### Impact and Influence (I&I)

*Acting with the purpose of affecting the perceptions, thinking, and actions of others.*

**Related interview question:** Think about a time when you influenced another person or people in a way that was satisfying to you. Tell me the story.

<table>
<thead>
<tr>
<th>Zone</th>
<th>Level</th>
<th>General Description</th>
<th>Specific Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red-Flag Zone</td>
<td>0</td>
<td><strong>Uses Personal-Gain Tactics, Or Does Not Act</strong></td>
<td>Uses negative behaviors for personal gain, Or does not act to influence others.</td>
</tr>
<tr>
<td>Neutral Zone</td>
<td>1</td>
<td><strong>Acts Without Adaptation to Audience</strong></td>
<td>Prepares and presents information to make one or more arguments or points in a discussion, But does not tailor argument to make it appealing or influential to the specific audience.</td>
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<tr>
<td>Threshold Zone</td>
<td>2</td>
<td><strong>Takes Single Calculated Action to Influence</strong></td>
<td>Thinks ahead about likely reactions and adapts or tailors communication to appeal to level and interest of audience, But takes only one step or action to obtain desired impact in each situation; common actions include adapting words or appearance.</td>
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<tr>
<td>Potential Hire Zone</td>
<td>3</td>
<td><strong>Takes Two Calculated Actions to Influence</strong></td>
<td>Thinks ahead about likely reactions and adapts or tailors communication to appeal to level and interest of audience, And takes two steps or actions to obtain desired impact in each situation; common actions include adapting words or appearance and taking a dramatic step to influence others.</td>
</tr>
</tbody>
</table>
| Superior        | 4     | **Takes Multiple Calculated Actions to Influence** | Thinks ahead about likely reactions and adapts or tailors communication to appeal to level and interest of audience, And takes three or more steps or actions to obtain desired impact in each situation. Actions at this level may begin to be more varied, including:  
  - Adapting words and appearance to influence others  
  - Taking dramatic steps to influence others  
  - Using third parties and “experts” to influence  
  - Getting support behind the scenes in advance  
  - Choosing what to share and not (and when)  
  - Changing one’s own role or others’ roles / positions |
|                 | 5     | **Uses Complex Influence**                   | Uses level 4 actions with the intention of creating domino effects—engaging in multiple actions to influence chains of people (influencing one person or group for the purpose of influencing another) to obtain wanted behaviors from many parties. |

**Red-Flag Zone:** Red-flag behaviors indicate a severe mismatch for this role.

**Neutral Zone:** These levels do not indicate a match if they are the highest levels of behavior shown.

**Potential Hire Zone:** These behaviors enable some level of success in this role: **Threshold** behaviors are needed for moderate success, while **Superior** performers use these behaviors when the situation requires.

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*See Competence at Work* (Spencer and Spencer, 1993) for more about this and related competencies.

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