

How do you get the world's most stubborn people to help your business win?

Start by asking yourself:

Who would have a big and positive impact on your business's results (if you could help them win more in your business)?

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STOP thinking one simple strategy for influence will solve your complex change issue

START using the 6 sources of influence to identify what is supporting the wrong behaviours, then get to work...

1. The one 'Winning Influence' question you must ask yourself if you want to achieve world class results for you and your business...

Who would have a big and positive impact on your business's results (if you could help them win more in your business)?

Where is the value in this question?

The value lies here...

...one or more people are doing things that either hold you and your business back or fail to do the things that would drive your business forward. Your job is to **get people to stop doing things that undermine their results** and start doing things that help them improve their results. First identify who you want to work with (this could be you) and what behaviours you want stop, and which behaviours you want more of.

Remember, whether you want to help one person or a team of people...

...just doing one thing to help them, or influence them, is just not enough.

What works is you putting 4, 5 or 6 layers of influence into play. This is what the world's winning influencers do.

Check out the 4 stages needed to apply 'Winning Influence' to your business...

IMPORTANT: Only when people change their (habitual) behaviours do they achieve different, better, stronger results.

To succeed we all need help stopping behaviours that hold us back.

Then we need help to start behaviours that support future success.

6 layers of influence are at our disposal. To succeed it pays to apply at least 4 of these layers of influence otherwise we risk reverting back to past behaviours and past results.

What steps do you take to get your people onside and fully embracing the new behaviours you want? Read on...

2. 6 sources of influence...

	Improve Motivation	Improve Ability
Individual	1. Connect with what motivates each person	2. Build individual's skill in small steps
Social	3. Harness moral support from peers and colleagues	4. Build skill together – strength in numbers
Structural	5. Use recognition, rewards and accountability to promote good behaviours	6. Change the structural environment to support good behaviours
Adapted from Influencer: The Power to Change Anything		

Use the 6 sources of influence table like a checklist.

Once you identify a behaviour – something someone says or does – that undermines the success of your business, you can use the table above to deconstruct and identify 4 or more influences that are 'supporting' the 'bad' behaviour.

Remove or reduce these influences and you reduce the support for the 'bad' behaviour.

You can then use the table to identify and install 4 or more positive influencers for the 'good' behaviour you want for your business.

IMPORTANT: Remember that the world's best influencers use 4 or more sources of influence to remove bad behaviours and 4 or more sources of influence to support good behaviours. Avoid the simple quick fix, go for the complexity of 4 or more fixes to be certain of getting the change you seek.

3. Work out which few behaviours are holding you back – Why would a cystic fibrosis patient fail to do something that would save her life?

Applying the 6 sources of influence approach to this life-saving issue shows you how to use this approach on your business issue, problem or challenge.

It would have been easy to launch into a lecture to the 18 year old patient about not conforming to her life-preserving treatment plan for her cystic fibrosis. How, by not sticking to the plan the patient would likely suffocate in a few years' time.

Instead Dr. Warren Warwick **set out to understand why this young woman would fail to do something that would save her life...**

By deconstructing his patient's situation, Dr Warwick discovered there were 4 influences at play:

- the patient had a new boyfriend which took her away from her mother at the times her mother normally treated her
- she had started a new job and was working nights which made regular treatment less than easy
- the school she attended changed policies and now required a nurse to administer medicines to students which created another barrier to treatment
- because she was feeling 'fine' she felt she didn't need such a strict treatment regime

A cocktail of 4 influences that derailed the life-preserving treatments.

By de-constructing the situation Dr Warwick and the patient now understood what was influencing the 'bad' behaviours and preventing her regular life- preserving treatments. They were then able to develop a plan to both motivate and enable new healthier behaviours at school, at work and when with her boyfriend.

4. Work out which few and vital behaviours will give you the change you want to achieve – once you've worked on understanding the 'bad' behaviours and the many influences at play you can turn to identifying and installing the 'good' behaviours you want and bring 4 or more influences into play to support the 'good' behaviours.

Remember the emphasis here is on a handful of vital behaviours. And applying 4 or more sources of influence.

The Guinea worm will no longer exist on planet earth soon because 3 'good' behaviours have taken over from 3 'bad' behaviours. The villagers, with help, installed new behaviours using different personal, social and structural motivational and ability influences (see influencer table checklist on page 3).

- a) Filter drinking water - instead of drinking unfiltered water like they had always done every village was **provided with filters** (structural ability) and **shown how to filter water** (individual and social ability)
- b) Stop using the local source of drinking water to cool the blisters – the blisters are hot and painful and cooling water feels such a good thing to do but village by village they were shown how to **support each other to avoid going to water** (harnessing moral support – social motivation) and so avoid renewing the Guinea Worm cycle by allowing the larvae to get back into the drinking water
- c) Rather than keep it a secret, as had previously been the case, villagers were encouraged to speak openly about the Guinea worm. This allowed others to help out and also created a process for accountability for behaviours 1 and 2 (structural and social motivation).

5. **Make it personal** – what motivates each of us to do the things we do and how well we do them?

It feels like a \$64million question – ‘what motivates us?’

For leaders and managers the question often gets re-structured and becomes ‘what can I do to motivate my people?’

The answer lies in creating a working environment, culture and processes that help **intrinsic** motivation show up. Not carrot and stick motivation. But motivation that is deep-rooted and genuine.

Doing worthwhile work is a deep-rooted intrinsic motivator.

An upholstery company we know used the four sources of intrinsic motivation to get wholehearted support for a glut of orders with pressing deadlines before Christmas.

- The owners shared the impact of completing the orders on the lives of their customers.

Their customers were typically professionals, business owners and directors. But why would a humble sewing machinist or humble upholsterer care so much that their sofa order got done to the highest standard and on time?

Because a surgeon who comes home after a hard day saving lives deserves to enjoy the sumptuous comfort of the upholsterer’s handiwork ready to save lives again the day after. A refreshed business owner who has enjoyed the comfort of their sofa is better able to secure the jobs for her workforce. Similar stories about other professions taps into the **PURPOSE** or meaning of doing the work.

What can you do to share stories with your people about the worthwhile nature of the work you do?

- Photos of the sofas and chairs made by the team were posted in the canteen and around the places of work so the team could appreciate how good their handiwork looked in their customers’ homes.

This helped the production team relate to the customer more.

When possible the production team got involved in delivering the furniture and meeting the customers in their homes. **RELATEDNESS** is another intrinsic motivator that taps into the genuine drive of us humans when what we do is connected to others.

What can you do to build stronger connections between your workers and customers or between workers?

- When we get better at something we naturally feel a sense of pride. Building in regular ways of improving skill levels and knowledge levels taps into another intrinsic motivator, **MASTERY** or competence.

The upholstery company encouraged skill improvement around working with difficult fabrics, involving different team members in the production of prototypes and new designs.

What can you do to encourage greater levels of competence so that pride in the work is increased?

- When given no choice or no influence on what to work on, the desire to do a great job reduces. Involving people in the scheduling of work, job selection and other ways to build **AUTONOMY** into the working day helps motivate people. Certainly if we are simply told what to do, when to do it, how to do it, how long to take, who to work with, it's easy to see how motivation can go down.

The upholstery company started sharing the week's work schedule and getting the team to suggest who should do what and when. Eventually the company even got the production team to influence the work schedule itself including chasing client fabrics. This increased both **autonomy** and **relatedness** and even a sense of **purpose** because the work schedule became theirs and not the manager's. And because it was new for some team members they enjoyed an uplift in **competence** too.

6. The book and other powerful resources: *'Influencer – The Power To Change Anything'* – Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, Al Switzler

We strongly urge you to read this book from cover to cover and get a deep appreciation of the power of how you influence yourself and others.

Stephen R. Covey, best-selling author of 'The 7 Habits Of Highly Effective People' suggested:

"An instant classic! Whether you're leading change or changing your life, this book delivers."

You can get the book here –

https://www.amazon.co.uk/s/ref=nb_sb_ss_c_1_20?url=search-alias%3Daps&field-keywords=influencer+the+power+to+change+anything&srefix=influencer+the+power%2Caps%2C137&crd=18ZSJXXT7PA6T

The influencer model on video from the one of the authors David Maxfield -

https://www.youtube.com/watch?v=WyIVtSSkijc&list=PLq6xHLjpckwe3xY4sNpJTEac8Pq_wrDR9&index=5

The inspiration that is the Dr Mimi Silbert and the Delancey Street Foundation project is worth more investigation. The book gives many insights worthy of your attention. You can also get further insight from this - <https://www.youtube.com/watch?v=9DeJUj5eJy8>

The Guinea Worm eradication programme is heart-warming and truly shows what's possible when you bring several sources of influencer to work on a change project. Find out more here: https://www.cartercenter.org/health/guinea_worm/index.html