



Crucial Influence.



A LEADER'S GUIDE TO INFLUENCE

**3 SKILLS TO LEAD RAPID,
SUSTAINABLE BEHAVIOR CHANGE**

The problems every leader must solve are twofold. First are the strategy problems: What are the initiatives and goals we want to accomplish? What are our plans? How are we going to spend our time?

The second problem of leadership, however, is even more important and usually much tougher to solve: How do we get humans to act on these initiatives, goals, and plans? You can come up with brilliant strategies and well-thought-out plans, but how do you actually get the human beings that work with you to execute effectively?



“There is no strategy so brilliant that people can’t render it completely worthless.”

JOSEPH GRENNY,
COAUTHOR OF
CRUCIAL INFLUENCE

This capacity to influence people—to change human behavior—is one of the most important we can possess. Everyone—from a CEO to a manager to a parent to a volunteer little league coach—will, at some point, need to help others do things differently. Without the ability to influence, plans fail, dreams are left unrealized, and people feel defeated.

The good news is, true leadership is not a product of personality, charisma, or innate talent, though that’s what popular media would lead us to believe. **True and lasting leadership is the capacity to influence others to achieve important goals.** Accomplished and enduring leaders know how to mobilize others to execute the strategy and make the vision reality. And whether they know it or not, they mobilize others by engaging multiple sources of influence.

In this ebook, you’ll learn how to use the six sources of influence from the *New York Times* bestselling book *Crucial Influence* and its accompanying leadership course to help others work smarter, grow faster, live better, and even save lives.



THE CHALLENGES

In a recent survey of 3,300 people, respondents said the top five leadership challenges impacting their organizations were influencing people to:

- 50%** Collaborate and communicate more effectively
- 40%** Take accountability and ownership
- 38%** Engage more in their work and with their team
- 37%** Start using new processes or technologies
- 34%** Create a more diverse and inclusive organizational culture

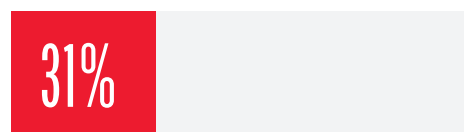
Do these challenges sound familiar?

These, and many others, are the issues that we as leaders devise strategies and plans to address.

And yet, our research shows that despite having a clear idea of the challenges, leaders still can't get their people to change their behavior to fix these problems. In fact:



62% say these behavior challenges have persisted for a year or more



31% say these behavior challenges have persisted for three years or more



36% say these behavior challenges have cost their organization \$100,000 or more each year.

Don't become one of these statistics. Here's how you can begin to gain the most important leadership skill you'll ever acquire: motivating and enabling others to change.





GETTING STARTED

You cannot sustainably influence others to achieve important and challenging goals unless and until you engage multiple sources of influence. However, you cannot engage the six sources of influence until you get clear on what it is you want people to do. First, you must:

1

Identify the results you want.

2

Determine how you will measure the results.

3

Identify the one or two behaviors that have the most consequential effect on the results you want.

4

Engage at least four, and preferably all, the six sources of influence to support the new behavior you want. If the behaviors are the right ones, they will drive improvement in results.

These steps can guide your way of thinking about everything from helping your kids do their chores or homework to changing social norms and behavior in ways that affect the environment, voting patterns, political conflict, and entrenched organizational challenges.

Now that you have your plan, let's dive into how the six sources of influence will help you accomplish it.





THE SIX SOURCES OF INFLUENCE

There are six sources of influence that shape human behavior. As that behavior stabilizes into habits, these habits create tangible results.

Yet in our study, we found only 13% of leaders actually use four or more sources of influence when trying to get people to change their behavior. There seems to be plethora of silver bullets and flavor-of-the-month interventions that leaders rely on in their attempts to get people to change. But it's precisely that simplistic and myopic approach that leaves influence—and leaders—so limited.

Instead, the more we can overwhelm a problem by engaging as many of the six sources of influence as possible, the better our chances of success will be. **In fact, we've found that those who understand how to combine four or more sources of influence are up to ten times more successful at producing substantial and sustainable change.**

As you can see from the matrix, the six sources involve providing motivation and ability in an individual's personal, social, and structural environments.

To learn how each of the six sources can be utilized to change behavior, let's look at an example from our earlier list of the top leadership challenges impacting organizations today—employee engagement.

THE SIX SOURCES OF INFLUENCE

	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

A CASE STUDY IN INFLUENCING CHANGE

Employee engagement involves not just keeping your employees from leaving your organization, but how you can get them to fully engage with and love the work they do while feeling a connection to the mission of the organization. We all want employees who are engaged in their work because that's great for them, that's great for us, that's great for the organization, and it's great for the world.

So, for example, let's say Fareed looks at his day-to-day life and feels frustrated and unmotivated. Why? Typical leaders might give one, maybe two reasons. But using the six sources of influence, we can find six contributing factors that drive why people become disengaged at work.

Let's break it down.



SOURCE 1

Personal Motivation

(Want To)

Perhaps Fareed's disengagement stems from feeling disconnected to his work, or perhaps he doesn't see the connection between his current role and his future goals. He may say something like, "I'm not enjoying parts of my job. I'm not gaining valuable experience that helps me feel like I'm moving in the direction I want."

To influence Fareed to behave differently, he needs to connect to values he cares about. Learn about his goals and help him make the connection from what he does now to where he wants to go. Or help him see how his role connects to a greater purpose or mission.

SOURCE 2

Personal Ability

(Can Do)

Maybe Fareed is disengaged because he is struggling to master certain parts of his job—he wants to succeed, but simply lacks the training and skills.

Increase Fareed's engagement by enabling him with the skills he needs to do his work. Consider training, development, or coaching opportunities that can help him better execute his responsibilities effectively.

SOURCE 3

Social Motivation

(Praise and Pressure)

Are the routines and social pressures of Fareed's team diminishing his social motivation, pulling him into bad habits, or making him feel compelled to do things that don't align with his goals or personal interests?

As his leader, find ways to encourage Fareed. Make sure he has the social support from you as his manager, along with his colleagues, to succeed in his role.

SOURCE 4

Social Ability

(Help and Hindrance)

Is Fareed's ability hampered by managers who don't provide any influence at all? Does he try his best but receive little coaching or other assistance? Maybe his manager is even pulling him into other priorities, limiting his ability to accomplish his goals.

Provide assistance to Fareed to help him succeed. Eliminate conflicting priorities, help him find time to focus on what's most important, and coach him through challenges.



SOURCE 5

Structural Motivation

(Rewards and Punishments)

Is Fareed's disengagement the result of misaligned structural influence? These are nonhuman factors that drive our motivation and ability. Perhaps he doesn't feel fairly compensated for going the extra mile.

To change behavior, align rewards with the vital behaviors—and we're not just talking about financial compensation. Find ways to offer praise, flexibility, more responsibility, benefits, or perks—whatever rewards that will help him feel valued in his role.

SOURCE 6

Structural Ability

(Structures, Environments, and Tools)

Do processes and systems help or hinder Fareed's ability to do his job? Perhaps Fareed encounters so much bureaucracy and red tape that he feels like he can't get anything done.

Surround Fareed with the tools, structures, and processes to succeed. Remove barriers and bureaucracy wherever possible. Be sure his environment enables his success, rather than hinders it.

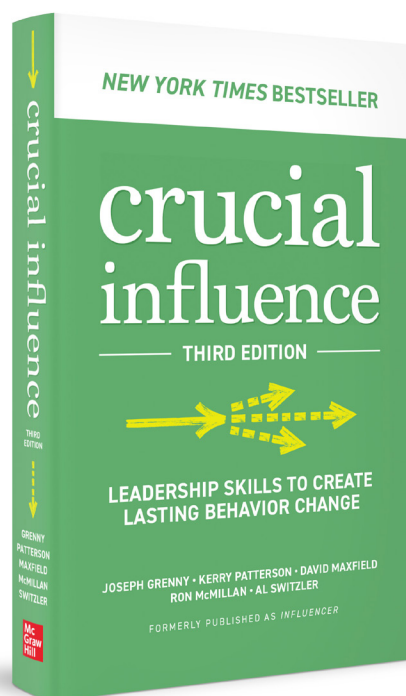
When encountering a challenge like employee engagement, approach it from the six sources of influence. Your employees are working in a world that is perfectly organized to create the behavior you're currently experiencing or the feelings that exist within your organizational culture. Until that world changes, people—and results—won't change.

As you begin to follow the steps in this ebook and learn much more through our Crucial Influence book and course, you'll master the capacity to change human behavior and drive new results.

Remember, true leadership is not a product of personality, charisma, or innate talent. You don't have to be a CEO or a C-suite leader to influence

others. Using these proven sources of influence, anyone leading any change effort big or small can influence others to achieve important goals. Once you see the world through the lens of the six sources of influence, you'll find myriad ways to engineer better results.





Learn More

These tips come from the bestselling book *Crucial Influence* and the award-winning course of the same name. Crucial Influence explains why people do what they do and how you can help them change—quickly and permanently. Leaders who know how to leverage the six sources of influence are exponentially more successful at securing change and achieving results. The course is available in on-demand, virtual, and in-person formats. Learn more at CrucialLearning.com.

Get Started

To bring Crucial Influence skills to your organization, contact us to learn more about our in-person, virtual, and on-demand courses.

Call 1-800-449-5989 or visit us at **CrucialLearning.com**





ABOUT CRUCIAL LEARNING

Crucial Learning improves the world by helping people improve themselves. We offer courses in the areas of communication, performance, and leadership, focusing on behaviors that have a disproportionate impact on outcomes, called crucial skills. Our award-winning courses and accompanying bestselling books include Crucial Conversations for Mastering Dialogue, Crucial Conversations for Accountability, Crucial Influence, The Power of Habit, and Getting Things Done.

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