

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)	15
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.
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