

# The Champion Network Strategy

## A Cialdini-Based Approach to EIS Implementation at Teleswitches

### Executive Summary

This strategy implements the EIS at Teleswitches using Cialdini's influence principles. Rather than top-down authority, it cultivates internal champions who become passionate advocates and lead change from within. The approach builds grassroots momentum while engaging CEO Ann Finkelbaum through relationship-building and results. Authority tactics are reserved as last resort.

**Target: 22 managers adopting EIS within 120 days**

### Theoretical Foundation: Cialdini's Principles

Cialdini's research identifies seven universal principles of influence. This strategy uses five as primary mechanisms:

**Commitment & Consistency:** Public positions create psychological investment. Workshop leaders become committed advocates.  
**Unity:** Influence from "us" is strongest. Internal champions have credibility outsiders lack.  
**Social Proof:** In uncertainty, people follow others. Visible adoption reduces uncertainty for fence-sitters.  
**Reciprocity:** Favors create obligation. Seeking advice and providing value builds goodwill.  
**Liking:** People say yes to those they like. Relationship-building positions EIS as partnership.

*Reserve: Authority and Scarcity held for last-resort use only (CEO Directive).*

### Why Champions Transform Organizations

- \* Ownership: Champions feel change is theirs, not imposed
- \* Credibility: Peer advocacy bypasses outsider skepticism
- \* Lock-In: Public advocacy makes reversal psychologically costly
- \* Penetration: Champions influence their natural network clusters
- \* Sustainability: Internal advocates remain after consultants leave

### Situational Analysis

Teleswitches (acquired 2 years ago) has delayed EIS adoption. CEO Ann Finkelbaum values autonomy highly. As EuroComm's "cash cow," Teleswitches enjoys independence. Ann has a loyal team, is results/budget-oriented, and active in charities and business council. Key insight: Direct authority pressure will trigger reactance; she must feel ownership, not compliance.

### Resource Allocation Summary

Cialdini Principle & Initiatives	Days
Commitment & Consistency (WORKSHOP x5, PILOT TEST x4, QUESTIONNAIRE, TRAINING x2)	53
Unity (TASK FORCES, COFFEE GROUPS, NETWORKS, DIRECTORS MTG x3, COVERT LOBBYING x5)	25
Reciprocity (SEEK ADVICE x3, MEMORANDUM x4, FACE-TO-FACE x8)	18
Liking (PERSONAL PROFILE x3, FACE-TO-FACE x8)	14
Social Proof (INTERNAL MAGAZINE, STAFF MEETING, EXTERNAL SPEAKER)	13
Authority - Reserve (DIRECTIVE if needed)	0-7

Phase	Days (%)
Phase 1: Intelligence & Relationship Building	25 (21%)
Phase 2: Champion Activation	35 (29%)
Phase 3: Viral Adoption	40 (33%)
Phase 4: Consolidation	20 (17%)

### Success Metrics

#### Leading Indicators

- \* Workshop attendance rate; SEEK ADVICE conversation quality; Champion enthusiasm; Questionnaire response

#### Lagging Indicators

- \* Stage progression (Awareness->Interest->Trial->Adoption); Pilot success; Ann's statements; Final count

#### Risk Response

- \* Champion fatigue -> FACE-TO-FACE | Ann resistance -> COVERT LOBBYING | Plateau -> targeted WORKSHOP

### Conclusion

The Champion Network Strategy transforms EIS implementation from external imposition into internal movement. Ann Finkelbaum will not be persuaded by authority - she will be persuaded by her own people succeeding. When successful, Teleswitches will feel they chose to adopt a system their best people championed.

### References

- Cialdini, R.B. (1984). Influence: The Psychology of Persuasion. Harper Business.
- Cialdini, R.B. (2016). Pre-Suasion: A Revolutionary Way to Influence and Persuade. Simon & Schuster.
- Influence at Work. "Dr. Robert Cialdini's Seven Principles of Persuasion." influenceatwork.com