

# 6 WAYS TO INFLUENCE CHANGE

Increasing likelihood of change success tenfold sounds pretty good. **Grenny, Maxfield, and Shimberg** discovered how to do just that. They make a crucial distinction between increasing motivation (building the desire to change) and increasing ability (giving people the tools, skills, and knowledge they need to change). Both motivation and ability can be increased at the individual, social, and structural levels—generating six distinct sources of influence.

Research shows that using four or more of these six approaches makes change initiatives 10 times more likely to succeed. **How many are you using?**



## MOTIVATION

## ABILITY

### LINK CHANGE TO MISSION AND VALUES



- Encourage public testimonials.
- Tell stories about the future.
- Create videos, maps, and other materials that paint the picture of the future.
- Minimize unpleasant implications and impacts of change.

### CREATE SOCIAL MOMENTUM



- Involve informal leaders in creating the change and train them to be on-the-floor resources.
- Engage “squeaky wheels.”
- Model the desired behaviors.
- Coach leaders to acknowledge and reward desired behaviors.

### ALIGN REWARD SYSTEMS TO SUPPORT THE CHANGE



- Link reward systems with desired changes.
- Help people understand the implications of not changing.
- Recognize accomplishments.
- Hold people accountable to commitments.

### BUILD SKILL OVER TIME



- Sponsor training.
- Provide immediate feedback.
- Run simulations.
- Create situations for people to learn safely, without pressure to be perfect.

### OFFER PERSONALIZED, JUST-IN-TIME SUPPORT



- Provide on-the-job coaching.
- Set up easy ways for people to get help.
- Make just-in-time mentoring or coaching available when people face tough obstacles.

### CHANGE THE ENVIRONMENT TO SUPPORTS THE CHANGE



- Remove workplace obstacles.
- Give people easy access to software or other tools that enable new ways of working.
- Share information .
- Track measures of success publicly.
- Create visual cues that remind people of the change.

