



Crucial Influence.[®]

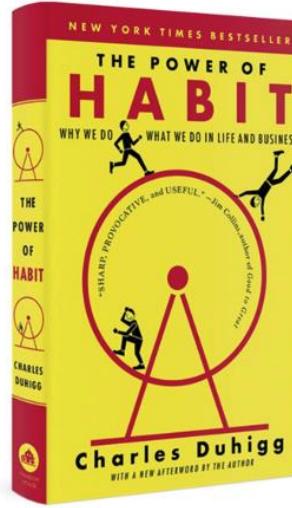
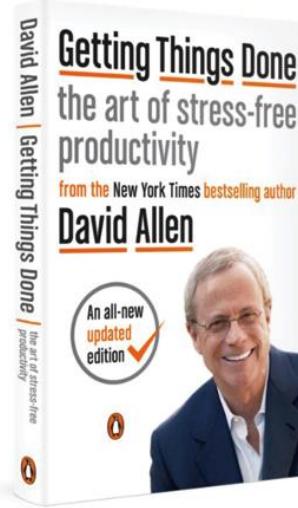
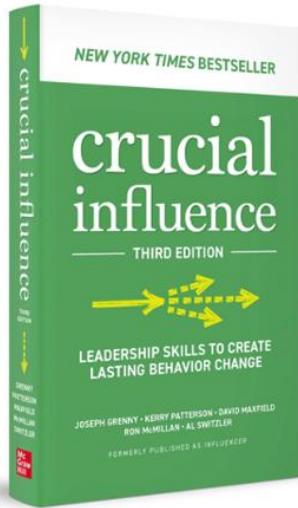
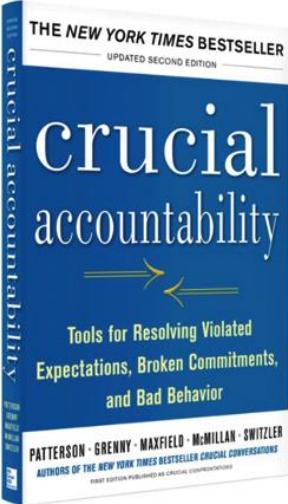
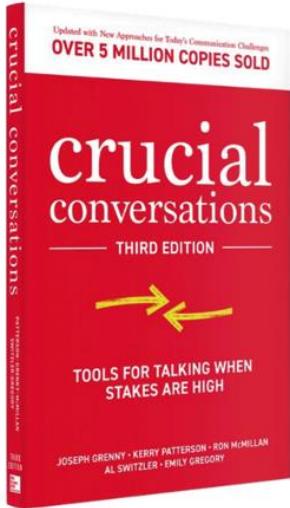
THE SIX SOURCES OF INFLUENCE

How to Create Lasting Behavior Change



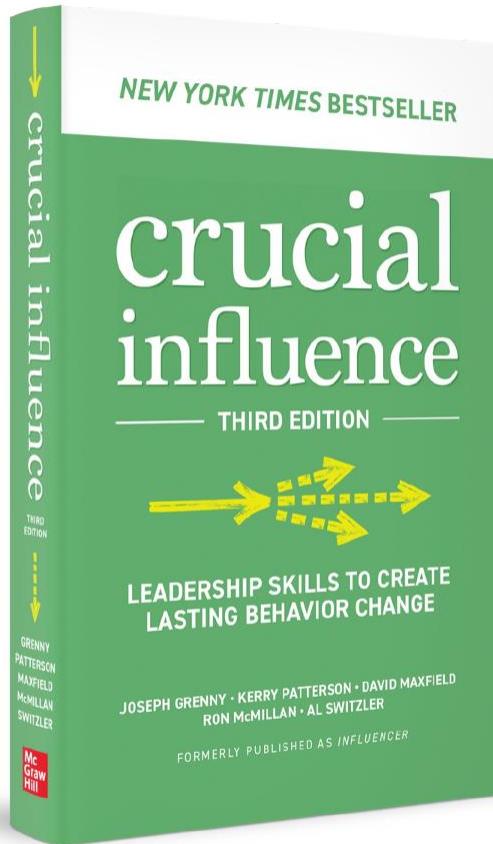
Scott Robley
Director of
Professional Services

Crucial Learning.



Crucial Learning®





TWO KINDS OF PROBLEMS LEADERS SOLVE

1

What should we do?
STRATEGY



TWO KINDS OF PROBLEMS LEADERS SOLVE

1

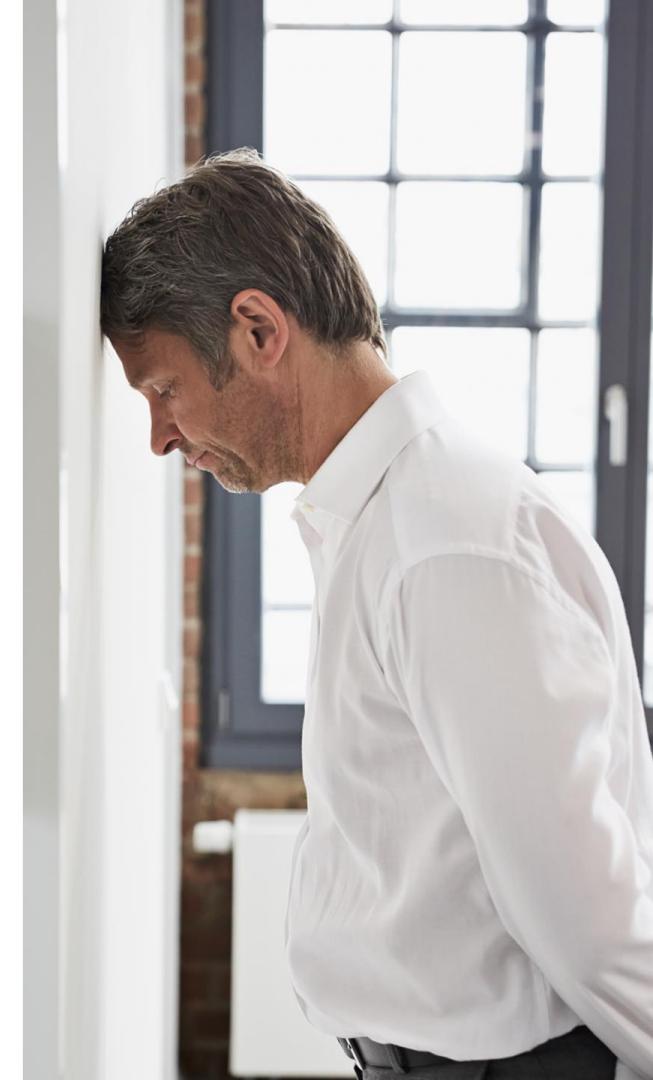
What should we do?

STRATEGY

2

How do we get people to do it?

INFLUENCE



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.



THAT ONE THING?

Use the restroom.



THAT ONE THING?

How would you influence passengers to use the restroom before boarding the plane?



THE POINT

We all have a model of influence we use to try to change behavior. The problem is these models are incomplete, so our efforts don't work or don't last.



“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.”

DAVID SEDARIS



INFLUENCE

Influence is the ability to change behavior in service of an important goal.

Leadership is intentional influence. If behavior isn't changing, you aren't leading.



What would
you influence?



Influence Challenges

Influencing people to:

- Take accountability and ownership
- Use a new process or technology
- Align with change initiatives
- Engage more in their work and team
- Connect more in a virtual environment
- Collaborate and communicate effectively
- Create a diverse and inclusive culture
- Care for your customer, client, or patient needs



LEADERSHIP STUDY

3,300 PEOPLE



1. Collaborate and communicate more effectively across teams.
2. Take accountability and ownership.
3. Start using a new process or technology.
4. Engage more in their work and with their team.
5. Create a more diverse and inclusive organizational culture.



LOWER PRODUCTIVITY

LOWER EMPLOYEE SATISFACTION

WASTED TIME AND RESOURCES

DECREASED QUALITY

LOWER CUSTOMER SATISFACTION



62%

PERSIST FOR
A YEAR OR MORE

31%

PERSIST FOR THREE
YEARS OR MORE

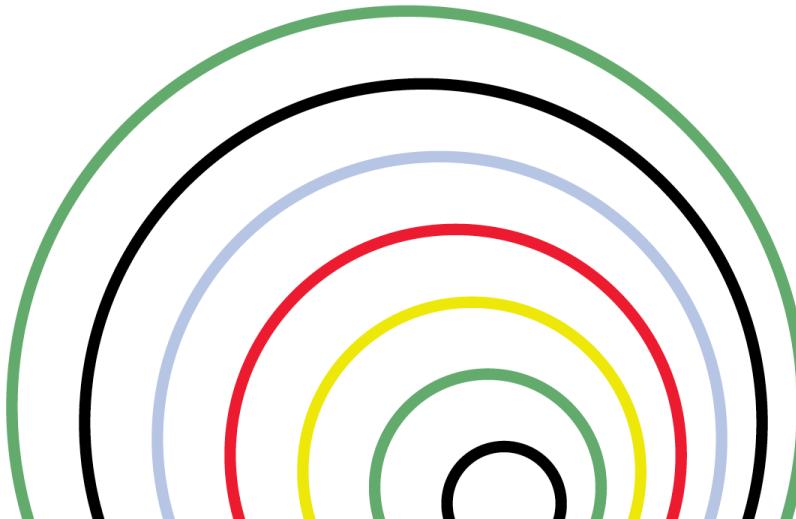


Problem

As leaders, one of the most important capacities we possess is the capacity to change behavior. Yet few of us have a model for success.

Solution

Learn the skills of influence to transform the way you lead.





Crucial Influence® Model





Crucial Influence® Model



I thought I'd really
like this job.



But every day I get
frustrated,
discouraged, and
unmotivated.
Why?



The quality of your answer to
“Why are people doing what they
are doing?” is the best predictor
of your influence.



PEOPLE DO THINGS FOR TWO REASONS

1. **Motivation**—
because they want to.
2. **Ability**—
because they can.



SOURCE 1

Personal Motivation:

I don't enjoy the work, and I'm not gaining any valuable experience.

	MOTIVATION	ABILITY
PERSONAL	1	2
SOCIAL	3	4
STRUCTURAL	5	6



SOURCE 2

Personal Ability:

I struggle being able to master certain parts of my job.

	MOTIVATION	ABILITY
PERSONAL	1	2
SOCIAL	3	4
STRUCTURAL	5	6



SOURCE 3

Social Motivation:
Team norms pull me into
bad habits.

	MOTIVATION	ABILITY
PERSONAL	1	2
SOCIAL	3	4
STRUCTURAL	5	6



SOURCE 4

Social Ability:

Managers and leaders don't coach me along the way.

	MOTIVATION	ABILITY
PERSONAL	1	2
SOCIAL	3	4
STRUCTURAL	5	6



SOURCE 5

Structural Motivation:

I don't feel fairly compensated for the extra work I'm doing.

	MOTIVATION	ABILITY
PERSONAL	1	2
SOCIAL	3	4
STRUCTURAL	5	6



SOURCE 6

Structural Ability:

Systems and processes are so broken, it's hard to get anything done.

	MOTIVATION	ABILITY
PERSONAL	1	2
SOCIAL	3	4
STRUCTURAL	5	6



Use the six sources
to understand more
fully why people do
what they do.

	MOTIVATION	ABILITY
PERSONAL	1 Want to	2 Can do
SOCIAL	3 Praise and pressure	4 Help and hinderance
STRUCTURAL	5 Rewards and punishments	6 Structures, environments, and tools



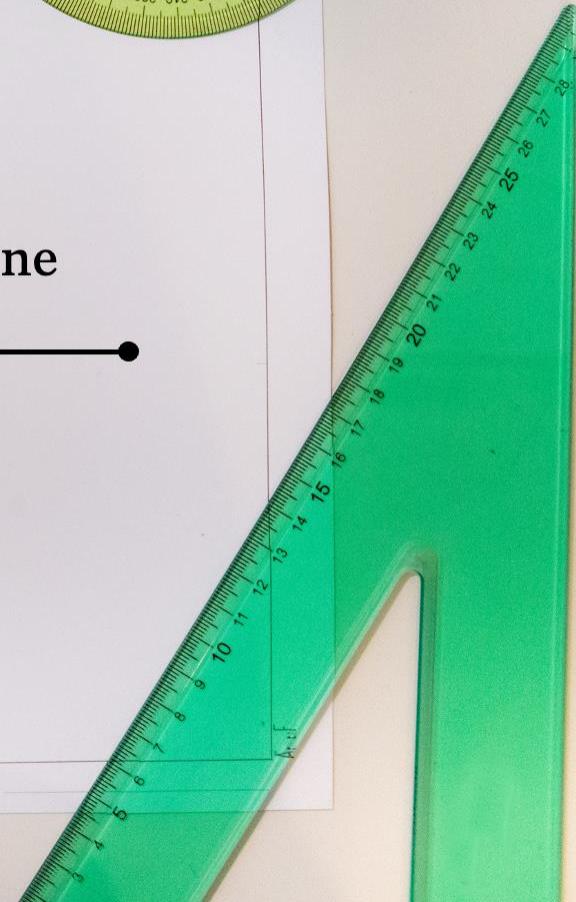
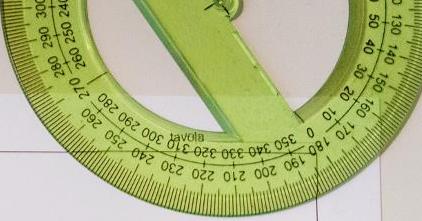
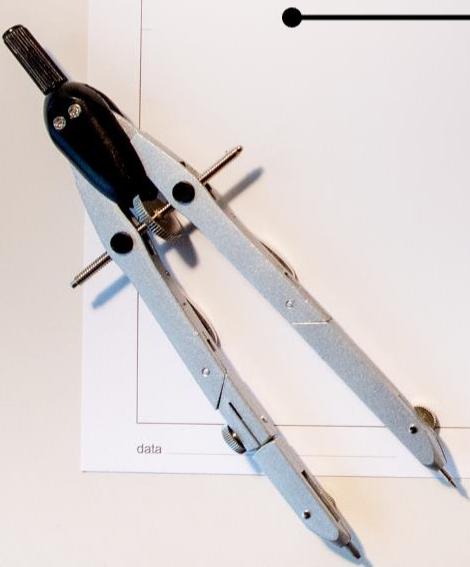


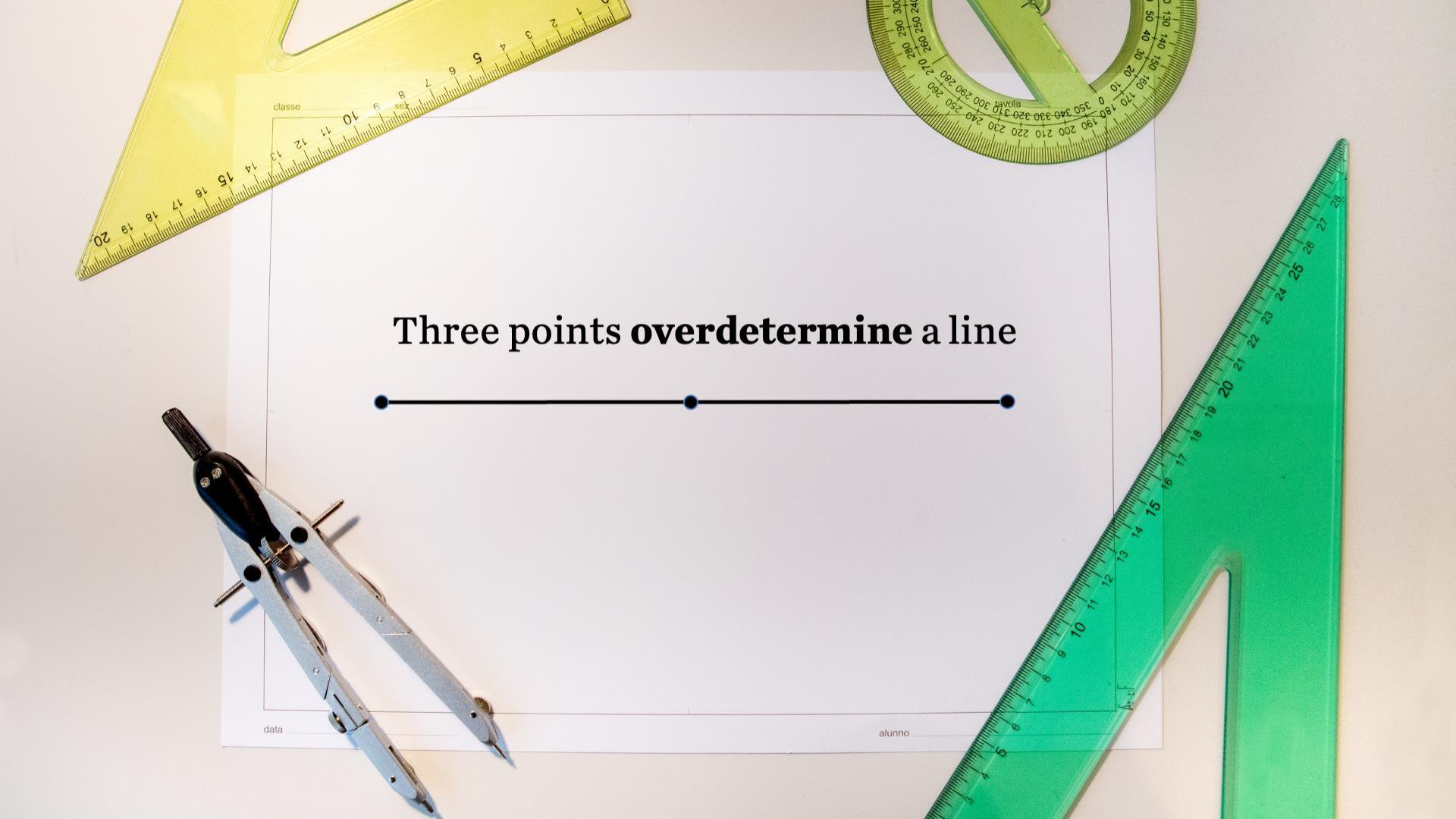


The best succeed where others fail because they ‘overdetermine’ success.



Two points determine a line

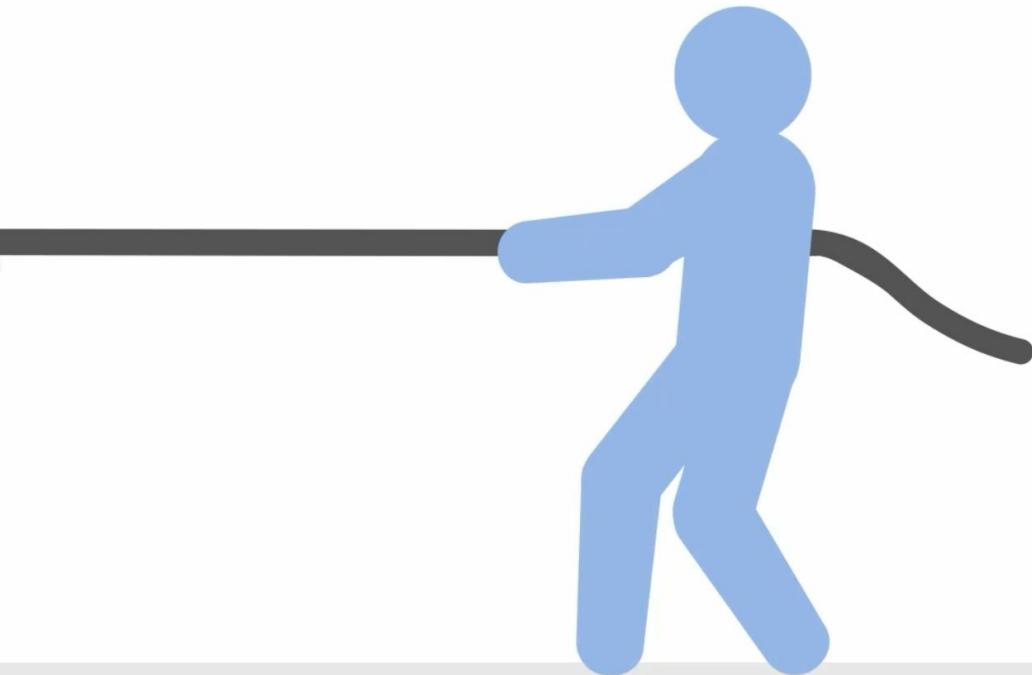




Three points **overdetermine** a line

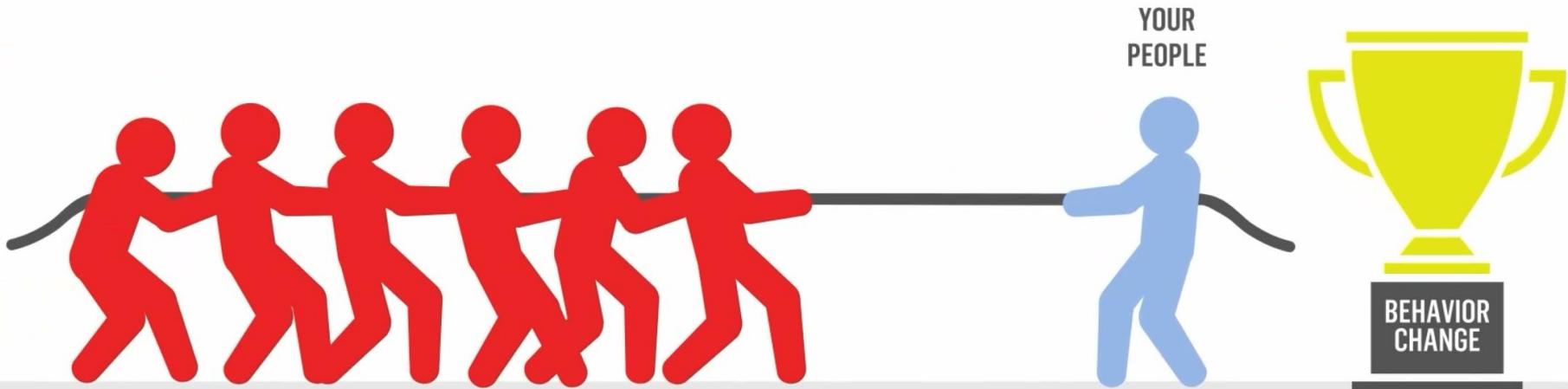
PEOPLE PROBLEM

YOUR
PEOPLE



MATH PROBLEM

	MOTIVATION	ABILITY
PERSONAL	1	2
SOCIAL	SIX SOURCES OF INFLUENCE	
STRUCTURAL	5	6



CHANGE THE MATH

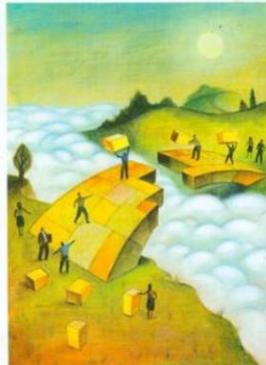
	MOTIVATION	ABILITY
PERSONAL	1	2
SOCIAL	SIX SOURCES OF INFLUENCE	
STRUCTURAL	5	6



10X

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MIT Sloan Management Review



Joseph Grenny et al.

How to Make Change Happen

The interlocking tactics for
achieving and wielding influence

Osvaldo M. Bjelland & Robert Chapman Wood
IBM's 'Innovation Jam':
Did It Work? (And What
Can It Teach Us?)

Stephen A. Miles & Nathan Bennett
6 Steps to (Re)Building a
Top Management Team

Robert Gandysey & Robin Guarneri
Can You Measure Leadership?

Sandy Pentland with Tracy Holbeck
Understanding 'Honest
Signals' in Interpersonal
Business Communication

Boris Groysberg, Lex Sant & Robin Abrahams
Recruiting Talent: When
Stars Migrate, Do They
Still Perform Like Stars?

Also in This Issue:

MySQL's MARTEN MICKOS on the day-to-day work
of making open source fly THOMAS KOCHAN on
lessons from the beleaguered airline industry
EDWARD F. McDONOUGH III ET AL. on creating
strategy with your company's knowledge and
innovation styles in mind ALDEN HAYASHI on why
Picasso outpaced van Gogh (and what it tells us)

Overwhelm the problem by engaging four or more sources!

	MOTIVATION	ABILITY
PERSONAL	1 Connect to values	2 Invest in deliberate practice
SOCIAL	3 Provide encouragement	4 Provide assistance
STRUCTURAL	5 Reward with care	6 Change the environment



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SOURCE 1

Increase Your Influence

Vital behaviors can often seem boring, uncomfortable, scary, or painful—people may not want to do them.

If bad behavior feels good and good behavior feels bad, what can you do?

SOURCE 1: PERSONAL MOTIVATION

Many Vital Behaviors
are boring,
frightening,
uncomfortable,
or painful.



SOURCE 1: PERSONAL MOTIVATION

Many bad behaviors
feel pretty good. For a
while.



INFLUENCE THIS

You're the safety leader at a bus service company. Cyclist fatalities and injuries have gone up each year for the past 5 years. Your drivers speak dismissively of the riders, blaming them for carelessness.

How could you influence these drivers to have more awareness and empathy for cyclists?



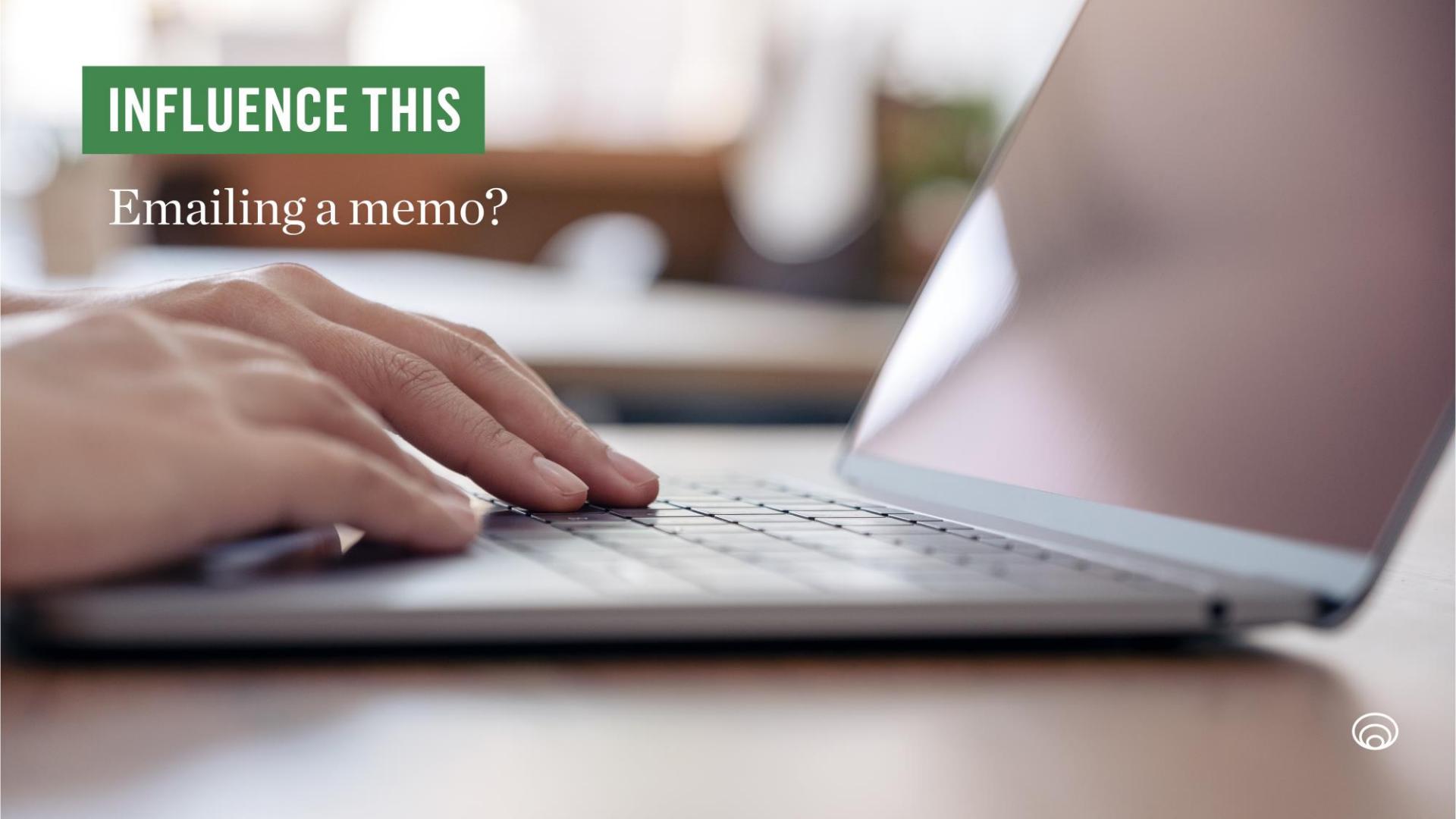
INFLUENCE THIS

A motivational speech?



INFLUENCE THIS

Emailing a memo?



INFLUENCE THIS

The city council of San Luis Potosi, Mexico tried this.
Why would this work?





HIGH



LOW

Personal Experience

Verbal Persuasion



HIGH



Personal Experience

LOW

Vicarious Experience

Verbal Persuasion



College
fundraising
call center.
Unpleasant.
Boring.
High turnover.



HAD SCHOLARSHIP STUDENTS COME IN AND SHARE THEIR STORIES ONCE A MONTH

142%

more time
on the phone.

171%

more
revenue.



The Principle

Change the value connection,
and you change how they feel.



	MOTIVATION	ABILITY
PERSONAL	1 Connect to values	2 Invest in deliberate practice
SOCIAL	3 Provide encouragement	4 Provide assistance
STRUCTURAL	5 Reward with care	6 Change the environment

SOURCE 2

Personal Ability

Many Vital behaviors are far more physically or emotionally challenging than we realize.

So we grossly under-invest in building skills.

WHAT DO INFLUENTIAL LEADERS DO?



WHAT DO INFLUENTIAL LEADERS DO?

Influential Leaders involve people in 5–10 times more “deliberate practice.”



WHAT DO INFLUENTIAL LEADERS DO?

Influential Leaders involve people in 5–10 times more “deliberate practice.”

At least **half** of “training” time should be spent in hands-on practice of skills under realistic conditions.







Watch
THE IMPACT OF PRACTICE

As you watch this young ski jumper practice, consider: What happens to her motivation as her ability increases?







HOW TO INFLUENCE ABILITY



HOW TO INFLUENCE ABILITY

1. Realistic conditions



HOW TO INFLUENCE ABILITY

1. Realistic conditions
2. At the edge of ability



HOW TO INFLUENCE ABILITY

1. Realistic conditions
2. At the edge of ability
3. Focus on specific skill



HOW TO INFLUENCE ABILITY

1. Realistic conditions
2. At the edge of ability
3. Focus on specific skill
4. Immediate coaching



**Be a teacher first,
motivator second. When
you enable people,
motivation often follows.**



The Principle

Learning isn't enough.
The most effective leaders
invest significantly in
deliberate practice.





Watch

ALL WASHED UP

How many sources of influence does it take to change behavior?





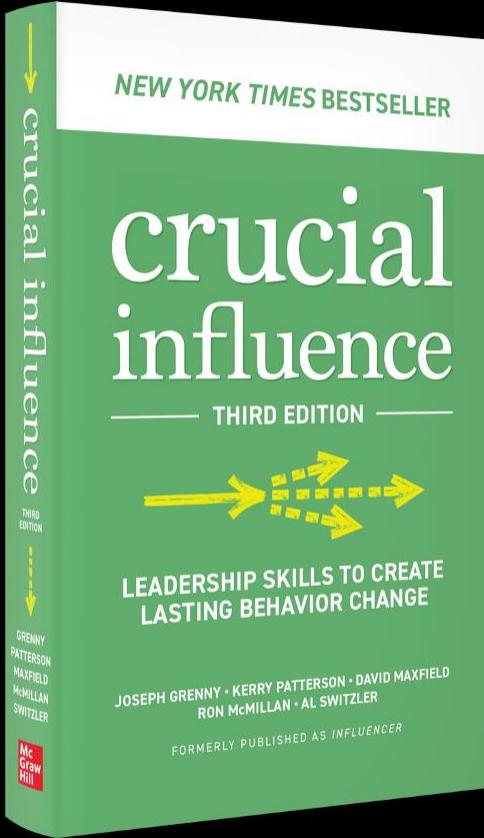
If behavior isn't changing,
you aren't leading.



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CRUCIAL INFLUENCE



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TO LEARN MORE



Thank You

for attending!

