



# Tuning the Instruments: Influencing Change

Jeff Limmer, M Ed, MSc, DABR, FAAPM  
Regional Director of Medical Physics, Cancer Center Services

**FIGHT CANCER**

TEXAS  ONCOLOGY  
*More breakthroughs. More victories.®*

## Conflicts of Interest

---

- There is nothing to disclose; no conflicts of interest nor funding support.
- Information and statistical references located in the reference slide

## The most important moment in a concert...

---

- When the oboist plays the frequency 440 Hz
- All participating instruments being in-tune with each other is essential for a successful performance
- 1600s: orchestras were primarily strings with a few oboes. The oboe timbre (tone) is easier to hear and the pitch is more consistent and stable than the gut stringed instruments
- The oboist has the greatest ability to fluctuate in pitch without adjusting the instrument. Instead the oboist can quickly adapt their pitch by instantaneously changing embouchure instantaneously.

## Influencing Change in a Project Management Session?

---

- Successful Project Management almost always requires significant change.
- Significant change almost always requires effective influencing skills.
- Effective influencing skills are almost always required for successful project management.
- Influencing skills serve as the foundation for the project management “orchestra”.

## Tuning and influence

- An oboist tuning an orchestra is influencing the group to perform in “concert” with each other.
- Influencing a group to perform in concert with each other is the subject of this talk



## What we will learn

---

- Clarify measurable results
- Identify vital behaviors
- Diagnose why change seems impossible
- Examine sources of influence
- Recognize solutions based on these sources of influence
- Put everything together

## Practical Exercise: Influencing a Change

Your world is  
**perfectly  
organized** to  
create the behavior  
you're currently  
experiencing.

From the authors of the *New York Times* Bestseller  
**crucial conversations**

# Influencer



"AN INSTANT CLASSIC. Whether you're leading change  
or changing your life, this book delivers."

—STEPHEN R. COVEY, author *The 7 Habits of Highly Effective People*

Kerry Patterson • Joseph Grenny • David Maxfield • Ron McMillan • Al Switzler

David Maxfield

## Practical Exercise: Making a Change

---

What's the problem?

- If you had a magic wand, list three things you wish you could change about your practice group or site which are persistent and resistant.

1.

2.

3.



## We Stink at Influence

---

- 85% of corporate changes fail.
- 2 out of 3 criminals are re-arrested within three years.
- 2 years after heart by-pass surgery to save their lives 90% of patients are back to old behaviors

## **We have the unrealistic expectation that people will change when...**

---

- 85% of corporate changes fail.
- 2 out of 3 criminals are re-arrested within three years.
- 2 years after heart by-pass surgery to save their lives 90% of patients are back to old behaviors

## We have the unrealistic expectation that people will change when...

---

- 85% of corporate changes fail.
  - **The change required is simple**
- 2 out of 3 criminals are re-arrested within three years.
  - **Everyone knows the consequences**
- 2 years after heart by-pass surgery to save their lives 90% of patients are back to old behaviors
  - **The consequences for not changing are enormous**

## Persuasion vs. Influence

Persuasion	Influence
Short Term	Long Term, deeply entrenched
Often involves getting someone to say yes or no	Getting support is often just the starting point
Involves getting verbal agreement or support	Involves many people and many interlocked behaviors
	Requires changing minds, hearts, and actions

Review your three wishes, do they require persuasion or influence?

Put a "P" next to the items requiring persuasion and an "I" next to the items requiring influence.

If you do not have an "I" think of one right now and write it down.

## Harness this ability

---

- Problem:
  - One of the most important capacities we possess is our ability to influence behavior. Yet most of us don't have a careful way of thinking about our influence challenges.
- Solution:
  - Understand and apply the most scholarly, proven, and powerful approach to exerting influence – the ability to change our own behavior or the behavior of others.

## The Model

---

1. Determine what do you want to achieve.
2. Determine what behaviors will lead to the greatest amount of meaningful change.
3. Determine how you will motivate and that change.

## Three Big Mistakes

---

- 1. Fuzzy, uncompelling goals:
  - They begin with a vague sense of what they'll achieve:
    - *Empower our employees*
    - *Help inner city kids*
    - *Build the team*
- Infrequent or no measures:
  - Even when you have a clear result in mind (Develop a culture of candid communication), unsuccessful individuals rarely develop credible measures to match against intentions.

## Three Big Mistakes

- 1. Fuzzy, uncompelling goals:
  - They begin with a vague sense of what they'll achieve:
    - *Empower our employees*
    - *Help inner city kids*
    - *Build the team*
- Infrequent or no measures:
  - Even when you have a clear result in mind (Develop a culture of candid communication), unsuccessful individuals rarely develop credible measures to match against intentions.
- Bad measures:
  - Even when we take measurements, people who fail often drive the wrong behavior by measuring the wrong variable



## Clarify Measureable Results

---

- Problem:
  - Our motivation and ability to change depend on a clear, compelling, and measurable result.
- Solution:
  - Do not waste a moment on HOW to create change until you have clarified exactly what you want, why you want it, and when you want it.

## Draft Rewrite

---

- Rewrite one of your wishes in a form that is:
  - **Specific and Measurable:** Objectively achieved [What]

## Draft Rewrite

---

- Rewrite one of your wishes in a form that is:
  - **Specific and Measurable:** Objectively achieved [What]
  - **What you Really Want:** The achievement/outcome [Why]
  - **Time Bound:** A completion date [When]

We are assuming these are relevant “wishes”

## Finding Vital Behaviors

---

- Problem:
  - The goal of influence is to change behavior. Yet most influencers have no idea what behaviors they are trying to change.
- Solution:
  - Focus on and change a few vital behaviors – the smallest number of high-leverage actions that lead toward the result you want.

**Tools for how to do this will be covered**

## Real Life

---

- How many of you have ever worked on a project that you knew was going to fail from the start?
- How many are currently working on a project you know is going to fail?
- It's not just us!
- Less than 9% of corporate projects are completed on time and on budget.

## Strategy

---

1. Insist on Vital Behaviors
2. Identify Crucial Moments
3. Study Positive Deviance

## 1. Insist on Vital Behaviors

---

Behaviors are:

- Actions
- Not Results or Qualities

Vital Behaviors are:

- Observable, Audible, Repeatable
- Measurable actions that lead to measurable results
- Example:
  - Do 30 min. of cardio daily

## 2. Identify Crucial Moments

---

A fork in the road – big decision

A change in personnel, facility, software, or process

- What is a time that a right behavior led to a result you wanted?
- What is the relationship between crucial moments and vital behaviors?
  - When: **Crucial moments** tell you **when** it is time to act.
  - What: **Vital behaviors** tell you **what to do and how**.



## Examples of Crucial Moments Missed

---

1. Fact-free planning – planning without all of the stakeholders
2. Leaders pretend to involve others
3. Leaders propose an impossible plan
4. Team members face conflicting priorities

## Study Positive Deviance

---

- A Positive Deviant:
  - Those who succeed where others fail
- Observe the behaviors leading to these differences
- Replicate it
- Rapidly, positively reinforce
- Remember there can be many causes to a problem

...Diagnose BEFORE prescribing

## Diagnose Barriers and Solutions

---

We too often look for only one cause to a problem...

## Diagnose Barriers and Solutions

---

We too often look for only one cause to a problem...

...therefore we look for a simple solution.

The TRUTH: Unfortunately, most quick fixes don't work because the problem isn't fed by a single cause—it's fed by a conspiracy of causes.

## Diagnose Barriers and Solutions

---

The TRUTH: Problems are fed by a conspiracy of causes.

- There is rarely one cause
- There is a conspiracy
- You cannot influence persistent and resistant behavior until you know the forces driving it
- You must diagnose before you can prescribe.

## Diagnose Barriers and Solutions

---

Common influencing mistake:

- Assuming that people do things for only one reason, it is more complex than that of course...

## **Solution Barrier / Problem-Causer List**

---

- For the wish you selected earlier and change you want to enact:
- List sources of problems and barriers; everything that would hold back a solution:

# **HOMEWORK**

**We are Now Ready to  
Discover the Secret  
of Influence-Tuning**





## People DO things for two reasons

---

1. They want to
2. They can

## People DON'T do things for two reasons

---

1. They don't want to
2. They can't

## Why people behave the way they do?

---

### 1. **Motivation** (they want to / don't want to)

- Is it worth it?

### 2. **Ability** (they can / cannot)

- Am I able?

## Three Forces Affect Motivation and Ability:

---

- **Personal**

- From the Individual — you.

- **Social**

- From Society — the people around you

- **Structural**

- From the Environment — your surroundings (nonhuman factors such as compensation systems, space, and technology).

Using this information, we have six sources to examine when trying to uncover the causes of an influence problem you are confronting.

## A grid of 6 reasons we do what we do:

	Motivation (Worth it?)	Ability (Able to?)
<b>Personal</b>	Personal Motivation	Personal Ability
<b>Social</b>	Social Motivation	Social Ability
<b>Structural</b>	Environmental Motivation	Environmental Ability

## Your Change

---

On your worksheet track probable source categories that are barriers or problems stopping a solution.

# HOMEWORK

## Your Change

---

On your worksheet track probable source categories that are barriers or problems stopping a solution.

### Tips:

- As you decide on sources first determine if your change barrier, the causes of a solution not being reached or a change not happening, is due to motivation or ability or a combination.
- You may need to investigate, talk to stakeholders, look at it from as many angles and points of view as possible.

## Sources of Problems

	Motivation (Worth it?)	Ability (Able to?)
<b>Personal</b> <b>[Self]</b>	<b>Worth it?</b> I don't like... That's not fun for me... I don't enjoy...	<b>Can I do it?</b> I can't... I never learned that... I keep trying, but I can't figure it out...
<b>Social</b> <b>[Others]</b>	<b>Poor behavior rewarded</b> The boss told me to do this... I'm doing exactly what my co-workers are doing...	<b>Lack of support</b> He/she did not get me the material... They were not around so I did the best I could...
<b>Environmental</b> <b>[Non-Human]</b>	<b>Environmental disincentivizing</b> That wont affect my end of year evaluation... I never share the credit, it would affect my raise and chance for promotion...	<b>Environmental barriers</b> My computer issues slow me down... I can't get anything done with our confusing purchasing procedure...



## Sources of Problems - Mirror Sources of Solutions

	Motivation (Worth it?)	Ability (Able to?)
<b>Personal</b> <b>[Self]</b>	<b>Worth it?</b>  Dislike/Enjoy Sense of who they are Meaning	<b>Can I do it?</b>  Knowledge Skill Strengths
<b>Social</b> <b>[Others]</b>	<b>Motivation from colleagues</b>  Encourage right behavior Discourage wrong	<b>Help from colleagues</b>  Assistance Information Resources
<b>Environmental</b> <b>[Non-Human]</b>	<b>Environmental inspiration</b>  Reward (Carrots) Cost (Sticks)	<b>Environment helps success</b>  Environment Procedure

## Solution Sets based on Influence Categories

	Motivation (Worth it?)	Ability (Able to?)
<b>Personal</b>	<p>Do they want to engage in the behavior?</p> <p><b>Make the undesirable, desirable</b></p>	<p>Do they have the right skills and strengths to do the right thing?</p> <p><b>Helping them surpass their limits</b></p>
<b>Social</b>	<p>Are other people encouraging and/or discouraging behaviors</p> <p><b>Harness Peer Pressure</b></p>	<p>Do others provide the help, information, and resources required at particular times</p> <p><b>Find strength in numbers</b></p>
<b>Environment</b>	<p>Are systems rewarding the right behavior and discouraging ineffective actions?</p> <p><b>Design rewards and demand accountability</b></p>	<p>Are there systems that help people make progress toward right behavior</p> <p><b>Change the environment</b></p>

## Additional Tips for Social Barriers

---

- For Social Motivation (habits influenced by others and culture change)
  - Be the first to behave a new way
  - Enlist the power of those who motivate
    - *Opinion leaders*
    - *Formal leaders*
    - *Know who are the actors, what are the actions?*
  - Seek the support of those who enable (brainstorm)
    - *Know who enables, what are the actions?*

## Additional Tips for Social Barriers

---

- For both Social Motivation and Ability know your Opinion Leaders:
  1. Innovators (go-getters)
  2. Early adopters (respected influencers)
  3. Early majority (they wait for #2)
  4. Late majority (slowly after 2 and 3)
  5. Laggards (slowest adopters)

## Putting it Together

---

- Draw from all of the influence strategies
- We often choose the wrong result, identify the wrong vital behaviors, complete a simplistic diagnosis, and then look for a magical one-part solution.
- Use all six sources to motivate and enable vital behaviors toward clear results that really matter.
- Common mistakes:
  - Not using all potential sources of influence
  - Not tying strategies to vital behaviors
  - Jumping from addressing one behavior to another and losing focus

## Going Forward

---

For the wishes you listed:

- Record which strategies you will use to help drive the vital behaviors you came up with.
- Follow up with others using this methods and check to see how each of you are doing.

## Wrap-Up: Influence based on the 6 categories

- Participants being in-tune with each other is essential for success
- Create a timbre (message tone) that is easy to hear and consistent and stable.
- Quickly adapt your pitch to unexpected changes.



## References

- Berwick, D., *Disseminating Innovations in Healthcare*, JAMA, 2003
- Csikszentmihalyi, M., *Flow: The Psychology of Optimal Experience*, 1990
- Cohen D., et. al, *In Good Company: How Social Capital Makes Organizations Work*, 2001
- Dubner S., *Selling Soap*, New York Times, 2006
- Janis I., et al, *Effects of Fear-Arousing Communication*, *The Journal of Abnormal and Social Psychology*, 1953
- Patterson K., et. al, *Influencer: The Power to Change Anything*, 2008
- Peck, S., *The Road Less Traveled*, 1978
- Steele F., *Physical Settings and Organizational Development*, 1973
- Doran G. et. al, *There's a S.M.A.R.T. way to write management goals and objectives*, Management Review 1981