



**ISI** **Influence  
Style  
Indicator™**  
LEVERAGE IMPACT



## From Influence **to Impact.**

When conversations stall or ideas meet resistance, help individuals understand how they influence others, adapt their communication approach, and build stronger alignment in the workplace and beyond.

**Influence Style Indicator™ (ISI™)** is a practical, scientifically validated assessment that helps individuals understand how they prefer to influence others. ISI highlights an individual's primary approach to influence across five identifiable influence styles: **Rationalizing, Asserting, Negotiating, Inspiring, and Bridging.**

“ Understanding how you prefer to influence others is the first step toward influencing more effectively. ”

In increasingly complex and collaborative environments, individuals are often expected to build alignment, move ideas forward, and create commitment across functions, priorities, and perspectives, frequently without relying on formal authority. Some situations, whether within teams, organizations, or external contexts, require individuals to persuade others when pitching ideas or trying to land a sale. ISI gives individuals and teams a clear framework for strengthening communication, building buy-in, and influencing more effectively across the workplace and beyond.

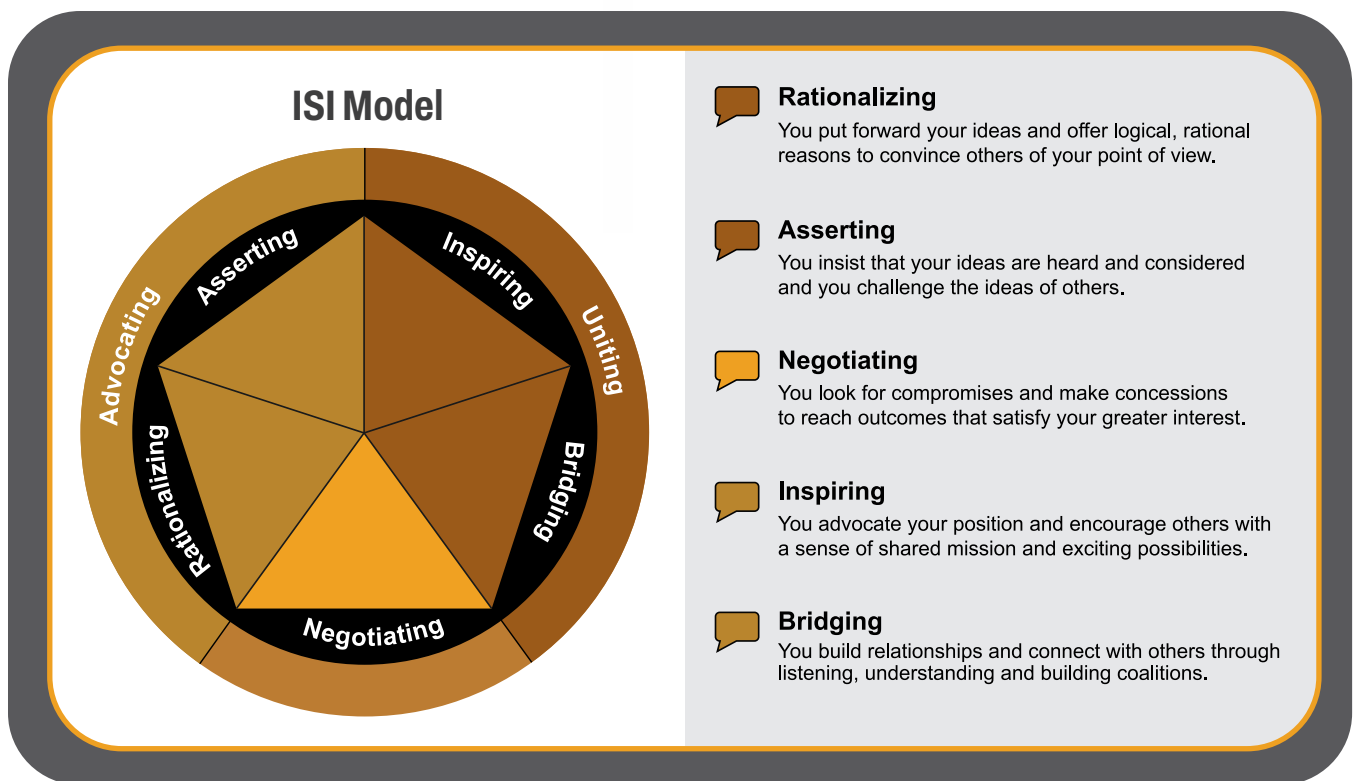
## Quick Reference

|                             |                                                                            |
|-----------------------------|----------------------------------------------------------------------------|
| Average Administration Time | 10 minutes                                                                 |
| Format                      | Online administration and scoring<br>Print administration and hand scoring |
| Number of Items             | 40 items                                                                   |
| Languages                   | English<br>French<br>Spanish                                               |
| Reports                     | Individual Report<br>Group Report                                          |

# How does ISI work?

ISI helps individuals understand how they naturally influence others and how they can adapt their approach to meet the needs of different people, situations, and workplace challenges. Rather than treating influence as a single skill, ISI provides a structured model for recognizing the distinct ways people build support, communicate ideas, and move others toward action.

The assessment identifies an individual's preferences across five distinct influence styles: **Rationalizing**, **Asserting**, **Negotiating**, **Inspiring**, and **Bridging**.



Together, these influence styles help participants understand the approaches they rely on most, the styles they may use as secondary strategies, and the styles they may underutilize.

ISI also groups styles into two broader orientations: **Advocating**, which reflects influencing through logic, clarity, and directness; and **Uniting**, which reflects influencing through shared purpose, connection, and collaboration.

## The ROI logic for ISI

By helping individuals understand their preferred influence style, recognize how their approach may be received (or perceived), and identify when to adapt their approach to different situations, ISI offers a strong return on investment through more intentional communication, stronger buy-in, and more effective collaboration across different influence styles.

### The bottom line:



#### **Influence shapes workplace outcomes**

Research links various **influence tactics to workplace outcomes**, with specific tactics like bridging and rationality having positive effects across work settings.<sup>1</sup>



#### **Influence inspires engagement**

Research shows that **inspirational leaders had 2.4 times as many highly committed followers, 83% more satisfied followers, and 49% more productive followers** than non-inspirational leaders.<sup>2</sup>



#### **Influence drives performance**

Research found that **highly engaged teams and business units achieved 23% higher profitability, 18% higher productivity and sales, and 10% higher customer loyalty and engagement** than the least engaged groups.<sup>3</sup>

## Who should use the ISI assessment?

ISI is most effective in settings where Individuals need to build alignment, communicate ideas, motivate action, support organizational change, or move work forward through others. **ISI is designed for professionals who want to better understand how individuals influence others** and how they can adapt their approach across different situations.

ISI can be used by coaches, consultants, HR, and talent development professionals to build programs focused on persuasion, communication, and influence.

### In particular, it is ideal for:



#### Leaders and managers

who need to build alignment, communicate direction, and gain commitment across teams.



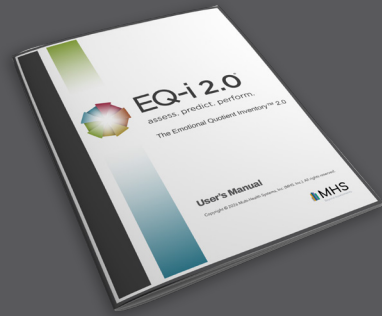
#### Emerging leaders

developing a stronger understanding of how they show up and influence others.



#### Teams and individual contributors

working across functions, roles, or priorities where influencing without direct authority is critical. In group environments, ISI provides insight into the diverse ways people influence and respond to others. This greater awareness can strengthen team dynamics, improve communication, and help groups achieve alignment more efficiently.



## Use ISI & EQ-i 2.0 Together

The ISI and Emotional Quotient-Inventory™ 2.0 (EQ-i 2.0®) can be used together to provide a broader view of how individuals navigate workplace relationships and influence others. The EQ-i 2.0 explores the emotional and social skills that shape how people perceive and express themselves, build relationships, manage stress, and make decisions, while ISI identifies the influence styles they prefer and where they may benefit from adapting their approach.

Together, these insights can support more targeted development by helping individuals understand both the capabilities they bring to interpersonal situations and how they use those capabilities to communicate ideas, build alignment, and move others toward action.

ISI goes **beyond a one-size-fits-all approach** to influence. Individuals can identify how they naturally influence others and when to adapt—regardless of the setting—strengthening communication, working relationships, and leadership.

# Psychometric rigor you can trust



## Normative Sample

ISI is supported by global normative data from more than 6,400 individuals representing 81 nationalities, with norms provided for each of the five influence styles. Country-specific normative data are also available for Canada, India, Singapore, and the United States.



## Reliability

Test-retest reliability was examined with respondents who completed the ISI assessment a second time between six weeks and three months after their initial administration; correlations across the five styles ranged from .54 to .72, demonstrating expected stability of scores and styles.



## Validity

Factor analyses support the five-style model of Rationalizing, Asserting, Negotiating, Inspiring, and Bridging. Concurrent validity was examined through comparisons with the Change Style Indicator® (CSI™) and a personality measure, with results showing relationships between ISI styles and change styles and personality preferences.

<sup>1</sup>Higgins, C. A., Judge, T. A., & Ferris, G. R. (2003). Influence tactics and work outcomes: A meta-analysis. *Journal of Organizational Behavior*, 24(1), 89–106. <https://doi.org/10.1002/job.181>

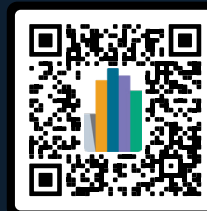
<sup>2</sup>Zenger, J. H., Folkman, J. R., & Edinger, S. K. (2009). *The inspiring leader: Unlocking the secrets of how extraordinary leaders motivate*. McGraw-Hill.

<sup>3</sup>Kemp, A. (2024). *Q12 meta-analysis: The relationship between engagement at work and organizational outcomes* (11th ed.). Gallup. <https://www.gallup.com/workplace/321725/gallup-q12-meta-analysis-report.aspx>



## Get Certified

Earn industry-recognized certification that signals relevance and credibility at a glance.



## Have Questions?

Get in touch with a member of our team.