“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
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 and the behavior of others.
Introduction
Overview

• Clarify Measurable Results
• Identify Vital Behaviors
• Diagnose Why Change Seems Impossible
• Examine Each Source of Influence
Influence

versus

Persuasion
Persuasion

- Short term
- Involves a “yes” or “no” answer
- Relies on verbal agreement or support
Influence

* Long term
* Getting support is just the beginning
* Involves many people and many interlocked behaviors
* Requires changing hearts, minds and actions
Influencer Model™

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Ability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal</td>
<td>1/2</td>
</tr>
<tr>
<td>Social</td>
<td>3/4</td>
</tr>
<tr>
<td>Structural</td>
<td>5/6</td>
</tr>
</tbody>
</table>

Use Six Sources of Influence

Find Vital Behaviors

Clarify Measurable Results
Clarify Measurable Results

Effective results are:
* Specific and measurable
* What you really want
* Time bound
Some is not a number.
Soon is not a time.
Find Vital Behaviors

* High-leverage actions that, if routinely enacted, will lead to the results you want

* Just a few vital behaviors can lead to enormous change, even with complex and longstanding problems
Find Vital Behaviors
Find Vital Behaviors

Example:
When others appear nervous or reluctant to speak, ask them if they disagree with what you just said.
Find Vital Behaviors

Example:

- Vital Behavior- Do 30 minutes of cardio exercise daily
- Result- Lose 10 pounds by July
Identify Crucial Moments

* The point in time where the right behavior, if enacted, leads to the results you want
Identify Crucial Moments
Identify Crucial Moments
Identify Crucial Moments

Worldwide Case Totals in 2014

3*

*provisional

Reported Cases by Country

Chad 2*

Ethiopia 0*

Mali 0*

South Sudan 1*

*provisional
Study Positive Deviance

* Positive deviants—those who succeed where most others fail
Why Change Seems Impossible

“The only one who truly likes change is a wet baby.”
Why Change Seems Impossible

Your world is perfectly organized to create the behavior you’re currently experiencing.
Why Change Seems Impossible

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

People do things for two reasons:

* Motivation- because they want to
* Ability- because they can
Why Change Seems Impossible

Example:
Infections spread in hospitals by not washing hands
Six Sources of Influence
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<tr>
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</tr>
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<td>3 Harness Peer Pressure</td>
<td>4 Find Strength in Numbers</td>
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</tr>
<tr>
<td>5 Design Rewards and Demand Accountability</td>
<td>6 Change the Environment</td>
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Source 1- Personal Motivation

* Make the Undesirable Desirable

Do I enjoy it?
Source 2- Personal Ability

* Surpass Your Limits

Am I personally able?
Source 3- Social Motivation

* Harness Peer Pressure

Do others motivate?
Source 4- Social Ability

* Find strength in numbers

Do others enable?
Source 5- Structural Motivation

* Design Rewards and Demand Accountability

Do “things” motivate?
Source 6- Structural Ability

* Change the Environment

Do “things” enable?
### Influencer Model™

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1. Use Six Sources of Influence
2. Find Vital Behaviors
3. Clarify Measurable Results

- **Personal**
  - Analyze
  - Execute

- **Social**
  - Analyze
  - Execute

- **Structural**
  - Analyze
  - Execute
Key to Success

* Over-determine your success by using four or more sources of influence at once
Resources

* Book
* Training
* Websites
  * www.thinklikeaninfluencer.com
  * www.changeanything.com
Additional Reading

- Outliers
  - Malcolm Gladwell

- The Leadership Challenge
  - Kouzes and Posner

- Mindless Eating
  - Brian Wansink
Questions