

"Influencer:
The Power to Change Anything"
February 25, 2019

- Last chance to kick off Costa Rica Incentive right!
- TNL – Tuesday, February 26th at 7:30 PM CT at Mannatech Corp offices and www.allaboutmannatech.com
- Are you in the Achievers Club? First month there were 112 founding achievers!
- Mannafest 2019 25th Anniversary April 3-6. It is an event not to miss...
<http://mannafest.com>
- Next DFW Business Training, March 2nd from 9 AM – 12 PM CT at Mannatech Corp offices and www.allaboutmannatech.com
- Are you using the new report in success tracker – Retention Management Report?
- Printable PDF Sample cards for GI-ProBalance, MannaBOOM, and TruPURE in the library

Book by Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, Al Switzler

1. The Power to Change Anything

- a. Serenity Prayer: ask for serenity to accept the things you cannot change, the courage to change the things you can, and the wisdom to know the difference
- b. The SERENITY TRAP
 - 1) We try a couple of strategies and when they fail, we fall victim to this Serenity!
These problems have been sold by people who instead of seeking the wisdom to know the difference, have sought the wisdom to make a difference!
- c. "In the past half-century, a handful of behavioral science theorists and practitioners have discovered the power to change about anything..."
- d. Employing these techniques (principles and skills) so you can bring about important change in your personal lives, families, communities and even companies.
- e. Examples included the difference between Toyota and US car companies...Toyota skyrocketed while Detroit dried up. Toyota perfected a system of influence that engages all employees in continuous improvement (kaizan).

2. Choose Influence

- a. We fall into Serenity prayer when we seek solace instead of seeking solution!
- b. First have to see ourselves as influencers. We must realize it is our duty to become good at exerting influence or we will cause ourselves grief.
- c. We are better at coping than at exerting influence. Abandon things instead of fight for them; have three wardrobes rather than succeed at roller coaster weight loss.
- d. Seeing hundreds of cars aiming to drive off the cliff, we send ambulances to the bottom of the cliff...
- e. Influencers spend hours of research and studied practice, developed a handful of influence principles and strategies, that they can duplicate/replicate and others can do and learn.

3. Influencers

- a. Dr. Mimi Silbert...tackling the gang, drug addicts homeless in Delancey, where over the years less than 10% have returned to their past lifestyle.
- b. TV producer Miguel Sabido ("Come with Me"), remarkable impact on literacy
- c. Dr. Donald Hopkins in changing millions of peoples behavior in drinking water. resulting in virtual elimination of the Guinea worm.
"Everyone has a version of a Guinea worm disease: some self-defeating behaviors that , if changed, could unlock a whole new level of performance.

4. Dr. Bandura's work in the 1970's at Stanford teaches us the very first thing we need to know about influence

- a. His studies showed that humans are influenced from watching the behavior of others.
- b. If you want to change the world, you must change the way people behave. And if you want to change the way people behave, you must change the way they think.
- c. Good news: continuous learning is what will allow all of us to be great influencers. Expand our self-image to see ourselves as influencers.
- d. Strategies: Understand the strategies that the incredible influencers have used over the past 30 years. NOTE: they are value-neutral so can be used to devastate the world or enhance the world.

5. Principles:

1) Focus on Behaviors

- a. "It is not enough to do your best; you must know what to do, and THEN do your best."
- b. AIDS research in Thailand...nothing was working no matter how hard they tried to stop the massive spread. Then they researched cause, source, and determined it was sex workers so instituted condom use and the AIDS epidemic died off.
Strategies must focus on specific behaviors that are tied to the cause.

2) Discover a few Vital Behaviors

- a. For Dr. Silbert she found two distinct behaviors in the gangs: Care only about yourself, and don't rat on anyone. She worked on replacing those FIRST...destroying the gang culture.
- b. Study best practices

School teachers...Dr. Reid studied classes where students regularly failed versus those that excelled. The teaching was different. She isolated a few vital behaviors:

- 1) Use of praise versus use of punishment
- 2) Rapidly alternate between teaching and questioning (soliciting interaction and response)

Study of best practices can be undertaken in any organization.

- c. There is a process for studying what successful people do
In many areas the research has already been done...good scholars have found vital behaviors.

3) Study Positive Deviance/Search for Recovery Behaviors

- 1) Where you see a set of behavior that is different from projected behavior should be, study and find the difference. This provides more insight into solving the problem...Guinea worm project where one village strained the water.
- 2) Business teams: unsuccessful found innovative ideas were shot down, irresponsible teammates were not dealt with, and they felt powerless to question management.

Summary:

Search for Behaviors

Search for Vital Behaviors

Search for Recovery Behaviors

Test Your results

6. Change the way you change minds

a. Why people resist efforts to influence their view of the world

- 1) When it comes to trying to help people who have unrealistic phobias (i.e. fear of snakes) coercion never works. Vicarious experience is best.
- 2) Watching others is the next best thing to experiencing it yourself.

b. People choose behavior based on what they think will happen to them.

If you want to change any behavior you have to change the maps of cause and effect.

- 1) People have many incomplete or inaccurate thoughts.
- 2) People in taking action have two essential influences (in their thinking):
 - (a) Is it worth it?
 - (b) Can I do this thing?

c. Verbal persuasion rarely if ever works.

- 1) Hard to get the other person to see exactly what you are visualizing, same thoughts as they have their own history to "paste it on."
- 2) Often people have a hard time believing you because they feel you are trying to convince them of something.

Stories help individuals transport themselves...out of being a listener/critic to one of being a participant.

d. The great persuader is personal experience...

What if not possible? Can't take everyone on a field trip.

e. Then create a vicarious experience.

- 1) Telling realistic stories with emotion and words that people emotionally respond to.
Stories can cause people to view the world differently, sympathize.
- 2) We have mirror neurons.
- 3) Change the way people think, change their behavior.

7. Make Change Inevitable

a. The problem with sticking to our favorite influence methods is not that they are flawed, but too simplistic.

Simple solution to complex problem rarely if ever works.

b. Combination of strategies need to be brought to complex issues.

All the strategies work in one of two ways: they either motivate or enable a behavior (and some do both)

Here are the 6 Strategies:



Master these six sources of Influence

8. Personal Motivation (Make the undesirable desirable)
 - a. Intrinsic satisfaction is first and most basic kind. Does the person get personal satisfaction from the behavior.
 - b. So, finding a way to change a person's intrinsic response to a behavior is required or you will have to rely on extrinsic. Can you change a person's response to a behavior? Yes.
 - c. Make pain pleasurable...change the feeling associated with the behavior. Creating new experiences and motives.
 - d. Make it a game; create new motives longer range; engage in moral thinking; Connect their actions to their beliefs; spotlight human consequences; know the person (potential victim) personally, their name;
 - e. Moral disengagement always accompanies political, combative, and self-centered behavior.
 - f. Replace judgment with empathy, lectures with questions.
 - g. Take the focus off the activity and reconnect the vital behavior to the person's sense of values. The biggest motivators of excellence are intrinsic...they have to do with peoples' accountability to self.
9. Personal Ability (Surpass your limits)
 - a. When we lack a skill/behavior, we often underestimate the need to learn and practice it ex. weight loss, people can learn behavior to avoid bad foods (versus accuse ourselves of lack of character)
 - b. Carol Dweck Fixed versus Growth Mindset

- c. The marshmallow study...Dr. Mischel; self-control as a child is predictive behavior for future success...his hypothesis; Banduro did a joint study and showed lack of will power is not a fixed trait.
- d. *Deliberate practice* can change anyone's life, enhance your skills. Many of the profound and persistent problems we face stem more from a lack of skill than any genetic issue, or character flaw. Deliberate practice requires full attention, heightened level of concentration. Immediate feedback enhances this skill building approach.
- e. Setting clear and reachable short-term goals supports results as well.
- f. Working with fear requires rapid positive feedback that builds self-confidence.
- g. Amygdala is where our "fight or flight" exists. Transferring thinking from the Amygdala to frontal lobe changes how you think, which in turn changes what you think. Manage your emotions significantly enhances your turning vital behaviors into vital habits.

10. Social Motivation (Harness Peer Pressure)

- a. Smart influencers understand the amazing power humans hold over each other...and they embrace it and enlist it.
- b. Humans place such a high premium on the approval of others. Influencers ensure people feel praised, emotionally supported and encouraged by those around them.
- c. Opinion leaders are those within a group who truly stand out as exhibiting the most influence. To influence change, these are the ones to engage.... not the formal leaders.
- d. Avoid innovators, early adopters and aim all your energy toward the opinion leaders or the change you are trying to get through will die.
- e. Dr. Silbert created an environment where formal and informal leaders encourage vital behaviors and confront negative behaviors resulting in personal transformations hard to believe.

11. Social Ability (Find Strength in Numbers)

- a. How individuals help others to solve problems and reach new goals and objectives...the power of many.
- b. Dr. Yunnis through Grameen Bank has helped millions of poor people in less developed countries start new businesses and become financially independent. One of his requirements as the bank took off was to have a group of local entrepreneurs with each applicant form a group where their success was tied to each other. The power of social capital...form a team and cosign for each other's loans.
- c. Groups are much smarter than the smartest in the group.
- d. Dr Silbert's work with ex-cons: she doesn't rely on a village, she creates them. Every ex-con has a support system. Problems do not exist in isolation.
- e. In South Africa, a whole society was changed...ridding them all of abuse of wives, by the men gathering outside the houses where abuse was happening and they would bang pots and pans...eventually there was no more abuse of women.
- f. Turn a me problem into a we problem.
- g. Interdependence requires individuals to share ideas, provide materials, lend a hand, subordinate one's personal needs to the needs of the group, and otherwise willingly collaborate.

h. Individuals need to learn how to invest in solidarity...give ourselves up to the larger cause and act for the good of everyone else.

12. Structural Motivation (Design rewards and demand accountability)

a. Optimizing power of "things" versus human factors; choose rewards very carefully as many backfire; they come third as influence factors, behind intrinsic satisfaction and then lining up social support.

b. Rewards cause people to stop after reward is given...demotivation.

c. If you are doing it right, less is more...otherwise can undermine the moral and social motivation that already drove these employees everyday. Delancey residents knew with each accomplishment, new privileges.

d. Reward vital behaviors...don't wait for big results.

e. Second chance programs with drug offenders has proven effective where small reward on first offense to avoid next. Certain situations (bride abduction in Ethiopia) it was only way to modify behavior.

13. Structural Ability (Change the Environment)

a. You're the product of your environment...so choose the best environment to accomplish your objective.

b. Fish discover water last...we try to change behavior not the environment. We lose the impact of small environmental changes (restaurant where barking between cooks and servers...went to spindle method and totally changed).

c. New York subways where lots of crime...attacked the silent force: graffiti, litter, vandalism. Clean up and prosecution for minor offenses changed everything. "Things never resist change, and they stay put forever once you change them."

d. We must become environmentally competent....remember to think of things, and theories on how they change behavior. One more tool for influence.

e. Notice...make the invisible visible, (chip exercise where every 10th chip was colored...experimental subjects ate 37% less chips).

f. Photos placed strategically in hospitals of physicians washing their hands with bacteria colonies on them....increased compliance from 65 to almost 100%.

g. Information affects behavior. People make decisions based on cognitive maps. Data flow was important in fighting the Guinea worm. But don't overdo it.

h. Make it easy, make it unavoidable

14. Overdetermine Success by implementing multiple sources of influence: Become an Influencer

a. The book started with the assertion: if you bundle the right number and type of influence techniques into the right influence strategy, you can change virtually anything. Look at Delancey residents...multiple times convicted, but when joined Delancey with the array of sources of influences, they (90%!) are now law-abiding citizens. (at time of book impacted over 14,000 lives!)

b. In 1992 Dr. Berwick and IHI went after the 100,000 lives lost in hospitals due to preventable human error. A campaign impacting 3100 hospitals...now started a 5 million life campaign!

c. Dr. Donald Hopkins took on the Guinea worm disease...first project 99.7 % eradication in 11 countries and by 2009, eradicated in 20 countries.

d. FIND VITAL BEHAVIORS. Compare top performers with others...tease out behaviors. Scientifically research. Conduct short cycle mini-experiments.

ADD A SOURCE. Behind each behavior, 6 distinct sources of influence.

DIAGNOSE BEFORE YOU PRESCRIBE. Figure out which sources of influence are behind the behavior you are trying to change.

ADD MORE SOURCES. To achieve new results, you are probably going to have to change several elements in order to both motivate and enable the new and healthier behaviors.