



WEBINAR SERIES

**Crucial Skills for Crucial Times**



# How to Influence the Vital Behaviors You'll Need in the Post-COVID World

With Joseph Grenny

# The Days Ahead... And What to Do

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# The Days Ahead... And What to Do

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- Most employees and customers will be moving about more freely.
- People will come out of their caves still anxious and hyper vigilant.
- The virus may become “seasonal” – meaning, like the seasonal flu that takes 500,000 lives every year, it will always be lurking.

# Two Leadership Problems

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1. How do you do business in an environment of a recent/ongoing pandemic?



# Two Leadership Problems

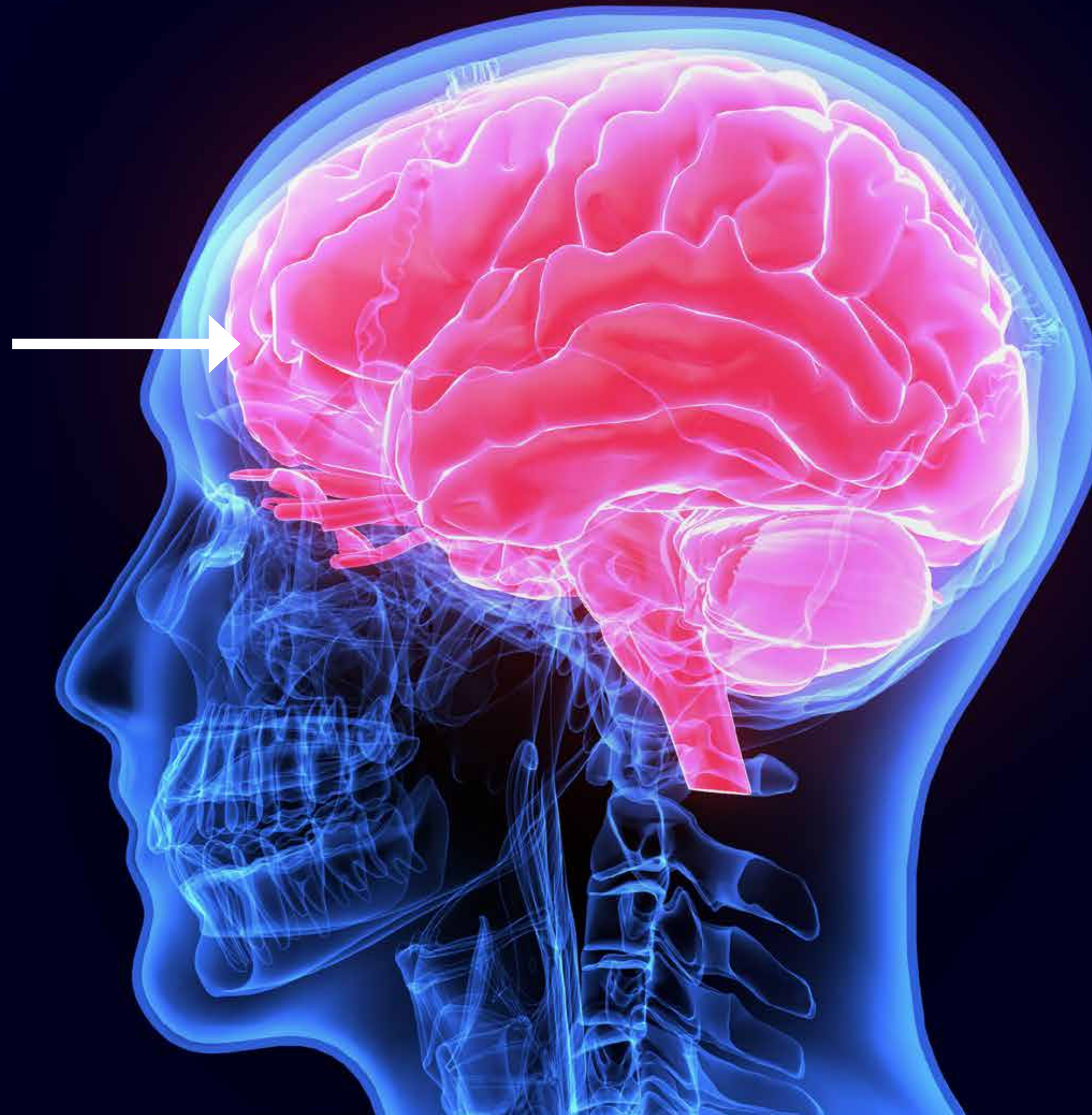
1. How do you do business in an environment of a recent/ongoing pandemic?
2. How can we prepare to be more resilient the next time?

# Two Paths to Evolution



# Two Paths to Evolution

Prefrontal  
Cortex





# **Three Change Challenges for Recovery and Beyond**

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3. **Resilience:** How do I create a culture that is capable of pivoting quickly to different ways of doing business?



# The Determining Skill

How competent are your leaders at influencing rapid, profound, sustainable behavior change?

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- Leadership is intentional influence.
- Influence is **ALWAYS** a determining factor of success.



**FIVE GUYS**  
BURGERS and FRIES

100% FRESH BEEF

NO FILLERS  
NO PRESERVATIVES

We Cook  
All Our Beef  
Just and  
Well Done

FRESH CUT POTATOES

Cooked to  
100%  
Potato Oil

NO SPICES/OILS  
NO PRESERVATIVES  
FRESH CUT BEET

MILKSHAKES

MILKSHAKES

ICES



ASCENSEUR

AUJOURD'HUI,  
LES POMMES  
DE TERRE  
PROVIENNENT DE:  
SWITZERLAND / SUISSE

RESTAURANT  
COMMERCIAL

FIVE GUYS

FIVE GUYS

FIVE GUYS



**The most important capacity you possess is the ability to influence behavior—that of yourself or others.**

# Three Change Challenges for Recovery and Beyond

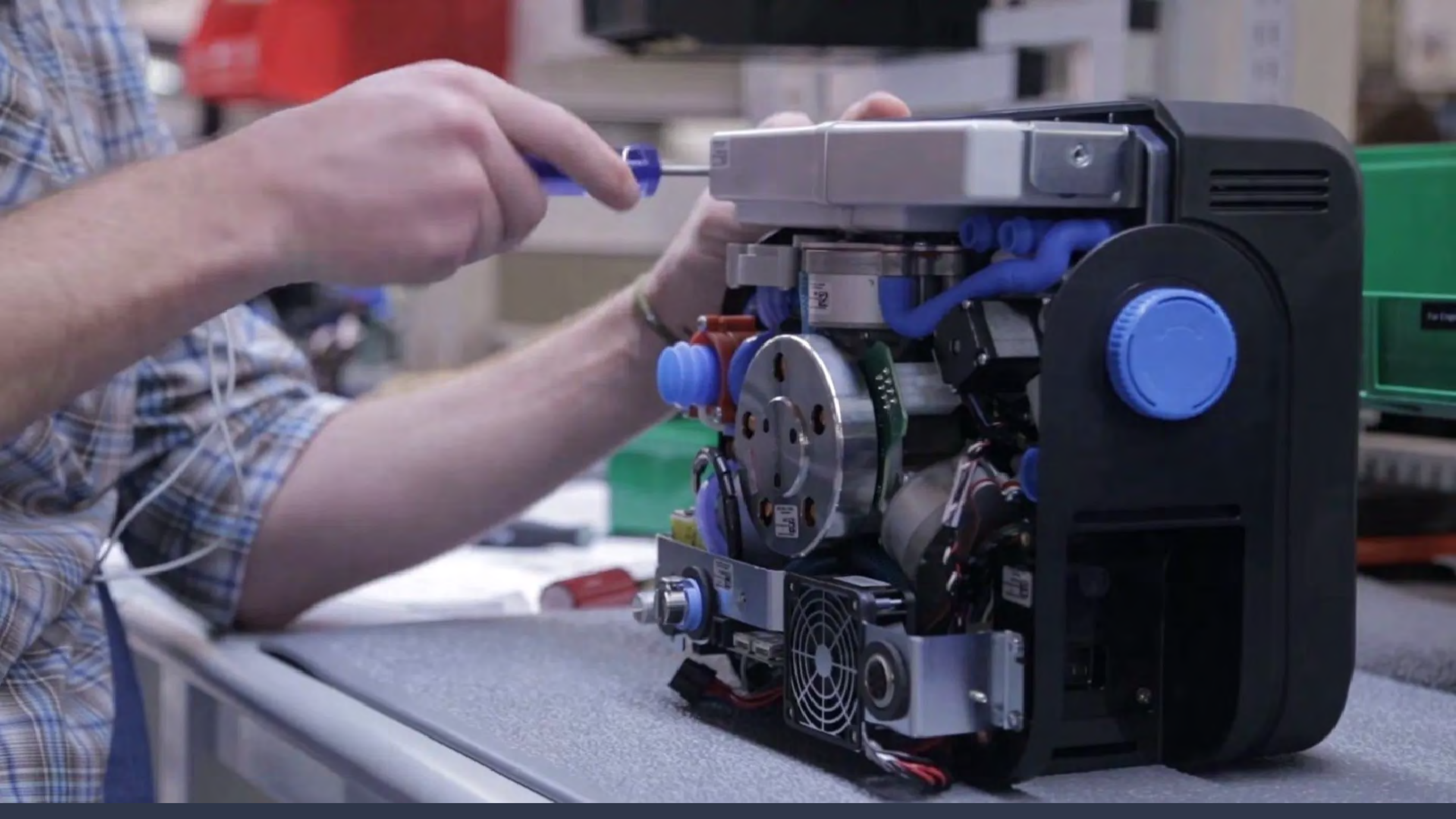
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# Agility = Resilience

- New selling processes
- New product and service options
- Selling to new industries
- New work patterns
- New decision-making processes
- New service delivery patterns









**The most important capacity you possess is the ability to influence behavior—that of yourself or others.**





# In Search of Influencers



**The *New York Times* Bestseller**

— REVISED and UPDATED SECOND EDITION —  
NEW CASE STUDIES • APPLICATIONS • RESEARCH

# Influencer



Joseph Grenny • Kerry Patterson  
David Maxfield • Ron McMillan • Al Switzler

From the bestselling authors of  
**crucial conversations**



# Influence This

All Nippon Airways calculated that if passengers would use the restroom before boarding their planes, they could lighten their load by 240 pounds—reducing their carbon footprint . . . and their costs. They've asked you to create the influence strategy.



# MIT Sloan

Management Review



Joseph Grenny et al.

## How to Make Change Happen

The interlocking tactics for achieving and wielding influence

Osvald M. Bjelland & Robert Chapman Wood

IBM's 'Innovation Jam': Did It Work? (And What Can It Teach Us?)

Stephen A. Miles & Nathan Bennett

6 Steps to (Re)Building a Top Management Team

Robert Gandossy & Robin Guarnieri

Can You Measure Leadership?

Sandy Pentland with Tracy Heilbeck

Understanding 'Honest Signals' in Interpersonal Business Communication

Boris Groysberg, Lex Sant & Robin Abrahams

Recruiting Talent: When Stars Migrate, Do They Still Perform Like Stars?

**Also in This Issue:**

MySQL's MARTEN MICKDS on the day-to-day work of making open source fly

THOMAS KOCHAN on lessons from the beleaguered airline industry

EDWARD F. McDONOUGH III ET AL. on creating strategy with your company's knowledge and innovation styles in mind

ALDEN HAYASHI on why Picasso outearned van Gogh (and what it tells us)

# How to 10X Your Influence

## 2008 "Best Change Article"

- Leaders who combine four Sources of influence are 10 times more successful.

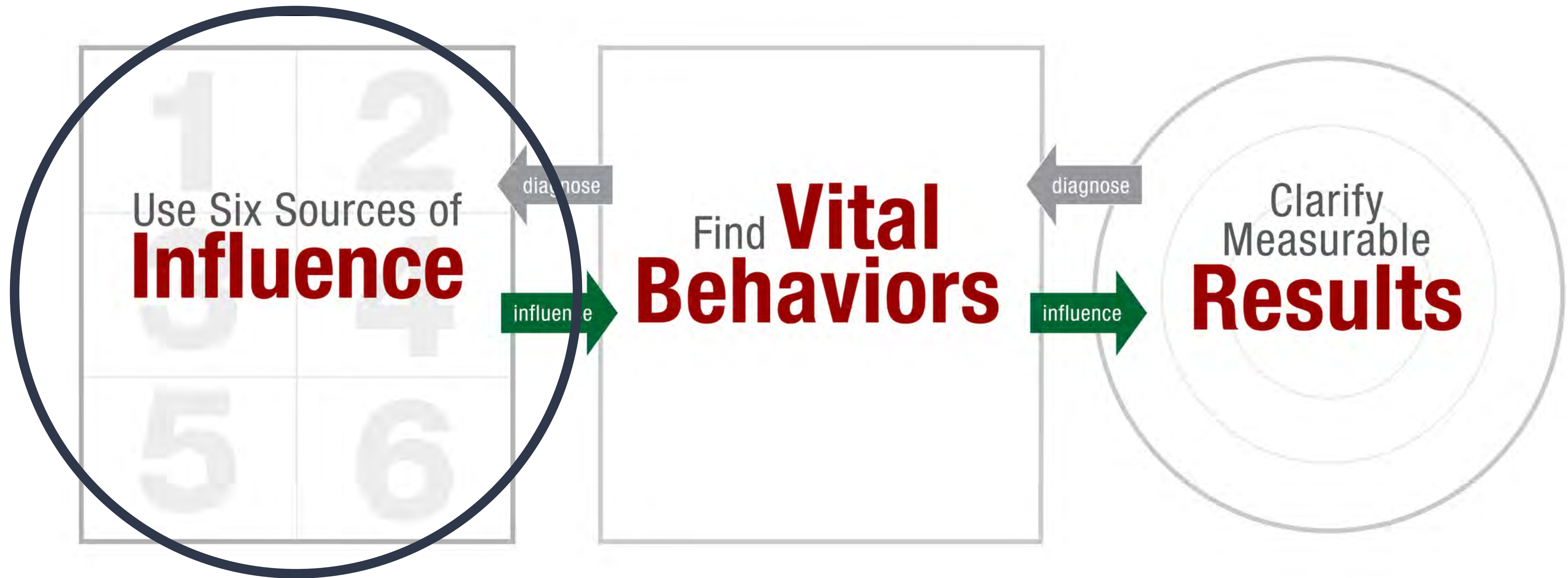
	MOTIVATION	ABILITY
PERSONAL	1 Help Them Love What They Hate	2 Help Them Do What They Can't
SOCIAL	3 Provide Encouragement	4 Provide Assistance
STRUCTURAL	5 Change Their Economy	6 Change Their Space

# Six Sources of Influence

# Three Keys to Influence



# Three Keys to Influence



# Why Did I do It?



# Why Did I do It?

I should eat about  
2000 calories a day.



# Why Did I do It?

I should eat about  
2000 calories a day.

Yesterday I ate 5286.



# Why Did I do It?

I should eat about  
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Yesterday I ate 5286.

And loved it.





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**Why?**



# The Third Key to Influence

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Influencers succeed where the rest of us fail because they “overdetermine” success.

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Influencers succeed where the rest of us fail because they “overdetermine” success.

They marshal a critical mass of all Six Sources of Influence to make change inevitable.



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# Six Sources of Influence

# Influence This

You run a 2,000 bed hospital system with more than 140 service sites. Your hand hygiene numbers have been stuck at around 60% compliance for the last 10 years.

You have two months to bring them over 95%. What is your plan?





BRIGHAM AND  
WOMEN'S HOSPITAL



HARVARD  
MEDICAL SCHOOL



JOHNS HOPKINS  
MEDICINE



American College of  
Healthcare Executives  
*for leaders who care*<sup>®</sup>

SPECTRUM HEALTH 



CEDARS-SINAI MEDICAL CENTER.  
Heart Center



Intermountain<sup>®</sup>  
Healthcare

VHA<sup>®</sup>



Yale University  
School of Medicine





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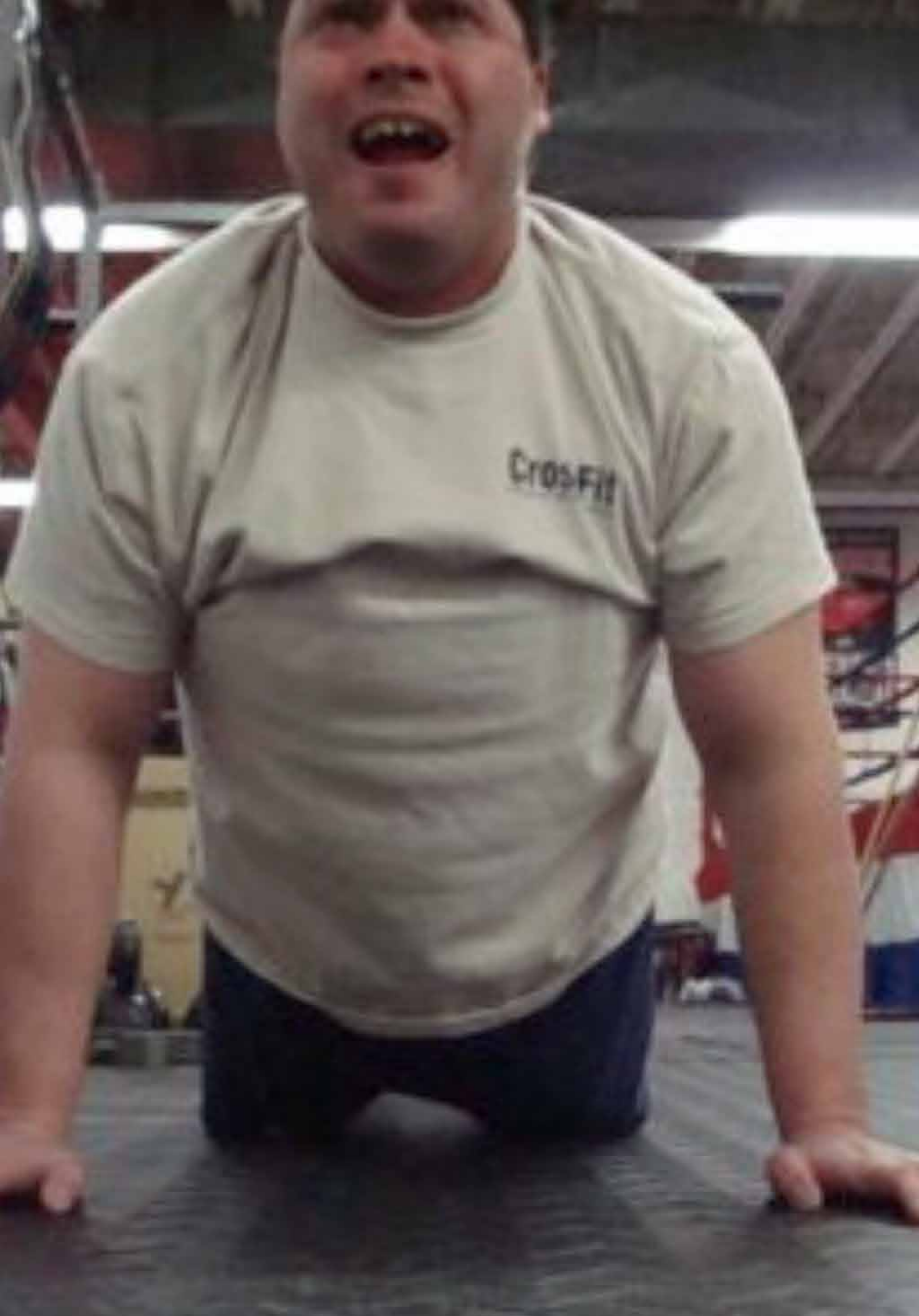
## SOURCE 1: Personal Motivation

The influence of the pain or pleasure of the behavior itself.



## **SOURCE 1: Personal Motivation**

Many Vital Behaviors  
are boring, frightening,  
uncomfortable or painful.



## **SOURCE 1: Personal Motivation**

Many bad behaviors feel pretty good. For a while.

# BIG IDEA

SOURCE 1

**Change the frame and  
you change the feeling.**

# Hand Hygiene

They found people on each unit who could tell their own stories about a friend or family member who suffered an infection.

They had former patients come talk to units.

Members of units volunteered to teach hand hygiene in schools and the children's hospital.

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**SOURCE 2:**  
**Personal Ability**  
The influence of skill.

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# What Do Influencers Do?

Many Vital Behaviors are far more physically or emotionally challenging than we realize.





# What Do Influencers Do?

Many Vital Behaviors are far more physically or emotionally challenging than we realize.

So we grossly under-invest in building skills.



# What Do Influencers Do?

Influencers involve people in 5–10 times more “deliberate practice.”

At least **half** of “training” time should be spent in hands-on practice of skills under realistic conditions.



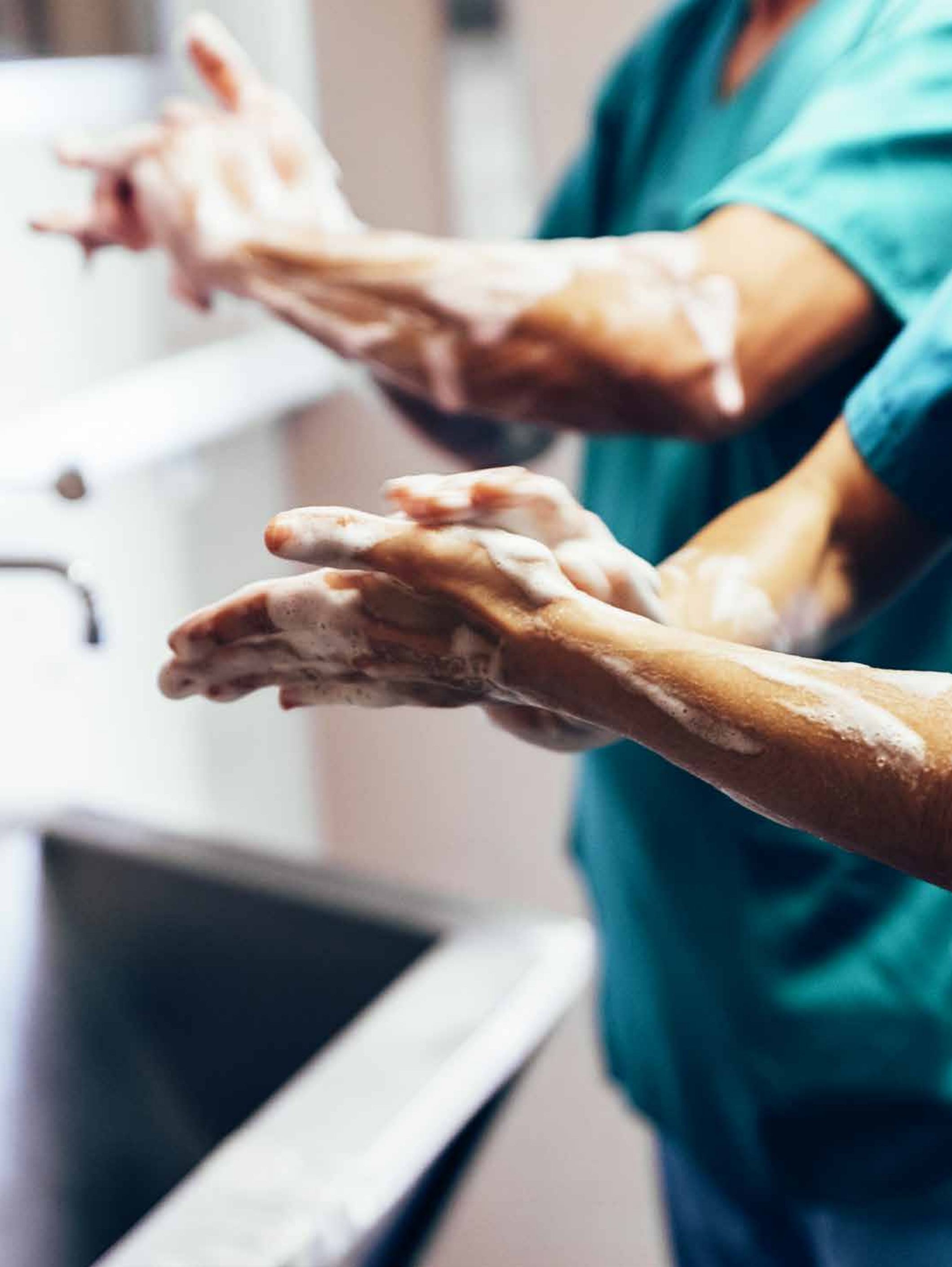
# How to Influence Ability

1. Real conditions
2. At the edge of ability
3. Focus on specific skill
4. Immediate coaching



## **SOURCE 2:** **Personal Ability**

Healthcare professionals already know how to wash their hands. That's not the ability block.



## **SOURCE 2:** **Personal Ability**

Healthcare professionals already know how to wash their hands. That's not the ability block.

They don't always know how to remind others.

# Hand Hygiene

## Increasing Personal Ability

Units developed their own scripts to use for reminding each other:  
“I’ll take vital signs while you wash up.” “There’s the Purell.”

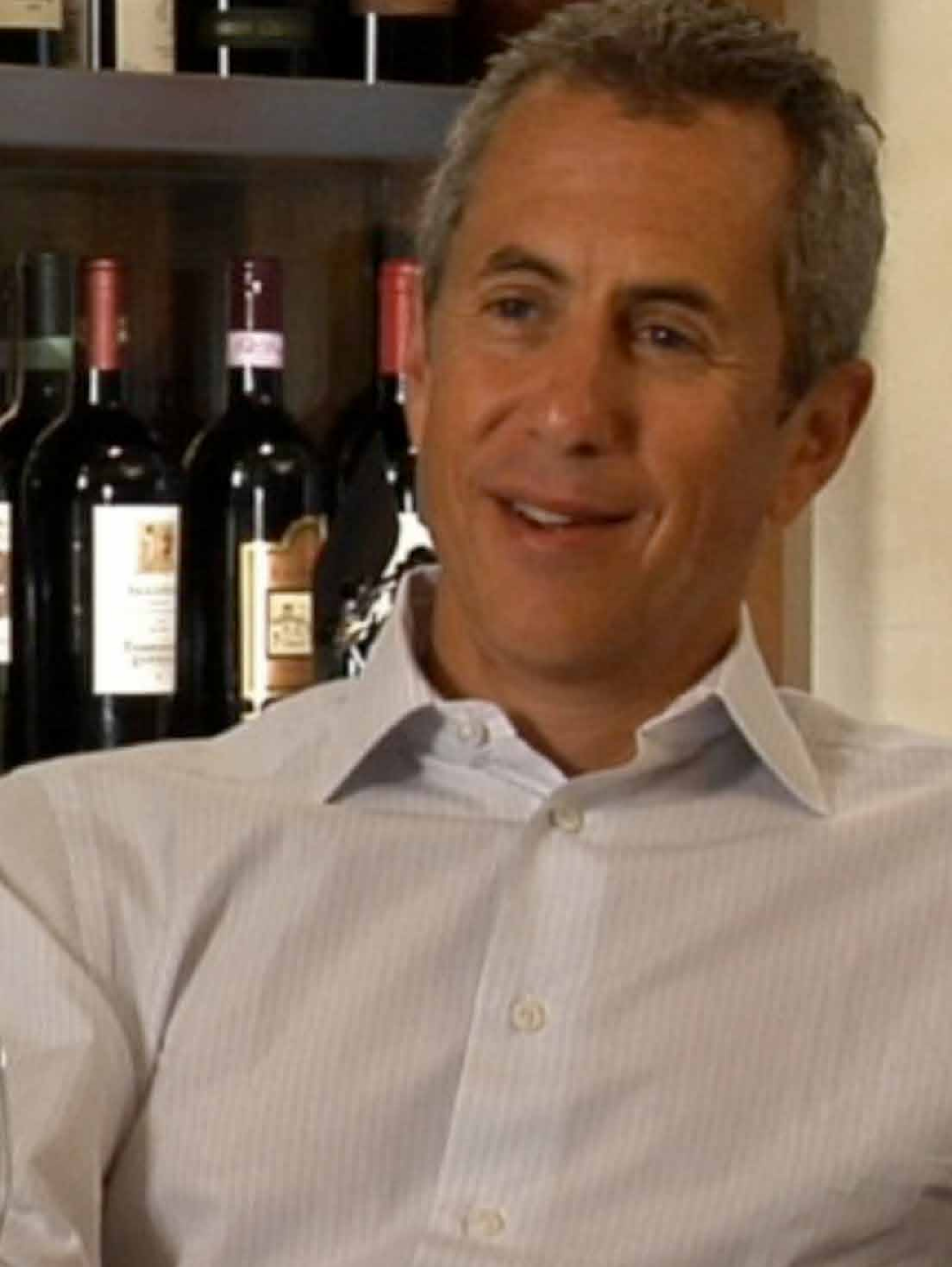
They practiced these scripts for 15 minutes with physicians and each other.

The physician and manager sponsors on the units took special training in Crucial Conversations.

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## SOURCES 3&4:

The influence of other people—through modeling, praise, helping, and enabling.



## **SOURCES 3&4: Want More Influence?**

Engage formal and opinion leaders in specific roles for modeling, coaching, and influencing vital behaviors for others.



# BIG IDEA

SOURCE 3

**The velocity of organizational change is a product of the speed and quality of crucial conversations.**



# Meet the Queen of Clean

This physician kept the tone light and fun with her tiara.

All staff and physicians sign the poster—as do most patients and visitors.

# Hand Hygiene

## **Increasing Social Motivation & Ability**

Every unit had a physician sponsor and a manager sponsor.

Each person took turns doing observations of hand hygiene compliance.

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## SOURCE 5: Structural Motivation

The influence of costs, incentives, and accountability.

# Increasing Structural Motivation

Physicians and managers had stickers and small gift certificates they used to reward speaking up.

After 9 months, hand hygiene compliance was added as a Key Performance Indicator on managers' performance reviews.

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## SOURCE 6: Structural Ability

The influence of space, data, cues, tools, processes, and other environmental factors.

# BIG IDEA

SOURCE 6

**Make bad behaviors harder.  
Make good behaviors easier  
and more obvious.**

# Increasing Structural Ability

Purell dispensers were mounted just outside and inside every patient room, every meeting room, and every manager's or executive's office.



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**They work for  
or against you.**

# **Influence vs. Quick Fix**

Influencers succeed where the rest of us fail because they “overdetermine” success.

They marshal a critical mass of all Six Sources of Influence to make change inevitable.

FALL 2008 VOL. 36 NO. 3

**MIT Sloan**  
Management Review

Joseph Grenny, David Maxfield and Andrew Shimberg

How to Have Influence

Please note that this article is not intended to be used as a substitute for professional advice. For further information, please contact your advisor or the author.

REPRINT NUMBER 30113

# Want More Influence?

Those who use four or more sources of influence to influence organizational change are **ten times** likelier to succeed.



# Meet the Influencers

Matt Van Vranken and his team at Spectrum Health Grand Rapids improved hand hygiene compliance to 97% within two months, and have maintained that performance for a year so far.



## **MEASURABLE RESULTS: Hand Hygiene**

Improved hand hygiene compliance to 97% within two months.

Maintain this level of performance.

Extend this excellence in hygiene to all areas of patient safety and quality of care.

# Three leadership problems for recovery and beyond

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# Three Keys to Influence





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