables hi/her to exercise organizational authority and make decisions regarding assignments and work flow; he/she is able to make and enforce rules, regulations or procedures that others must follow.	PS1	0.174	0.222
46	Build an alliance of supporters before approaching you	A5	0.043	0.206
23	Bargains for cooperation by doing or offering something that benefits others if they grant his/her request.	PF23	0.048	0.197

Question Number	Question	Data Field	Overall (Q86)	SIE Total
25	Asks others who support his/her proposal to express that support publicly.	PF25	0.05	0.195
47	Legitimize a request by appealing to authority, such as laws, procedures, customs, values or tradition	A6	0.039	0.181
48	Ask friends for favors	A7	0.01	0.181
16	Is persistent, even when faced with continued resistance or opposition	PF16	0.149	0.17
42	Use logic to persuade you to accept his/her point of view	A1	0.081	0.167
88	This person controls important resources that others need to do their jobs, such as budget, equipment, software, tools, people and space.	PS2	0.095	0.165
76	How much does this person respect authority	SS1	-0.014	0.13
2	Indicates that requests are consistent with policy, procedure, custom, tradition or generally accepted values	PF2	-0.014	0.091
15	Is assertive & direct, telling others what he or she wants without explicitly inviting discussion.	PF15	0.124	0.075
3	Cites recognized authorities, such as executives or experts who support his/her request or opinion	PF3	-0.031	0.069
1	Uses the authority inherent in his or her role in an organization to justify a request or proposal.	PF1	-0.007	0.022
34	Offers insincere praise in order to get you to do something; uses flattery as a device to get his/her way	NF7	-0.077	-0.172
37	Is excessively forceful physically	NF10	-0.053	-0.177
35	States or implies that you will be harmed or disadvantaged if you don't do what he/she wants	NF8	-0.085	-0.211
33	Leads people to believe something that is false	NF6	-0.096	-0.231
38	Argues too forcefully for his or her own position; bullies intellectually.	NF11	-0.041	-0.237
39	Uses condescension or humor to minimize someone's contributions	NF12	-0.062	-0.239
28	Influences events or decisions by delaying, procrastinating, or failing to act when he/she should act.	NF1	-0.204	-0.246
31	Intentionally withholds information that others need to make a good decision or to evaluate the options accurately	NF4	-0.106	-0.254
32	Disguises his/her real intentions	NF5	-0.097	-0.258
41	Attacks the person rather than the problem; belittles people publicly.	NF14	-0.108	-0.262
40	Imposes himself or herself on others	NF13	-0.088	-0.269
36	Is loud, overbearing, abrasive or insensitive to others' feelings	NF9	-0.097	-0.274
29	Appears to agree with you but doesn't really; says he/she will support you and later fails to or is silent	NF2	-0.239	-0.347
30	Does not listen to others; is unwilling to acknowledge the other person's point of view.	NF3	-0.206	-0.388
SIE Total			0.653	1



Most items are highly reliable in the sense that they correlate well with SIE Total score: 23 have correlations $> .500$, 58 have correlations $> .300$, and all negative tactic frequencies have negative correlations, but only 2 of them $< -.300$. In general items with high correlations with Overall Effectiveness (Q86) have high correlations with SIE Total. Overall Effectiveness (Q86) has a high correlation (.653) with SIE Total.

Internal Reliability of Study B SIE Scores

Most items are highly reliable in the sense that they correlate well with SIE Total score: 43 have correlations $> .500$, 66 have correlations $> .300$, and all negative tactic frequencies have negative correlations, 11 of them $< -.300$. In general items with high correlations with Overall Effectiveness (Q86) have high correlations with SIE Total. Overall Effectiveness (Q86) has a high correlation (.678) with SIE Total.

Reliability, or consistency, is as important as validity. Cronbach's coefficient alpha (α) is the most widely used measure of reliability, or consistency. Alpha measures the extent to which items correlate with each other. The Study B coefficient alpha was a very high 0.922. In other words, overall, the SIE is extremely reliable; i.e., people who score high on one part of the whole inventory tend to score high on other parts.

For purposes of comparison, total sample alphas for the CPI folk scales ranged from .62 to .84, with a median of .77. Comparable reliability coefficients for the 13 MMPI clinical scales have a median of .7, with some as high as .96 but others much lower. Comparable reliability coefficients for the Wechsler Adult Intelligence Scale are .97 for full-scale IQ and .93 for performance IQ.

Study B SIE Principal Factor Analysis with Varimax Rotation

Factor I: Friendship and Socializing

Factor I is the strongest factor emerging from the analysis with Varimax rotation. It accounts for 11 percent of the variance in Others' item ratings. Tables below show loadings (correlations) of the questions that are most central to Factor I.

Salients on Rotated Study B Factor I

Question Number	Data Field	Question	Loadings on Factor I
68	S17	Building close friendships with others	0.712
56	S5	Speaking conversationally - talking socially with people.	0.712
70	S19	Being friendly and sociable with strangers	0.705
95	PS9	This person has qualities people seem to like; he/she makes friends easily. This person is open and approachable.	0.679
10	PF10	Tries to gain cooperation by being friendly and outgoing	0.678
11	PF11	Makes others comfortable with him or her by talking about personal issues before getting down to business	0.671
9	PF9	Is forthcoming with people he/she doesn't know well and establishes rapport with them before asking for something	0.666
8	PF8	Maintains collegial relationships, does favors for friends, and is comfortable asking friends for favors	0.618
82	SS7	To what extent does this person seem genuinely interested in other people?	0.612
61	S10	Building rapport and trust	0.601
SIE Total			0.600
78	SS3	How sensitive is this person to others' feelings	0.562
77	SS2	How willing is this person to ask friends for favors	0.542
67	S16	Bringing people together to act in a common cause	0.538
80	SS5	How much insight does this person have into other people? to what extent does he/she seem aware of what others value.	0.527
6	PF6	Asks people who are considered friends for help or assistance	0.516
53	S2	Building consensus among people.	0.508
85	SS10	How supportive is this person? to what extent does he/she encourage others?	0.503

Question 86 (overall effectiveness) correlates moderately well (0.361) with this factor, while Total score correlates moderately highly (0.600). These highest-loading questions deal with the socializing (56, 70) and friendship (68, 8) skills, effectiveness (82), power sources (95), and tactics (10, 11).



Questions with Ten Highest Negative Loadings on Rotated Study B Factor I

Question Number	Data Field	Question	Loadings on Factor I
40	NF13	Imposes himself or herself on others	-0.112
2	PF2	Indicates that requests are consistent with policy, procedure, custom, tradition or generally accepted values	-0.114
55	S4	Presenting ideas or requests logically and supporting them with facts or evidence.	-0.117
1	PF1	Uses the authority inherent in his or her role in an organization to justify a request or proposal.	-0.138
16	PF16	Is persistent, even when faced with continued resistance or opposition	-0.152
36	NF9	Is loud, overbearing, abrasive or insensitive to others' feelings	-0.156
72	S21	Using logical reasoning.	-0.174
15	PF15	Is assertive & direct, telling others what he or she wants without explicitly inviting discussion.	-0.176
38	NF11	Argues too forcefully for his or her own position; bullies intellectually.	-0.184
30	NF3	Does not listen to others; is unwilling to acknowledge the other person's point of view.	-0.231

The only questions with even small negative loadings (about .2) on this factor deal with negative influence tactics, especially those involving insensitivity (30) and intimidating (38) Several other questions in the table above are similar, but all these loadings are too small to mean much.

The highest-loading questions deal with socializing and friendship Tactics, Personal Power sources, Skills, and effectiveness. Thus it contains the same three of the four TOPS competencies seen in the Study A Factor Analysis. Factor I (which accounts for 11 percent of the variance in Others' responses) is quite different from the Study A Rotated Factor I, but is very similar to Study A Factor III. It corresponds to the well-established Agreeableness construct in the Big Five Personality model, to Holland's Social orientation, and to a lesser extent, to Concern for People on the Blake and Mouton Managerial Grid.

These facts provide strong support for the validity of a friendliness-sociability-sensitivity construct that cuts across tactic frequencies, skills, effectiveness and power sources.

Factor II: Passionate Expertise: Confidence, Assertiveness, Communication and Expertise

Factor II is the second strongest factor emerging from the analysis with Varimax rotation. It accounts for 10.8 percent of the variance in Others' responses. Tables below show loadings of the questions that are most central to Factor II.

Salients on Rotated Study B Factor II

Question Number	Data Field	Question	Loadings on Factor II
14	PF14	States a position with confidence and self-assurance.	0.681
79	SS4	How assertive is this person: To what extent is he or she willing to be direct about what he/she wants	0.662
83	SS8	How self-confident does this person seem to be?	0.655
86	TE1	Overall, and compared to others in a similar position or role in his/her type of organization, how influential do you consider this person?	0.648
92	PS6	This person is very expressive and can communicate clearly and convincingly; he/she is an engaging speaker & good listener. This person can present strong, compelling arguments for his/her point of view.	0.632
59	S8	Making compelling oral arguments	0.619
65	S14	Speaking boldly and without hesitation; using strong gestures to make a point	0.607
66	S15	Stating a position passionately and with conviction	0.602
55	S4	Presenting ideas or requests logically and supporting them with facts or evidence.	0.602
SIE Total			0.597
72	S21	Using logical reasoning.	0.587
81	SS6	How persistent is this person?	0.582
62	S11	Behaving in authoritative ways - for example, speaking with authority or dressing authoritatively	0.56
90	PS4	This person is well known in his/her organization and is regarded highly; this person is known for his/her accomplishments and has a good reputation inside the org or in client orgs.	0.547
69	S18	Showing others the way; taking the lead and teaching others how to do things	0.535
91	PS5	This person is known for his or her knowledge and expertise. People come to him/her for expert advice., recommendations or assistance	0.526
71	S20	Finding creative alternatives or solutions	0.517
74	S23	Conveying energy and enthusiasm	0.516
22	PF22	Obtains support without asking for it because others see him or her as a recognized expert or other kind of authority	0.503



This factor correlates well (0.648) with Question 86, and with Total score (0.597). These questions deal with confidence (14, 83), assertiveness (79, 66, 65), and communication skills (59, 92).

Lower salients deal with using logic (55, 72), persistence (81), and perceived expertise (90, 22, 91).

**Questions with Six Highest Negative Loadings on Rotated Study B
Factor II**

These questions deal with manipulative tactics (29, 28) and willingness to get help from friends

Question Number	Data Field	Question	Loadings on Factor II
77	SS2	How willing is this person to ask friends for favors?	-0.101
78	SS3	How sensitive is this person to others' feelings?	-0.125
6	PF6	Asks people who are considered friends for help or assistance	-0.133
48	A7	Ask friends for favors	-0.133
28	NF1	Influences events or decisions by delaying, procrastinating, or failing to act when he/she should act.	-0.262
29	NF2	Appears to agree with you but doesn't really; says he/she will support you and later fails to or is silent	-0.262

(48, 6, 77). This factor is almost unipolar (negative loads are few and loading), so these questions add little to the factor.

Factor II combines (in order of importance) confidence, assertiveness, and communication using logic, persistence, and perceived expertise. Its positive pole is very similar to that of its counterpart in the Study A Varimax solution, but emphasizes persistence less. Factor II combines Tactics, Organizational and Personal power sources, Skills, and effectiveness. Thus it contains all of the four TOPS competency clusters.

Factor III: Collaborating versus Insensitivity

Factor III is the third strongest factor emerging from the analysis with Varimax rotation. It accounts for 9.7 percent of the variance in Others' item ratings. Tables below show loadings of the questions that are most central to Factor III.

Questions with Loadings > .3 on Rotated Study B Factor III

Question Number	Data Field	Question	Loadings on Factor III
58	S7	Listening	0.563
94	PS8	Those who work with this person consider him/her honest and trustworthy; he/she has high standards of personal conduct and people can trust him/her	0.549
96	PS10	this person is consistent, dependable and predictable.	0.5
78	SS3	How sensitive is this person to others' feelings	0.469
63	S12	Setting a good example and modeling behavior he/she wants to see in others	0.428
13	PF13	Engages others in problem solving and builds collaborative solutions they can support.	0.428
64	S13	Asking for and using people's ideas	0.406
SIE TOTAL			0.404
12	PF12	Asks other people for their ideas on a subject & incorporates their ideas into the subsequent plan or proposal.	0.404
53	S2	Building consensus among people.	0.393
85	SS10	How supportive is this person? to what extent does he/she encourage others?	0.391
61	S10	Building rapport and trust	0.371
82	SS7	To what extent does this person seem genuinely interested in other people?	0.366
20	PF20	Models the kinds of behaviors he/she wants to see from others	0.347
80	SS5	How much insight does this person have into other people? to what extent does he/she seem aware of what others value.	0.346
75	S24	Resolving conflicts and disagreements with or among others	0.336
5	PF5	Supports requests with facts, evidence, charts or other data	0.331
21	PF21	Acts as a coach or mentor and shows others how to do things.	0.320
4	PF4	Explains why he/she wants something and shows why its is the most logical choice or course of action	0.311
72	S21	Using logical reasoning.	0.301

It correlates only slightly (0.170) with question 86, but moderately well (0.404) with Total score.



Questions with Highest Negative Loadings on Rotated Study B Factor III

Question Number	Data Field	Question	Loadings on Factor III
28	NF1	Influences events or decisions by delaying, procrastinating, or failing to act when he/she should act.	-0.387
15	PF15	Is assertive & direct, telling others what he or she wants without explicitly inviting discussion.	-0.405
37	NF10	Is excessively forceful physically	-0.471
29	NF2	Appears to agree with you but doesn't really; says he/she will support you and later fails to or is silent	-0.471
35	NF8	States or implies that you will be harmed or disadvantaged if you don't do what he/she wants	-0.479
32	NF5	Disguises his/her real intentions	-0.489
34	NF7	Offers insincere praise in order to get you to do something; uses flattery as a device to get his/her way	-0.506
33	NF6	Leads people to believe something that is false	-0.506
31	NF4	Intentionally withholds information that others need to make a good decision or to evaluate the options accurately	-0.522
41	NF14	Attacks the person rather than the problem; belittles people publicly.	-0.583
39	NF12	Uses condescension or humor to minimize someone's contributions	-0.586
38	NF11	Argues too forcefully for his or her own position; bullies intellectually.	-0.647
40	NF13	Imposes himself or herself on others	-0.658
30	NF3	Does not listen to others; is unwilling to acknowledge the other person's point of view.	-0.669
6	NF9	Is loud, overbearing, abrasive or insensitive to others' feelings	-0.690

These questions deal with insensitivity (6, 30, 39) and bullying (40, 38, 41). It also includes avoiding manipulation (31,33, 34, 32). The highest-loading questions deal with socializing and consultation Tactics, Personal power sources, and Skills. Thus it contains the same three of the four TOPS competencies. Like its counterpart in the Study A Varimax solution, this factor opposes collaboration to kinder, gentler approaches to insensitivity and bullying, but emphasizes listening, sensitivity, and other collaborative skills more than friendliness. It correlates only slightly (0.17) with question 86, and moderately well (0.404) with Total score. Relative to other factors this one has many high negative correlations and unlike the others, is a true “bipolar” factor. All 14 negative tactics have at least moderate negative correlations with this factor. **Therefore, like the highly similar rotated Study A Factor I, it provides strong support for the reality of the negative tactic construct.**

Factor IV. Alliance-Building and Legitimizing

Factor IV accounts for only about 4.4 percent of the variance. It correlates only .04 with Question 86 (overall effectiveness), and only 0.233 with SIE Total score. Salients include Tactics and Power Sources.

The questions with the highest loading on Factor IV combine the alliance building and legitimizing tactics. It is very similar to Rotated Study As Factor IV. This result suggests that these two tactics, though conceptually separable, may in fact be used hand in hand. This factor has no negative loadings < -.132.

Questions with Loadings > .3 on Rotated Study B Factor IV

Question Number	Data Field	Question	Loadings on Factor IV
27	PF27	Gets influential supporters to act on his/her behalf	0.514
26	PF26	Gets others' support before approaching the person he or she wants to influence and may bring those supports to the meeting.	0.503
47	A6	Legitimize a request by appealing to authority, such as laws, procedures, customs, values or tradition	0.498
2	PF2	Indicates that requests are consistent with policy, procedure, custom, tradition or generally accepted values	0.476
3	PF3	Cites recognized authorities, such as executives or experts who support his/her request or opinion	0.473
25	PF25	Asks others who support his/her proposal to express that support publicly.	0.469
46	A5	Builds an alliance of supporters before approaching you	0.435
23	PF23	Bargains for cooperation by doing or offering something that benefits others if they grant his/her request.	0.428
88	PS2	This person controls important resources that others need to do their jobs, such as budget, equipment, software, tools, people and space.	0.426
1	PF1	Uses the authority inherent in his or her role in an organization to justify a request or proposal.	0.408
87	PS1	The person's role or position enables hi/her to exercise organizational authority and make decisions regarding assignments and work flow; ... is able to make and enforce rules, regulations or procedures that others must follow.	0.384
89	PS3	This person has access to organizational information that others need and value; people consider him/her to be an information resource	0.369
51	A10	Offers something you would value in exchange for your support or otherwise seek a mutually beneficial solution.	0.368
76	SS1	How much does this person respect authority?	0.323
31	NF4	Intentionally withholds information that others need to make a good decision or to evaluate the options accurately	0.318
32	NF5	Disguises his/her real intentions	0.305
24	PF24	Does not explicitly negotiate for cooperation but shows a willingness to give and take in order to find an alternative or solution that benefits everyone.	0.304



Factor V: Appropriateness of Influence Tactics

Factor V accounts for only about 3.3 percent of the variance. It correlates only -.056 with Overall effectiveness and .197 with SIE Total score. The questions with the highest loading on Factor V have to do with the appropriateness of a variety of influence tactics. Why so many different tactics appear here is puzzling. **Nevertheless this minor factor provides strong support for the validity of the tactic appropriateness construct.**

Questions with Ten Highest Loadings on Rotated Study B Factor V

Question Number	Data Field	Question	Loadings on Factor V
50	A9	Set the example and model how he/she would like others to behave or respond	0.495
45	A4	Appeal to your values and be inspirational and enthusiastic about what he/she wants	0.493
43	A2	Be friendly and socialize with you to build rapport and strengthen your relationship	0.484
49	A8	Solicit your ideas and then form a collaborative proposal that you can agree to support	0.483
42	A1	Use logic to persuade you to accept his/her point of view	0.464
48	A7	Ask friends for favors	0.462
44	A3	Be assertive & persistent - to state directly what he or she wants	0.428
51	A10	Offer something you would value in exchange for your support or otherwise seek a mutually beneficial solution.	0.377
46	A5	Build an alliance of supporters before approaching you	0.314
16	PF16	Is persistent, even when faced with continued resistance or opposition	0.278