

How to Lead Change

influencer



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How competent are your leaders at influencing rapid, profound, sustainable behavior change?



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How competent are your leaders at influencing rapid, profound, sustainable behavior change?

- Leadership is intentional influence



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How competent are your leaders at influencing rapid, profound, sustainable behavior change?

- Leadership is intentional influence
- Influence is ALWAYS a determining factor of success



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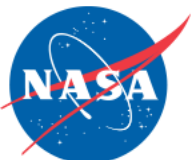


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The job of a leader is to **answer two questions:**

1. What should we do?
(Decide on plans, strategy, goals, etc.)



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The job of a leader is to
answer two questions:

1. What should we do?
(Decide on plans,
strategy, goals, etc.)
2. How do we get people to
do it?



Quick Fixes Don't Work



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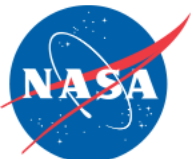
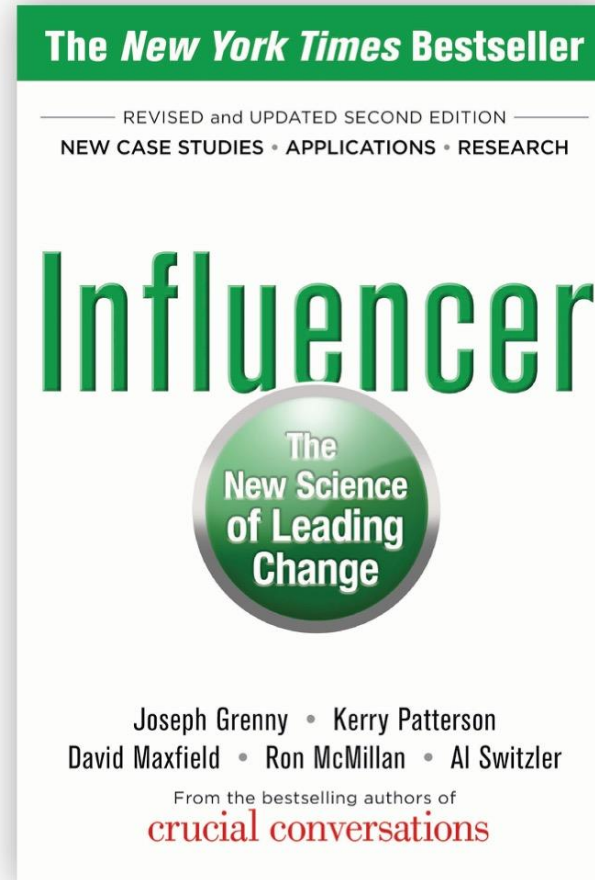


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“ Influencers succeed
where others fail because
they
'overdetermine' success.”



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Influence This

All Nippon Airways calculated that if passengers would do one thing before boarding their planes they could lighten their load by 240 pounds—reducing their carbon footprint and their costs.



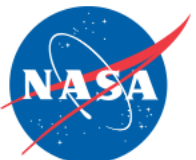
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Influence This

Chat

What are a few strategies to influence passengers to use the restroom before boarding the plane?



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Influence This

Signs on
the
jetway
door.

Charge
people to
use the
restroom

Make
announcement
prior to
boarding

Offer free
snack or
rewards
for those
that do



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“I haven’t got the slightest idea how to change people, but I keep a long list of prospective candidates just in case I should ever figure it out.”



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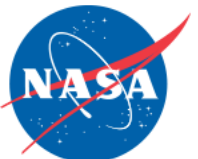


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Definition

Influence: The ability to change behavior. It's one of the most important capacities we possess.



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What would you **influence**



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Common Influence Challenges

- ☐ Getting an employee group to comply with new policies or standards
- ☐ Helping an entire department start using new technology
- ☐ Addressing a poor safety culture
- ☐ Changing the way the whole organization works due to a new acquisition
- ☐ Revamping organizational culture
- ☐ Getting dozens of people to use a new process
- ☐ Change management efforts consistently fall short



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Problem

One of the most important capacities we possess is our ability to influence behavior. Yet most of us don't have a careful way of thinking about our influence challenges.

Solution

Understand and apply the most scholarly, proven, and powerful approach to exerting influence—the ability to change our own behavior or the behavior of others.



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Influencer Model™



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Influencer Model

The Three Keys to Influence

Successful influencers do three things:

- 1.Focus and measure:** they're clear about the results they want to achieve and how they will measure those results.
- 2.Find vital behaviors:** they focus on a small number of vital behaviors that will help them achieve those results.
- 3.Engage all Six Sources of Influence:** they identify and leverage all the forces influencing the vital behaviors to ensure change.



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Diagnose



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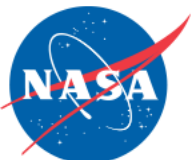


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What's the Problem? (Part 1)

One of your employees repeatedly (and against policy) returns from lunch late. This has been going on for a long time and you've already talked to them about it several times.

Diagnose why this employee is ignoring you and still coming in late. Type each unique reason you come up with in the chat.



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People Do Things for Two Reasons

1. Motivation—because they want to.

2. Ability—because they can.



What's the Problem? (Part 2)

Look at all the responses in the chat. Were there more motivation (don't want to) or ability (can't) reasons given for why the employee continues to be late? Why?



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Problem

We act as if profound, persistent, and resistant problems have only one cause. With one cause in mind, we look for one simple solution.

Solution

Learn to use a six-source diagnostic tool to complete a full diagnosis of the complex web causes behind any problem.



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The Fundamental Attribution Error

Often we make the mistake of assuming people do things for only one reason.



Complete Your Model 1



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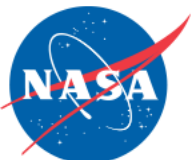
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Complete Your Model 2

People ask themselves two questions:
“Will it be worth it?” (Motivation) and...



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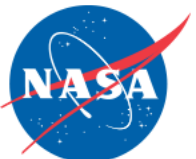


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Complete Your Model 3

People ask themselves two questions
“Will it be worth it?” (Motivation) and
“Can I?” (ability.)



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Complete Your Model 4

People ask themselves two questions: “Will it be worth it?” (Motivation) and “Can I?” (ability.)

Three forces: Personal, Social, Structural

	MOTIVATION	ABILITY
PERSONAL	1 Do they enjoy it?	2 Are they personally able?
SOCIAL	3 Do others motivate?	4 Do others make it easier?
STRUCTURAL	5 Do “things” motivate?	6 Do “things” make it easier?



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Your world is perfectly organized to create the behavior you're currently experiencing.



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Diagnose Why Change Seems Impossible

We can use The Six Source Model to diagnose.

Each time you confront a problem, you have six sources to examine when trying to uncover the conspiracy of causes.

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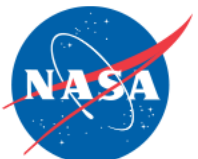
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“I watched several people try to speak up about issues but, they were really bad at it. They’d think an idea or timeline was unrealistic, hold it in for a few days, complain to their coworkers, and then, when they were finally at a meeting where they could express their feelings, they would, in a heated and ineffective way.”

	MOTIVATION	ABILITY
PERSONAL	1 Do they enjoy it?	2 Are they personally able?
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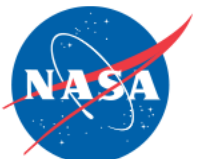
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	MOTIVATION	ABILITY
PERSONAL	<p>1</p> <p>Do they enjoy it?</p>	<p>2</p> <p>Are they personally able?</p>
SOCIAL	<p>3</p> <p>Do others motivate?</p>	<p>4</p> <p>Do others make it easier?</p>
STRUCTURAL	<p>5</p> <p>Do “things” motivate?</p>	<p>6</p> <p>Do “things” make it easier?</p>

“I started trying to navigate the new software we’ve been told to use but I keep hearing about my colleagues finding it difficult and, using the former process. So, I think I’ll continue to so what they’re doing until someone tells me otherwise.”



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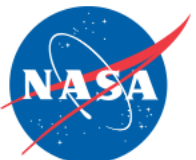


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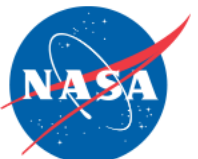
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“I really don’t like some of our strategic goals and focus this year– I wish we could have refined some of the goals we missed last year instead. ”



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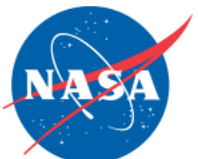


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	MOTIVATION	ABILITY
PERSONAL	1 Help Them Love What They Hate	2 Help Them Do What They Can't
SOCIAL	3 Provide Encouragement	4 Provide Assistance
STRUCTURAL	5 Change Their Economy	6 Change Their Environment



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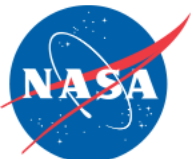


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Sources 3 & 4: Social Motivation & Ability: Provide Encouragement & Assistance



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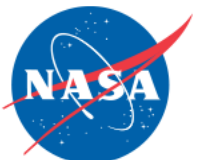


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Strategies

#1: Lead the Way

#2: Engage Opinion Leaders



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Problem

When seeking methods to create change, we often choose the wrong result, fail to focus on vital behaviors, complete a simplistic diagnosis, and then look for a magical one-part solution.

Solution

Draw skillfully from all the influence strategies. That is, use various sources of influence to motivate and enable vital behaviors toward clear results that really matter.



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“At the end of the day, what qualifies people to be called ‘leaders’ is their capacity to influence others to change their behavior in order to achieve important results.”

–Kerry Patterson



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How to 10x Your Influence



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