



How to Increase your Influence x 10

... the power to change anything!

Brad Rilatt, 10th October 2014

AUSTAFE National Conference, Sydney

VitalSmarts™

What is Influence?

The most important capacity we possess is the ability to change behavior—that of ourselves and others.

What is Influence?

"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

What is Influence?



We Lack Influence

- **Leadership.** 85% of corporate change efforts fail.
- **Personal Change.** 19 out of 20 diet attempts fail.
- **Social Problems.** 2 out of 3 criminals are rearrested within 3 years of release.
- **Global Problems.** AIDS infected 5 million more people in 2004.



Influence This!

You lead a 1,700 person software development group. You have 18 months to:

- Improve productivity by 50%.
- Improve quality. Reduce defects by 50%.
- Meet product-release schedules 100% of time. None have been met in last 3 years.
- Improve employee satisfaction by at least 10%.



The Problem

We Lack Influence

Big Point. The most important capacity you possess is the ability to change behavior—that of yourself or others. Yet few of us have any **systematic** way of even thinking about this fundamental challenge, much less actually overcoming it!

So when it comes to our toughest influence challenges, we tend to fail.

In Search of Influencers

Worldwide Search

- **Articles:** To find the best and most-tested methods to influence profound and persistent problems, we examined over 17,000 articles.
- **Influencers:** We found leaders and scholars who (1) had succeeded where others had failed, and (2) had data to prove it.
- **Experience:** We used these methods to influence rapid behavior change in over 50 organizations.

Meet the Influencers

Dr Don Berwick

Helped save more than 122,000 lives in U.S. Hospitals from medical mistakes by *influencing the behavior* of healthcare workers.



Meet the Influencers

Mike Miller

Improved productivity by 93%, eliminated defects and missed release dates, improved morale, and saved \$20 million in costs at Sprint by *influencing the behavior* of 1,700 IT professionals.



Meet the Influencers



Dr Wiwat Rojanapithayakorn

Saved over 5 million lives from AIDS by *influencing the behavior* of people in Thailand.

Meet the Influencers

Dr Mimi Silbert

Helped over 14,000 criminals, lifetime drugs addicts, and gang members *change their behavior*—and their lives forever.



Naïve Expectations

We have the naïve expectation that people will change when...

- You get their attention with a good “wake-up call”
- The consequences for not changing are enormous
- There is a clear roadmap to follow

When these elements aren't enough, we give up.

Why Worry about Influence?

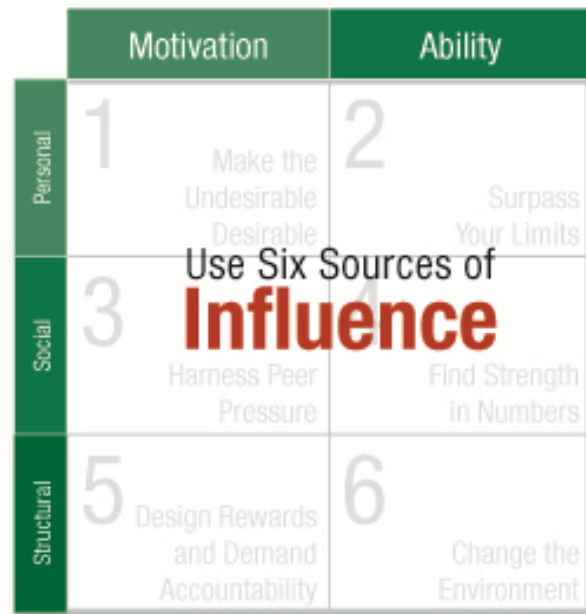
The most important capacity you possess is the ability to change behavior—that of ourselves or others.

- Rapidly improve staff engagement and productivity.
- Move quality from the bottom quartile to the top.
- Engage leaders in executing rapid and sustainable change strategies.
- Deliver a critical project on time and on budget.
- Dramatically improve school test scores.
- Reduce medical errors and increase patient safety.

Influencers – a global study



The Model We'll Use



Influencer Model®



3. How will you motivate and enable change?

2. What few behaviors will lead to the greatest amount of change?

1. What do you want to achieve?

Measurable Results at Sprint

Mike Miller had 18 months to:

- Improve productivity by 50%.
- Improve quality. Reduce severity-one defects by 50%.
- Meet product-release schedules 100% of time. None have been met in last 3 years.
- Improve employee satisfaction by at least 10%.



So how did Mike approach these challenges?

Our Model

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Use Six Sources of Influence Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

Influencer Model®



Identify Vital Behaviors

The Big Idea →

Even with complex and long-standing problems, just a few vital behaviors can lead to enormous change.

The best way to improve results is to focus *not on results, but on the behaviors* that produce them. Find the vital behaviors, and you find a powerful lever for change.



Vital Behaviors

What's a Vital Behavior?

A vital behavior:

- Leads directly to better results.
- Creates a 'domino effect' stimulating other effective behaviours.
- Breaks self-defeating patterns.
- Overcomes unseen but powerful cultural influences.

Examples of Vital Behaviors

Vital Behaviors: Healthy people do 5 things others don't:

- they exercise
- they watch their weight
- they don't smoke
- they manage their blood pressure
- they reduce their stress.



Result: Good Health

Identify 'Crucial' moments ...



95% of us do 95% of the right things 95% of the time.

Crucial moments are when some of us do some of the wrong things.

These are the “perfect storms”.

Find the Vital Behaviors that address these crucial moments.

Vital Behaviors at Sprint

Culture of Accountability

Mike focused on the behaviors related to accountability. What are the “crucial moments” when someone’s actions either build or destroy a culture of accountability?

Who are the toughest people to hold accountable in your TAFE College or organisation?

Mike focused on two groups and moments:

1. When bosses fail to keep commitments.
2. When peers fail to keep commitments.

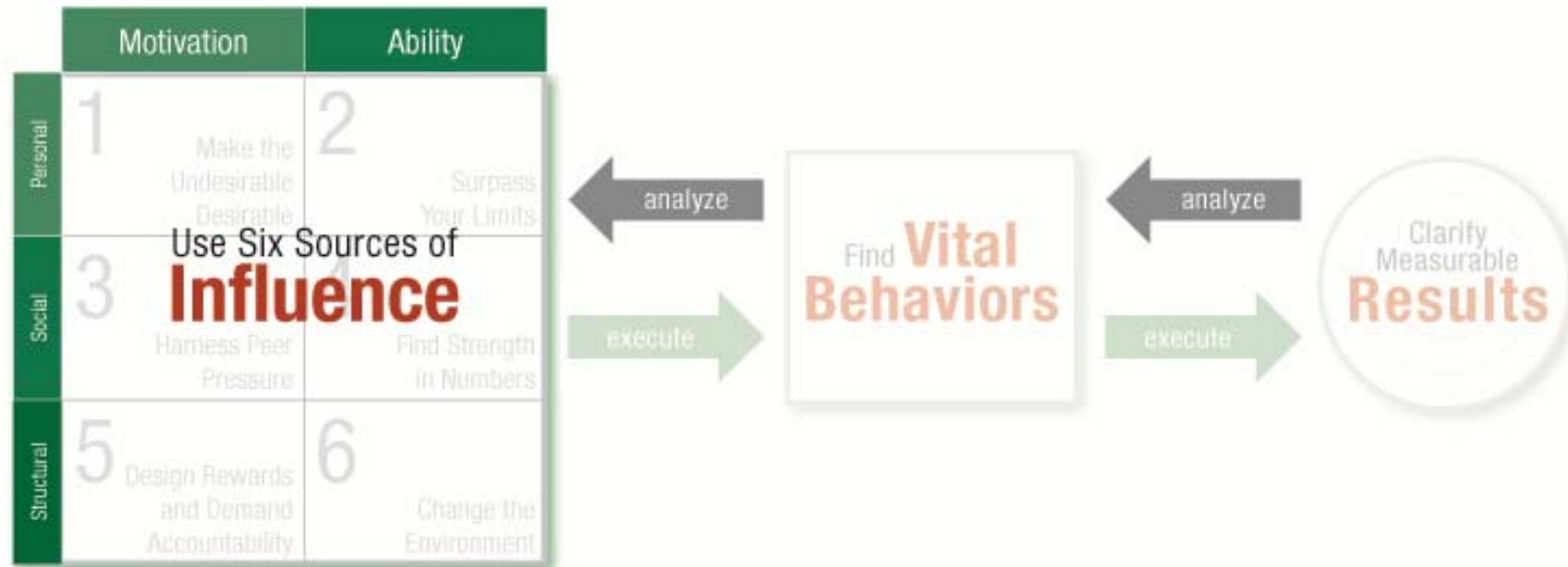


Vital Behaviors

Not the End

- We are ***not*** suggesting that once you find the vital behaviors, all challenges are over.
- It's a whole new challenge to influence people to actually ***do*** the vital few behaviors that will have a very significant impact on your change and improvement goals.

Back to the Model



How to 10X Your Influence

2008 “Best Change Article”

- Leaders who combine 4-6 Sources of Influence are 10 times (1,000%) more successful.
- But only 5% follow this approach.
- Common sense isn't always common practice.



Six Sources of Influence

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

Source 1: Personal Motivation

The influence of the pleasure or pain of the behavior itself.

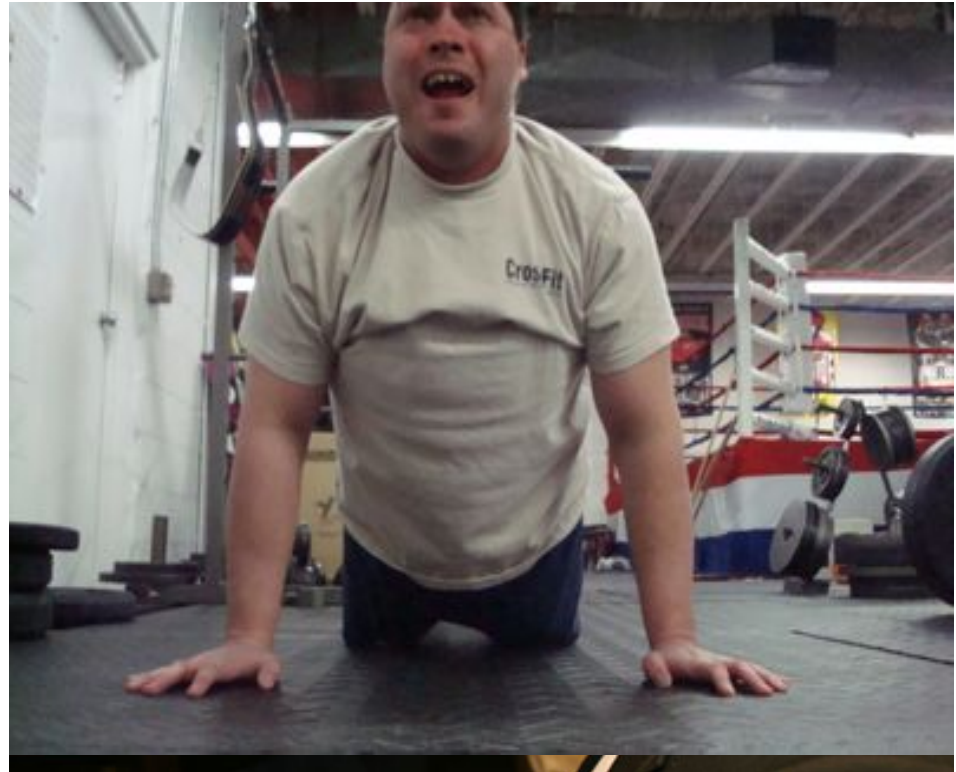
	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
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Source 1: Personal Motivation

The Problem

Many vital behaviors are boring, frightening, disgusting, uncomfortable or even painful.

Similarly, many wrong behaviors feel pretty good—for a while.



What Do Influencers Do?



Watch how Don Berwick uses **personal and vicarious experience** to help senior leaders see the moral implications of their everyday actions.

Connect to Existing Values



Personal Motivation at Sprint

Mike used field trips modeled on what Saturn, McDonalds, Home Depot, and others do. He had small teams of software engineers partner with call-center employees to experience their problems and to look for innovative solutions.



Source 2: Personal Ability

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

The influence of skill.

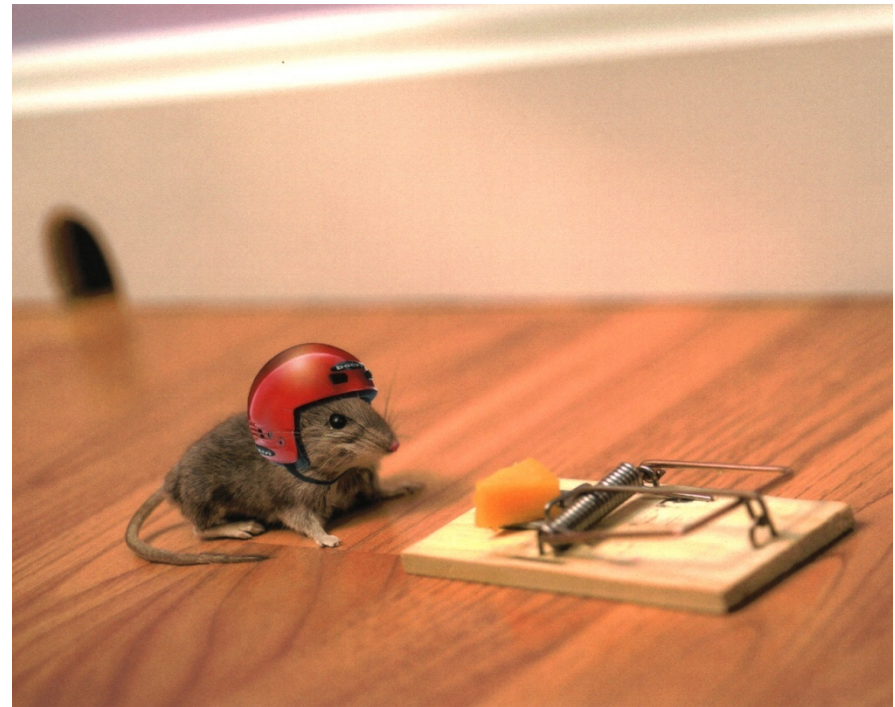
Source 2: Personal Ability

Problem

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

So we grossly under-invest in building skills.

Especially emotional skills.



We Underestimate the Need for Skill



- Most Vital Behaviors are far tougher than they may appear.
- If you want more influence, over-invest in building skills to support the vital behavior.
- In particular, develop skills to handle **disagreements and disappointments!**

Personal Ability at Sprint

Increasing Personal Ability

At Sprint, Mike trained employees on skills for speaking up at crucial moments:

- when plans, schedules, or resources seemed unrealistic.
- when colleagues failed to meet commitments.
- when managers failed to provide policy or political support.

In the training, front line employees practiced these skills with managers and more senior colleagues.

Sources 3 and 4

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Support Yourself
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

The influence of other people – through modeling, praise, helping, and enabling.

Opinion Leaders



The Research

To see how opinion leaders were first discovered and how to enlist their power—listen in as author Joseph Grenny tells us how to turn social pressure into a force for good.

Opinion Leaders are Key!



Social Motivation & Ability at Sprint

Increasing Social Motivation and Ability

Mike asked highly respected team members to be “Mentors”. They were given training in holding others accountable before anyone else received it. Each committed to be a role model of “holding bosses accountable” for a 30 day period. After the 30 days, each enlisted a colleague to join them for the next 30 days. And so on...

Source 5: Structural Motivation

The influence of costs, incentives, and accountability.

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

Source 5: Structural Motivation

Problem

We often don't examine and change rewards, incentives, or costs that encourage the wrong behaviors or discourage the right ones.



Structural Motivation at Sprint

Increasing Structural Motivation

Respected “Mentors” were given Starbucks gift certificates to hand out to those they knew had taken a risk to hold someone accountable.

The manager collected monthly data on commitments kept and broken. After a 90-day “orientation” period, managers with low scores were given special coaching and held accountable to improve within the next 90 days.

Source 6: Structural Ability

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

The influence of space, data, cues, tools, processes, & other environmental factors.

Structural Ability at Sprint

Increasing Structural Ability.

Change the Data Stream. Mike publicly posted department “Commitments Kept” data every month.

Add Cues and Reminders. Two boxes were placed on every meeting agenda—1) new commitments made; 2) commitments kept/not kept from previous meeting. Every meeting started and ended with these boxes.

A Systematic & Integrated Approach

Let's see how multiple Sources of Influence can change even the toughest habits and behaviours ...



Hand Hygiene with children!

All Washed Up—The Movie!



Influence vs. Quick Fix

*Influencers succeed where the rest of us fail
because they “over-determine” success.*

*They marshal a critical mass of all Six
Sources of Influence to make change
inevitable, in fact, 1000% or 10x more so!*

Application at Your TAFE College

What influence challenges are you facing in your leadership roles at your TAFE College?

In particular, during periods of significant change and transition?

Application at Your TAFE College

Influencer Assessment

This survey explores the influence methods you use when trying to resolve challenging and persistent problems. To begin, we'll ask you to think of a problem that you're currently trying to solve but haven't been able to.

As you select the problem, don't choose a situation where merely persuading another person to make a different choice is all that's required. It should be a situation where you need people to break long-standing behaviors that are supported by a variety of sources.

For example:

- "Get funding for a new IT investment" would be a *persuading* challenge.
- "Dramatically improve our on-time delivery of IT projects" would be an *influence* challenge.

So, select one influence challenge that you've been working on for a while, and with that challenge in mind, answer the following questions.

	strongly disagree	disagree	neutral	agree	strongly agree
1. FIND VITAL BEHAVIORS					
When it comes to establishing an Influence Plan...					
1a. I start by identifying the exact result I want to achieve, including how I'll know—or even measure—whether or not I'm succeeding.	1	2	3	4	5
1b. I resist jumping on the latest and hottest fad, but instead search for researchers and other credible individuals to find those who have already learned how to succeed under similar circumstances.	1	2	3	4	5
1c. The first thing I do when taking on an influence challenge is identify the vital behaviors—the small number of behaviors that will lead to the greatest amount of change.	1	2	3	4	5
1d. I'm very careful in selecting the vital behaviors I'm after—I consult quality research or conduct my own analysis to find which few behaviors most affect success or failure.	1	2	3	4	5
1e. When my best efforts don't lead to much change, I resist the temptation to give up, instead finding the flaws in my strategy and making thoughtful adjustments.	1	2	3	4	5
Total					
2. CHANGE THE WAY YOU CHANGE MINDS					
When it comes to getting others to change their minds...					
2a. I do more than rely on persuasive conversation, presentations, memos, and talking points to help people see why they need to change.	1	2	3	4	5
2b. When people are particularly resistant to change, I go beyond using verbal arguments by engaging others with poignant and powerful stories that effectively engage their hearts and minds.	1	2	3	4	5
2c. Where possible, instead of trying to convince others with arguments, I work hard to create experiences and simulations to help others see what behavior must change and why.	1	2	3	4	5
2d. To help motivate others to change, I help them find experiences that build their confidence that changing their behavior will translate into the results they care deeply about.	1	2	3	4	5
2e. Rather than just trying to motivate others, I go to great lengths to build people's confidence that they will be able to behave in new and more effective ways.	1	2	3	4	5
Total					

There are many resources available to help you increase your change leadership influence and effectiveness. These include self-assessments, worksheets, case studies in education, research reports, videos and training.

Simply email Brad Rilatt with your contact details and you will be provided access to a shared Dropbox folder specifically created for AUSTAFE conference delegates.

Thank you ...

What questions do you have?

Should you need any additional information or support in applying the science of human influence to your leadership and your TAFE, please contact Brad Rilatt by:

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 brad@leadershipgold.com.au.