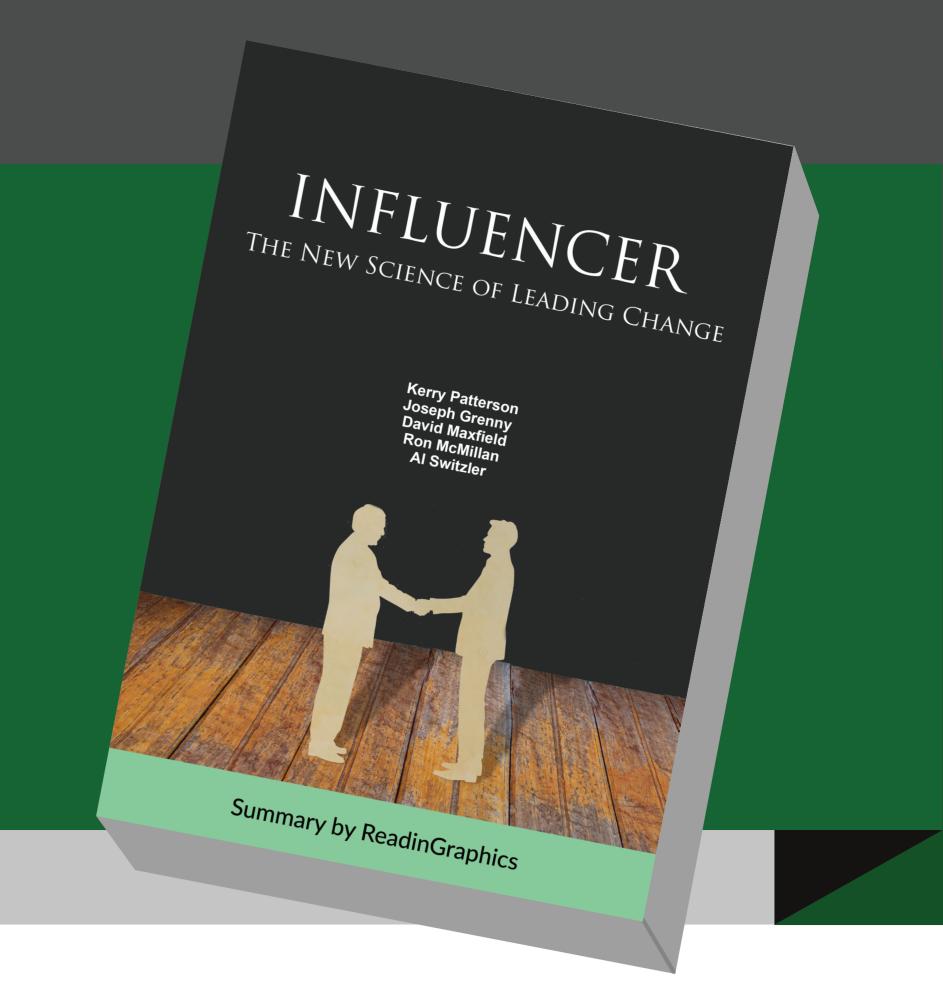
RELUENCER

THE NEW SCIENCE OF LEADING CHANGE

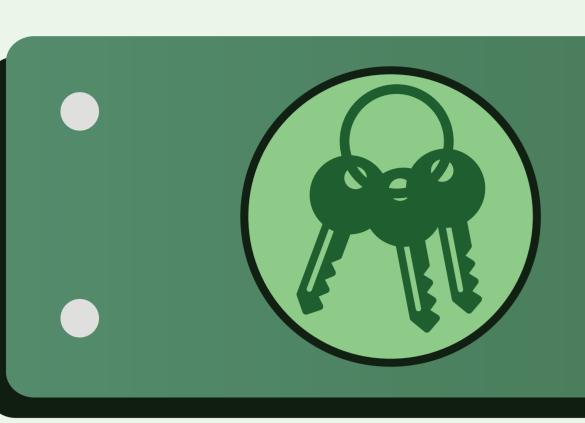
Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler



To solve problems, leaders must first become influencers to create changes in human behavior.



With the right principles, strategies and skills, you can create impactful and lasting change in any area.



THE 3 KEYS TO INFLUENCE

Combine all 3 keys to predictably influence behaviors at personal, organizational and community levels.





Focus & Measure

Identify Vital Behaviors



Use 6 Sources Of Influence

Know the desired outcome, when to achieve it, and how to measure it.



Ensure your goals are clear, meaningful and time-bound. Measure frequently to give

exact progress.

constant focus and know your



Measure the right things that'd drive the behaviors you want to change.

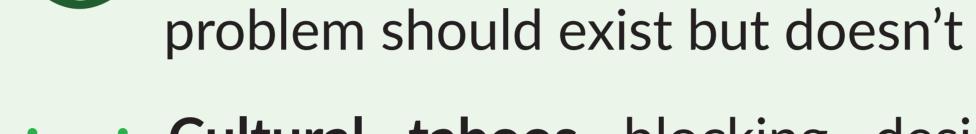
Find 2-3 high-leverage behaviors that'll create the most impact toward your goals. Look for solutions in 4 areas \rightarrow test them to see if they work.



Obvious but underused behaviors



at risk of failure Positive deviants where



Cultural taboos blocking desired

implement people to behaviors using all 6 sources of influence. These jointly address 2 behavioral drivers across 3 domains.

	Motivation	Ability
Personal	1	2
Social	3	4
Structural	5	6



THE 6 SOURCES OF INFLUENCE



MOTIVATION (Is it worth it?)





PERSONAL

Address individual motivation & ability to adopt the vital behaviors

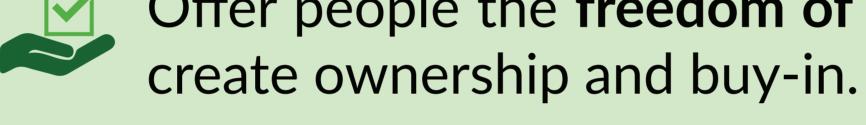


Personal Motivation: Help them love what they hate

Use 4 tactics to make painful things



pleasurable: Offer people the freedom of choice, to



Create first-hand experiences to make



abstract ideas tangible: help people to see/feel/touch the results directly. Tell compelling stories to inject new

perspectives: get people to experience



Make it a game. Use measures within people's control, keep score, inject competition & show progress visually.

the characters' thoughts & feelings.



Personal Ability: Help them do what they can't

Improve individual ability to execute the vital behaviors:



Use deliberate practice to speed up learning. Break things down into learning. Break things down into bite-sized goals → Use focused practice to improve specific behaviors or processes, with clear standards and timely feedback.



Develop technical, interpersonal and intrapersonal skills (including resilience, discipline & emotional management).



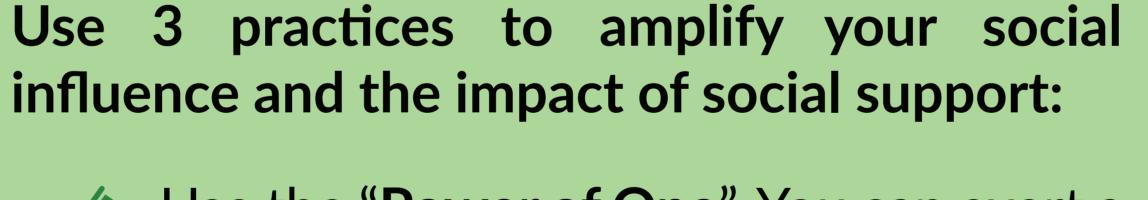
SOCIAL

Tap on social influence, support and capital



Social Motivators:

Provide encouragement



Use the "Power of One". You can exert a huge influence if people trust & respect you. Walk the talk and show you're willing to make sacrifices to prioritize



the vital behaviors. Engage formal leaders and opinion



leaders. Share your ideas through them.



Create new norms. Publicly discuss old Create and norms. new accountability by getting people to hold themselves and others accountable.



Social Ability:Provide assistance

Offer the help, approval or cooperation needed for individuals to adopt behaviors:



Enlist the team/community to address interdependent tasks or processes.



Pool diverse expertise to jointly solve



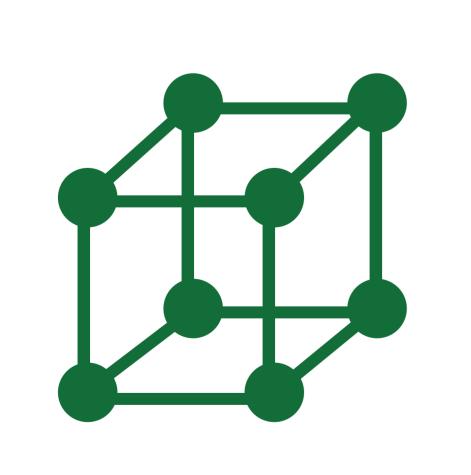
novel/complex problems and uncover blind spots.



Get people to teach one another to tap on human capital & reinforce key messages.



Forge group solidarity to prevent people from maximizing their own gains at the expense of the group.



STRUCTURAL

Shape the environment to shape behavior



Change their economy

structural incentives disincentives support (not undermine) the vital behaviors.



Use extrinsic rewards (e.g. bonuses, perks, awards) as a third-tier strategy to supplement personal and motivators. Reward vital behaviors (not just outcomes). Ensure the rewards are timely, satisfying and tied directly to vital behaviors.



Use punishment judiciously. Apply the other influence strategies first, and issue clear warnings about the penalties for wrong behavior. If all else fails, make sure you enforce the punishments.



Change their space

Shape non-human forces in the surroundings that influence how people behave. Pay attention to environmental factors



(e.g. space, colors, processes) and their effects on behaviors. Make invisible cues obvious. Provide



explicit reminders of the behaviors you're trying to influence.

Only highlight data that reinforce vital



Use physical proximity to increase interactions & build relationships.



hard to avoid.

Make vital behaviors easy to do and



Leading change requires time, effort and persistence. Use all 3 keys of influence to diagnose problems, identify solutions and repeatedly test/refine the 6 sources of influence until you have the ideal mix to create lasting change.



readingraphics.com



ReadinGraphics

