Agile Influencer

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The Mistake We Make

Leadership calls for changing people's behavior.

Influencers are those leaders who understand how to create rapid, profound, and sustainable behavior change.

We underestimate and undervalue sources of influence.
We **underestimate** and **underuse** sources of influence.
- Have a clear and compelling value based statement
- Measure your measures by the behavior their influence
- Measure frequently
Find Vital Behaviors

Notice the Obvious
Look for crucial moments
Spot culture busters
Learn from positives

Look a problem in the eye
Watch for crucial moments that call for behaviors that are currently taboo or punished by cultural norms.

Vital Behaviors
Focus on CSH and CSH behaviors that may work by itself.
Vital Behavior Key:
Focus on ONE or TWO behaviors that may create big results
**Motivation**

- **Personal**
  - **Notice**
    - Help Them Love What They Hate
    - Make the Undesirable Desirable

- **Social**
  - **Provide Encouragement**
    - Harness Peer Pressure
  - **Provide Assistance**
    - Find Strength in Numbers

- **Structural**
  - **Change Their Economy**
    - Design Rewards and Demand Accountability
  - **Change Their Space**
    - Change the Environment

**Ability**

- **Personal**
  - **Help Them Do What They Can’t**
    - Surpass Your Limits

- **Social**
  - **Provide Encouragement**
    - Harness Peer Pressure
  - **Provide Assistance**
    - Find Strength in Numbers

- **Structural**
  - **Change Their Economy**
    - Design Rewards and Demand Accountability
  - **Change Their Space**
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Notice

The beatings will continue until attitudes improve

HELP THEM LOVE WHAT THEY HATE
Make the Undesirable Desirable
You can't force people to feel something, ...

- Can't motivate people directly around outcomes
- Focus on behaviors
- Beliefs aren't always visible
- Experiences create beliefs

...but you can create experiences that will
Ways to encourage experience

Give people a choice

Create opportunities for direct experiences whenever possible

Vicarious experiences & shared stories can be a stand in for direct experience
HELP THEM DO WHAT THEY CAN'T

Surpass Your Limits
People undertake behaviors they want to do and are capable of doing

- What skills are needed to conduct the desired key behavior?
- Is resistance due to motivation or lack of ability?

People will resist that which they don't believe they can achieve
PROVIDE ENCOURAGEMENT

Harness Peer Pressure
Just who is the leader?

What message is your behavior conveying? You are already leading by example.

Enlist opinion leaders, not necessarily early adopters to spread your message

Be explicit about and codify the "new norms"

Embrace & support the "first followers"

Lead by your example or engage opinion leaders
PROVIDE ASSISTANCE

Find Strength in Numbers
Build Social Structures to Support Your Vital Behaviors

Find strength in numbers
CHANGE THEIR ECONOMY
Design Rewards and Demand Accountability
Prioritize Rewards Properly

1. Intrinsic Motivation
   - Plan for early wins

2. Social Motivation

3. Extrinsic Motivation
   - Rewarding something people already like reduces intrinsic motivation
   - Sometimes smaller rewards are more effective than larger ones
   - Reward behaviors, not just results

Extrinsic rewards only after intrinsic & social ones
CHANGE THEIR SPACE
Change the Environment
Building a system to facilitate the right behaviors

Deliberate behaviors require energy to do

When tired or rushed, people pursue the path of least resistance

Redesign your system so that the path of least resistance leads to the behaviors you want

Change the system to add visibility where there was not before

Design the system to make it easy to do the right thing
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Use Six Sources of Influence

Find Vital Behaviors

Clarify Measurable Results

- Have a clear and compelling value-based statement
- Measure your measures by the behavior; their influence
- Measure frequency