



# How do you get the world's most stubborn people to help your business win?

As a business leader or manager, your job is to solve difficult problems.

Deep-rooted people problems are often seen as the toughest of all. So how do you get your people to change deep-rooted behaviours?

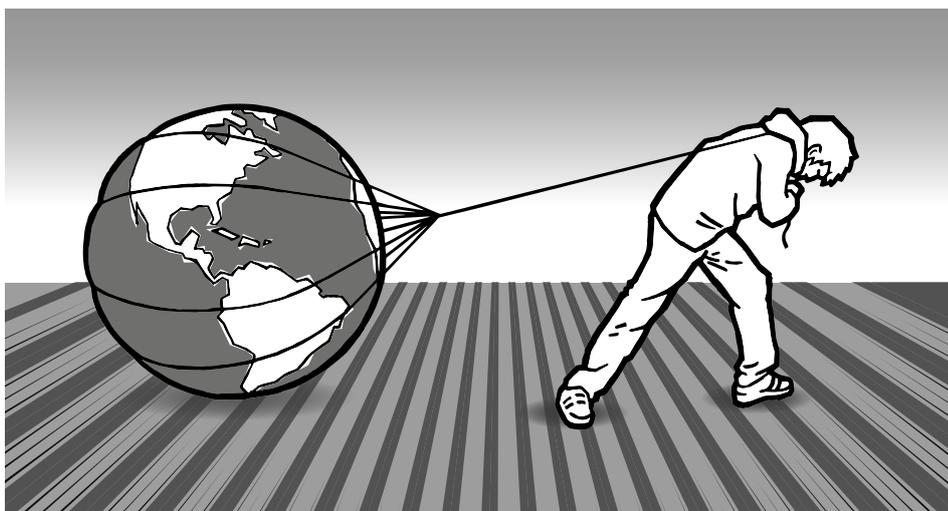
It's your ability to change what people do, and how they do it, that's the difference between winning or failing in business.

Your 'people' challenges probably fall short of getting 16,000 ex-convicts, with violent gangland drug history, to embrace a productive and law-abiding life.

Or what about the challenge of getting millions of people in 21 of the poorest countries to change what they do and wipe out a distressing disease from the planet?

The world's best influence experts use a formula – 6 sources of influence – to help them change what people do.

Follow their proven 'influencer' model and you become a winning influencer too...



## In a nutshell

You win and your business wins when you improve your ability to positively influence others.

Apply at least 4 of the 6 'sources of influence' and you set yourself up for successful change and winning ways.

## Get people to do what needs to be done and you'll win...

Successful change is possible when you obsess about changing what people do and how they do it.

Yes you want specific and measurable

## Here's a proven solution for your business...

1. Improve your people's **motivation**, changing their mindset to do what's needed
2. Improve your people's **ability** to do what's needed and change their behaviours

results but what you must influence is people's **behaviour**.

## 3 changes in behaviour and a disease is wiped out...

In 1986 3.5 million people in 21 countries suffered from the largest human parasite - the Guinea worm. Drinking unfiltered water in these countries meant that the Guinea worm larvae was consumed too.

The Guinea worm grows up to 1m in length inside abdominal tissue. When matured, the Guinea worm then excretes an acid-like substance to help achieve its escape from the person through a painful blister. This pain lasts for up to 4 months!

Just 25 recorded cases in 4 countries by 2016 is a major win.

Dr Donald R Hopkins, working with The Carter Centre, changed the behaviour of millions of people to eradicate the disease.

They focused on three behaviour changes to wipe out the Guinea worm:

1. Filter drinking water - instead of drinking unfiltered water like they had always done

2. Stop using the local source of drinking water to cool the blisters – stop the larvae getting back into the drinking water
3. Speak openly about the worm and hold others accountable for behaviours 1 and 2.

What Dr Hopkins and his team did was influence the motivation (mindset) and the ability of the people in these countries to make these three new behaviours a reality.

### Complexity is your friend, simplicity is not!

Most behaviour change fails because we look for a simple solution...but the world's best influencers use layer upon layer upon layer of influences to drive real changes in behaviour.

### Case study: 16,000 convicts show you the way to winning influence

Dr Mimi Silbert and her Delancey Street Foundation work on changing deep-rooted and dangerous drug, gang and violent tendencies in their residents.

Typically the Delancey residents have four criminal convictions, can't read or write and without the foundation's help, would undoubtedly return to a life of crime.

So how has Dr Silbert and her team turned 16,000 ex-cons into stable proactive members of society?

#### 1. Connect with what motivates each person

To a gangland criminal 'grassing on' a fellow gang member is a death wish.

And yet at Delancey everyone must challenge everyone's wrongdoings, the total opposite of the convict's code.

Each resident is accountable for the others' successes and failures.

They've turned 'grassing' into something the ex-cons believe in by connecting with the idea of doing worthwhile work.

Delancey influences long term change by connecting residents to a deeper motive – 'worthwhile work'.

*"This is our family and this is our home. And in our home, here's what we believe. Here's what we do. Here's why. If you turn others in, it helps them. We do it because we must help each other if we want to succeed."* – Dr Mimi Silbert

Show your people that the work they do is worthwhile and you get their buy-in to the change you seek.

Check out the downloadable tools and resources to see how an upholstery company does this, and how you can too.

#### 2. Build individual's skill in small steps

To become an expert tennis player or violin player, high quality practice with a coach is essential. So why is high-quality practice often ignored in business?

	Improve Motivation	Improve Ability
Individual	1. Connect with what motivates each person	2. Build individual's skill in small steps
Social	3. Harness moral support from peers and colleagues	4. Build skill together – strength in numbers
Structural	5. Use recognition, rewards and accountability to promote good behaviours	6. Change the structural environment to support good behaviours

Adapted from Influencer: The Power to Change Anything

**For successful behaviour change we must apply at least 4 out of these 6 sources of influence**

At Delancey skill building is taken very seriously. Time is set aside, and progress is monitored and recognised.

When helping new residents learn how to set a place in their restaurant, they first practice placing the fork correctly. Only when the fork works do they move onto the knife.

A commitment to small goals and small steps is the key to building skill.

#### 3. Harness moral support from peers and colleagues

Criminals run in packs. Packs that support and encourage illegal, immoral and anti-social behaviours.

So at Delancey they have created...  
*"...an environment where formal and informal leaders relentlessly encourage positive behaviours and skillfully confront negative behaviours. ...residents find that change is the path of least resistance."*

You make this source of influence payoff for your business when you identify and recruit influential individuals to support your cause.

#### 4. Build skill together - strength in numbers

Grameen Bank is a highly successful business loan company that gives micro loans to help (100 million) budding business owners escape poverty.

Their success is partly because they apply strength in numbers. A micro loan is only granted if 4 friends co-sign for the debt. This gets friends to strengthen the business idea and support the borrower's efforts.

At Delancey Street new residents are assigned to a dorm of 9. Each person is also assigned to a separate support group of 10. Residents also work in crews with crew bosses who are also peers.

How can you encourage positive group support within your business?

#### 5. Use recognition, rewards and accountability to promote good behaviours

Delancey Street rewards good behaviour not just results.

Good behaviour means residents quickly move from grunt work to more interesting work. They move from 9 person dorms to a 5 person room, then to their own room and eventually to their own apartment.

Delancey have turned small rewards into an art form, one behaviour reward heaped upon another. But they only use incentives after they've put the other forms of influence to work.

What sort of reward system can you create to support the changes in behaviour within your business?

#### 6. Change the structural environment to promote good behaviours

As suggested in the brilliant book *Influencer: The Power to Change Anything* *"...things are far easier to change than people, and... things can then have a permanent impact on how people behave."*

You can make small environment changes and have a big impact. Move people, move desks, use white boards to track performance, hide the biscuits!

Almost every heroin addict that comes to Delancey comes through the horrors of withdrawal. Because they are in a dorm with 8 who don't use heroin, another 50 on the same floor who don't, and another 200 in their building who don't, the structural environment makes it easier to stop, and makes it harder to continue using.

## TIME TO DISAGREE

**“It sounds good in theory but my people will fight tooth and nail every change we introduce!”**

Mimi Silbert hears the ex-cons ‘whine like crazy’ too. But at Delancey Street there’s a saying:

**“You can hate Chinese food, but not until after you’ve had Chinese food.”**

What’s wrong with just testing something? So what if they whinge and whine, get them to test it or watch others test it.

Delancey Street focuses on getting people to trial new behaviours rather than just talk about them. If serial criminal offenders can test new behaviours then your people can test new behaviours too can’t they?

**“Why does it have to be so complex. Surely there’s a simpler way to get people to do what needs doing?”**

The simple first step is diagnosing the behaviours (what people are doing) that are causing your problem.

Then you can work out the changes in behaviours you need to get the results you want.

But behind each behaviour you’ll find many and varied forces at play. Many forces supporting current behaviours and many forces preventing the new behaviours you seek.

Go for a simple fix and you do what many have tried and failed before you. Or you can do what successful influencers do and use 4, 5 or 6 of the listed positive influences to change current behaviours.

Do what they do at Delancey Street. Do what they did to eradicate Guinea worm.

Use several layers of influence one on top of the other.

**“Please tell me more”**

Every inspiring story in this book shows you how to be successful at getting people onside with the change you seek.

It’s why Nobel peace prize winner and entrepreneur Muhammad Yunus said: **“This book provides a practical approach to lead change and empower us all to make a difference or a change in society”**

Want more? Get yourself a copy of this powerful and very practical book, check out the VitalSmarts website or get more insights, tools and resources by checking out the downloadable tools here...



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## 4 helping hands for you...

Your skill at influencing others will determine the success of your business. Focus on behaviour and several sources of influence:

1. Be clear on the behaviours you don’t want
2. Work out which of the 6 sources of influence are supporting the ‘wrong’ behaviours
3. Be clear on the new behaviours you do want
4. Work out how to make the 6 sources of influence support the new behaviours you want

### ULTIMATE ARGUMENT:

**“How do I know the 6 sources of influence can work for me and my business?”**

When next faced with challenging behaviours or disappointing results why not test the 6 sources of influence? Make sure you bring at least 4 of the 6 sources to work on your challenge (rather than thinking 1 or 2 might work).

**STOP** thinking one simple strategy for influence will solve your complex change issue

**START** using the 6 sources of influence to identify what is supporting the wrong behaviours, then get to work...



# Build your influence skills and set your business on the road to winning ways...

You have a new project you need support for, or you might have a challenge or frustration that is preventing your business from winning in the big league.

What steps do you take to get your people onside and fully embracing the new behaviours you want?

## Your next steps:

Put the six sources of influence to work for you and your business.

Remember to diagnose the wrong behaviours first and also work out which of the 6 influence sources are driving the 'wrong' behaviours.

Then focus your efforts on the new behaviours needed for change and bring 4 or more of the 6 sources to work for you.

## Start by working out what actions are holding you back...

The focus is on behaviours (what your people are doing). Some behaviours are holding you and your business back. Find them.

## More tools and information for you:

As well as the steps on this page, use the insights, stories and tools by downloading the supporting resources at the URL link below.

- 1. Work out which few behaviours are holding you back** – Why would a cystic fibrosis patient fail to do something that would save her life? Because several sources of influence are steering her away from the life-saving behaviours – more in the support tools on this...
- 2. Work out which of the 6 sources of influence are supporting the behaviours you want to stop...** and reduce or eliminate their influence
- 3. Work out which few behaviours will support the change you want to achieve** – The Guinea worm will no longer exist on planet earth soon because 3 'good' behaviours have taken over from 3 'bad' behaviours
- 4. Work out how you make the 6 sources of influence support the behaviours you want to see...** and work on building this influence into your business

**Find more insights, exercises and examples of successful influence by downloading the support tools and resources from the URL link in the box below.**

**YOUR SUPPORT TOOLS ARE HERE:** Go to the link below and you'll find a selection of practical support tools to help you work out how to make best use of the six sources of influence for yourself, your people and your business.

**Find the support tools to help you here - [www.businessbitesize.com/pentlands](http://www.businessbitesize.com/pentlands)**

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## How do you get the world's most stubborn people to help your business win?

Start by asking yourself:

**Who would have a big and positive impact on your business's results (if you could help them win more in your business)?**

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- 1. The one 'Winning Influence' question you must ask yourself if you want to achieve world class results for you and your business ...**
- 2. Use the 6 sources of influence table to help you identify and remove the influences supporting 'bad' behaviours and increase the positive influence for 'good' behaviours**
- 3. Work out which few behaviours are holding you back** – Why would a cystic fibrosis patient fail to do something that would save her life?
- 4. Work out which few and vital behaviours will give you the change you want to achieve**
- 5. Make it personal** – what motivates each of us to do the things we do and how well we do them?
- 6. The book and other powerful resources** – *'Influencer – The Power To Change Anything'* – Kerry Patterson et al

**STOP** thinking one simple strategy for influence will solve your complex change issue

**START** using the 6 sources of influence to identify what is supporting the wrong behaviours, then get to work...

### 1. The one 'Winning Influence' question you must ask yourself if you want to achieve world class results for you and your business...

**Who would have a big and positive impact on your business's results (if you could help them win more in your business)?**

Where is the value in this question?

The value lies here...

...one or more people are doing things that either hold you and your business back or fail to do the things that would drive your business forward. Your job is to **get people to stop doing things that undermine their results** and start doing things that help them improve their results. First identify who you want to work with (this could be you) and what behaviours you want stop, and which behaviours you want more of.

Remember, whether you want to help one person or a team of people...

...just doing one thing to help them, or influence them, is just not enough.

What works is you putting 4, 5 or 6 layers of influence into play. This is what the world's winning influencers do.

Check out the 4 stages needed to apply 'Winning Influence' to your business...

**IMPORTANT:** Only when people change their (habitual) behaviours do they achieve different, better, stronger results.

To succeed we all need help stopping behaviours that hold us back.

Then we need help to start behaviours that support future success.

6 layers of influence are at our disposal. To succeed it pays to apply at least 4 of these layers of influence otherwise we risk reverting back to past behaviours and past results.

What steps do you take to get your people onside and fully embracing the new behaviours you want? Read on...

### 2. 6 sources of influence...

	Improve Motivation	Improve Ability
Individual	1. Connect with what motivates each person	2. Build individual's skill in small steps
Social	3. Harness moral support from peers and colleagues	4. Build skill together – strength in numbers
Structural	5. Use recognition, rewards and accountability to promote good behaviours	6. Change the structural environment to support good behaviours

Adapted from Influencer: The Power to Change Anything

Use the 6 sources of influence table like a checklist.

Once you identify a behaviour – something someone says or does – that undermines the success of your business, you can use the table above to deconstruct and identify 4 or more influences that are 'supporting' the 'bad' behaviour.

Remove or reduce these influences and you reduce the support for the 'bad' behaviour.

You can then use the table to identify and install 4 or more positive influencers for the 'good' behaviour you want for your business.

**IMPORTANT:** Remember that the world's best influencers use 4 or more sources of influence to remove bad behaviours and 4 or more sources of influence to support good behaviours. Avoid the simple quick fix, go for the complexity of 4 or more fixes to be certain of getting the change you seek.

### 3. Work out which few behaviours are holding you back – Why would a cystic fibrosis patient fail to do something that would save her life?

Applying the 6 sources of influence approach to this life-saving issue shows you how to use this approach on your business issue, problem or challenge.

It would have been easy to launch into a lecture to the 18 year old patient about not conforming to her life-preserving treatment plan for her cystic fibrosis. How, by not sticking to the plan the patient would likely suffocate in a few years' time.

Instead Dr. Warren Warwick **set out to understand why this young woman would fail to do something that would save her life...**

By deconstructing his patient's situation, Dr Warwick discovered there were 4 influences at play:

- the patient had a new boyfriend which took her away from her mother at the times her mother normally treated her
- she had started a new job and was working nights which made regular treatment less than easy
- the school she attended changed policies and now required a nurse to administer medicines to students which created another barrier to treatment
- because she was feeling 'fine' she felt she didn't need such a strict treatment regime

*A cocktail of 4 influences that derailed the life-preserving treatments.*

By de-constructing the situation Dr Warwick and the patient now understood what was influencing the 'bad' behaviours and preventing her regular life- preserving treatments. They were then able to develop a plan to both motivate and enable new healthier behaviours at school, at work and when with her boyfriend.

#### 4. Work out which few and vital behaviours will give you the change you want to achieve – once you've worked on understanding the 'bad' behaviours and the many influences at play you can turn to identifying and installing the 'good' behaviours you want and bring 4 or more influences into play to support the 'good' behaviours.

Remember the emphasis here is on a handful of vital behaviours. And applying 4 or more sources of influence.

The Guinea worm will no longer exist on planet earth soon because 3 'good' behaviours have taken over from 3 'bad' behaviours. The villagers, with help, installed new behaviours using different personal, social and structural motivational and ability influences (see influencer table checklist on page 3).

- a) Filter drinking water - instead of drinking unfiltered water like they had always done every village was **provided with filters** (structural ability) and **shown how to filter water** (individual and social ability)
- b) Stop using the local source of drinking water to cool the blisters – the blisters are hot and painful and cooling water feels such a good thing to do but village by village they were shown how to **support each other to avoid going to water** (harnessing moral support – social motivation) and so avoid renewing the Guinea Worm cycle by allowing the larvae to get back into the drinking water
- c) Rather than keep it a secret, as had previously been the case, villagers were encouraged to speak openly about the Guinea worm. This allowed others to help out and also created a process for accountability for behaviours 1 and 2 (structural and social motivation).

### 5. Make it personal – what motivates each of us to do the things we do and how well we do them?

It feels like a \$64million question – ‘what motivates us?’

For leaders and managers the question often gets re-structured and becomes ‘what can I do to motivate my people?’

The answer lies in creating a working environment, culture and processes that help **intrinsic** motivation show up. Not carrot and stick motivation. But motivation that is deep-rooted and genuine.

#### ***Doing worthwhile work is a deep-rooted intrinsic motivator.***

An upholstery company we know used the four sources of intrinsic motivation to get wholehearted support for a glut of orders with pressing deadlines before Christmas.

- The owners shared the impact of completing the orders on the lives of their customers.

Their customers were typically professionals, business owners and directors. But why would a humble sewing machinist or humble upholsterer care so much that their sofa order got done to the highest standard and on time?

Because a surgeon who comes home after a hard day saving lives deserves to enjoy the sumptuous comfort of the upholsterer’s handiwork ready to save lives again the day after. A refreshed business owner who has enjoyed the comfort of their sofa is better able to secure the jobs for her workforce. Similar stories about other professions taps into the **PURPOSE** or meaning of doing the work.

What can you do to share stories with your people about the worthwhile nature of the work you do?

- Photos of the sofas and chairs made by the team were posted in the canteen and around the places of work so the team could appreciate how good their handiwork looked in their customers’ homes.

This helped the production team relate to the customer more.

When possible the production team got involved in delivering the furniture and meeting the customers in their homes. **RELATEDNESS** is another intrinsic motivator that taps into the genuine drive of us humans when what we do is connected to others.

What can you do to build stronger connections between your workers and customers or between workers?

- When we get better at something we naturally feel a sense of pride. Building in regular ways of improving skill levels and knowledge levels taps into another intrinsic motivator, **MASTERY** or competence.

The upholstery company encouraged skill improvement around working with difficult fabrics, involving different team members in the production of prototypes and new designs.

What can you do to encourage greater levels of competence so that pride in the work is increased?

- When given no choice or no influence on what to work on, the desire to do a great job reduces. Involving people in the scheduling of work, job selection and other ways to build **AUTONOMY** into the working day helps motivate people. Certainly if we are simply told what to do, when to do it, how to do it, how long to take, who to work with, it's easy to see how motivation can go down.

The upholstery company started sharing the week's work schedule and getting the team to suggest who should do what and when. Eventually the company even got the production team to influence the work schedule itself including chasing client fabrics. This increased both **autonomy** and **relatedness** and even a sense of **purpose** because the work schedule became theirs and not the manager's. And because it was new for some team members they enjoyed an uplift in **competence** too.

### 6. The book and other powerful resources: *'Influencer – The Power To Change Anything'* – Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, Al Switzler

We strongly urge you to read this book from cover to cover and get a deep appreciation of the power of how you influence yourself and others.

Stephen R. Covey, best-selling author of 'The 7 Habits Of Highly Effective People' suggested:

"An instant classic! Whether you're leading change or changing your life, this book delivers."

You can get the book here –

[https://www.amazon.co.uk/s/ref=nb\\_sb\\_ss\\_c\\_1\\_20?url=search-alias%3Daps&field-keywords=influencer+the+power+to+change+anything&srefix=influencer+the+power%2Caps%2C137&crd=18ZSJXXT7PA6T](https://www.amazon.co.uk/s/ref=nb_sb_ss_c_1_20?url=search-alias%3Daps&field-keywords=influencer+the+power+to+change+anything&srefix=influencer+the+power%2Caps%2C137&crd=18ZSJXXT7PA6T)

The influencer model on video from the one of the authors David Maxfield -

[https://www.youtube.com/watch?v=WyIVtSSkijc&list=PLq6xHLjpckwe3xY4sNpJTEac8Pq\\_wrDR9&index=5](https://www.youtube.com/watch?v=WyIVtSSkijc&list=PLq6xHLjpckwe3xY4sNpJTEac8Pq_wrDR9&index=5)

The inspiration that is the Dr Mimi Silbert and the Delancey Street Foundation project is worth more investigation. The book gives many insights worthy of your attention. You can also get further insight from this - <https://www.youtube.com/watch?v=9DeJUj5eJy8>

The Guinea Worm eradication programme is heart-warming and truly shows what's possible when you bring several sources of influencer to work on a change project. Find out more here: [https://www.cartercenter.org/health/guinea\\_worm/index.html](https://www.cartercenter.org/health/guinea_worm/index.html)