

INFLUENCER

THE NEW SCIENCE OF LEADING CHANGE

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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

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 constant focus and know your exact progress.

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



Identify Vital Behaviors

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

Obvious but underused behaviors

Crucial moments when you're most at risk of failure

Positive deviants where the problem should exist but doesn't

Cultural taboos blocking desired goals



Use 6 Sources Of Influence

Get people to implement vital 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?)	ABILITY (Can I do it?)
 PERSONAL Address individual motivation & ability to adopt the vital behaviors	 Personal Motivation: <i>Help them love what they hate</i> Use 4 tactics to make painful things pleasurable: <ul style="list-style-type: none"> Offer people the freedom of choice, to create ownership and buy-in. 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 the characters' thoughts & feelings. Make it a game. Use measures within people's control, keep score, inject competition & show progress visually. 	 Personal Ability: <i>Help them do what they can't</i> Improve individual ability to execute the vital behaviors: <ul style="list-style-type: none"> Use deliberate practice to speed up 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: <i>Provide encouragement</i> Use 3 practices to amplify your social influence and the impact of social support: <ul style="list-style-type: none"> 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 and new norms. Create 2x accountability by getting people to hold themselves <i>and</i> others accountable. 	 Social Ability: <i>Provide assistance</i> Offer the help, approval or cooperation needed for individuals to adopt new behaviors: <ul style="list-style-type: none"> 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	 Structural Motivators: <i>Change their economy</i> Make sure structural incentives and disincentives support (not undermine) the vital behaviors. <ul style="list-style-type: none"> Use extrinsic rewards (e.g. bonuses, perks, awards) as a third-tier strategy to supplement personal and social 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. 	 Structural Ability <i>Change their space</i> Shape non-human forces in the surroundings that influence how people behave. <ul style="list-style-type: none"> 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 behaviors. Remove the rest. Use physical proximity to increase interactions & build relationships. Make vital behaviors easy to do and hard to avoid.



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.