

Toolkit 4 – Learn to Influence Change

Ground Rules - Lead Change with Integrity

Remain focused on your day-to-day job responsibilities. Don't let your change efforts distract you from achieving your work goals.

Mitigate risks by knowing and following your company's internal ethics, compliance and HR policies. Find and read your company's policy books and employee orientation materials. In particular, you want to learn how your company views:

- Conflicts of interests
- Retaliation
- Employee opinions and concerns
- Open door policies
- Employee dispute resolution

Leverage your curiosity as you seek to understand the status quo. Don't be afraid to ask why over and over. A Lean Six Sigma¹ problem solving technique is to ask why five times to get to the root cause of an issue.

Document everything to avoid misunderstandings. Keep track of your observations and learnings.

How Change Happens

ShowMe50™ has created supporting materials to help you execute your grassroots change program. These include presentations with speaker notes, handout materials, Q&A and other reference documents. These resources are available on the ShowMe50™ website. Practical action plans combined with influencing skills make change happen. Below are summaries from various change management techniques.

Blue Ocean Strategy²

Thought leaders W. Chan Kim and Renée Mauborgne of the INSEAD business school incorporate a concept called *Tipping Point Leadership* into their strategy execution approach. According to their book, there are four organizational hurdles to overcome to achieve breakthroughs:

- Cognitive Hurdle: the status quo is deeply ingrained
- Political Hurdle: opposition from powerful vested interests
- Motivational Hurdle: unmotivated staff
- Resource Hurdle: limited resources

Kim and Mauborgne recommend that instead of focusing on transforming the mass, the focus should be on the extremes— people, acts and activities that exercise a disproportionate influence.

Kotter & Cohen's Eight Steps for Successful Large Scale Change

In their book, *The Heart of Change: Real Life Stories of How People Change Their Organizations*, John Kotter and Dan Cohen talk about how changing behavior happens mostly by speaking to people's feelings.

¹ Lean Six Sigma is a methodology for improving business performance by eliminating waste in processes.

² The Blue Ocean Strategy approach to commercial innovation is described in the 2005 best-selling book of the same name.

Toolkit 4 – Learn to Influence Change

“Feelings then alter behavior sufficiently to overcome all the many barriers to sensible large-scale change.” Their see-feel-change approach is compelling. If you need more inspiration to fuel your passion, consider the words of Jack Welch, “You’ve got to talk about change every second of the day.” Kotter and Cohen suggest it’s a bit of an extreme position but maybe extreme is what wins.

Keep Kotter & Cohen’s eight steps for successful large scale change in mind:

- Increase urgency
- Build the guiding team
- Get the vision right
- Communicate for buy-in
- Empower action
- Create short-term wins
- Don’t let up
- Make change stick

The Influencer

In the 2008 and 2013 change management books, *Influencer*³, the authors describe a methodical approach for institutional change. The three key steps in their process are: define the goal clearly, identify the vital (root cause, high-leverage) behaviors and focus efforts simultaneously across the Six Sources of Influence™. In order for change to be successful your strategy must target at least four of the six at the same time.

	MOTIVATION	ABILITY
PERSONAL	<p>1</p> <p><i>Personal Motivation:</i> Do they want to engage in the behavior?</p> <p>MAKE THE UNDESIRABLE, DESIRABLE</p>	<p>2</p> <p><i>Personal Ability:</i> Do they have the rights skills and strengths to do the right thing?</p> <p>HELPING THEM SURPASS THEIR LIMITS</p>
SOCIAL	<p>3</p> <p><i>Social Motivation:</i> Are other people encouraging and/or discouraging behaviors</p> <p>HARNESS PEER PRESSURE</p>	<p>4</p> <p><i>Social Ability:</i> Do others provide the help, information, and resources required at particular times</p> <p>FIND STRENGTH IN NUMBERS</p>
STRUCTURAL	<p>5</p> <p><i>Structural Motivation:</i> Are systems rewarding the right behavior and discouraging ineffective actions?</p> <p>DESIGN REWARDS AND DEMAND ACCOUNTABILITY</p>	<p>6</p> <p><i>Structural Ability:</i> Are there systems that keep people in place and on progress?</p> <p>CHANGE THE ENVIRONMENT</p>

From *Influencer: The Power to Change Anything*
designed by helpinghelp.org

Corporate Executive Board’s Challenger Selling™ Model

The Challenger model is a selling technique developed by the Corporate Executive Board (CEB). The Challenger is the profile of a sales person who leverages tension with the buyer as a powerful motivator.

³ *Influencer: The Power to Change Anything* (2008); *Influencer: The New Science of Leading Change* (2013); Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler



Toolkit 4 – Learn to Influence Change

The Challenger progressively disrupts the customer’s thinking about their business and teaches them something new that they didn’t appreciate before. The Challenger re-frames the way the customer thinks about their business in a way that favors the seller’s competitive differentiator.

Many S&P 500 companies are members of the CEB. As an employee of an active member, you may have access to many professional development tools on the CEB web portal including The Challenger model. To find out if your company’s employees have rights to access it, go to the CEB website and select the Sales Leadership Council portal. Register as a new user using your work email address. If your company is a member with access rights for its employees, you will be allowed to set up a user ID and access the material. Companies want their employees to leverage the rich data and tools from CEB because they are a professional development resource that helps companies benefit from a highly skilled and productive workforce.

Look for The Challenger Plan 3.0 toolkit which is a set of 11 slides that summarizes the technique. Reading the toolkit is doable. Becoming aware of the concepts can improve your communication techniques and open your mind to ways of positioning your ShowMe50™ interactions to achieve desired results. The “Blocker Engagement Guide” might come in handy to influence resisters.

While it takes a significant investment of time and practice to become a proficient Challenger seller, just reading the 3.0 toolkit can enhance your communication style and enable you to more effectively tailor presentations.

Understanding the Power Structure – Who to Influence

Identify decision makers and channels that will be either allies or resisters. Focus your energy on allies. With sufficient momentum through your allies, the resisters eventually become irrelevant.

Your Boss

Your boss has disproportionate influence on your success at work so it is critical to win your boss as an ally. That starts by ensuring he/she one of the first people you talk to about what you’re up to. Your boss can be an incredible asset so invest wisely and genuinely in that relationship. Help him/her understand why gender balanced leadership is a good thing for him/her and your company.

Because this is so important we have developed a separate toolkit with suggestions on how to talk with your boss (and HR).

Resisters

When you engage with resisters, keep this in mind:

- Resisters are afraid of losing their job
- They lack an understanding of the implications of gender bias
- They have a “you shouldn’t rock the boat” mentality



Toolkit 4 – Learn to Influence Change

Potential actions:

- Share your personal “why” story
- Lead them to the website for learning
- Have a dialogue with them about what makes them uncomfortable

Passion & Inspiration

You’ve learned to influence and identified allies and resisters. It’s time to deliver your message with passion and inspiration. Below are some suggestions to inspire your voice.

Let’s Start Talking About It

Read Chapter 10, *Let’s start talking about it*, from Sheryl Sandberg’s book, *Lean In*. In it, Sheryl beautifully summarizes the legacy of traditional institutions that have defined success as fitting in rather than speaking out. This chapter in her book will give you inspiration and courage to use your voice. Sheryl says, “Talking can transform minds, which can transform behaviors, which can transform institutions.” As you’re preparing, consider what Hernandez Stroud said, “People don’t change for institutions, institutions change for people.”

Disruption

Catalyst’s Michael Chamberlain published a blog in August 2014, *Is Disruption the Silver Bullet for Achieving Parity in the Workplace?* In it he reflects on an innovation conference he attended and he suggests redefining the organizational model from one that favors traditionally masculine traits and life cycles, to one better suited for both genders. It’s a powerful quick read – check it out.

Your Story

Why are you passionate about creating a level playing field? How does it relate to your personal and professional goals? How does it relate to company goals?

Study your past career development files and reflect on your personal situation. How have the ShowMe50™ Win-Win Checklist components impacted your experiences? Write down examples of roadblocks you’ve experienced and how things might have been different for you today under a level playing field environment.

Preparation & Practice

Facts

Be armed with the kind of business facts that managers in your organization will find credible. How can you relate facts to your boss’s and senior level managers’ top priorities? Find ways to link elements from the ShowMe50™ Win-Win Checklist (toolkit 1 and on website) to your company’s stated goals. The business case with facts to get you started is included in the presentations on the website.



Toolkit 4 – Learn to Influence Change

Communication Skills

Professional communications start with logic. SCQM is a technique for incorporating logic into your communications. SCQM stands for **S**ituation, **C**omplication, **Q**uestion, **M**essage.

Tell an organized, efficient, clear story. Ask yourself - what is the overall message you are trying to communicate? Start your communication with an executive summary where you organize your presentation by describing the situation, then the complication then the message. The exhibits (slides, facts, messages) that follow must sequentially support your executive summary.

ShowMe50™ has developed suggested presentations with scripted notes. However, as you tailor them to your organization, keep the SCQM technique in mind.

For more training on using logic in communications, check out this great instructional presentation by Arnaud Chevallier: <http://powerful-problem-solving.com/wp-content/uploads/2010/07/Use-logic-to-think-and-communicate-effectively-2010-12-10-07442.pdf>

Practice

All good Toastmasters know that the key to success is to practice your presentation over and over. Know the material. Become proficient with the “Presentation Q&A” document. (Available on the website. This document contains potential questions from your audience and ideas for answering.)

Reflection Questions

Think about times when you had exclusionary experiences at work. Practice how you can articulate those examples. Your goal is to help the audience transition from theoretical bias to real career biases you experienced (Refer to toolkit 3, Learn about Gender Bias).

- How can you articulate your experiences of gender bias in a way that is authentic yet non-threatening?
- How can you communicate in a way that disarms your audience?
- How can you communicate in a way that focuses on collaboration?

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

- Margaret Mead



Disclaimer

Show Me 50, Inc. is a 501(c)(3) corporation whose mission is to provide a platform to engage individuals in actions that level the playing field for women. We encourage individuals to actively collaborate with their companies to inform and implement a culture of gender equality that leads to the achievement of 50% women in senior leadership positions.

Show Me 50, Inc. retains any and all intellectual property rights in these materials and requires the retention of the copyright mark on all pages reproduced.

Show Me 50, Inc. is not able to independently verify information contained in this document. This document is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind. Neither Show Me 50, Inc. nor any of its directors, employees or agents accept any responsibility or liability with respect to this document.