

## Impact and Influence Tool

This tool uses two simple criteria to assess opportunities – ‘Impact’ and ‘Ability to Influence’. The idea behind this tool is that if the option will not have significant impact, it is probably not worth taking forward to action. Additionally, even if the option will have significant impact, if you can’t do much about implementing it, then it will be difficult to realise that potential impact.

Aim to choose options that will have significant impact and which you can influence. Leave behind those lower impact options or those that you cannot influence. In some situations it is useful to make a quick assessment of opportunities for ‘Impact’ and another relevant criteria, such as ‘cost’ or ‘motivation’.

On the following page is a simple grid for assessing opportunities for ‘Impact’ and ‘Ability to Influence’. Beside the grid is a simple scoring sheet where you can record each of the opportunities you need to analyse and your scores for Impact and Influence.

The Impact and Influence Tool can be linked with an electronic spreadsheet to make scoring by a large number of people faster to record, analyse and display.

When using the Impact and Influence Tool in groups be careful not to fall into the trap of using ‘average’ scores to come to a rapid ‘group decision’ about the highest priority opportunities.

Often times it is important to see both the spread of scores as well as the average. The thinking, insights and shared understanding stimulated by discussing broadly differing scores can be very powerful.

Similarly, a large group seeing significant commonality of scores can cement commitment to the highest priority opportunities and to not taking action on lower priority ones.

### The steps to follow when using the Impact and Influence Tool

1. Write your focus in the space provided on the worksheet.
2. Write the opportunities for action you have developed to achieve this focus in the space provided.
3. For each opportunity, ask: “What level of impact will implementation of this opportunity have on achieving the focus?” Score the level of impact from 0 to 10 (0 = no impact, 5 = some impact, 10 = high impact) and record the scores for each opportunity in the ‘Impact’ column.
4. For each opportunity, ask: “What is my personal ability to contribute to achieving the opportunity?” When thinking about your ability to influence you may consider such things as your current skills and knowledge, your role in the team/business and your level of influence. Score the level of influence from 0 to 10 (0 = no ability to influence, 5 = some ability to influence, 10 = high ability to influence) and record the scores for each opportunity in the ‘Influence’ column.
5. Plot your scores for each opportunity on the graph provided. Mark the score for each opportunity with a dot or cross and write the number of the opportunity beside it. It is possible that more than one opportunity will have the same scores. If this happens, record the numbers of all the opportunities with that score beside the dot or cross.
6. Consider the opportunities that fall in the top, right hand quadrant of the graph. That is, those opportunities that have scores of greater than 5 for both ‘Impact’ and ‘Influence’. If there are a lot of opportunities in this quadrant draw another set of ‘crosshairs’ through 7 or 8 on the graph and consider those options that fall in this further top, right hand quadrant.
7. Identify and highlight those opportunities with high scores for both ‘Impact’ and ‘Influence’.

# Impact and Influence Tool

Focus: .....

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No.	Opportunities	Impact	Influence
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
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12			
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