Influencing Teams: Getting Buy In and Ensuring Project Success

Hot off the heels of the webcast "*How To Answer The Front Line's Question "ITIL - What's In It For Them?"*, this presentation continues the conversation of influencing behaviour and making real change happen. Understand the key steps needed to maintain buy in. Learn tips to influence team members faster. If you're faced with the challenge of ensuring your project is met with buy in (and pull through) all the way down to the front line – then this presentation is for you!

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Founder
Excellerate

Key Learnings:

• How to influence others that are beyond your authority
• How to guide people up the staircase of persuasion
• Common mistakes we make in our efforts to influence others

Last week Lisa asked –
"Has anyone successfully informed end contributing departments of 'What's in it for them?"

"It doesn't matter how much management wants it if the end-user hasn't bought in."

How do we get the end-user on board – the programmers, ops department, software application developers, engineers….

THEIR FRUSTRATIONS!

Your Frustration!

Objective

IDEAS!

Plan

- Our biggest mistake
- Tips
- Share ideas

We all make mistakes
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The Evolution of Work

Hunter/Gatherer

Agricultural

Industrial

Information/knowledge Worker

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The Evolution of Work

| Hunter/Gatherer | Agricultural | Industrial | Information/knowledge Worker |

What is our biggest mistake?

a) Too much information

b) Too little information

c) Too complication information

d) Too directive

e) Mismatching information and audience readiness (good info, wrong time)

Mismatching!

Delivering the

wrong message at the

wrong time with the

wrong audience.

Mismatch!

Result?

- Waste of time, money, effort

- Frustration

- Nodding head

- They don't do it!

Explaining the mismatch

IMPORTANT

Veuillez noter qu'il est <u>impératif</u> que tout le personnel <u>se lave bien les mains</u> après avoir visité les salles de toilettes et de <u>s'assurer de bien tirer la chasse d'eau.</u>

Please note that it is <u>imperative</u> that all personnel <u>wash their hands thoroughly</u> after a visit in the washrooms and <u>make sure to properly flush the toilet</u>

MOUILLER
WET HANDS

FERMER
AVEC LE PAPIER

TURN OFF
WITH A PAPER TOWEL

SAVONNER
APPLY SOAP

SÉCHER
DRY

FROTTER
DE 15 À 20 SECONDES

RUB
FOR 15 TO 20 SECONDS

RINCER
RINCE

NETTOYER
LES ONGLES

SCRUB
NAILS

To what step did they jump?

ON Board: Celebrate success, identify resolve barriers

Initiating: Encourage implementation, provide enablers

Studying: Provide options to learn more

Aware: Provide peer testimonials

Uninterested: Raise awareness with DD

Steps of the SUASION Staircase

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Steps of the SUASION Staircase

Where was I?

ON Board: "I'm doing it consistently"

Initiating: "I'm trying it!"

Studying: "How can I learn more?"

Aware: "I see the problem, but..."

Uninterested: "I see no need"

Steps of the SUASION Staircase

Most efforts

One **Giant**
step instead of
many small
steps

- ✓ Comfort "telling"
- ✓ Human tendency
- ✓ Believe "telling = knowing" and "knowing = doing"
- ✓ Check it off the list
- ✓ Rewarded
- ✓ Don't know any better
- ✓ Perceive it to be faster

?

4

• Tips

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Steps of the SUASION Staircase

TRUE
→
FALSE
←

True

Your greatest effort may be spent at the beginning – breaking the person's inertia to change.

Breaking the inertia!

What percentage of fuel do you think is burned in the first 10 minutes of flight?

a) 10%
b) 40%
c) 60%
d) 80%

What does success look like?

"… He took his hand off the door knob and turned around."

"…They looked at me and raised their eyebrows."

"…..He looked right at me & agreed & then asked me more about it."

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_____

Please note that it is <u>imperative</u> that all personnel <u>wash their hands thoroughly</u> after a visit in the washrooms and <u>make sure to properly flush the toilet.</u>

Want to avoid the Flu?

A quick quiz to see if you will.

1. Guess what is the single-best prevention strategy?
   A) Sleep 9 hours/night
   B) Avoid parties
   C) Wash your hands properly

Did you guess C? YES!
Sounds simple – we all wash our hands so why do you still get sick?....

2. While 73% of doctors said they wash their hands effectively, what % actually met guidelines?

A) 9%   B) 25%   C) 50%

Unfortunately the answer is a) - only 9%
Which category do you fit in? Are you in the 9% or 73% of the population?

3. Do you follow these steps when washing your hands?

1)   2)   3)

4)   5)   6)

excellerate
from knowing to doing

Will you avoid the flu?

Some ideas?

- Did you know….
- Questionnaire
- Needs assessment
- Crossword puzzle
- Surprising fact
- Story
- Testimonial
- Picture
- Anecdote
- Metaphor

What is the disorienting dilemma for your end user?
Ie what would surprise them or make them "lean in"?

1

- Disorienting Dilemma

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Steps of the SUASION Staircase

tripadvisor®
get the truth. then go.®

•36 million monthly visitors

How can you show them that others have done it successfully?

2

- Testimonials/ Interaction

ON Board: "I'm doing it consistently"

Initiating: "I'm trying it!"

Studying: "How can I learn more?"

Aware: "I see the problem, but…"

Uninterested: "I see no need"

Steps of the SUASION Staircase

TRUE →

FALSE ←

Logic is more influential than emotion.

Logic

False

Emotion

Aristotle said 2500 years ago that:

"*The best route to persuasion is with reason and logic.*"

Was he right?

NO!

Our Toolbox

Charts

Graphs

Testimonial

Stories

Evidence

Analogies *Metaphors*

Pictures **Studies** Statistics

Which are emotion based?

Charts

Graphs

Testimonial

Stories

Evidence

Analogies

Metaphors

Pictures

Studies

Statistics

Stories

Do you tell stories or relay facts?

How do you put "emotion" before logic and tell stories, use testimonials, metaphors, analogies, images?

3

- Emotion before logic

So....You did it!

Follow through

In traditional training, participants apply _____%
of what they have learned back on the job?

a) 15%

b) 25%

c) 50%

What did I need?

Different goal for each step

How do you remind, enable, provide feedback?

4

- Enable, remind, feedback

- **Tip 4**: • Enable, remind, feedback
- **Tip 3**: • Emotion before logic
- **Tip 2**: • Testimonials, Interaction
- **Tip 1**: • Disorienting Dilemma

"It sort of makes you stop and think, doesn't it."

THE SUASION STAIRCASE WORKSHEET

1) **The issue:**

2) **Who do you want to influence?**

3) **Describe the behaviour:**

Now (as it is now)   **Future (as you desire it to be)**

SUASION Step of Change	What is the person thinking?	Action required	Ask yourself:	What could you do?
1) Uninterested "I see no need."		Disorienting dilemma	How can I capture their interest? What is my disorienting dilemma?	
2) Aware "I see the problem BUT…"		Testimonial	How can I show them others have done this successfully? How do I get peer testimonials? How do I share testimonials?	
3) Studying "How could I learn more?"		Options to learn	How do I show them/give them all the choices to learn about it? How do I help them learn it?	
4) Initiating "I'm ready to try it!"		Enable, remind, feedback	What reminders and enablers can I create or provide? How do I create a safe environment with feedback for them to try it?	
5) On Board "I'm doing it consistently."		Reinforce and applaud	How do I help them identify, celebrate success? How do I identify, resolve barriers?	

Have fun! Your creativity and perseverance are key!

Your Next Step?

1) Learn more
   a) Read
   b) Watch

2) Try it and share ideas

3) Contact me
- Jill.Donahue @ excellerate.ca
- www.excellerate.ca
- 905-841-1137

Read

Excellerate's tips and ideas about Influence

- **Articles**
- **Videos**
- **Blog**

Watch/Listen

http://www.influenceatwork.com/InTheMedia-Podcasts.html

Seth Godin

Robert Cialdini

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We'd Love To Hear From You!

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