



Crucial Influence.



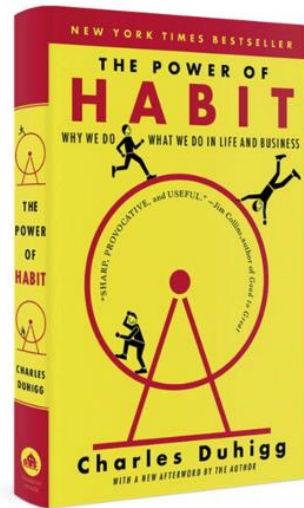
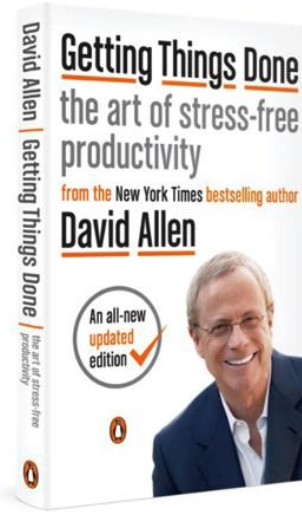
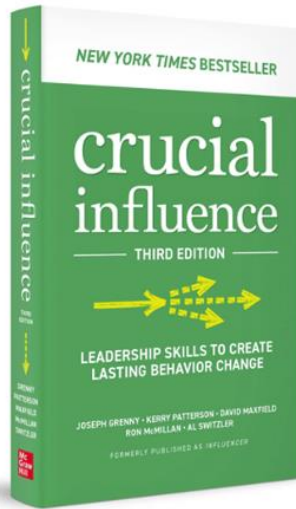
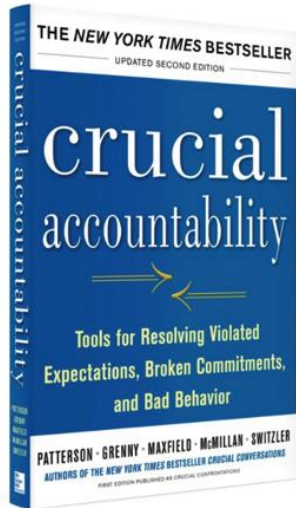
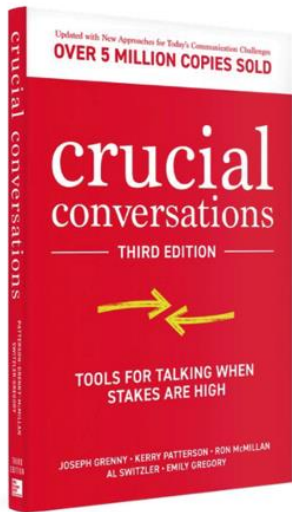
Scott Robley

Sr. Master Trainer and Director of
Professional Services

HOW TO 10X YOUR INFLUENCE

**Stop Underwhelming Overwhelming
Problems**

Crucial Learning.



Crucial Learning®



NEW YORK TIMES BESTSELLER

crucial influence

THIRD EDITION



LEADERSHIP SKILLS TO CREATE
LASTING BEHAVIOR CHANGE

JOSEPH GRENNY • KERRY PATTERSON • DAVID MAXFIELD
RON McMILLAN • AL SWITZLER

FORMERLY PUBLISHED AS *INFLUENCER*

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THIRD
EDITION

GRENNY
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INFLUENCE

Influence is the ability to change behavior in service of an important goal.

Leadership is intentional influence. If behavior isn't changing, you aren't leading.

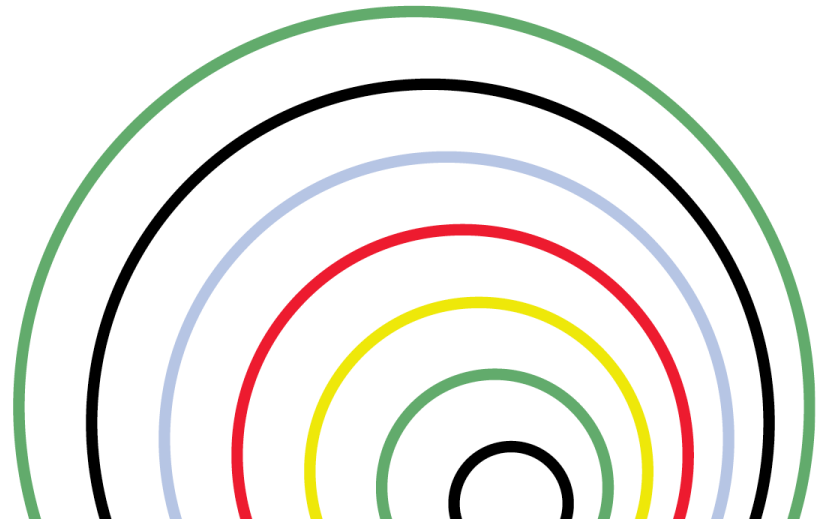


Problem

As leaders, one of the most important capacities we possess is the capacity to change behavior. Yet few of us have a model for success.

Solution

Learn the skills of influence to transform the way you lead.





Crucial Influence® Model





Crucial Influence® Model





The Point

Your world is perfectly organized to create the behavior you're currently experiencing.

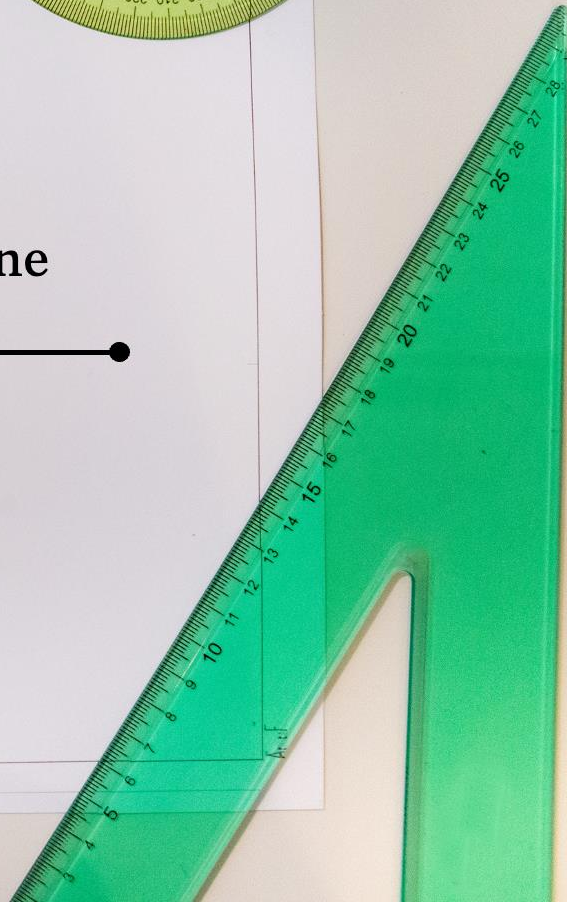
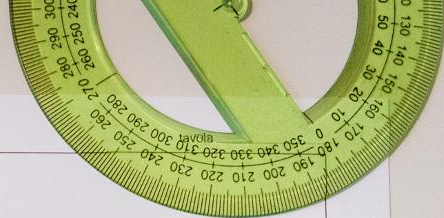
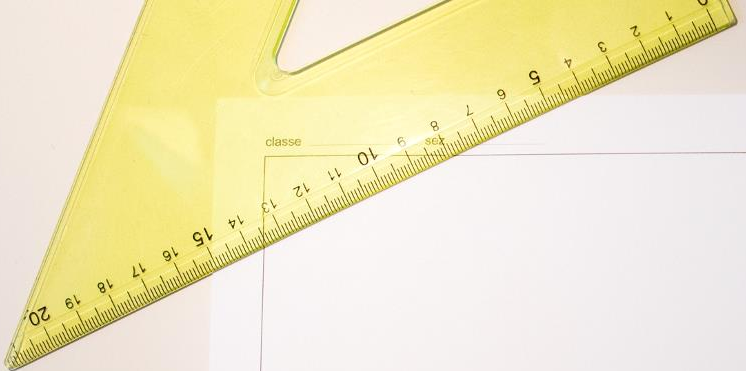




The best succeed where
others fail because they
'overdetermine' success.



Two points determine a line



data

alunno

Three points overdetermine a line



data

alunno

10X

MIT Sloan Management Review

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Overwhelm the problem by engaging four or more sources!

	MOTIVATION	ABILITY
PERSONAL	1 Connect to values	2 Invest in deliberate practice
SOCIAL	3 Provide encouragement	4 Provide assistance
STRUCTURAL	5 Reward with care	6 Change the environment



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SOURCE 1

Increase Your Influence

Vital behaviors can often seem boring, uncomfortable, scary, or painful—people may not want to do them.

If bad behavior feels good and good behavior feels bad, what can you do?



INFLUENCE THIS

You're the safety leader at a bus service company. Cyclist fatalities and injuries have gone up each year for the past 5 years. Your drivers speak dismissively of the riders, blaming them for carelessness.

How could you influence these drivers to have more awareness and empathy for cyclists?



INFLUENCE THIS

A motivational speech?



INFLUENCE THIS

Emailing a memo?



INFLUENCE THIS

The city council of San Luis Potosi, Mexico tried this.

Why would this work?





HIGH

Personal Experience

LOW

Verbal Persuasion



HIGH

Personal Experience

Vicarious Experience

LOW

Verbal Persuasion



College
fundraising
call center.
Unpleasant.
Boring.
High turnover.



HAD SCHOLARSHIP STUDENTS COME IN AND SHARE THEIR STORIES ONCE A MONTH

142%

more time
on the phone.

171%

more
revenue.



Change the frame and you
change the feeling.



	MOTIVATION	ABILITY
PERSONAL	1 Want to	2 Can do
SOCIAL	3 Praise and pressure	4 Help and hindrance
STRUCTURAL	5 Rewards and punishments	6 Structures, environments, and tools

SOURCES 3 & 4

Increase Your Influence

Who you're with is how you act. Longstanding behaviors are almost always influenced by others who encourage (source 3) and/or assist (source 4).

THE POWER OF SOCIAL INFLUENCE

Did you know . . .

How you feel is contagious? Happiness spreads among people up to three degrees removed from one another. When you feel happy, a friend of a friend of a friend has a higher likelihood of feeling happy too.



THE POWER OF SOCIAL INFLUENCE

Did you know . . .

We follow the rules if others do? One study found that simply telling people others paid their taxes on time increased the likelihood that they would pay on time.



THE POWER OF SOCIAL INFLUENCE

Did you know . . .

We do what leaders do? Every hour a leader spends working after-hours translates to twenty minutes of after-hours time spent working by their direct reports (even when that's not what the leader expects or wants).



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SOURCE 5

Increase Your Influence

Rewards, incentives, performance reviews, and punishments often encourage the wrong behaviors and discourage the right ones.

SOURCE 5 IN THE REAL WORLD

Leaders at a day-care center were frustrated with parents arriving late to pick up their children.

To discourage this behavior, they fined parents who were more than ten minutes late.

What do you think happened?



SOURCE 5 IN THE REAL WORLD

Almost immediately, the number of late pickups more than doubled.

When we use incentives as quick fixes, they often backfire. In this instance, a new financial contract overrode any influence of the previous social or moral contract.



The Principle

Use rewards (and consequences)
third—AFTER personal and
social motivators.

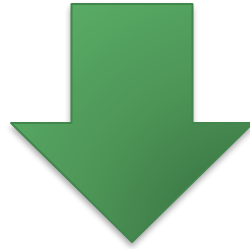


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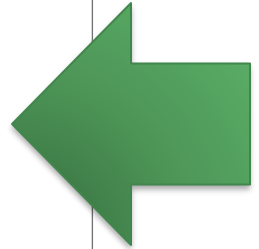
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THE OTHER SIDE ACADEMY

See how one organization is helping people overcome longstanding patterns of drug use and criminal behavior.

Watch on  YouTube

