



How to **10X YOUR INFLUENCE**

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influencer

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Our Serious Problems Are Rooted in Human Behavior

The U.S. financial sector has some of the most sophisticated risk assessment technologies and most sound regulatory policies of any nation in the world. Yet from 2003 to 2007 the world watched a number of this country's most mature financial institutions fling themselves off a fiscal cliff. And this in spite of the fact that the capital markets had experienced a catastrophic "bubble" just seven years earlier. How could this happen? How could our behavior diverge so profoundly from painfully recent knowledge?

Unfortunately, the trend doesn't stop in the financial sector. In fact, the knowing/doing gap pervades every sector of the economy and every facet of our lives. For example, this year U.S. healthcare organizations—some of the finest in the world—will harm hundreds of thousands of patients by making millions of the same mistakes they've been making for decades. How could this happen? And why will more than three-fourths of management innovations like Six Sigma, process reengineering, mergers and acquisitions, and major IT investments continue to fall far short of their potential for improving results?

And why, with our abundant knowledge about human health, are we running headlong toward illness? We live in an age—for the first time in human history—when the leading causes of death in developed countries are, at some level, *consensual*. It is not a failure of knowledge that increases our risks of suffering from heart disease or cancer—it is a failure of human behavior.

Planetary problems like terrorism, global warming, and the AIDS epidemic make the point just as profoundly. Some of the most important problems facing the human race escalate through human behavior. And why?

Because we lack influence.

In a world filled with never-ending streams of new advances in technology and improvements in leadership methods, problems that can be solved with an invention, a well-delivered speech,

or an influx of capital and equipment have already been solved. If articulating an argument or writing a check will eliminate a challenge, you can bet that challenge has already been put to rest.

However, chronic, persistent problems can't be solved so easily. That's because they're rooted in human behavior, and behavioral-based challenges typically won't go away with a single potent intervention. Unless and until we develop far more effective ways of thinking about and exerting influence on human behavior, we will never solve the most profound and persistent problems in our organizations, our personal lives, and our world.

Why Quick Fix Solutions Fall Short

Unfortunately, we live in a quick-fix world full of people who are gimmicked into believing that a simple solution exists for their monumentally complex behavior problem. This goes for both business and personal challenges. We want one trick to get employees to improve quality or one trick to help us shed thirty pounds.

Unfortunately, most quick fixes don't work because the problem isn't fed by a single cause—it's fed by a conspiracy of causes.

Exponentially Increasing Your Success

If you want to confront persistent problem behavior, you need to combine multiple influences into an overwhelming strategy. Influencers succeed where others fail because they "overdetermine" success¹. Instead of focusing on a single root cause, they address all the root causes by combining a critical mass of influence strategies.

Patrice Putman, director of employee development at MaineGeneral Health, understood this principle. When she

wanted to improve patient safety and employee satisfaction by radically changing employees' confidence and ability to speak up candidly at critical times, she overdetermined success with a multi-pronged influence effort.

Identifying the high-leverage behaviors that needed to change in her organization was only the first step for Putman. Training the target behaviors was also insufficient. Getting her employees to routinely act in new ways called for several additional influence strategies.

For instance, to help employees candidly speak up, she linked the new behavior to existing values. She instituted training to teach people how to voice concerns with ease. She garnered the support of key opinion leaders and aligned the performance-review systems with the target behaviors. She even made several changes to policies, work layout, and organizational structure. By targeting individual, social, and structural influence sources, Putman completely transformed the corporate culture. Forty-one of the forty-two questions improved on the annual employee satisfaction survey, and employees are now 53 percent more likely to confront dangerous shortcuts and address mistakes in providing patient care.

Gain Ten Times More Influence

We have documented the success of this multi-pronged approach across organizational levels and across different problem domains. And while the results are impressive, they do not rely on an obscure calculus—if anything, they are built on simple arithmetic. Effective influencers drive change by relying on six different sources of influence strategies at the same time. Those who succeed predictably and repeatedly don't differ from others by degrees. They differ exponentially.

Those who understand how to combine four to six sources of influence are up to ten times more successful at producing substantial and sustainable change.

The Study

Our research effort included three studies.

C-level Challenges. In our first study we interviewed twenty-five C-level leaders about their foremost challenges, including bureaucratic infighting, silo thinking, and lack of accountability. We constructed a survey to measure the scope of these issues and, more importantly, to see what organizations did to deal with them. We administered this survey to nine hundred managers and supervisors. Fully 90 percent of those surveyed said their organizations struggled with at least one entrenched habit; most said the problem negatively impacted areas including employee satisfaction, productivity, quality, and customer satisfaction. A high percentage of those surveyed had employed only one influence strategy—for example, they offered training, redesigned the organization, or held a high-visibility retreat. A handful—fewer than 5 percent—had used four or more sources of influence in combination. The differences in outcomes between these two groups were astounding. Those who used four or more sources of influence in combination were ten times more likely to succeed than those who relied on a single source of influence².

Corporate Change Initiatives. Our second study involved a larger sample of C-level leaders and explored how they approached change initiatives. We focused on one hundred mission-critical initiatives—efforts such as internal restructurings, quality and productivity improvements, and new product launches. We wanted to see which sources of influence companies used to support their initiatives—and how many sources they employed. Here, too, we found that a high percentage of executives used only one approach, and that those who used four or more had the greatest likelihood of success.

Personal Challenges. In our third study, we shifted the focus from organizational to personal challenges such as overeating, smoking, overspending, or binge drinking. We randomly surveyed more than one thousand individuals, asking them to describe the strategies they had tried. Many had attempted to alter their own behavior using a single approach (for example, join a gym, follow prescriptions in a book, or attend AA meetings)—and nearly all of them had failed. Only 14 percent had approached their problem using four or more strategies; for them, the success rate was four times higher, moving from 10 percent to 40 percent

The Six Sources of Influence

There are six sources of influence that drive our behavior and anyone with the ability to make change successful is adept at employing these sources in combination.

Motivation and ability are the foundation of our six-source model. We then subdivide these domains into three distinct categories: personal, social, and structural, which in turn reflect separate and highly developed bodies of literature: psychology, sociology, and organizational theory.

The first two domains, Personal Motivation and Ability, relate to sources of influence within an individual (motives and abilities) that determine their behavioral choices.

The next two, Social Motivation and Ability, relate to how other people affect an individual's choices.

The final two, Structural Motivation and Ability, encompass the role of nonhuman factors, such as compensation systems, space, and technology.

Six Sources of Influence

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

Using the Six Sources of Influence

Successful influencers increased their chances of success tenfold by combining strategies from at least four of the six sources of influence. In the following pages, we'll develop the six sources to see how top leaders capitalize on the power found in each.

Source 1: Personal Motivation

Link to Mission and Values

Change is hard because new behaviors are often difficult, uncomfortable, or even painful while old behaviors are familiar and routine. For example, when a leader asks employees to undertake dramatic quality improvement efforts, there is enormous discomfort, conflict, and uncertainty. People are pushed to rethink processes, uncover problems, and reapportion power in the organization. Most people aren't motivated to do things that are uncomfortable or stressful, which is why most of these efforts fail³.

So, how do you motivate someone who isn't motivated? The short answer is, "You don't." And that's because it's nearly impossible to get people to do something they aren't motivated to do. However, ineffective influencers compensate by putting pressure on people (Social Motivation) or bribing or threatening them with carrots and sticks (Structural Motivation). These strategies often backfire when used on someone who doesn't care.

Skilled influencers know how to build personal motivation to get people to care. They link new behaviors to values people already have. They find ways to invest new behaviors with meaning and drive home human consequences. In short—they put a human face on the new behaviors.

The key to personal motivation is to help people see the true implications of their actions and choices by connecting the new behaviors to deeply held values.

Although personal motivation is necessary, it's rarely enough. Successful influencers engage personal motivation, but then combine it with several additional sources of influence.

SOURCE 1 CASE STUDY

Connecting to Values at Spectrum Health

WHO: Matt VanVranken, President, Spectrum Health

INFLUENCE CHALLENGE: Influence ten thousand weary, overworked, and overstressed healthcare professionals to go beyond their basic job descriptions to create exceptional patient experiences.

ACTION: Make patient care personal for employees and connect their job responsibilities to individual patients.

VanVranken periodically brings together several hundred managers and directors. At the start of a recent meeting, Van Vranken asked a man in his early sixties to relate his accident several months earlier when his motorcycle was hit by a car.

The man described to the hospital staff his experience surrounding his time spent in Spectrum Hospital following the accident. He introduced the physicians and nurses who attended him and also singled out countless others—for example, the employees who provided warm blankets before his surgeries and the people who ordered popsicles he could eat when he wasn't allowed solid foods. He expressed his sincere thanks for the excellent care and for all the people who went out of their way to make his recovery possible. In a very poignant moment he described how a surgeon called his son the night before a crucial operation to remove his leg. In this conversation, the surgeon received key information about the patient's personality and work ethic that changed the course of the surgery. *Ultimately the man's leg was saved because a doctor took an extra moment to understand his unique circumstances.*

RESULTS: Through this touching experience, employees were poignantly reminded of how their actions affected the health and well being of individual patients

Source 2: Personal Ability Overinvest in Skill Building

Far too many leaders equate influence with motivation. Most aren't aware of this tacit assumption. We have an iconic image of the leader at the podium revving up his or her troops, and then sending them off to conquer. To these leaders, the name of the game is motivation. But true influencers don't make this mistake.

Successful leaders understand that new behaviors can be far more intellectually, physically, and emotionally challenging than they appear on the surface. In truth, many problems stem from a lack of ability. Individuals often simply don't know how to do what's required.

A whole new body of literature reveals that most forms of expertise or talents that we thought were genetically determined are actually a function of careful practice. Elite performers aren't smarter or faster; they are however better trained. So, before you leap on the motivation wagon, check for ability.

The key to personal ability is to overinvest in skill building—to build in extensive practice in the toughest, most realistic settings. Results show that a robust training initiative is at the heart of almost all successful influence strategies⁴.

SOURCE 2 CASE STUDY Training at AT&T

WHO: Mike Miller, Vice President of Business Customer Billing, AT&T

INFLUENCE CHALLENGE: Turn around a three thousand person IT function by creating a culture where everyone speaks up early and honestly about the risks they see affecting project goals.

ACTION: Train employees in how to step up to crucial conversations.

Early in his change initiative, Miller saw that people needed more than the motivation to speak up. He realized people also needed the ability to step up to crucial conversations. In the heat of the moment, speaking up about emotionally risky issues requires as much skill as motivation. So Miller made sure people were well trained in these difficult interpersonal skills.

Research shows that training is markedly more successful when spaced over time. So Miller trained slowly, in one- to two-hour segments over several months. His goal was to keep people focused on the training long enough to absorb it—and ultimately, adopt new behaviors. He also trained realistically, using real business problems and extensive practice. For example, participants role-played how to challenge bosses on unrealistic deadlines, how to report project risks, and how to hold peers accountable when tasks fall behind schedule.

RESULTS: Within six months, internal surveys showed that behavior was changing markedly, and within nine months, virtually every software release in Miller's group was coming in on time, on budget, and with no serious errors.

Source 3: Social Motivation Harness Peer Pressure

No matter how motivated and able individuals are they'll still encounter enormous social influences that usually support the status quo and discourage behavior reform.

Whether people acknowledge it or not, there are few motivators as potent as the approval or disapproval of friends and coworkers. A few examples on the power of social influence:

- After a senior engineer tells a junior engineer that “production work is for dropouts,” the junior engineer proceeds to make career choices that he now believes will bring honor and prestige.
- After a new hire challenges an idea in a meeting only to be ostracized by her colleagues, she decides to never again speak candidly and freely in her meetings.
- When senior physicians don't wash their hands before treating patients, less than 10 percent of their residents wash up⁵.

Effective influencers understand that lots of small interactions shape and sustain the behavioral norms of an organization.

The key to effective social motivation is to get peer pressure working for you instead of against you.

SOURCE 3 CASE STUDY

Social Support at Lockheed Martin

WHO: Ralph Heath, Lockheed Martin

INFLUENCE CHALLENGE: Get the F-22 Raptor off the drawing boards and into production in eighteen months while garnering the support of five thousand employees, many of whom consider the move to production as a threat to their job stability.

ACTION: Invest in the most influential people—both the formal leaders and the opinion leaders.

Heath met monthly with 350 supervisors, managers, and directors. He brought in customers from various military agencies and encouraged them to explain their frustrations and concerns with the program. In these sessions, Heath described the kinds of behaviors that were slowing the transition and which behaviors needed to change. He spoke candidly about the problems he saw and demonstrated a willingness to be challenged when his own actions conflicted with the behavior he asked of this group. As Heath won the trust of supervisors, they began to influence others.

Heath also worked closely with opinion leaders, visiting informally with them every week. After only four months of working with opinion leaders, marked changes began to occur.

RESULTS: In the end, the performance of Heath's group exceeded expectations. The group met production deadlines, and the resulting product was a success. The F-22's reliability is better than the F-15, which has been in use for decades; its operating costs are lower, its repair times are shorter, and its mission capabilities are far superior.

Source 4: Social Ability

Create Social Support

Many leaders fail to appreciate how much help people need when attempting new behaviors. For example, someone working to overcome an addiction often requires enormous amounts of coaching and feedback from trusted friends.

The same is true in organizations. If you want employees to improve quality, they will need a great deal of support from line leaders to enable and empower them to improve processes, implement new tools, and change policies.

Given that leaders don't have time to become coaches for everyone in the organization, how can they leverage their "Social Ability" efforts to give them the greatest influence?

The most influential leaders invest their time and energy with two groups that can magnify their influence efforts:

- 1) Formal leaders (managers at every level)
- 2) Informal leaders (opinion leaders)

The key to building the social capital that will extend your influence into every corner of your organization is to spend time building trust with formal and informal opinion leaders.

Start every intervention by first identifying opinion leaders and then involving these opinion leaders in the change process. Involvement can range from enrolling the opinion leaders in training to inviting them to sit on committees to taking on a coaching roll, etc. Let opinion leaders lead the way.

SOURCE 4 CASE STUDY

Leader-led Training at Sprint

WHO: Tom O'Dea, VP of Customer Relationship Management, Sprint

INFLUENCE CHALLENGE: Improve the track record of a seventeen-hundred person IT department to meet quality, schedule, and cost targets.

ACTION: Train internal leaders and have them facilitate the skill-based training initiative to the rest of the employees.

O'Dea found that an essential behavior for employees to adopt in order to reach his goals was the ability to discuss mission-critical issues rapidly and honestly with coworkers. While leaders encouraged this behavior they didn't always enable it and they weren't always accessible to employees who needed help.

So, O'Dea turned the leaders into teachers. Each week, he taught new skills to the leaders and then tasked them to teach it to their direct reports. After six weeks, the skills cascaded down through the organization and were implanted in the culture. Two powerful things happened:

- 1) **The process of teaching influenced the *teachers*.** Leaders fully embraced the concepts and encouraged others to do likewise. The real teaching moments didn't occur during the training, but rather when employees approached their leader for help on how to solve problems. Leaders became enablers of change. These teaching sessions also became "access opportunities" as employees candidly raised issues and concerns about work problems.
- 2) **The process also influenced the *learners*.** In addition to getting real-time coaching, employees got real-time access to bosses. A respected person (often their boss) helped them by offering advice and time exactly when they needed it to enable first-time attempts to raise tough issues.

RESULTS: The combination of social motivation and social ability became a powerful force for change at Sprint. Soon after, other divisions solicited O'Dea's help to influence change in their areas.

Source 5: Structural Motivation

Align Rewards and Ensure Accountability

There's a famous saying: "If you want to know what's going on, follow the money." If a leader talks about quality but rewards productivity, employees will notice and quality will suffer. Chronic problems such as lack of accountability, poor productivity, and slipshod quality can often be traced to poorly designed incentives that reward the wrong behaviors.

It is difficult to change behavior without changing the incentives. In fact, creating incentives is often the only real way senior leaders can separate serious priorities from pipedreams. The CEO might stick his neck out and say, "Starting now, at least 25 percent of our incentive pay should be contingent on achieving these new measures." This statement will instantly redirect the focus of senior managers.

But it's not just the top people who need to have a stake in changing entrenched behaviors. Employees at all levels won't support change if the behavior management wants to encourage doesn't make their lives better (in the form of opportunities, money, promotions, etc.).

The key to rewarding change in behavior is to make the external rewards both real and valuable—they need to send a supportive message.

However, our advice is to use incentives as motivation third, not first. Otherwise, you might actually undermine people's intrinsic motivation⁶. Begin with personal and social sources of motivation, and then reinforce them with well-designed incentive systems.

SOURCE 5 CASE STUDY

Leaders Taking Stake at Lockheed Martin

WHO: Executives at Lockheed Martin

INFLUENCE CHALLENGE: Change behaviors to secure desired results.

ACTION: Leaders put their own pay incentives on the line.

At Lockheed Martin, leaders tracked both results and behaviors. Improvement targets were set, and progress was reviewed three times a year. However, tracking progress wasn't enough to secure permanent change.

The president, vice presidents, and directors put their own skin in the game by risking their own pay incentives. The top two levels of management based 25 percent of their incentive pay on whether they met their targets for behavior change.

RESULTS: This kind of extrinsic motivation ensured that the organization did everything it could to change behavior and secure results.

Source 6: Structural Ability

Change the Environment

Three times more people die from lung cancer as from traffic accidents. Twice as many people die from tuberculosis as from fires. However, most people would guess otherwise. The reason: the daily information people see—the data stream—is at odds with reality. For example, a typical newspaper has forty-two articles about traffic accidents for every article about lung cancer⁷.

The key to changing an organization’s mental agenda is to change the data that routinely crosses people’s desks.

Often, the crucial data stream doesn’t exist, so it’s management’s job to create it (see Source 6 Case Study). In other settings, data streams may exist but are not used effectively. Consider the case of an international logistics company. Although the firm met all of its internal customer metrics, an alarming number of customers were defecting to competitors. Puzzled, the vice president of quality explored how the customer metrics were calculated. He found that customers requested to receive their deliveries within two days. At which point, the salesperson responded with, “Sorry, we can’t do that—how about four?” Frequently, the customer would say that was okay.

When the company tracked whether packages were indeed delivered within four days, their record was nearly perfect. However, many customers still wanted two-day deliveries. Rather than measure the actual delivery date against the promised delivery time, the VP began tracking the delivery time against the customers’ preferred delivery time. Using this metric, performance fell to below 50 percent—explaining their high customer-defection rate. While this performance metric was discouraging, it reset the mental agenda and motivated the organization to revamp the fulfillment system.

SOURCE 6 CASE STUDY

Improved Reporting at OGE Energy

WHO: Pat Ryan, Vice Chairman, OGE Energy

INFLUENCE CHALLENGE: Turn around the utility’s reputation for being insufficiently customer driven.

ACTION: Create a new weekly reporting mechanism to help managers monitor and repair broken streetlights within five days.

Ryan discovered that the biggest contributing factor to the company’s negative reputation was not the quality of service in many of their standard utilities and offerings. Rather, the public’s poor perception came down to OGE’s past unresponsiveness to fixing burned out streetlights.

So, Ryan established a companywide target to repair streetlights within five days. To make this happen, he created a new weekly reporting mechanism that helped managers monitor problems. The report listed streetlights by area that had been dark for more than five days

RESULTS: Within a short period of time, all but two areas had fixed the problem. What’s more, as citizens and police began to see OGE’s responsiveness to burned out lights, they improved their reporting of the problem and changed their perception of the company.

Sometimes changing the data stream isn’t enough. Changing behavior may require structural changes. Spectrum Health Grand Rapids recently went so far as to create a separate, new physical space where people can work on new ideas without normal distractions and receive back-end support. In the first year, Kris White, vice president of patient affairs, said employees set an unprecedented record in generating innovative ideas. In just one year, they identified thirty-five commercial ideas and received three provisional patents.

Conclusion

Novice investors make the mistake of betting on a single stock instead of creating a diversified portfolio of investments. Despite their poor judgment, they sometimes win. It's what we call "dumb luck."

However, dumb luck never works against entrenched organizational and personal problems. And yet, our research shows nearly all of us make this obvious mistake. We bet on a single source of influence instead of combining all six.

Common sense tells us that combining several sources of influence will be more effective than relying on just one. And yet this common sense is very uncommonly employed. Only 5 percent of the leaders we studied combined four or more sources of influence, and these 5 percent were ten times more likely to succeed.

Clearly, the main variable in success or failure is not which source of influence leaders choose. By far, the more important factor is *how many*.

Next Steps

Here's what you can do to multiply your arsenal of influence strategies and exponentially increase your influence:

I. Pick a Problem to Solve

Start by identifying the chronic challenges in your organization—issues that have direct negative consequences to key metrics and bottom-line results that have resisted many prior attempts at change. Or, identify some strategically important result you must achieve which will require substantial changes in behavior to succeed.

Next, ask yourself if a crucial key to solving this problem will be influencing new behavior. If the answer is yes, then don't make the common mistake of implementing policy, process, or technology solutions without carefully developing a six source strategy for driving and supporting the behavior you'll need to succeed.

II. Get trained in how to lead an influence effort

Next, involve the core of leaders who must influence new behavior in studying the Influencer model—the step-by-step

approach to diagnosing and resolving chronic problems we've outlined in this report. An ideal way to do this is to engage your team in an Influencer two-day workshop. The training and strategy development process are the result of thirty years of research and refinement that is proven to enable your team to develop and implement an influence strategy that will lead to rapid, measurable, and sustainable change in behavior.

The process includes identifying results, finding and targeting vital behaviors, and applying the six sources of influence.

Influencer Training™ will teach you how to:

- Diagnose the web of causes behind any problem behaviors and create powerful strategies for driving change.
- Identify a handful of high-leverage behaviors that, if changed, will lead to desired results.
- Rely less on formal authority and more on ways to motivate and enable others to alter their behavior.
- Use the powerful Influencer model to develop and apply a robust influence strategy to anything from small- to large-scale cultural transformations.

Influencer two-day workshops are held around the country. To find and book a training session, visit: www.vital-smarts.com/influencertraining.aspx.

Additional free learning resources. Additional resources are available at www.vital-smarts.com/influencerreport. Here you will find tools to help you develop and hone your influence skills.

Tools include:



Influencer video case studies. See how some of the world's greatest influencers have brought about impressive change.



Skill tutorials. Enjoy tips from the authors of the *New York Times* bestseller, *Influencer: The Power to Change Anything*.



Free worksheets and assessments. Easily work through your challenges and chart your progress.

To learn more about Influencer Training, visit www.vital-smarts.com/influencertraining.aspx or call to speak with a VitalSmarts training consultant at 1.800.449.5989.

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.

End Notes

- ¹ Freud popularized this term in his book *Interpretation of Dreams*, where he argued that a single symbol in a dream, poem, or painting can have multiple valid meanings—that symbols are often the product of several diverse influences. He borrowed the term “overdetermined” from geometry, where it is said that “two points determine a line” and “three points overdetermine it.”
- ² Their success rate jumped from 4 percent to 40 percent.
- ³ J. Stewart Black, Hal B. Gregersen, “Starts with One: Changing Individuals Changes Organizations,” *Wharton School Publishing*, 2008.
- ⁴ 77 percent of the successful initiatives in our sample included training as one of their influence strategies.
- ⁵ 2/21/03 Mary G. Lankford et al., “Influence of Role Models and Hospital Design on Hand Hygiene of Health Care Workers.” *Emerging Infectious Diseases*, Vol. 9, No. 2, February 2003.
- ⁶ Deci, E. L. (1975). *Intrinsic motivation*. New York, Plenum Press.
- ⁷ These questions come from the classic article, Judgment Under Uncertainty: Heuristics and Biases, by Amos Tversky and Daniel Kahneman, *Science*, New Series, Vol. 185, No. 4157. (Sep. 27, 1974), pp. 1124–1131.



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