



influencer

APPLIED INFLUENCER

What gets in the way of leading change? Executives bet on high-stakes change efforts that too often fail to deliver on their promise. In fact, failure rates of major projects, programs, and initiatives range from 72 to 91 percent.

That's because nine out of ten leaders rely on a single intervention—such as a well-delivered speech, an influx of capital, or a new process—to change entrenched behavior. But unfortunately, chronic, persistent problems rooted in human behavior can't be solved with a simple intervention.

VitalSmarts research confirms that leaders who rely on a multi-faceted approach to altering behavior are up to ten times more successful at producing substantial and sustainable change. They've distilled their approach for influencing enterprise-wide change into a process recognized by *MIT Sloan Management Review* as the Change Management Approach of the Year.

Now, leaders can master this award-winning change model and solve their organization's most pressing problems through a workshop-driven consulting and coaching process we call the Applied Influencer process.

What is the Applied Influencer process?

The Applied Influencer process is designed for senior teams, unit/department managers, and internal champions familiar with the change process taught in Influencer Training to achieve specific enterprise objectives. The Applied Influencer process:

- **Focuses on real-time, urgent issues.** The participants are the design team responsible for securing organizational results.
- **Allows for flexibility in delivery.** The Applied Influencer process is flexible to accommodate executives' schedules and allow for in-depth assessment and data gathering.
- **Meets organizational timelines and key milestones.** Leaders create an Influencer plan that is time-bound and can be put to immediate use.
- **Leads to bottom-line results.** Leaders create a change plan customized to specific organizational goals. Additionally, leaders can extend their success and knowledge gained in one Applied Influencer process to all aspects of their leadership.

How Applied Influencer differs from Influencer Training

Applied Influencer is not a two-day training course. Rather, senior leaders work alongside an experienced Influencer practitioner to apply the Influencer model to their time-sensitive and business-critical issues. The end result is a process-driven solution with custom strategies and action items for executing enterprise goals.

Case Study: Applied Influencer in Action

Leaders at Spectrum Health hospital used the Applied Influencer process to change behavior around hand hygiene and improve patient safety. In one year, Spectrum Health achieved an unprecedented 98 percent compliance rate. Other results of the Applied Influencer process include:

- Improved hand hygiene compliance from 60 to 90% in 2 months
- Unprecedented 98% hand-hygiene compliance one year after the Applied Influencer initiative
- Marked behavior change in the way staff members confront and speak up to one another
- Staff now hold others accountable for outcomes like patient safety, quality, and efficiency

SPECTRUM HEALTH



“The Applied Influencer process provided us with a cultural framework to drive high performance broadly across the organization.”

—**Matt Van Vranken**,
former executive vice president of
Spectrum Health and president of
Spectrum Health Hospital Group

The Process

In a workshop-driven consulting process, leaders identify employees' status quo behaviors that are misaligned with company strategy, outline the vital behaviors required for success, and develop a customized playbook for executing the desired change effort. Here's how it works:

• Step 1: One-day Influencer Lightbulb Session

First, leaders are introduced to the Influencer Model and learn how it can be applied to solve specific behavior challenges during a one-day session. In addition to core team members, other senior or embedded leaders are invited to join the session.

• Step 2: Story Collector Process

Next, leaders isolate the behaviors that have the biggest risk to successful change by uncovering misaligned behavioral and cultural patterns. The process begins with a one-day design workshop that customizes a “story collector” tool to the specific challenge and audience. Patterns of similar stories reveal the significant underlying root-cause issues for the project team to tackle. These stories reveal both quantitative and qualitative measurements that help organizations pinpoint and measure the severity of problem areas. The story collection process can be done electronically or in person over a period of one to two weeks.

• Step 3: One-day Vital Behavior Workshop

In a one-day workshop, leaders review the findings from the story collector and identify patterns of behavior that correlate to their organization's problem areas. The team then identifies the crucial moments and specific behaviors that, if enacted, would reverse those disruptive behaviors.

• Step 4: One-day Six Source Workshop

Leaders identify high-leverage strategies in each of the six sources of influence that both motivate and enable employees to adopt new vital behaviors.

• Step 5: One-day Playbook Creation

The next step is for leaders to develop a custom playbook for their organization's change effort—complete with the crucial moments, vital behaviors, and six-source strategies that will lead to their desired results. Playbook development is typically done in a one-day working session. The playbook is built for simultaneous strategy execution, where at least one strategy from each of the six sources is executed simultaneously.

• Step 6: One-day Roadmap

Lastly, leaders create a timeline and identify resources to execute their playbook strategies. During a one-day working session, leaders develop a project roadmap that includes the resources, timeline, and dependencies of the execution of the various playbook strategies.

What's the Next Step?

Talk to a VitalSmarts representative to see how you and your leadership team can build a custom change plan based on the Influencer process that *MIT Sloan Management Review* named the Change Management Process of the Year. Call **1.800.449.5989** or visit us at **www.vital-smarts.com**.

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