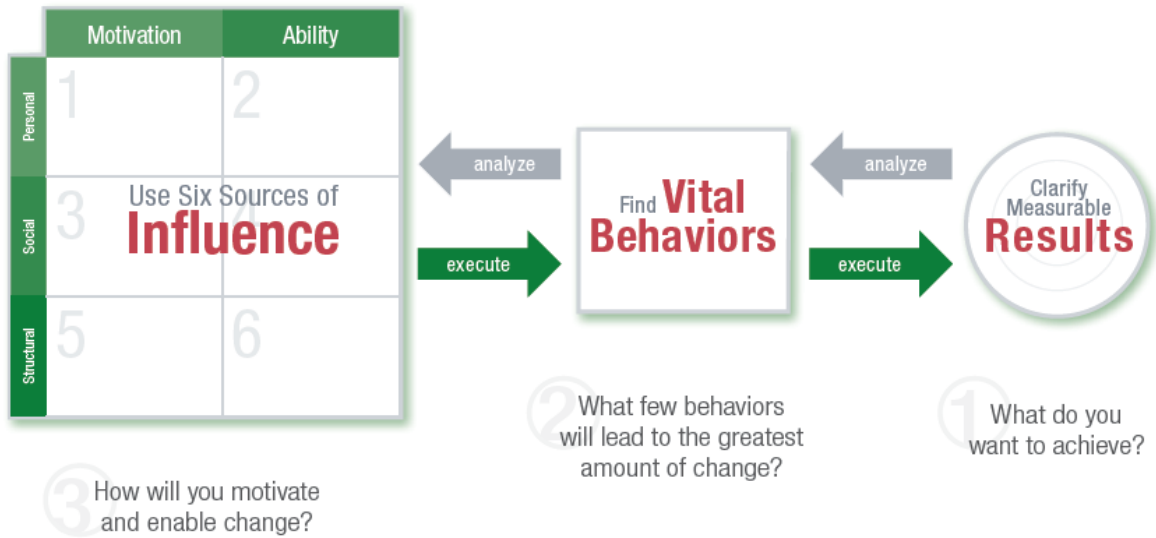
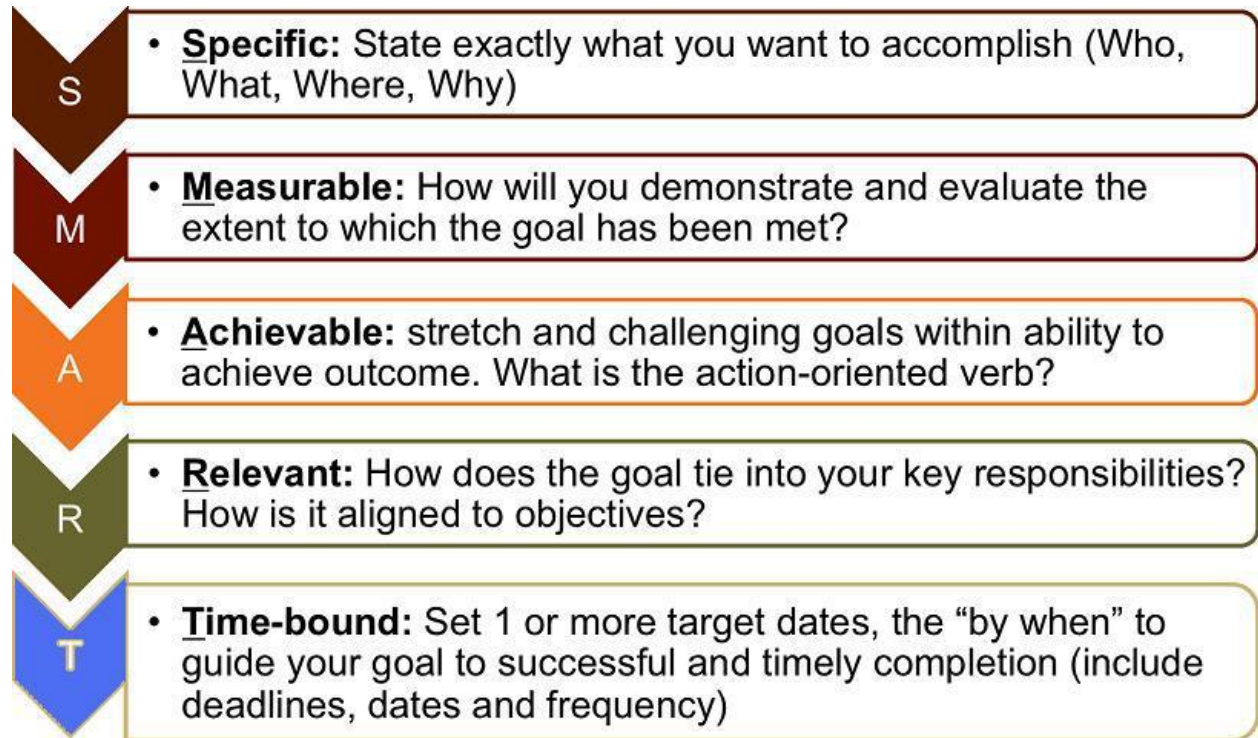


Influencer Model™



Step 1. Be clear about your outcomes: Focus and measure



The Six Sources Strategy Matrix

How Leaders Increased Their Chances of Success Tenfold

Source 1: PERSONAL MOTIVATION	
Questions to Ask	<ul style="list-style-type: none"> • In a room by themselves would employees want to engage in the behavior? • Do they hate it or enjoy it? • Do they find meaning in it? • Does it fit into their sense of who they are or who they want to be?
Strategies	<ul style="list-style-type: none"> • Identified unpleasant, noxious, or disagreeable aspects of the change and found ways to either eliminate them or make them more pleasant. • Found ways to connect the need for change with people's core values—for example, had people meet with the individuals who would benefit from the change. • Motivated people by creating a mission and purpose about the need for change. • Took great pains to get people's personal buy-in rather than issue mandates.

Source 2: PERSONAL ABILITY	
Questions to Ask	<ul style="list-style-type: none"> • Do employees have the knowledge, skills, and strength to be able to do the right thing? • Can they handle the toughest challenges they will face?
Strategies	<ul style="list-style-type: none"> • Gave people guided practice and immediate feedback until they were sure they could engage in the new behaviors in the toughest of circumstances. • Designed learning experiences to help people successfully manage any communication, emotional, and interpersonal hurdles they'd face in changing their behavior. • Had people participate in real-time drills or simulations that tested whether they could perform as required under challenging circumstances.

Source 3: SOCIAL MOTIVATION	
Questions to Ask	<ul style="list-style-type: none"> • Are other people encouraging the right behavior or discouraging the wrong behavior? • Are people others respect modeling the right behaviors at the right time? • Do people have good relationships with those who are trying to influence them positively?
Strategies	<ul style="list-style-type: none"> • Enlisted the support of organizational opinion leaders to serve as role models, teachers, and supporters of change. • Had all members of management teach, model, and coach people toward new behavior. • Identified people who would be most concerned about change, and involved them early. • Made it clear to everyone that these behavioral changes were something top management strongly supported and modeled.

Source 4: SOCIAL ABILITY	
Questions to Ask	<ul style="list-style-type: none"> • Do others provide the help, information, and resources required—particularly at critical times?
Strategies	<ul style="list-style-type: none"> • Identified the toughest obstacles to change and made sure people had others to support them whenever they faced these obstacles. • Used mentors or coaches to provide just-in-time assistance to overcome these obstacles. • Created "safe" ways for people to get help without feeling embarrassed. • Provided everyone with the authority, information and resources needed to step up to new behaviors as easily as possible.

Source 5: STRUCTURAL MOTIVATION	
Questions to Ask	<ul style="list-style-type: none"> • Are there rewards—pay, promotions, performance reviews, or perks? • Are there costs? • Do rewards encourage the right behaviors and costs discourage the wrong ones?
Strategies	<ul style="list-style-type: none"> • Adjusted formal rewards to ensure people had incentives to adopt the new behaviors. • Made sure people had "skin in the game" by tracking their use of the new behaviors and linking it to rewards and punishments they cared about. • Used a "carrot and stick" approach to make sure people knew the organization was serious about demanding change. • Made sure everyone understood that even the most senior managers would be held accountable if they failed to support these changes—there were no exceptions.

Source 6: STRUCTURAL ABILITY	
Questions to Ask	<ul style="list-style-type: none"> • Does the environment (tools, facilities, information, reports, proximity to others, policies, work processes, etc.) enable good behavior or bad? • Are there enough cues and reminders to help people stay on course?
Strategies	<ul style="list-style-type: none"> • Reorganized workplaces to remove obstacles and make the change convenient and easy. • Provided new software, hardware, or other resources to make the change simple and automatic. • Used cues, regular communications, and metrics to keep the need for change "top of mind" for everyone in the organization. • Created potent ways to give all levels of management feedback about how successfully or unsuccessfully they were leading change.