

with

**Joseph  
Grenny**



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**VitalSmarts**<sup>®</sup>



**Change behavior. Change the world.**

JOSEPH GRENNY



The most important capacity you possess is the ability to influence behavior—that of yourself or others.

# Who's Got Influence?

- Human beings spend 3 billion hours playing online games every week.
- Two out of three criminals around the world are rearrested within 3 years.
- Worldwide obesity has doubled since 1980.
- Smoking rates in the US dropped from 44% in the 1950s to 21% by 2008.

# Top 5 Influence Challenges

1. Drinking directly out of the milk container.
2. People who sit next to you on public transportation even when there are other seats available.
3. When people take 20 napkins, use one, then throw them all away.
4. People talking on a cell phone in a public restroom.
5. When a person makes a sucking noise with a straw when the cup becomes almost empty.

# Who Needs Influence?

—Global warming

—Terrorism

—Cancer

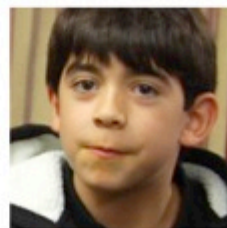
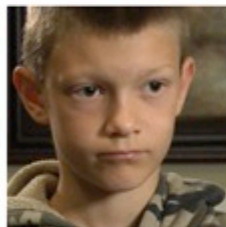
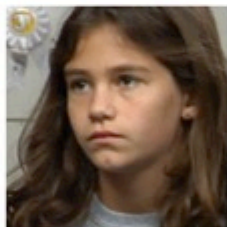
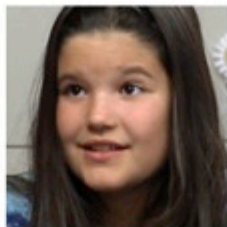
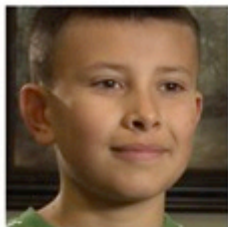
—Personal health

—Employee  
engagement

—Gang activity

—College completion

—Retirement  
preparation

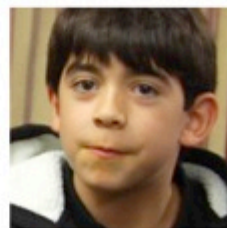
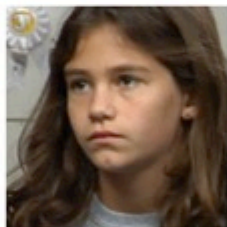
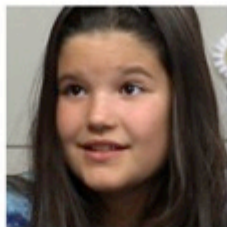
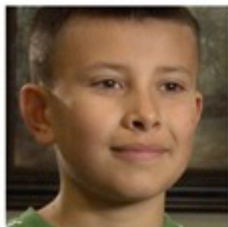


AND THE RESULT IS . . .



**\$13**





# Six Sources of Influence

	MOTIVATION	ABILITY
PERSONAL	1 Help Them Love What They Hate	2 Help Them Do What They Can't
SOCIAL	3 Provide Encouragement	4 Provide Assistance
STRUCTURAL	5 Change Their Economy	6 Change Their Space

# Influence vs. Quick Fix

Influencers succeed where the rest of us fail because they “overdetermine” success.

They marshal a critical mass of all Six Sources of Influence to make change inevitable.



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# Why Did I do It?

I should eat about 2000 calories a day.

Yesterday I ate 5286.

And loved it.

**Why?**



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# Source 1: Personal Motivation

The influence of the pain or pleasure of the behavior itself.

What would your  
Super Hero eat?





SOURCE 1

---

**Change the frame and you  
change the feeling.**



17th Edition, Colorations  
3334456

17th Edition, Colorations  
3334456

The Other Side  
667 E 100 S

The Other Side  
667 E 100 S

The Other Side  
667 E 100 S  
Salt Lake City, UT 84102









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# Source 2: Personal Ability

The influence of skill.

# What Do Influencers Do?

Influencers involve people in 5–10 times more “deliberate practice.”

At least **half** of “training” time should be spent in hands-on practice of skills under realistic conditions.



# How to Influence Ability

1. Real conditions
2. At the edge of ability
3. Focus on specific skill
4. Immediate coaching



SOURCE 2

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**Leading is teaching. Influencers deal with ability first, motivation second.**





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# Source 3&4

The influence of other people—through modeling, praise, helping, and enabling.

# Sources 3 & 4— Want More Influence?

Replace accomplices with  
friends and coaches.



S O U R C E 3

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**The velocity of change is a product of the speed and quality of Crucial Conversations.**

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# Source 5: Structural Motivation

The influence of costs, incentives, and accountability.

PORT AUTHORITY  
APPAREL | BAGS | CAPS



**BURN**

7 CALORIES

HERE. 

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# Source 6: Structural Ability

The influence of space, data, cues, tools, processes, and other environmental factors.



SOURCE 6

**Make bad behaviors harder.  
Make good behaviors easier  
and more obvious.**



# They Work for or against You

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# MIT Sloan Management Review

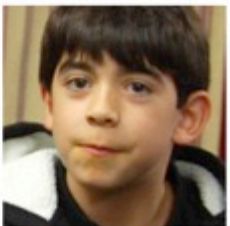
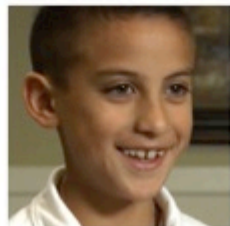
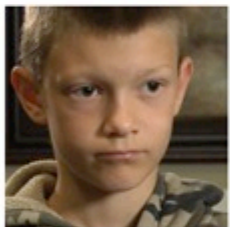
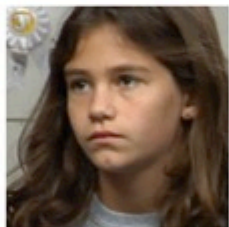
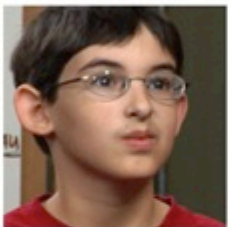
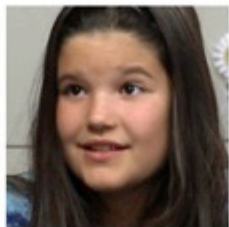
Joseph Grenny, David Maxfield and Andrew Shimberg

## How to Have Influence

Please note that this item refers to work that has been  
externally reviewed. The substantive content of the ar-  
ticle appears as originally published.

REPRINT NUMBER 50112

Those who used  
**six sources** of influence  
were **ten times** likelier  
to produce profound  
behavior change.



AND THE RESULT IS . . .

\$270%  
The text '\$270%' is rendered in a large, bold, green font. The number '2' has a dollar sign (\$) to its left. The number '0' has a dollar sign (\$) above it. The percentage sign '%' is to the right of the '0'. Below the text, there are two stacks of US dollar bills, one on the left and one on the right, partially obscured by the large characters.







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