



Kilmann-Covin Organizational Influence Survey

Ralph h. Kilmann, Teresa Joyce Covin

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Organizational influence is a two-way exchange: Organizations cannot accomplish their goals if they cannot influence their members to do the right things. And the members, of course, cannot do the right things-and satisfy their needs-if they can't influence what goes on in their organizations. This survey enables members to assess four key aspects of their organization that they may need to influence less or more than they do now: (1) formal systems inside each work unit, (2) formal systems outside each work unit, (3) informal systems inside each work unit, and (4) informal systems outside each work unit. After taking and self-scoring this survey (about 30 minutes), work groups can decide how changing the balance of influence among these four domains will improve both their performance and job satisfaction.

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