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Achieving Influence

– The Foundation of Change

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Gregg Oliver
gregg.oliver@PathfinderCommunication.net

V1.2

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Why Am I Here?

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The Most Valuable Player

- The VitalSmarts study
 - Consultants to 300 of the Fortune 500
 - 25 years
 - 20,000 individuals
 - Seeking widespread agreement on who “really gets things done” and analyze what it is that they do

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Skills We Need

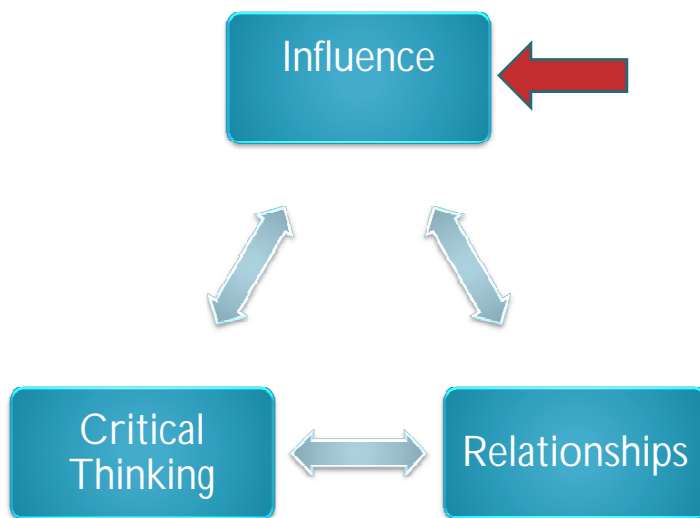
- Conduct Productive Conversations
- Create and Maintain Good Relationships
- Build Meaningful Influence



Five Dysfunctions (Patrick Lencioni)



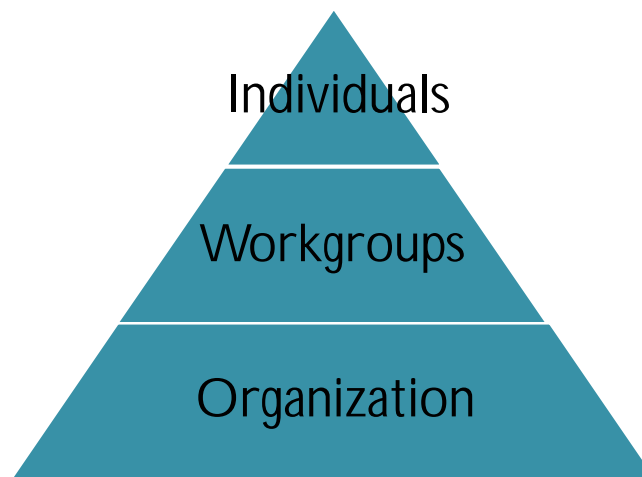
High-Performance Communication

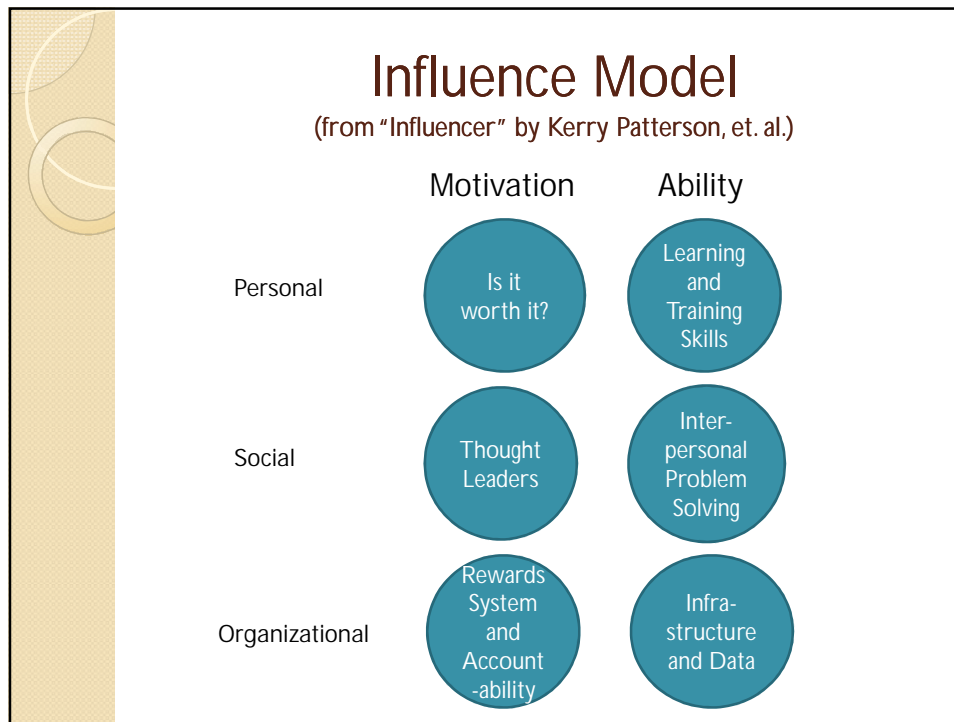


What is Influence?

- Influence is a skill set to encourage people to change behavior
 - “Give me the serenity to accept what I cannot change, the courage to change what I can, and the wisdom to know the difference”
 - How about “Give me the skill to change things and the courage to make a difference”?
- Influence is an alternative to coping
 - Coping is an alternative to improvement
- We can't influence everything, but knowing the skills makes us better at everything
 - When we can influence, we can inspire


Influence Model (Macro)






Personal / Ability

- Learn how to achieve an outcome
 - Telling someone to achieve an outcome is not helpful – too general & doesn't allow for analysis
 - Observe behaviors that correlate to achieving desired outcomes
 - Identify "key" and "recovery" behaviors
 - Test the results in low risk, quick mini-experiments




Personal / Ability



- Immerse those you want to influence in the key behaviors
- Tell the whole story ('Scared Straight')

Personal / Ability



- Don't assume that the reason people don't do something is because they don't want to
- Keys to Success –
 - learning / training / coaching / resources / environment
- Genetics vs. Behavior (delayed gratification)
- Practice is critical (improvement vs. time)

Personal / Ability



- Concentration is the limiting factor
- Break things down into elements that you can see, measure, and control
- Drill for success on incremental steps
- Challenge to cause occasional failure

Personal / Motivation



- Create new experiences
 - overcome the bad Pavlovian bell (WWII Chinese food)
- Get people to try it
 - Immerse people in the activity
 - Make it a game
 - Give it a flow
 - Make it engrossing
 - Keep score
 - Connect it to a sense of self (something they love)
 - Make it a moral quest or a defining moment
 - Connect it to long term values or moral issues (family rules)
 - Spotlight human consequences (humanize, names, needs)

Social / Ability



- Healthy Societies are Interdependent
- Interdependence requires interpersonal problem solving skills
- All members share a responsibility for learning, mentoring, instruction, guidance, and feedback
- Solidarity on agreements (respect for commitment)
- Assign leaders the job of performing training

Social / Motivation



- The merit of an idea does not predict widespread acceptance; WHO adopts it does (Vasco de Gama / John Lancaster in 1601)
- Identify the thought leaders
 - Sincere, connected, respected, knowledgeable in the issue-at-hand, have expertise in their field, trustworthy, accessible, interact with coworkers frequently
- Speak about the things that are wrong

Social / Motivation



- Conduct discussion of existing issues and causes
 - Fact-Free Planning
 - deadlines / resources do not align with reality
 - AWOL Sponsors
 - leaders do not provide sufficient clout, leadership, time, or energy
 - Skirting
 - people work around the priority setting process
 - Project Chicken
 - not admitting problems with a project
 - Team Failure
 - teams are unwilling to support a project
- Social Influence propels open discussion and shifts discussion from private to public

SilenceFails.com / SilenceKills.com

Structural / Ability



- General Upkeep (George Kelling, "Broken Windows")
 - Show someone is in charge and cares
- Good Data vs. Polluted Data Stream
- Layout
 - Correlation between good relationships and frequent interaction
- Lean
 - Visual Techniques, Poka Yoke

Structural / Motivation

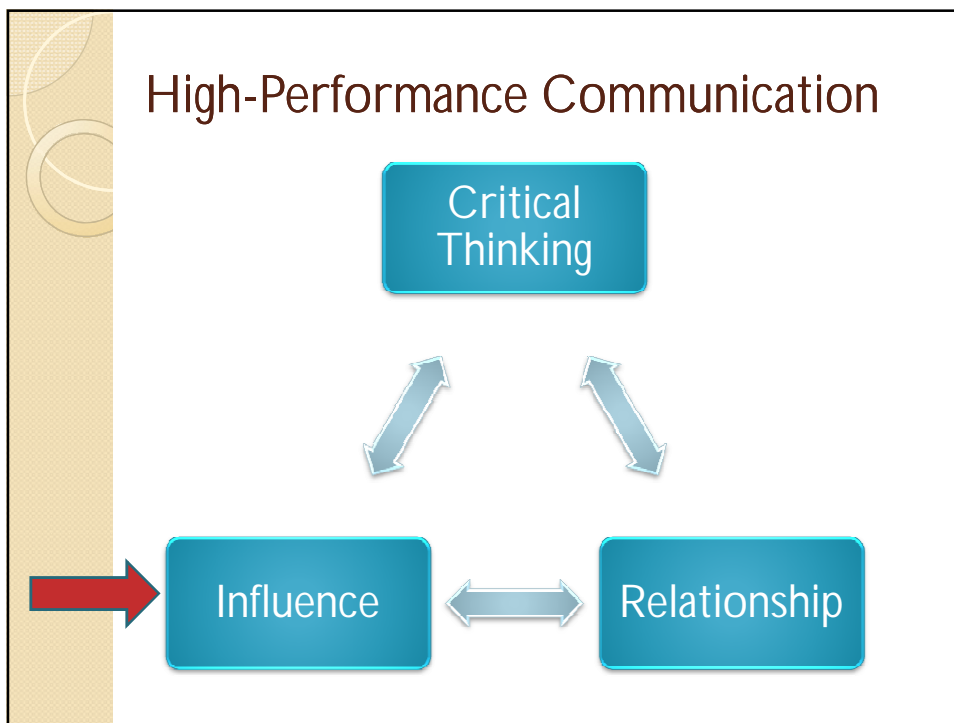
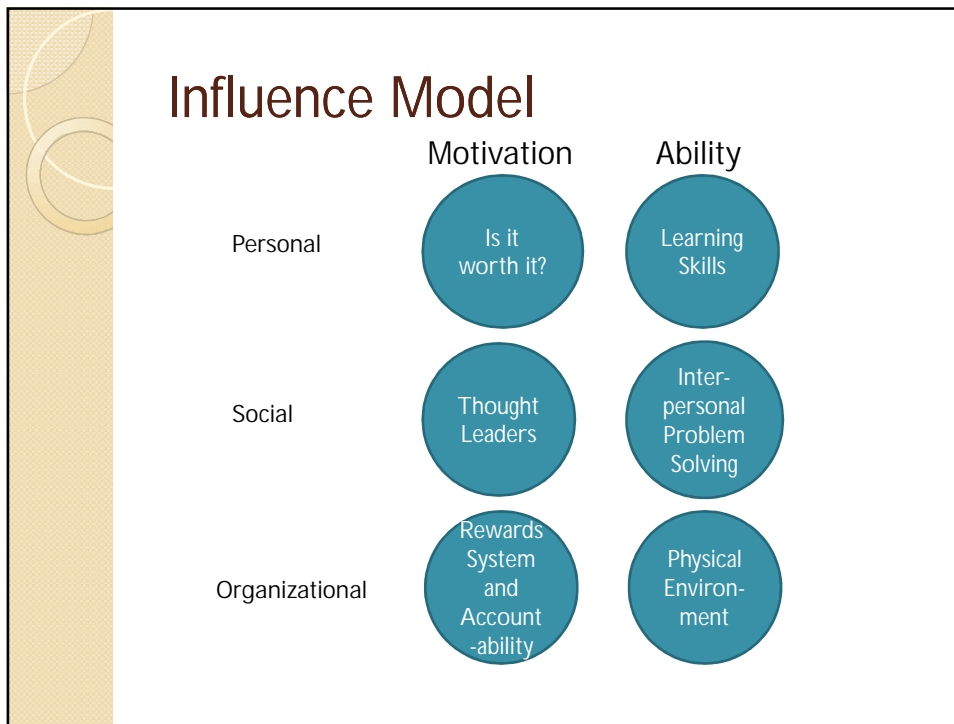


- The most difficult and least important link in influence
- Reward for Behaviors rather than outcomes
- Punishment is preceded by a warning
- The biggest contribution that the structure can provide is ACCOUNTABILITY

“What does it take to get fired around here?”

Accountability is the gateway to Results





Summary

- Influence Yourself First
- Develop Credibility
- Create Change through Thought Leaders
- Learn Interpersonal Problem Solving
- Encourage Accountability
- Study, Mentor, and Practice



Questions ?