



MICROGUIDES

LEADING CHANGE

Proven methods to take your team's performance to the next level

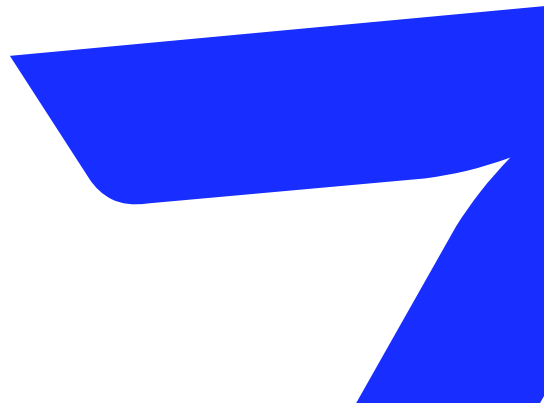
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INTRODUCTION

The MircoGuides are your shortcut to staying current on the world's top Business, Leadership, and Personal Development books. They are used by individuals looking to better themselves, as well as by teams and organizations looking to create and foster cultures of continuous learning and development.

The MircroGuides are meant to serve as your starting point for identifying your goals and the obstacles that are standing in your way of achieving them. In addition to participation in regular ActionClasses, we urge leaders to use the content in these guides as inspiration for developing your own unique ActionPlan to make your ideal state a reality.



LEADING CHANGE

In today's largely uncertain world, one of the most important and in-demand leadership skills is the ability to lead through change. Whether through bringing positive change to your company or organization, or through empowering your team during a period of negative change, the most successful leaders are masters at adapting to changing scenarios.

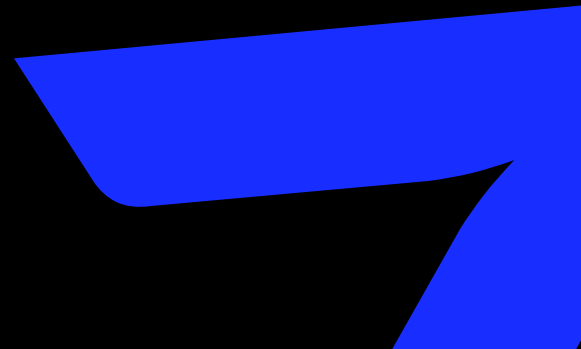
Organizations whose leaders are resistant to change are doomed to fail. Despite the urgency of this skill, though, few managers have ever had formal training on managing change. Keep reading to learn more about how you can become the leader of change your organization needs.



01

7 Lessons for Leading in a Crisis

by Bill George



01

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by Bill George

It is not breaking news that we are living in turbulent times. Stock markets are in flux daily, businesses struggle to survive, and at the same time the internet is truly starting to transform the way we do business. In times like these, the only certainties in life are death, taxes, AND a good crisis or two. And when we say crisis, we don't mean in general – we mean with you.

Luckily, Bill George, drawing from his many years as a CEO and facing a crisis or two himself, has written the guidebook for handling them. Here, in ten minutes or less, are the 7 lessons to leading in a crisis.





Lesson #1: Face reality, starting with yourself.

As the old joke goes, De-Nial is not a river in Egypt. As Bill found out early in his career, leaders often go into denial about the urgency and severity of the challenges they are facing. So how to you cure yourself of the disease of denial? First, you have to personally acknowledge that you have a crisis on your hands. Got that one covered? Good. Now it's time to convince everybody else to see it too. Only then can you take action.

But what if there is a crisis brewing, and you as the CEO don't have visibility to it? Bill used to tell his employees at Medtronic that "You'll never get fired for having a problem, but you will get fired for covering one up."

No matter where a crisis originates in your organization, it's imperative that you as the CEO take it on personally and admit where you went wrong. Once you do that, your employees will feel free to explore where they could have done better, and you create an ownership culture.

Lesson #2: Get the world off your shoulders

Tell me if this sounds familiar: you feel like Atlas. You are carrying the weight of the world on your shoulders. The whole organization is depending on you and you aren't sure you can pull it off. And the whole thing could collapse overnight. Sound familiar? Good – that means you are a leader. But let's be clear – it doesn't have to be that way. Whatever your crisis is, there is absolutely no chance that you can solve it yourself.

That's exactly the situation that Anne Mulcahy faced when she took the reins of Xerox in 2000. Not only was the firm on the verge of bankruptcy, she lacked the financial expertise to solve the problem because she had spent her life in sales and marketing. Then, she did something remarkable. She found an advisor to help her with balance sheet management.

AND she met with 100 of the companies top executives and asked if they would stay with the company even though there were going to be rough times ahead. She was vulnerable, honest, and openly admitted her weaknesses. Through that she found strength. The first two she met with said no. The next 98 said yes, and have helped her lead Xerox out of the mess it found itself in.

Adaptive reflection question:

When dealing with a crisis or overwhelming situation, how do you leverage the help of others to, as George calls it, get the world off your shoulders?

Lesson #3: Dig deep for the root cause

You've admitted there's a crisis, and you've got the world off your shoulders. What's next? Well, when you start digging for the cause of the problem, you'll uncover all sorts of things. The tendency will be to believe that you've found the root cause before you have.

One of the things you can do to get to the root cause is use the military motto "trust, but verify". Be like Terry Lundgren, the CEO of Macy's. He just pops into stores unannounced and gets to see exactly what the customer sees.

At the end of the day, you are going to have to make a judgement call about whether you've reached the root cause or not. Bill says that "the only way to do so is to gather all your experts to analyze the problem and give them time to reach definitive conclusions". Then it's up to you to make the call.

Lesson #4: Get ready for the long haul

Do you remember where you were when George W. Bush stood on the aircraft carrier Lincoln in a green flight suit and declared the war in Iraq was over in front of a giant “Mission Accomplished” sign? I don’t either, but it certainly highlights the danger of declaring a crisis over before it actually is. Whether you like it or not, as hard as it is to predict when a crisis will hit, it’s even harder to forecast when it will end. So, buckle in for the long haul.

In fact, the first time you feel the urge to declare that your crisis is over, remember that it will probably get worse from there, and your first and only concern at this point should be survival. Here’s where a paradox comes in.

First, as we all know, cash is king in any crisis. Nothing else even comes close. But it also happens to be the best time to reinvent yourself for when you come out the other side. This is exactly what Andy Grove and Intel did when he convinced the company that they had to get out of memory chips and into microprocessors. Being able to do this is the mark of a leader that Roger Martin, Dean of the Rotman School of Business at the University of Toronto would call an “integrative thinker.”

Times of crisis are the best times to reinvent yourself for when you come out on the other side.



Lesson #5: Never waste a good crisis

In “The Prince”, everybody’s favorite philosopher Nicolo Machiavelli advised his followers, “Never waste the opportunities offered by a good crisis.” The one name that always comes to mind when thinking about this topic is Jack Welch.

Welch, as you might remember, actually saw crisis with a runway of about 10 years, and created a crisis in his company before the marketplace could do it for him. He made the famous decree that every GE business unit had to be #1 or #2 in marketplace, or GE would divest the business. He earned the nickname “Neutron Jack” for his efforts (he eliminated 100,000 jobs), but he also turned a slow-moving and mature organization into a global player positioned for the future.

Lesson #6: Follow the True North

If there’s ever a time that your leadership position puts you in the spotlight, it’s when there’s a crisis. Every word you say is scrutinized, and potentially lives forever on the Internet. Here’s what you need to do in order to come out roses.

1. **Be transparent.** You can’t hide or color the truth in a crisis – you will most certainly be found out. By the way, this is a good principle to live by any day.
2. **Create a culture of candor.** You need to keep people informed of what’s going on when you are in a crisis. The more you open up, the less they turn to the rumor mill for their information. So ironically, the more you share, the more you control what information people get.

Take ownership of the crisis. Whether or not you caused the crisis, the reality of any situation you find yourself in as a leader, you are responsible for it. There are times when this might not be a great career move, as David Neelman, the founder of JetBlue found out in the aftermath of Valentine’s Day 2007.



No, he didn't give his wife an ill-advised gift. There were hundreds of people stranded on Jet Blue airplanes for up to ten hours because of an ice storm. While numerous other airlines faced the same issues, Jet Blue was the only one to actually take public ownership of the problem. He went as far to appear on Letterman and the Today Show, and took the unprecedented move of creating a customer bill of rights, and spent \$30 million compensating passengers who were stranded in the storm.

For his efforts, he was shown the door from the company he founded by a board who felt he went too far. I think the lesson learned from this story is that we need more people on boards of directors who see the customer as the #1 priority in any business.

Lesson #7: Go on offense; focus on winning now

The last lesson is to go on the offense. The best way to go on offense is to invest during downturns. Of course, you need cash to be able to do this, so your first order of business is to prepare for the downturn before it hits. Keep some resources available in the "emergency fund." While your competition will be figuring out how to survive, this will give you the time and space to do the following 7 things:

1. Rethink your industry strategy
2. Shed your weaknesses

3. Reshape the industry to play to your strengths
4. Make vital investments
5. Keep key people focused on winning
6. Create your company's image as the industry leader
7. Develop rigorous execution plans. What if you could spend the downturn doing those things while your competition had to focus on keeping the status quo alive? What would that look like?

**Adaptive
Reflection**

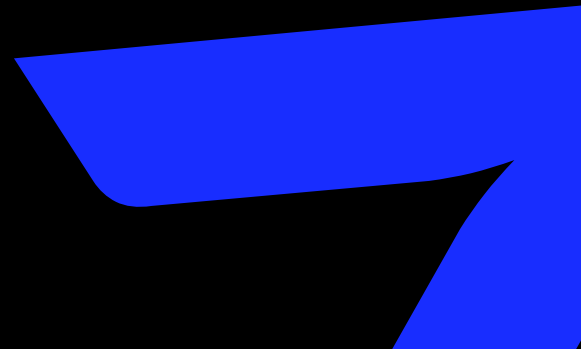
Question: What steps can you take to protect your business and yourself for the next downturn?



02

Switch

by Chip and Dan Heath



02

Switch

How to Change Things When Change is Hard by Chip and Dan Heath

Change of all kinds is hard - you just have to check in on February 1st with your New Year's Resolutions to figure that one out. Now imagine how hard it is to change things that really matter - like feeding starving, malnourished children in Africa. As it turns out, you'll find the answer to creating change in the world at the circus. Under the big top and shining lights are the elephants, and the people who ride those elephants.

Really?

Yes. Let me explain.





The elephant is what the Heath brothers would call the overpowering emotional element to decision making. It almost always wins, and almost always looks for the quick payoff. But it also provides the energy to get the job done.

The rider is the logical decision maker, who takes care of all the analysis and thinks about the long term. It usually plays second fiddle, no matter how much we want to believe we are logical beings.

In this incredible book you'll learn how to:

Direct the rider by (1) finding the bright spots, (2) scripting critical moves, and (3) pointing to the destination.

Motivate the elephant by (1) finding the feeling, (2) shrinking the change, and (3) growing your people.

Provide clear direction by (1) tweaking the environment, (2) building habits, and (3) rallying the herd.

Change comes in all kinds of shapes and sizes. But one thing is constant: you need to change behavior. This book will show you how.

Let's get started.

Directing the Rider

Finding the Bright Spots

When you are directing the rider, the first thing you want to be aware of is finding the bright spots. In 1990, Jerry Sternin arrived in Vietnam working for Save the Children. The problem? Rampant malnutrition. Like any situation like this, there was conventional wisdom. This conventional wisdom said that the malnutrition was the result of poor sanitation, poverty and a lack of clean drinking water. On top of all of that, the rural people didn't seem to know anything about nutrition. If those are the problems, that's what we should fix, right?

Wrong.

That's because they were looking at averages. What they found when they analyzed the situation a little deeper was that some of the children were actually very well nourished. Jerry and his team figured that if there were some bright spots - children who were healthy against the odds - that every kid should be able to be healthy. They just had to find out why. So they went to the families who seemed to have healthy children and started poking around. What they found was amazing.

The parents of the healthy children were feeding them four times a day instead of two times a day, even though they used the same amount of food as the unhealthy children. The problem with feeding malnourished children two times a day is that it is more food than they can process at one time. Another thing that they found was that the healthy children were getting more protein in their diet from crab and shrimp from the rice paddies, even though they weren't deemed fit for children's food.

Jerry had realized that these people didn't suffer from motivation problems - every mother and father wants their children to be healthy. But what they did lack was information. So they delivered this information in the form of cooking classes that each mother could take, and it made them feel like they had control of the situation.

Adaptive reflection question:

What strategies can you use to identify the bright spots in a problem situation?

All of a sudden, the challenge isn't overwhelming anymore, and they actually produced the results they were looking for. Amazing.

So, the choices were these: fix the sanitation problem, fix the poverty problem, and get clean drinking water, OR feed your kids four times a day and throw a little shrimp and crab in there while you are at it. Which challenge do you think seems possible to overcome by mothers in the poorest parts of Vietnam?

The lesson? The next time you have an enormous challenge to overcome, look for what's already going well, no matter how small the sample size.

Ask yourself, what's working now? On the face of it, it might just look like an anomaly. But you might just be staring at the solution to your problem.

Script the critical moves

We all face difficult decisions in life. What will we eat for breakfast? Who are we going to ask to the highschool prom? Which companies do we apply to after college? Some of us can't even walk into the wine store and choose a wine in less than 20 minutes.



As with all important decisions in our lives, we all deal with decision paralysis. What if you were the President of a railroad company that needed to fix hundreds of millions of dollars worth of infrastructure but only had thirty million dollars to work with? That's the situation that Alexandre Behring faced as the president of the newly privatized railway system in Brazil.

It would be very easy to be overwhelmed in that situation. Which bridge should we fix first? How much money should we spend? Which repairs are really necessary? In response to this pressure, Behring and his CFO developed four crucial rules to live by:

1. Money would only be invested in projects that unlock more short-term revenue.
2. The best choice in any situation would be the one that cost the least amount of money up front, regardless if it cost more in the long-term.
3. Solutions that could be implemented quickly were preferred to superior long-term solutions.
4. Reusing or recycling existing materials was better than buying new ones.

Everything else became secondary. And as it turned out those were the critical moves, as the company went from large losses to large profits in the span of 3 years.

In any situation, ask yourself what your "make or break" is. For Behring and his rail road, short term cash was the make or break. In your business it might be superior research and development. In your personal life, it might be making it to the gym 4 times a week so you'll have the energy to work as hard as you do. Whatever it is, make sure that you script the critical moves in the process.

Then, to borrow a turn of phrase from Stephen Covey, do first things first, and second things never. Remember, however, that you can't script everything. So focus truly on what's important and what will generate the results you need.





Point to the destination

One of the Rider's greatest weaknesses is the over reliance on logic and analysis. "We need to grow our business next year in order to stay up with the competition, and here are some fancy charts that show us why." The Rider loves this kind of stuff, because he can dive into the analysis and endlessly debate the veracity of your numbers and conclusions.

In fact, the Rider will typically enjoy this much more than actually doing the things that are necessary to work towards the goal. The cure for this is to point to a compelling destination - to send a destination postcard.

As the Heath brothers say: "destination postcards do double duty: they show the Rider where you're headed, and they show the Elephant why the journey is worthwhile". That's the challenge a little company called Microsoft faced as it grew from a 30 person operation to a global giant with 80,000 employees.

Over 30 years ago, Bill Gates started a computer company that could have very easily have set realistic financial targets for their employees. Practical, short-term goals seem like the most logical thing to do. But Bill wasn't satisfied with merely growing his company. He literally wanted to change the world. His dream was to have "a computer on every desk and in every home." At the time he uttered those words, that was a pipe dream. But it spoke very clearly to both the Rider and the Elephant.

To the Rider, it told him that their job was not done until they had literally put a computer on every desk and in every home. For the Elephant, which would have known how much this would change the way the world operates, this as a worthwhile journey.

So the next time you are deciding to create change - both large and small - make sure that you send a destination postcard that sends a message about where you are going, and make sure the destination is an attractive one.

Motivate the Elephant

Find the feeling

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When teenage cancer patients leave the hospital, they are comforted by the fact that the worst is most likely over. They've been through hell and back with brutal chemotherapy, and come home sapped of energy and little hair left on their heads. Once home, the things they needed to do in order to keep themselves healthy were fairly simple. Report any symptoms as they feel them, and take their medicine as prescribed. But many teenagers simply wouldn't comply - because the medicine would make them sick and give them skin breakouts, among other things.

In other words, the kids were not getting the message. They knew the consequences of their actions, but still they wouldn't take the medication.

Adaptive reflection question:

How do you visualize a destination when you decide to make a change?

What Pam and her team had discovered was that by bringing “feelings” into the equation, the results change drastically. These kids now took on the identity of “cancer-killers”, and literally transformed the way they viewed their medication regimen

.As it turns out, the formula for change isn't Analyze-Think-Change ,it's See-Feel-Change.

Shrink the change

We all know that change is hard. Quite often, the hardest part of change is taking the first step. It's getting in the car to go to the gym that's the hard part, not the grueling 60 minute workout when you get there. It's putting the pen on the paper and starting to write that's the hard part, not the 100 pages of prose that come flowing out.

Here's a practical example. A car wash ran a promotion with loyalty cards. Get your car washed, get a stamp. Come 8 times, get a free car wash. They did a little test with this promotion, however. Half the customers got an empty card with 8 spots to fill in. The other half got a card with 10 spots to fill in, but 2 stamps were already placed on the card. The same action was required (8 car washes), but one group was given a head start.



The results were very enlightening. A few months into the promotion, 19% of the first group had earned the free wash, while 34% of the second group had earned the wash. On top of that, the second group had earned it faster.

As it turns out, people find it more motivating to be partly finished with a longer journey than to be at the starting gate of a shorter one. So the next time you need to motivate somebody towards a goal, make them feel that they are closer to the finish line than they previously might have thought.

Grow your people

We all have an identity that we try and live in to. Some people self-identify with political parties, others with noble causes. Some people self-identify with a certain style of music, others with different periods of art. Whatever your identity, you've been spending your entire lifetime building it up, one experience at a time. As we literally "become" our identities that we create for ourselves, it's no surprise that this identity has a huge impact on how we make our decisions. That's the insight that one manufacturing company in Brazil used to transform their company.

A steel can manufacturing company doesn't evoke images of innovation and oceans of creativity. But that didn't stop the founders of Brasilita from transforming their company into an innovation factory. These brilliant founders believed if they could get their employees to see themselves as innovators - to bake it into their identity - that they could do amazing things.

So, if you work at Brasilita you are known as an "inventor", and are asked to sign an innovation contract. Of course, in order to work it has to be more than lip service - they actually treated their employees as innovative inventors and took their suggestions about improvements and innovation seriously. Over time, these employees had turned themselves into innovators, and the company is now renowned throughout Latin America as an innovator.



In your next change situation, realize that people will typically ask themselves three questions: Who am I? What kind of situation is this? What would somebody like me do in this situation? In any situation, you can either give people a new identity to live into, or even just remind them of somebody they already know they are. Tap into their identity, and you tap into their action.

Shape the Path

Tweak the environment

Although people will usually act consistently with who they believe they are, sometimes it's the situation they are in that dictates the behavior. Most of the time, we miss this subtle point. Stanford psychologist Lee Ross calls this "Fundamental Attribution Error" because our inclination is to attribute people's behavior with who they are rather than the situation they are in. We even sometimes inflict this sentence on animals.

I know that this would never happen in your household, but have you ever been to somebody else's house and found a pet that was just uncontrollable? "Oh, that's just Stewie, we've tried everything but that's just the way he is". Sometimes it gets so bad that the owners contemplate giving the pet away. Cue Cesar Milan, the Dog Whisperer.

Adaptive reflection question:

What strategies do you use to reduce friction during times of change?

Cesar shows us that it's not truly the animal at all, but the situations that you put them in that create the negative behavior. So, he simply gives them a new routine of discipline that changes the situation, and magically the animal transforms into the angelic image that the owners always envisioned. Quite simply, it's about making the right behaviors a little bit easier, and the wrong behaviors a little bit harder.

The next time you are faced with a situation where people seem to just "be" a certain way, ask yourself how you could make the behavior you are looking for a little bit easier to do. And remember, unlike Cesar Milan, who doesn't have the luxury of asking the dogs that question, you might even consider asking the people themselves. You'll be amazed what happens when you remove even the smallest amount of friction in the process.

Build Habits

We all have habits. Some of them are positive habits, like Hulk Hogan's "demandments" of training, saying our prayers and eating our vitamins. Some of them are negative habits, like the seven deadly sins. These habits become behavioral autopilot that happen without the Rider taking control. Unfortunately, we are not very good at understanding how to build and sustain these habits over time. Remember when you were in college and had an entire semester to turn in an assignment but found yourself slaving away all night the day before it was due?

Peter Gollwitzer, a psychologist at NYU performed a study, where a college class was offered extra credit for turning in a paper by the end of the semester. In one study they were just given the assignment, and 33% of the students actually completed it. In another study, the students were required to set action triggers - to specifically decide when and where they intended to write the report. "I'll do the report next Saturday after my workout in the morning", for instance. 75% of those students wrote the report.

Incredible.

Gollwitzer points out a couple of things here: first, you need to truly want to take the action in the first place. Action triggers aren't going to work if it's something you aren't motivated to do. Second, what you've essentially done is turn control of the situation over to the environment - it's an automatic that next Saturday, after your workout, you'll be working on your report. The Rider has nothing left to analyze, and can't interfere with your decision any longer.

The next time you find yourself wanting to generate behavior out of yourself or another person, give them an action trigger. Make it very specific. Also note that studies have shown that the harder the goal, the more effective these triggers become. What you'll be doing is creating instant habits, and that's a powerful thing. Want a tool that is perfect for helping you do this? Create a checklist.

Rally the herd

Have you ever been in a situation where you didn't know how to act? Maybe it was your first time at a fancy restaurant and you didn't know which fork to use with salad and which glass of water was yours. What did you do? You waited until somebody who knew what the hell they were doing to pick up their salad fork, and then you copied them. As it turns out, you do this type of thing a lot more than you realize.



**Adaptive reflection
question:**

What strategies do you use to motivate others to make positive changes?

You just checked into a hotel room, and you notice a sign in the bathroom that asks you to use your towel more than once. If the sign had told you that you should do this because the hotel was attempting to “do their part for the environment”, perhaps you would consider it. But if you got a sign that asked you the same thing, but explained that “the majority of our guests reuse their towels at least once”, you would be 26% more likely to reuse your towel.

This type of behavior isn't just limited to small things like reusing towels. Consider this staggering statistic: if a person is obese, the odds that their friends would become obese tripled! Other serious issues follow this pattern, like drinking and where we invest our money. We are hard wired to look to others to find acceptable behavior.

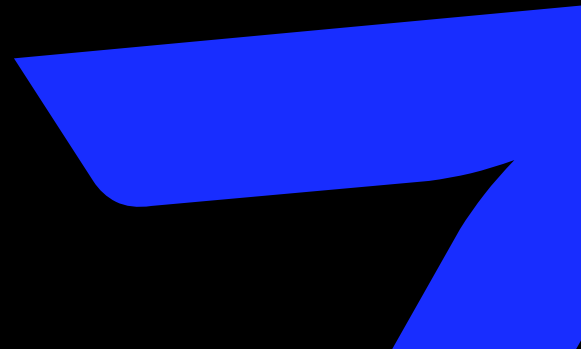
The next time you are faced with a challenging change situation, remember that there is a herd mentality at play. Find a way to make the behavior you are trying to create contagious by showing the people you want to motivate how to follow the herd.

There you have it – everything you need in order to change things when change is hard!

03

Influencer

by Kerry Patterson



03

Influencer

The Power to Change Anything by Kerry Patterson

There's a secret that only a select few powerful people understand, and it allows them to wield enormous influence in any situation that they find themselves in. These people are The Influencers. They understand that influence comes from a variety of sources, almost none of which include the title on your business card. They realize that influence is a lot more intricate and elusive than taking a course on how to communicate better.

In the next 15 minutes, you are going to learn what the authors of Influence learned from people who were able to solve seemingly impossible challenges. Do you have a situation in your business or home life that isn't going exactly the way you've envisioned it, even though you've done "all you could"? This book – and the principles in it – are for you. Buckle up and get ready to learn the secrets that will give you the power to transform anything.





Find the Vital Behaviors

In almost any situation, there are a few vital behaviors that will determine the outcome of a situation. Understanding what they are holds the key to your success.

In the 1980s in Thailand an AIDS and HIV epidemic hit the country – much like it did in every corner of the planet. A problem that had started with IV drug users had spread to sex workers and eventually to the general public who frequented the services of the Thai sex workers on a regular basis. They, in turn, infected their unknowing spouses at home. If something wasn't done, it was estimated that as many as 1 in 4 Thai citizens would be infected with the deadly virus. Thanks to a brilliant researcher by the name of Dr. Wiwat, this nightmare never became a reality.

At first, they did the logical thing and held information sessions and blanketed the country in a concerted PR effort. Surely, if the public knew about the potential threat, they would change their ways. Not so – the epidemic only got worse in the face of these efforts.

Then, Dr. Wiwat and his team had a flash of insight. If they could get the Thai sex workers to wear condoms, the epidemic would have almost no chance to spread, as they were the main conduits of the disease into the general public. So, instead of focusing their efforts on educating the general public, they focussed their efforts on getting the sex workers to adopt a zero tolerance policy – no condom, no sex.

Dr. Wiwat’s team – and thousands of other influencers around the world – have discovered that in order to change any situation, you must focus in on the vital behaviors that need to change. How do you figure out which behaviors need to change? Take a look at the instances where there is a “positive deviance.” In whatever large scale problem you are looking to solve, it is likely that there are some small pockets of the population (or places within your company) that have already cracked the code – sometimes unwittingly. Studying those people and situations will give you the necessary insight to at least start to understand the challenge.

Adaptive reflection question:

Think about a situation you want to change. What are the vital behaviors you need to focus on in order to make that change a reality?

Changing Minds

If finding a few vital behaviors and changing them is critical, we’ll need to understand how people change their behaviors in the first place. Psychological research has shown that people choose their behaviors based on what they believe will happen to them as a result of their actions. For example, if you have a snake phobia, you might believe that if you touch a snake it will instantly coil itself around your neck and choke you to death. Of course, this isn’t a rational thought, but it is the thought of snake phobics nonetheless. So, in order to change behaviors, you need to change these maps of cause and effect.

You need to help people answer two questions if you are to do this:

1. Is it worth it for me to change this behavior, and
2. Can I actually do it?

Your first reaction to cure a person with a snake phobia would be to resort to verbal persuasion. You could come up with a million and one great reasons why it would be better to be without the phobia, and tell them over and over why you think they could do it. But for those of you who've tried to influence somebody you know using this technique, you know it doesn't work in emotionally charged situations like a deadly fear of snakes (or accountability or public speaking). You need to up the ante. The greatest persuader of all-time is personal experience. So, your goal here isn't to persuade them that they need to change their behavior, but that they should give it a shot – just once.

If you are unable to create a personal experience, you must create a vicarious experience through the use of an emotional story. The reason that you need to use emotional stories and not logic and statistics is that people cannot resist empathizing with the person who is the star of the story. Tell an emotional story about a 68 year old lady who breaks down in tears when she finally breaks an addiction to alcohol and how it transforms her life immediately – we can't help but to get caught up in the drama. We feel the emotions of the story and make them our own. The key is to make a link between the current behaviors that you want to change, and what they will be missing out on if they don't change those behaviors.



So, motivation and ability are the two main questions that need to be answered and made real. Next, we focus on the 3 different levels both of those questions need to be answered – the personal, social and structural levels.

Change at the Personal Level

Personal Motivation

At the personal level, the first thing you need to do is make undesirable, desirable. Let's take the example of moving from an unhealthy life of junk food and TV watching to a life of healthy eating and exercise.

First, when you find yourself facing an irrational thought pattern – like all vegetables taste like dirt and I will never like them – you need to simply immerse them in the behavior you want. Get them to taste some vegetables that you know they'll find delicious. Again, in situations like these your goal is to get them to try it.

Second, you might come up against the situation where you are trying to introduce new behaviors that will never be viewed as a positive experience the first time they go through it – like running on a treadmill for 30 minutes when you've never been on one in your life. The key here is to focus on the achievement that will be accomplished and the connection to the values that the people hold. For instance, a parent will want to be physically fit in order to do activities with their children like playing at the park. Remind them of that on a regular basis.

Lastly, if nothing seems to get through to the person, it's likely that you haven't taken the time to truly understand what they want. If you take the time to listen to what they actually want, you'll be able to connect the desired behaviors to what they want. You might be surprised to find out that not everybody has the same desires and dreams that you do – don't assume.

Adaptive reflection question:
What strategies do you use to motivate yourself?



Personal Ability

Sometimes there will be a gap in ability standing in the way of what a person wants to accomplish, and what they actually can accomplish. The first thing to understand here is that almost any skill can be learned if you give yourself enough time. Let's say that the parent who wants to get healthy also wants to run a marathon one day, even though they've never run more than 100 meters to catch the bus on a rainy day.

First, you must be able to set goals around clear, specific and repeatable actions. For instance, if you were learning how to improve your golf swing, focussing on keeping your elbow in is a much better goal than "I'm going to get rid of my slice". So, take the time to learn the specific actions you need to take in order to improve and you'll be well on your way.

Second, insist on immediate feedback against clear standards. This goes against most of what we've experienced growing up in the educational system, with long periods of time between tests to see how we are progressing. Test yourself regularly, and make adjustments as necessary. This is the only way to understand where are off track and what you need to change to be successful.

Lastly, whatever you are setting out to accomplish, you need to prepare yourself for setbacks. If it's worth doing, you are going to face some challenges

Change at the Social Level

Social Motivation

The people who make up your social networks have a large amount of influence on your life, whether you like it or not. Praise, rejection, encouragement and resistance from these people in large part determine the success or failure of your mission.

That's why you need to understand the power of social motivation and how to getting working for you, instead of against you. Although it might be tempting to try and curry the favor with the entire group of people you are trying to motivate behavior change in, there's often a handful of people who can often serve as a proxy for the entire group. These people are the opinion leaders of the group, and if you convince them for the need for change, you will often get the entire group's buy in.





Social Ability

There are quite a number of situations when you need to tap your social capital to actually create the change you want to see. First, when other people are part of the problem, change is difficult. For instance, sometimes number of people who are actually causing the problem (like spousal abuse, for instance), but the number of people who sit idly by and let it happen without recourse is much larger. In a situation like that, you'd need to enlist the entire group of people who would typically sit by and do nothing if you want things to change.

Second, there may be situations where you simply can't succeed on your own – where you require the actions of others in order to succeed. For instance, creating a finished product at a software company requires a lot of people to work together in concert. In that situation, making a change in one faction of the team is not sufficient to have an impact on the quality of the entire project.

Asking for help has not been an accepted part of our culture. In some places, asking for help is akin to admitting defeat. But savvy influencers know that reaching out for help when they need it is the only path to success. So, practice flexing your social muscles and learn how to ask for help.

Change at the Structural Level

Structural Motivation

Structural Motivation is all about designing rewards and demanding accountability. The easiest thing to jump to would be extrinsic rewards like money. However, as the authors point out, that isn't the first or even second thing you should think of – it should be the third thing. The first thing that influencers do is ensure that the vital behaviors that are necessary are linked to intrinsic satisfaction – the desired behavior should be rewarding in and of itself. Then, they line up social support. Then, and only then, do they think about extrinsic rewards.

When you are thinking about extrinsic rewards, the key is to think about small rewards that are tied to vital behaviors, and that are administered quickly. Catching people in the act and rewarding them then and there is much more powerful than “employee of the year” awards. Also be sure to reward the vital behaviors, not just the results that people produce. If you are certain that the behaviors are in fact vital, there will be times where they don't produce the desired results – but you'll want to reward that behavior anyways so that the vital behavior continues into the future.

Lastly, influencers understand that people need to be held accountable if change is going to happen. However, influencers are careful not to administer punishments too often, and will always place a “shot across the bow” before any actual punishment is doled out. Then, if the behavior isn't changed, they will administer the punishment. There is a fine line here – if you are too liberal and don't punish bad behavior, the people you are trying to rally will eventually get demotivated. However, use too much punishment, and it will have the same effect. Tread the line carefully.

Adaptive reflection question:

As a team leader, how do you help keep your team members motivated?

Structural Ability

Structural ability is all about changing the physical environment so that the vital behaviors become easier to take. The impact of the physical world on our behavior is much more profound than we could ever imagine. However, much like a fish is the last to discover it is living in water, we humans are slow to figure out that our physical environment can be changed to promote vital behaviors.

The key is to start noticing how the physical environment is affecting behaviors. For instance, how much food you eat isn't really a function of how full it makes you feel, but how full the environmental factors around you make you feel. Try eating your next meal on a plate that's half the size of your current dinnerware. You'll be amazed at how different the experience is just by changing how the food is served.

You can also influence your environment by understanding the power of data. Serving up the right data at the right time can be an extremely powerful tool. Change the numbers you look at, and you'll immediately change your behavior. For instance – imagine going to a professional hockey game that had no score – do you think that the game would be played differently?



Conclusion

Influence is something that we all strive for. It's not a simple thing to learn or do, but if you work at it long enough you'll have the ability to change any situation that you find yourself in. There can be no greater skill, in our humble opinion, that a leader can have in their tool belt.

Adaptive reflection question:

In what ways could you see yourself becoming an Influencer?

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