

The Horizontal Influence Scorecard

To gauge your current standing, rank yourself on a scale of **1 (Rarely)** to **5 (Consistently)** for each of the following indicators. This tool is designed to measure the core competencies of lateral leadership in a clinical environment.

Category 1: Trust & Relational Capital

- **Reciprocity:** I proactively help other department heads achieve their KPIs, even when there is no direct benefit to my own unit. [__]
- **Vulnerability:** I am comfortable admitting to peers when I lack expertise or when a project in my department has failed. [__]
- **Presence:** I regularly spend time in "non-clinical" or "non-own" areas (e.g., cafeteria, IT, finance wing) to maintain informal relationships. [__]

Category 2: Communication & Inquiry

- **The "Ask" Ratio:** I ask more questions about a peer's constraints than I make statements about my own needs. [__]
- **Psychological Safety:** When a colleague from another department disagrees with me, I respond with curiosity rather than defensiveness. [__]
- **Clarity:** I use frameworks like PASTOR or SBAR to ensure my requests are concise and action-oriented. [__]

Category 3: Strategic Alignment

- **Shared Vision:** I can articulate how my current project aligns with the organization's overall strategic mission, not just my clinical goals. [__]
- **Stakeholder Mapping:** I can identify the three "informal influencers" in my organization whose buy-in is essential for any major change. [__]
- **Outcome Focus:** I measure the success of my initiatives based on interdisciplinary metrics (e.g., clinic-wide throughput) rather than siloed wins. [__]

Scoring & Interpretation

- **40–45: The Master Orchestrator.** You are a highly effective lateral leader. You likely find that resources and buy-in come to you with minimal friction.
- **30–39: The Emerging Partner.** You have strong foundations but may still be operating in a "siloeed" mindset occasionally. Focus on active engagement in diverse networks.
- **Below 30: The Command-and-Control Leader.** You may be relying too heavily on formal title. Prioritize "horizontal rounding" and practicing persuasive inquiry.