



Sphere of Influence 360°

Profile
Example Report



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1. The Sphere of Influence 360° feedback

1.1. Introduction

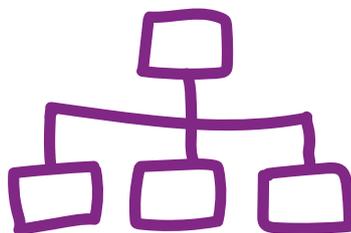
The aim of this Sphere of Influence report is to give insight into the way communication, collaboration, and influence work in general, while charting the way you predominantly interact with others. It considers how you and the people in your environment perceive your communication styles. The report provides you with the opportunity to reflect on your capabilities and offers you tools for enhancing your impact.

The Sphere of Influence assumes there are several ways to achieve the same objective when it comes to your communication, collaborative approach, and influence on others. There is no one best approach that works in every situation. You can influence a conversation, for example, in several ways. By making your point clear, asking the right questions, proclaiming your vision, agreeing to points you approve of, or by refuting those you don't. Context is important when it comes to the way you interact.

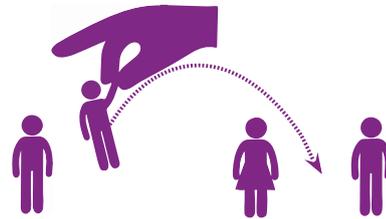
What are your ambitions and goals?



What is your role or position?



Who are you talking to?
How do they interact?



Depending on the context, you can understand, and potentially adapt, your interaction style(s) for your desired impact.

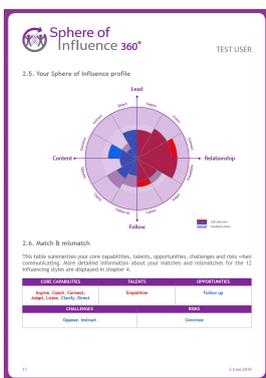
It is important to note that what works well for someone else may not work for you at all. How you allow yourself to be influenced and how you influence others depends, among other things, on your ambitions, position, personal preferences, and the style that comes most naturally to you. The influencing styles you choose to adopt also vary depending on the situation and the person(s) you are interacting with. During conversations, the things others say and/or the way they say it can often shape your response. This report helps you discover your preferences and triggers and shows you how you (can) communicate more effectively in different situations.

1.2. Overview chapters

These example images show the kind of information you will find in the different chapters.

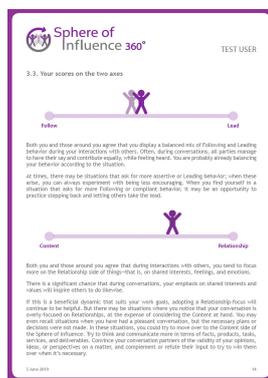
Your communication dynamics

In chapter 2 Your Profile



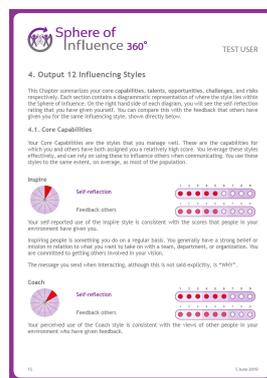
Matches and mismatches between your self-reflection and others' feedback.

In chapter 3 Laws of influence



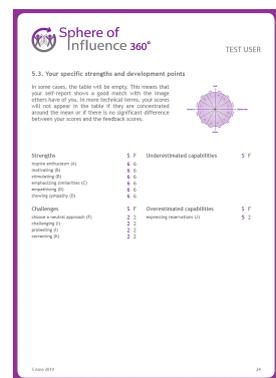
View how your behavior is triggered by others and vice versa.

In chapter 4 12 Influencing styles



More detail on your interaction styles, including your qualities and points for your attention.

In chapter 5 Capabilities



The behaviors that stand out during your interactions with other people, according to all parties.

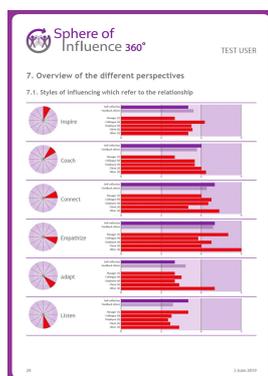
Communicating in different contexts

In chapter 6 Situational influence



Your communication dynamics in specific interactions.

In chapter 7 Overview of scores



Overview of the scores from all parties.

1.3. 360° Feedback

The multidimensional feedback in this report is presented so that you can easily compare your own self-ratings with feedback you have received from others. The scores you assigned yourself during your self-reflection indicate how you intend to communicate. Others' feedback provides information on how your behavioral intentions tend to be perceived during your conversations with them. You will be able to examine the extent to which these are aligned, or whether there are any mismatches between what you are aiming for and your impact on others. These should give you a good understanding of how you can improve your influence.



1.4. How to read the report

Each chapter in this report consists of three parts. In the first part, background information is given about the concepts used. Next, you will find an explanation of how to interpret the graphics in that chapter. In the last part, you will find your scores and a description of what these mean for the way you communicate, collaborate, or influence.

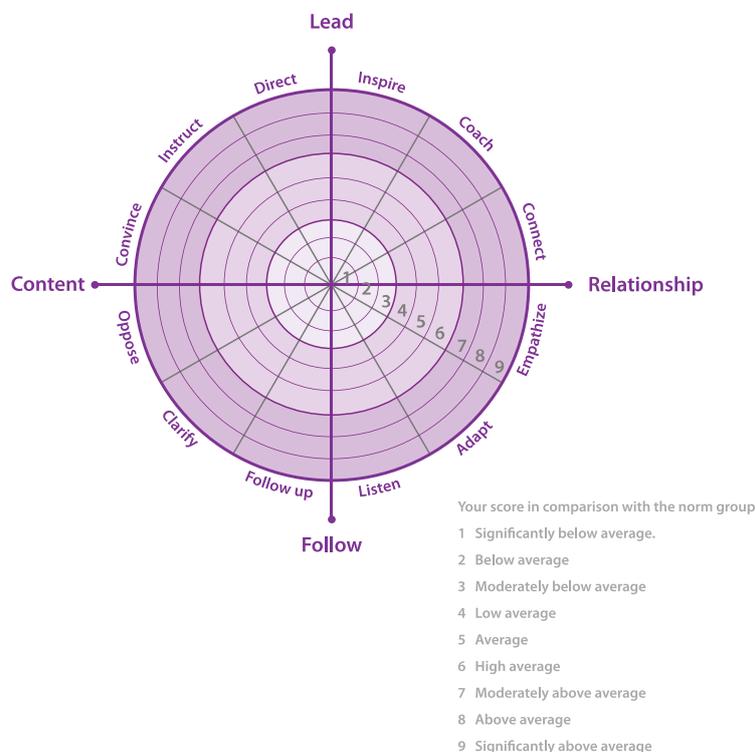
2. The Sphere of Influence profile

2.1. The Sphere of Influence concept

Before we look into your communication blueprint, we would like to give you more information about the Sphere of Influence concept and how you can interpret your profile. The Sphere itself is made up of 2 intersecting axes. At the top of the vertical axis is Lead, and at the bottom is Follow. On the horizontal axis, you will find Content on the left and Relationship on the right. In Chapter 3, you will find more information about what these axes represent and how you can use the axes to understand your actions and reactions when interacting with others.

To design the tool, we looked at how people's communication and influencing styles fit along these two axes. The figure below shows the 12 styles we discovered during our research. You find 4 Lead styles on the top: **Instruct**, **Direct**, **Inspire**, and **Coach**, and 4 Follow styles at the bottom of the circle: **Adapt**, **Listen**, **Follow up**, and **Clarify**. There are 2 Content styles at the left of the Sphere: **Oppose** and **Convince**, and 2 Relationship styles on the right of the circle: **Connect** and **Empathize**.

Your scores on the Sphere of Influence are compared to the norm group and translated into the scores 1 to 9. The meaning of the scores you'll find below.



2.2. The definition of the 12 influencing styles



Direct: Aim to get everybody moving in the same direction following a fixed process.



Inspire: Committed to getting others involved in achieving their vision.



Instruct: Pay close attention to the timely and correct implementation of tasks.



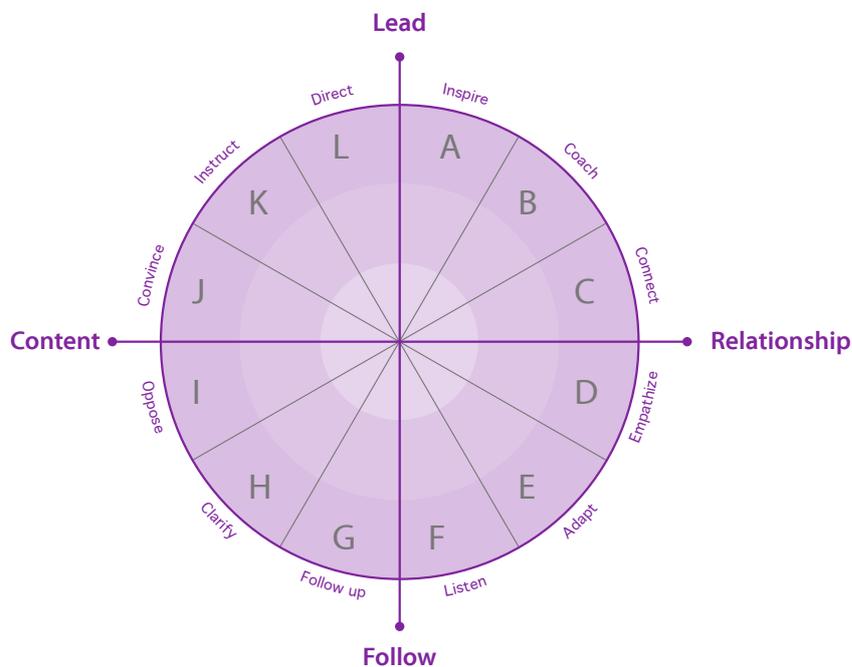
Coach: Ask questions or post comments to help others with their development.



Convince: Do your utmost to inform others or convince them of your opinions, ideas and/or perspective on the matter.



Connect: Focus your communication on mutual interests and common ground. Create win-win situations.



Oppose: Express themselves when they do not agree. Complement and refute the input and vision of others.



Empathize: Take the feelings of others into account and influence these feelings in a positive way.



Clarify: Take care to get a clear picture of the intentions and expectations of others.



Adapt: Show and emphasize that you are willing to adjust and move along.



Follow up: Capable of complying with the tasks you are given. Carry out instructions as soon as possible.

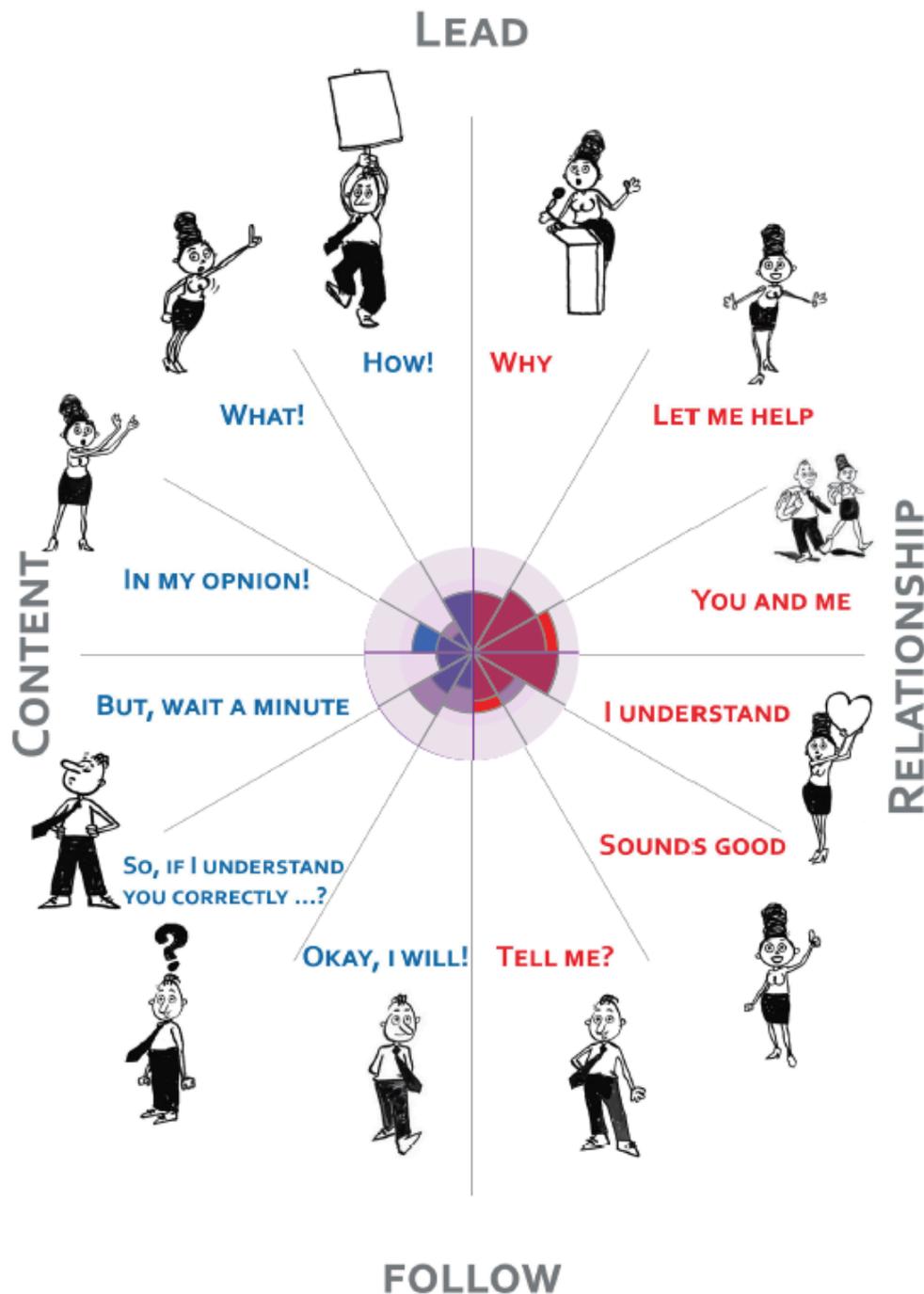


Listen: Stay neutral. Move along with others without expressing too many 'ifs or buts' in situations where this is desirable.



2.3. Messages

What do people experience when they interact with you? What is the message that is connected to the influencing styles you predominantly use?



2.4. How to read the graphics

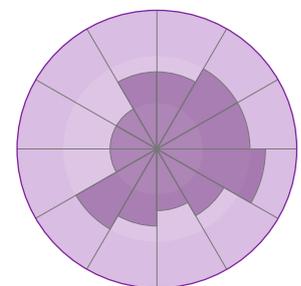
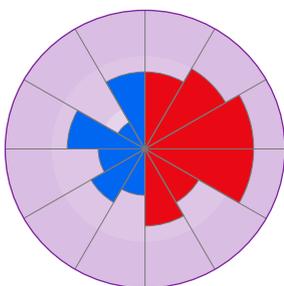
You will find your communication blueprint in the circle graphic on page 11. It indicates not only how you perceive your behavior during conversations, but also where your blind spots lie. It also exposes the matches and mismatches between your intentions and the impact of your behaviors on the environment. Your complete Sphere of Influence profile is made from two overlapping profiles: your self-reflection, and others' feedback. This allows you to easily compare the two.

Starting with the self-reflection - the circle graphic on the left, this figure shows your Self-reflection. The interaction styles that are more relationship-focused are shown here in blue, while the more content-focused interaction styles are shown in red. The more red your diagram is filled with, the higher your self-report score is for relationship-focused styles. The more blue your diagram is filled with, the higher your self-report score is for content-focused styles.

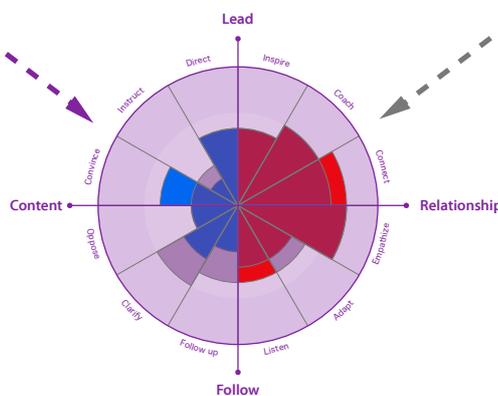
The circle on the right shows scores that have been given by people in your environment. Their feedback is indicated in purple. In your Sphere of Influence profile, shown at the bottom, the two scores are combined.

Self-reflection

Feedback others



Sphere of Influence profile





Sphere of Influence 360°

Example Report

Underneath the circle graphic on the next page, you will find a table. This shows the matches and mismatches between your scores and those of the people in your environment, distributed across 5 cells. For each of the 12 influencing styles, the table indicates whether this is a **core capability**, **talent**, **opportunity**, **challenge**, or **risk**. The table summarizes whether or not your intended behaviors are coming across as you wish them to. It also gives you a quick overview of where there is potential for you to further develop your use of a certain style.

Core capabilities

Your core capabilities are the styles on which you have a high score, both according to your self-report and to others' feedback. You leverage these styles effectively and can rely on using these to influence others when communicating.

Talents

The capabilities that distinguish you from others are your talents. Both your self-report and the 360° feedback indicate that these are skills which you use effectively when influencing others.

Opportunities

Your opportunities are the skills for which you have given yourself a low score in your self-reflection. Because others in your environment have assigned you a higher rating than you have given yourself, these are often skills that you possess but are currently underestimating.

Challenges

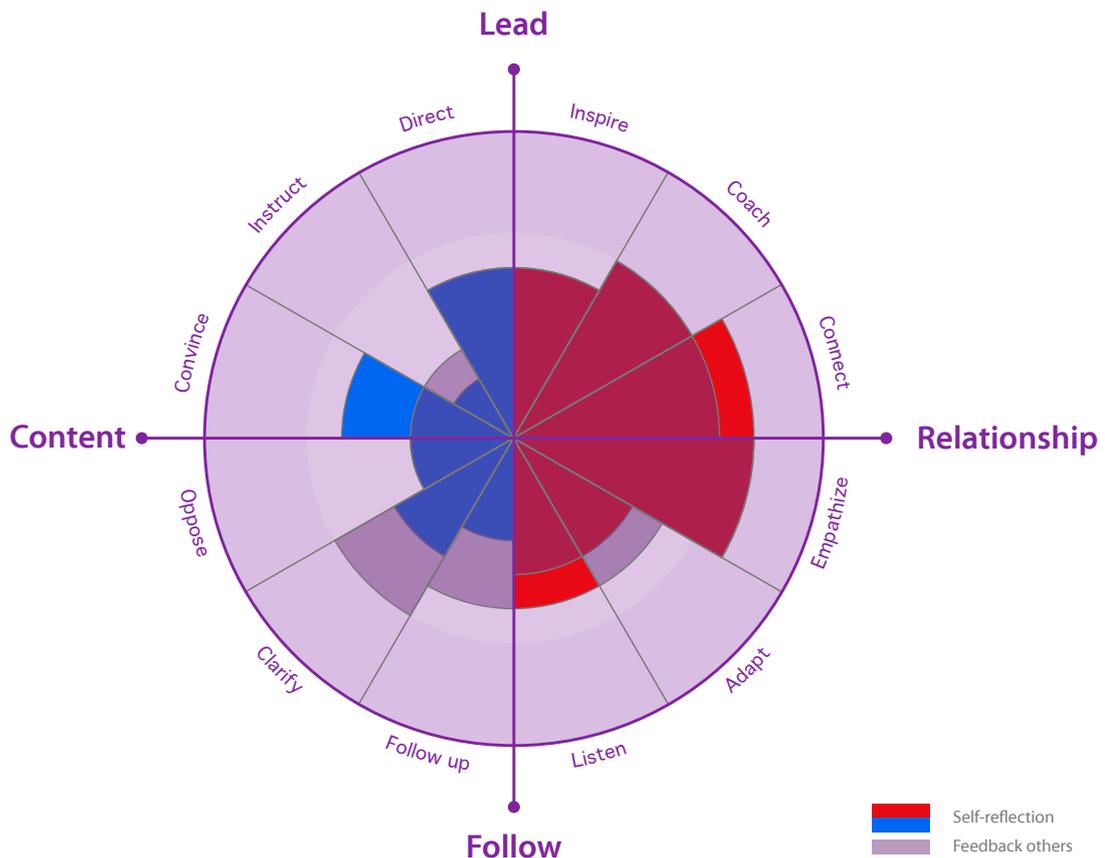
Challenges are skills that you may be interested in developing. These skills are those which both you and those in your environment have ranked as being low. You may wish to strengthen these areas if you hope to utilize them more effectively when communicating with - or influencing - those around you.

Risks

Risks are the capabilities for which you have assigned yourself a relatively high score. Because others in your environment have assigned you a lower rating than you have given yourself, there is a chance that you are overestimating yourself on these skills.



2.5. Your Sphere of Influence profile



2.6. Match & mismatch

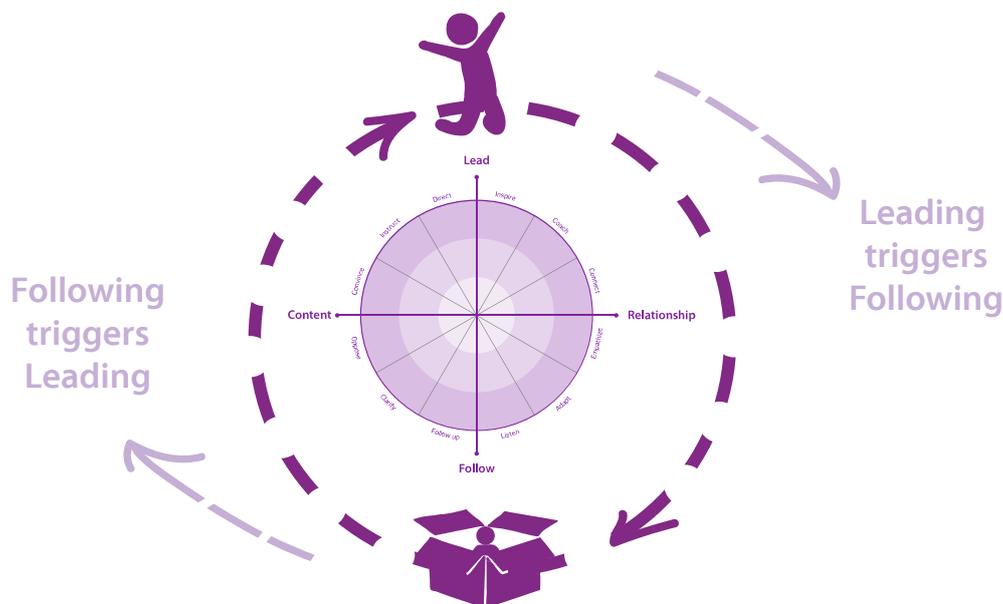
This table summarizes your core capabilities, talents, opportunities, challenges and risks when communicating. More detailed information about your matches and mismatches for the 12 influencing styles are displayed in chapter 4.

CORE CAPABILITIES	TALENTS	OPPORTUNITIES
Inspire, Coach, Connect, Adapt, Listen, Clarify, Direct	Empathize	Follow up
CHALLENGES	RISKS	
Oppose, Instruct	Convince	

3. The Two Axes of the Sphere of Influence Model

3.1. Introduction on the axes

Have you ever noticed that the more proactive you are, the quieter those around you become? Or perhaps you've observed the opposite. That, as soon as your behavior suggests passiveness, others show more assertive or leading behavior. The dynamics described here are related to the first law of influence (Leary, 1957), that Leading behavior invites Following behavior, and vice versa. Unconsciously, we are inclined to display Leading behavior when we interact with people who display Following - passive or compliant - behavior. If we interact with people who are verbally present, our unconscious response will be to take a step back and hear them out.



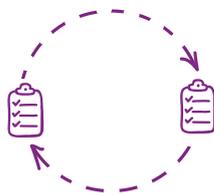
You can use the knowledge described above to increase your impact. If you know your preference on the Follow-Lead axis or the preferences of people around you, you can anticipate your conversational dynamics.

For example, you can stop yourself from overwhelming employees or colleagues with an overly pro-active approach. If they're already a bit hesitant, this might otherwise prevent less forthcoming individuals from opening up or coming out of their shells. Or, if you know you will be having a conversation with a very pro-active person, you can make sure you don't encourage them to talk even more by nodding, agreeing, or showing your understanding too much.

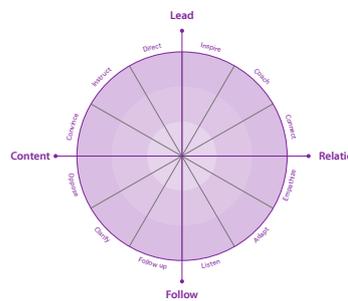
The **second law of influence** (Leary, 1957) is related to the Content-Relationship axis. The opposite is true for this axis. In scenarios where someone shows Relationship-oriented behaviors, others in their environment will feel encouraged to do the same. Where Content-oriented behaviors are being exhibited, those around us are also encouraged to adopt Content oriented behaviors. Emphasizing shared interests and values will thus inspire others to do likewise, while directing your attention at Content can encourage others around you to challenge your

premise. So, if you notice that you are having a pleasant conversation, but the necessary plans or decisions are not being made, skip over to the content side. Try to set goals and establish a clear framework. Or, if the focus of your conversation is too much on the Content and you feel you're losing connectedness with your conversation partners, try to move over to the Relationship side. Ask others what is important for them in the context of the conversation or if the information you're providing is in line with their expectations.

Content triggers Content



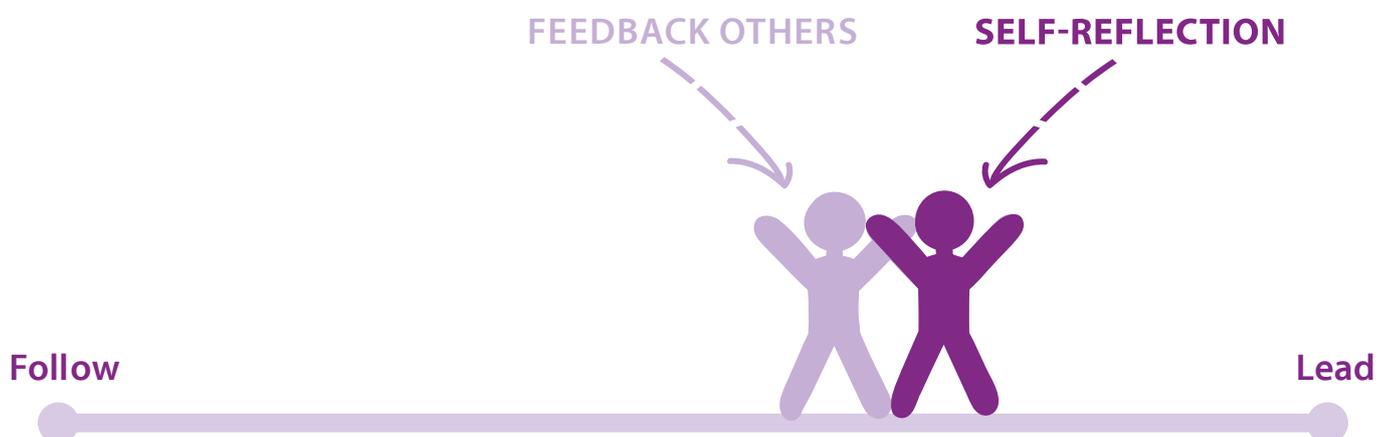
Relationship triggers Relationship



3.2. How to read the graphics

After the previous chapter, you may be wondering: “What kind of behaviors do I trigger in others during conversations?”

You will find the answer on the next page in the graphic that represents your scores on the Follow-Lead and the Content-Relationship axes. Your self-reflection score is indicated by the dark purple figure, and your feedback score from others is represented by the light purple figure. The more you or others feel that you Follow, Lead, focus on Content or focus on Relationships during conversations, the further toward that end the figures will be.





3.3. Your scores on the two axes



Both you and those around you agree that you display a balanced mix of Following and Leading behavior during your interactions with others. Often, during conversations, all parties manage to have their say and contribute equally, while feeling heard. You are probably already balancing your behavior according to the situation.

At times, there may be situations that ask for more assertive or Leading behavior; when these arise, you can always experiment with being less encouraging. When you find yourself in a situation that asks for more Following or compliant behavior, it may be an opportunity to practice stepping back and letting others take the lead.



Both you and those around you agree that during interactions with others, you tend to focus more on the Relationship side of things—that is, on shared interests, feelings, and emotions.

There is a significant chance that during conversations, your emphasis on shared interests and values will inspire others to do likewise.

If this is a beneficial dynamic that suits your work goals, adopting a Relationship-focus will continue to be helpful. But there may be situations where you notice that your conversation is overly-focused on Relationships, at the expense of considering the Content at hand. You may even recall situations when you have had a pleasant conversation, but the necessary plans or decisions were not made. In these situations, you could try to move over to the Content side of the Sphere of Influence. Try to think and communicate more in terms of facts, products, tasks, services, and deliverables. Convince your conversation partners of the validity of your opinions, ideas, or perspectives on a matter, and complement or refute their input to try to win them over when it's necessary.

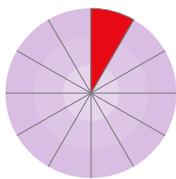
4. Output 12 Influencing Styles

This Chapter summarizes your **core capabilities, talents, opportunities, challenges, and risks** respectively. Each section contains a diagrammatic representation of where the style lies within the Sphere of Influence. On the right hand side of each diagram, you will see the self-reflection rating that you have given yourself. You can compare this with the feedback that others have given you for the same influencing style, shown directly below.

4.1. Core Capabilities

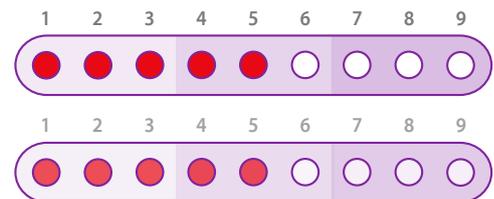
Your Core Capabilities are the styles that you manage well. These are the capabilities for which you and others have both assigned you a relatively high score. You leverage these styles effectively, and can rely on using these to influence others when communicating. You use these styles to the same extent, on average, as most of the population.

Inspire



Self-reflection

Feedback others

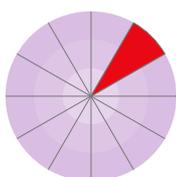


Your self-reported use of the Inspire style is consistent with the scores that people in your environment have given you.

Inspiring people is something you do on a regular basis. You generally have a strong belief or mission in relation to what you want to take on with a team, department, or organization. You are committed to getting others involved in your vision.

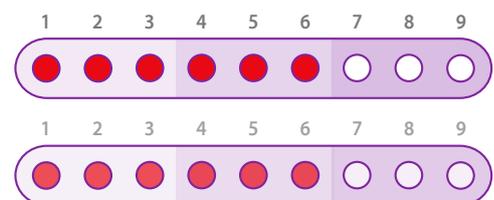
The message you send when interacting, although this is not said explicitly, is “WHY”.

Coach



Self-reflection

Feedback others



Your perceived use of the Coach style is consistent with the views of other people in your environment who have given feedback.

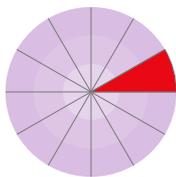
Sphere of Influence 360°

Example Report

Coaching other people is something you tend to do just as frequently as most others during conversations. Now and then you act as a counselor, mentor, or advisor when talking to colleagues, clients, or other conversation partners.

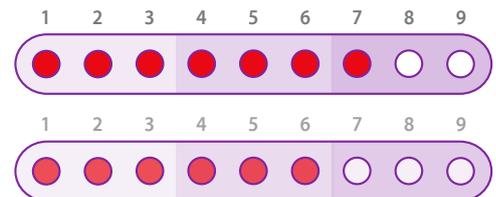
“LET ME HELP” is the message associated with this interaction style.

Connect



Self-reflection

Feedback others

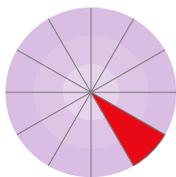


Your self-reflection score for your use of the Connect style corresponds with the feedback from others in your environment.

Connecting is something you do just as frequently as most other people during conversations. While communicating, you focus on mutual interests and common ground. In generating solutions, you discuss issues that could help create beneficial outcomes for all parties concerned.

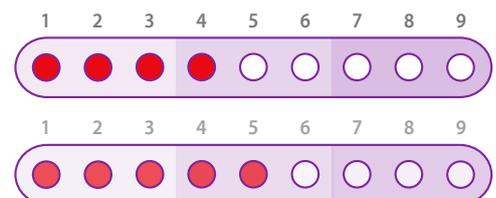
“YOU AND ME” is the message associated with this interaction style.

Adapt



Self-reflection

Feedback others



Your self-ranking for your use of the Adapt style corresponds with the rankings that others in your environment have given you.

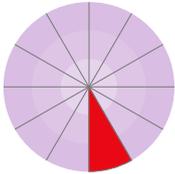
Adapting is something you tend to do just as frequently as most other people during conversations. You are willing to adjust and go along with your conversation partners.

“SOUNDS GOOD” is the message associated with this interaction style.

Sphere of Influence 360°

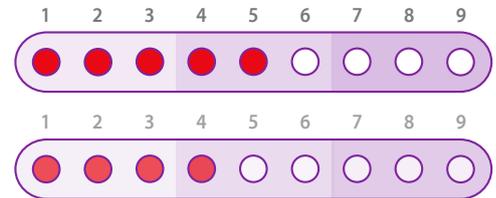
Example Report

Listen



Self-reflection

Feedback others

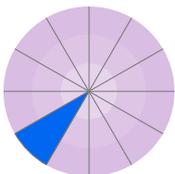


Both you and those in your environment agree on the extent to which you use the Listen style.

Listening to others and giving them space is something you do on a regular basis. You are capable of staying neutral during conversations. In situations where it is desirable, you can stay silent.

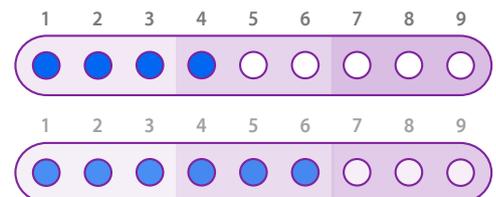
“TELL ME” is the message associated with this interaction style.

Clarify



Self-reflection

Feedback others

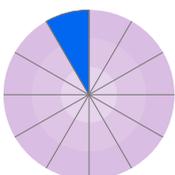


Your perceived use of the Clarify style is congruent with the feedback given by those in your environment.

Clarifying is something you do on a regular basis during interactions. During conversations, you take care to get a clear picture of the intentions and expectations of others, but you never interrogate a conversation partner.

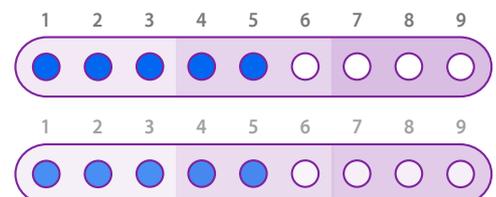
The message that you send to your conversation partners when you use this interaction style regularly is “SO, IF I UNDERSTAND YOU CORRECTLY...”.

Direct



Self-reflection

Feedback others



You and the people in your environment have assigned similar scores for your use of the Direct style.

Giving direction is something you tend to do just as frequently as most others during conversations. You are able to focus on end results during conversations. You aim to get everybody moving in the same direction and try to provide everyone with a clear frame of reference.

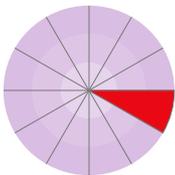
“HOW” is the message associated with this interaction style.

4.2. Talents

The capabilities that distinguish you from others are your talents. Both your self-report and the 360° feedback indicate that these are skills that you use effectively when influencing others.

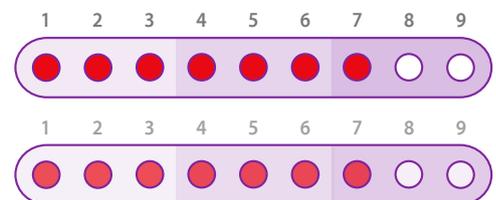
Ranking very highly on a talent can potentially involve the risk of overuse of a particular style, but this is not always the case.

Empathize



Self-reflection

Feedback others



You and those in your environment have given similar scores regarding your use of the Empathize style.

You are able to take the feelings of others into account and are committed to influencing their mood in a positive way. You adjust your way of communicating to suit their position and frame of reference. Showing sympathy and being thoughtful comes easily to you. You are able to express a personal interest in others and to emphasize their positive qualities and capabilities.

“I UNDERSTAND” is the message associated with this interaction style.

The downside of using this interaction style too frequently is that others can sometimes perceive you as “too soft or too nice”.

4.3. Opportunities

These are the skills for which others in your environment have given you a significantly higher rating than you have in your self-report. These are often skills that you already possess or even excel in, but are currently underestimating.

An opportunity represents a mismatch between your self-assessment and your real impact on others. The good news is that you are currently having a greater impact than you expect when you use this style in conversations with others. You appear to be more talented than you thought when you use this particular influencing skill. Our advice is that you investigate which particular qualities you are underestimating to avoid any unnecessary confusion during interactions. It

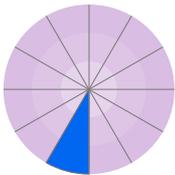


Sphere of Influence 360°

Example Report

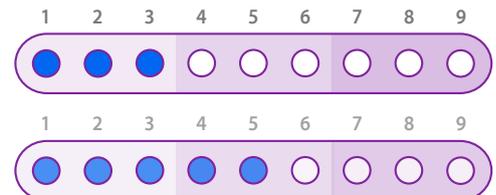
is also a good idea to know your strong points so that you can use them consciously and with purpose.

Follow up



Self-reflection

Feedback others



People in your environment see you as adopting the Follow up style more than you might feel you do.

They feel that Following up with tasks is something you tend to do just as frequently as most other people during conversations. You are capable of complying with the instructions given to you. In general, you carry out instructions/tasks as soon as possible.

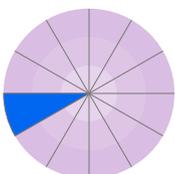
“OKAY, I WILL!” is the message associated with this interaction style.

4.4. Challenges

Challenges are skills that you may be interested in developing. These skills are those which both you and those in your environment have ranked as low. They represent areas that you may strengthen if you would like to implement a certain style to communicate with and influence those around you.

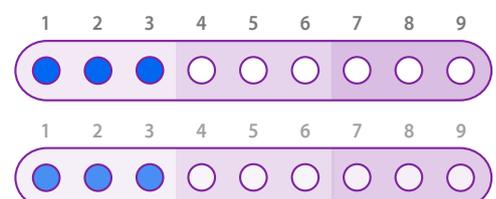
If this style is not relevant to your role, or you don't believe that it will be useful as part of your approach, you may choose not to develop this area.

Oppose



Self-reflection

Feedback others



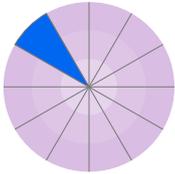
Both you and those around you feel that your use of the Oppose style is relatively low in comparison to the reference group. If you believe that increasing your impact by using the Oppose style could be useful, these developmental tips may help:

- Offer opposing views more often.
- Take the edge off arguments more often.
- Challenge what other people say more frequently.
- Refute the expressions of others when you know that they are not correct.

Sphere of Influence 360°

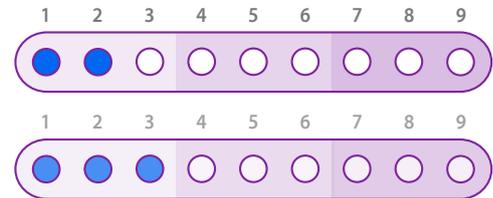
Example Report

Instruct



Self-reflection

Feedback others



Others around you agree with your self-report, which is that in relation to the reference group, your use of the Instruct style is notably low. If you feel you could benefit from developing this style, or if it is an important part of your role, the tips below may help:

- Examine the rules more often and/or think more actively about possible appropriate standards and rules in a given situation.
- Give instructions more frequently; indicate in unambiguous wording how employees/colleagues can or should carry out tasks.
- Correct people more directly if they do not perform as promised or according to desired results.
- Monitor/evaluate tasks more frequently.

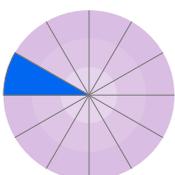
4.5. Risks

Others have rated you lower on these skills than you have in your self-report. These are often skills that you currently overestimate.

This is the second area where your communication, influence, or collaboration styles are not currently impacting your conversation partners as you intend them to. This is a good reason to pay extra attention to this interaction style. Miscommunications can often result from overestimating your impact on others when using a certain influencing style. We encourage you to investigate which qualities you are currently overestimating when you interact with others.

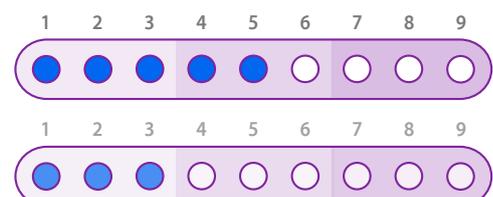
Once you discover what differs between your own and others' perspectives, you can ask yourself the following question: "Do I want to improve my capabilities on this specific influencing style or should I simply adjust the image I have of myself? If the influencing style in question does not suit your ambitions, professional role, or personal preferences, the second option may be preferable.

Convince



Self-reflection

Feedback others



While your self-report indicates you perceive yourself as using the Convince style an average amount, others around you do not feel you adopt this style very frequently. If you feel the ability



Sphere of Influence 360°

Example Report

to use the Convince style is important to your role, the following tips may help you expand your impact:

- Take more time to explain a situation.
- Explain your own points of view more frequently.
- Put forward more valid arguments to support your opinion.
- Express your reservations more quickly.

5. Specific strengths and development points

5.1. The building blocks of the 12 influencing styles

In this chapter, we take a closer look at your specific strengths and development points. We focus on the building blocks that make up the 12 styles to answer the question: “What are your specific capabilities?”

Each influencing style consists of multiple capabilities. The higher your total score on these capabilities, the higher your score on the corresponding influencing style. However, a high score on one of the building blocks of a specific influencing style does not necessarily mean a high score on this influencing style. Think of a person who is generous with compliments, but does not easily express understanding or sympathy. Overall, someone like this will have a low score on the influencing style Empathize because on average, their score is still lower.

5.2. How to read the graphics

The table on the next page displays your **strengths**, **challenges**, **underestimated capabilities** and **overestimated capabilities**. The section below explains these different categories:

Strengths

Strong points that are mentioned with equal emphasis by you and those around you. These are typically distinctive elements of your approach that stand out when you interact with others.

Challenges

Development points that you and those around you mention equally. If you'd like to influence others more using one of these styles, you can work on developing them further.

Underestimated capabilities

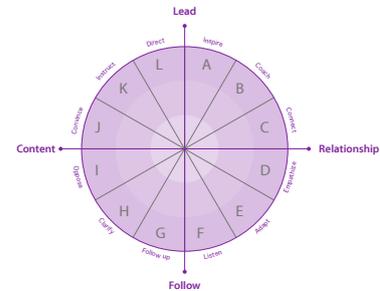
When your scores are significantly lower than the average score that others have given you. A comparison of your self-report and others' feedback suggests that you may not be appreciating the positive/full impact you have on others by using these styles.

Overestimated capabilities

In case your scores are significantly higher than the average score that others have given you. This might indicate that you are not having as large of an impact on others as you think when you adopt these styles.

5.3. Your specific strengths and development points

In some cases, the table will be empty. This means that your self-report shows a good match with the image others have of you. In more technical terms, your scores will not appear in the table if they are concentrated around the mean or if there is no significant difference between your scores and the feedback scores.



Strengths

inspire enthusiasm (A)	6	6
motivating (B)	6	6
stimulating (B)	6	6
emphasizing similarities (C)	6	6
empathizing (D)	6	6
showing sympathy (D)	6	6

Challenges

choose a neutral approach (F)	2	2
challenging (I)	2	2
protesting (I)	2	2
correcting (K)	2	2

Underestimated capabilities

S F

Overestimated capabilities

S F

expressing reservations (J)

5 2



6. Situational influence

Different influencing styles will be more or less effective depending on the context or the situation you are in. You probably don't communicate the same way with your colleagues as you do with your customers. Both will need a different approach at different times.

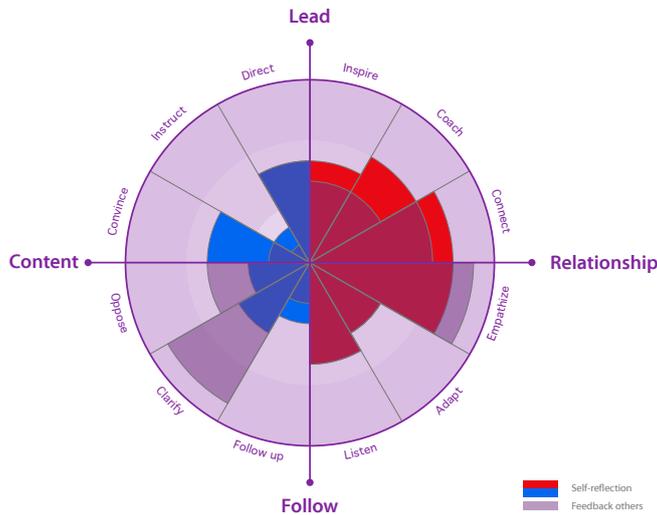
This chapter presents scores that represent your ability to choose and apply the most effective influencing style in different situations. It also displays your capacity to switch effectively between styles and adopt the style most appropriate for situational demands.

You may discover that a certain style for which you gave yourself a low rating is, in fact, a style that specific conversation partners feel you use effectively. In this case, you may not need to develop a new skill at all. Rather, you may wish to find out what situational factors are preventing you from leveraging this already-developed style in your interactions with others.

This chapter presents feedback from these specific conversation partners in turn. Depending on who you invited to fill in the Sphere of Influence questionnaire, you will find circle graphics that show your self-reflection scores alongside their feedback. These may be managers, colleagues, employees and/or others like family, friends, or former colleagues. For each circle graphic, you can see where this specific conversation partner or group has indicated that your talents, challenges, opportunities, and risks lie for each of the 12 styles, based on your interactions with them.



6.1. Manager



TALENT:

- Empathize

CHALLENGE:

- Follow up
- Instruct

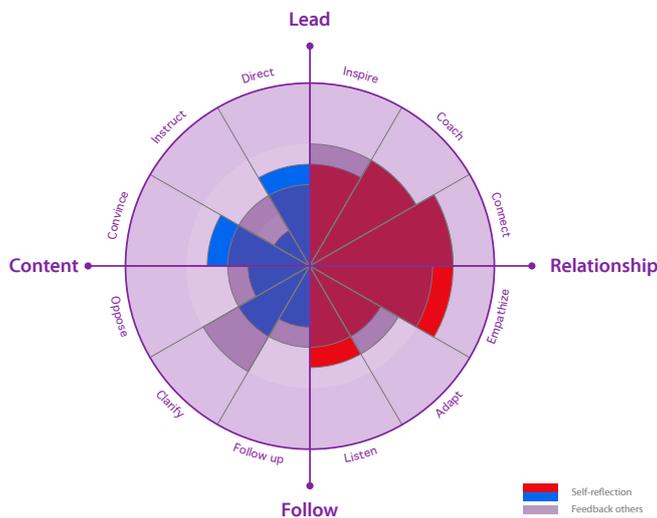
RISK:

- Convince

OPPORTUNITY:

- Clarify
- Oppose

6.2. Colleague



TALENT:

- Connect

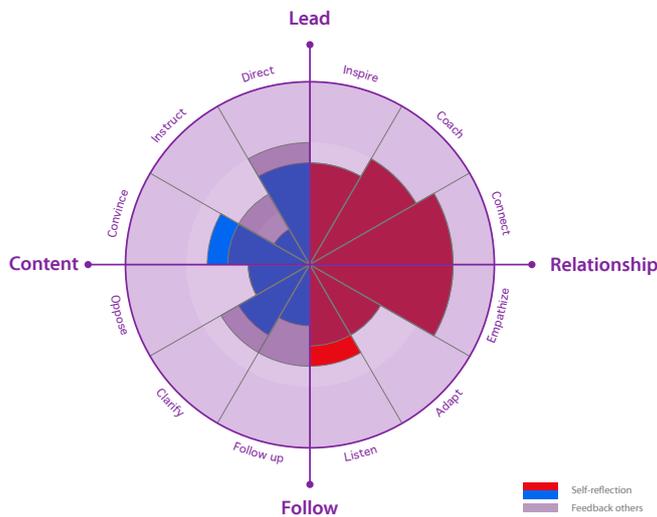
CHALLENGE:

RISK:

OPPORTUNITY:

- Instruct

6.3. Employee



TALENT:

- Connect
- Empathize

CHALLENGE:

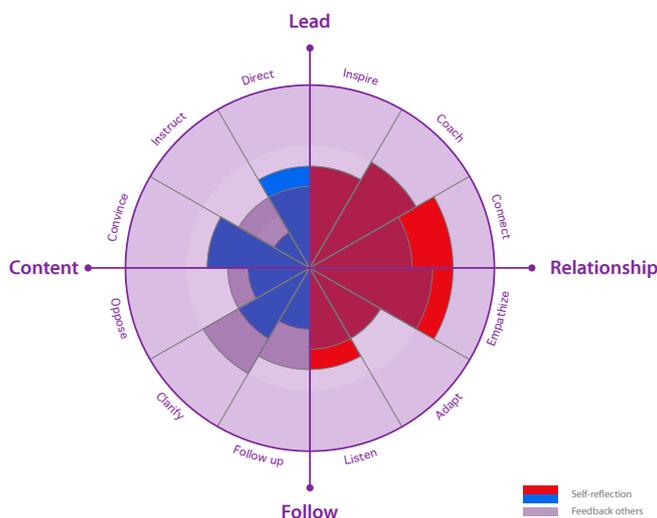
- Oppose

RISK:

OPPORTUNITY:

- Follow up
- Instruct

6.4. Client



TALENT:

CHALLENGE:

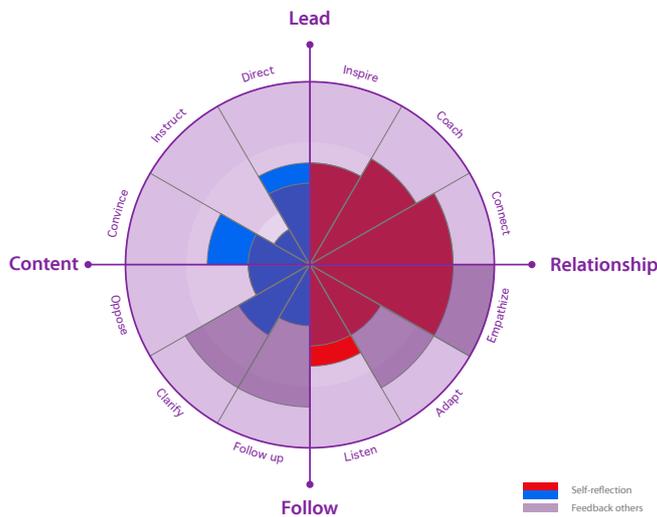
RISK:

- Connect

OPPORTUNITY:

- Follow up
- Instruct

6.5. Other



TALENT:

- Connect
- Empathize

CHALLENGE:

- Oppose
- Instruct

RISK:

- Convince

OPPORTUNITY:

- Adapt
- Follow up
- Clarify

7. Overview of the different perspectives

7.1. Styles of influencing which refer to the relationship





7.2. Styles of influencing which refer to the content

