

The Political iQ Model

Build Credibility

Find opportunities to **earn** others' **gratitude** and **goodwill**.

Generate Support

Influence others' viewpoints.

Pursue Results

Work through **challenges** and **changes** to **achieve goals**.

Read the Chessboard

Constantly **gather** and **analyze** information.

Full Dimensions with Observable Behaviors

	Definition	Related Observable Behaviors
Build Credibility	Find opportunities to earn others' gratitude and goodwill.	<ul style="list-style-type: none"> • Keeps promises and commitments to others (6) • Connects people to each other within the organization (14) • Finds ways for all team members to contribute (21) • Openly shares information with others outside their team or department (36) • Reciprocates favors (40) • Accepts responsibility for their actions and mistakes (96)
Generate Support	Influence others' viewpoints.	<ul style="list-style-type: none"> • Aligns everyone around the same goal (5) • Builds alliances with others (11) • Finds ways to get people personally invested in their work (16) • Sways others' emotions to gain influence in the organization (34) • Inspires others through stories of their successes (43) • Manages others' emotions for continued support (48) • Lobbies their superiors for organizational resources (95)

Definition		Related Observable Behaviors
Pursue Results	Work through challenges and changes to achieve goals.	<ul style="list-style-type: none"> • Competes to achieve goals, not to defeat others (13) • Fulfills their functional role in a way that supports team and organizational goals (26) • Uses failure to learn where they can improve (32) • Adapts easily to change (45) • Actively works to support their manager’s objectives (66) • Overcomes roadblocks to keep pursuing their goals (68) • Creates back-up plans (98)
Read the Chessboard	Constantly gather and analyze information.	<ul style="list-style-type: none"> • Asks their manager for frequent feedback (7) • Identifies which battles they are more likely to win (38) • Evaluates the strength of others’ emotional attachment to a project (42) • Monitors the industry and competitors (72) • Seeks opposing points of view (99) • Finds evidence to support or disprove their assumptions (100) • Looks for potential obstacles to their goals (101)