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VitalSmarts
Time Analysis-Poll

• What percentage of your time do you spend in “individual contributor” types of tasks—tasks that help get results? (making budgets, driving for decisions, doing analysis, answering emails, etc.)

• What percentage of your time do you spend in systematic and intentional efforts to influence the behavior of others in order to achieve results?
The Two Problems of Leadership

1. What should we do? (*Strategy*)
2. How do I get everyone to do it? (*Influence*)
Grenny’s Law of Leadership

There is no strategy so brilliant that people can’t render it worthless.
No Matter How Strong the Brand

Photo taken by Sabrina & Brad
www.flickr.com/people/madaboutshanghai
No Matter How Perfect the Product
No Matter How Sound the Process
Three Crucial Points

1. Behavior matters
2. Some behaviors matter *much* more than others
3. Leadership is influence
The Silent Treatment
Why Safety Tools and Checklists Aren’t Enough to Save Lives
David Maxfield, Joseph Grenny, Ramon Lavandero, and Linda Groah

AORN
American Association of Critical-Care Nurses
VitalSmarts®
Important Patterns of Problems

Second survey of 4,235 OR and ICU Nurses. Focused on:

• Shortcuts
• Incompetence
• Disrespect
Shortcuts

Consistent patterns that involve not washing hands, not changing gloves when appropriate, failing to check armbands, forgetting to perform a safety check, etc.
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1. Common 84%
Shortcuts

Consistent patterns that involve not washing hands, not changing gloves when appropriate, failing to check armbands, forgetting to perform a safety check, etc.

1. Common  84%
2. Harm Patients  26%
Shortcuts

Consistent patterns that involve not washing hands, not changing gloves when appropriate, failing to check armbands, forgetting to perform a safety check, etc.

- Common 84%
- Harm Patients 26%
- Often Left Undiscussed 69%
Influence This

With a partner, identify your influence strategy to positively impact hand washing compliance.
“I haven’t got the slightest idea how to change people,

David Sedaris
“I haven’t got the slightest idea how to change people, but I keep a long list of prospective candidates just in case I should ever figure it out.”

David Sedaris
DEFINITION

Influence: The ability to change behavior. It’s one of the most important capacities we possess.
3 Keys of Influence

Focus and measure

Find vital behaviors

Engage six sources of influence
What is Influence?
Influencer Model™

1. Use Six Sources of Influence
2. DIAGNOSE
3. Find Vital Behaviors
4. INFLUENCE
5. DIAGNOSE
6. INFLUENCE

Clarify Measurable Results
Case Study: Spectrum Health

- Located in Grand Rapids, Michigan
- 18,000 employees
- 1,500 physicians
- Initiative to reduce hospital-acquired infections
- Primary focus to increase hand hygiene compliance
Principle #1: Focus and Measure

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Use Six Sources of Influence

Find Vital Behaviors

Clarify Measurable Results
KEY #1: Focus and Measure
Identify the results you want to achieve.

You Can’t Manage
What You Can’t Measure
Case Study
Spectrum Health
Measureable Results

Hand Hygiene Compliance Rate: 60%
Principle #2: Find Vital Behaviors
DEFINITION

Vital Behavior: A specific high-leverage action that, if routinely enacted, will lead to the results you want. The “What.”
Case Study: Spectrum Health Vital Behaviors

- **WIWO.** Wash in and wash out every time staff enters and exits a Patient’s Room.

- **Hold one another accountable.** Each staff member is 100% accountable for both his or her own hand hygiene behavior and the behavior of his or her coworkers.

- **Say “Thank You.”** When reminded to wash their hands, staff members are to say “thank you for reminding me” and wash again without getting defensive.
Principle #3: Engage All Six Sources

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Use Six Sources of Influence

Find Vital Behaviors

 Clarify Measurable Results
We act as if profound, persistent, and resistant problems have only one cause.
Help Them Love What They Hate

Help Them Do What They Can't

Provide Encouragement

Provide Assistance

Change Their Economy

Change Their Environment
Personal Motivation

Let’s watch Sam Grenny influence his classmates to be more honest
Help them love what they hate:

To ignite everyone’s passion for hand hygiene and to help them see the vital behaviors as “the right thing to do,” the prevention team used the power of personal experience.
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Is Will is a Skill?

How would you influence a group of four year old children to delay the urge to eat a marshmallow?
Help others do what they can’t:

**Deliberate Practice**

To ensure that people had the skills to perform the vital behaviors, employees were trained in Relationship-Based Care and Crucial Conversations. The training taught them skills to respectfully hold others accountable.
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Use Formal and Informal (Opinion) Leaders

People are skeptical about leaders’ support. Leaders need to demonstrate their support.

Opinion leaders matter at least as much as formal leaders.

People should hear the same message from several directions—their managers, their professional associations, their journals, their patients, and their colleagues.
Let’s watch an example of how a leader at the South African based Telecom company MTN created positive social pressure to adopt change
The prevention team recruited the support of senior leaders, managers, and physicians. For example, the hospital president spoke out about and wrote memos supporting the initiative, each unit was assigned a physician champion to demonstrate the new behaviors, and opinion leaders spoke with skeptics and gained their support.
| 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 Environment    |
“It’s difficult to get a man to understand something when his salary depends upon his not understanding it.”

Upton Sinclair
In Broward County, Florida, an elderly person facing a competency hearing was evaluated by three court-appointed experts and defended by a court-appointed attorney.

The psychiatrists were paid more when they judged someone to be incapacitated than when they judged them to be competent ($325 versus $125).

What do you think happened?
Reward Systems Matter a Lot

Of 598 competency proceedings in the year, 570 ended with a verdict of incompetence.
Case Study: Spectrum Health Strategies

Change their Economy:

Link to vital behaviors

The prevention team recognized behavior change with small rewards such as stickers, gift certificates, verbal “thank yous,” and parties for units with high compliance. They also celebrated milestones by placing a big “Thank you” card in the cafeteria. Ultimately, the vital behaviors were added to each staff member’s performance report.
Change Their Environment
What’s Going on Here?

We are blind to the incessant and powerful force the environment exerts on our own behavior and the behavior of others.
What’s Going on Here?
Case Study: Spectrum Health Strategies

Change their environment:

Use Space, Cues, & Tools

They placed hand sanitizer dispensers inside and outside every patient room, meeting room, and manager’s office. They distributed pocket cards that reminded staff of the vital behaviors. They also placed friendly reminder signs and posters in every unit as well as installed screensaver reminders on most computers.
Blind and Outnumbered

Marshall a critical number of sources and you can increase the odds of influencing any behavior X 10
Want More Influence?

Those who use four or more sources of influence have a \textbf{10X} greater chance to succeed.
How to 10X YOUR INFLUENCE

named The Change Management Approach of the Year
by MIT Sloan Management Review
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.
Spectrum Health Results

• Improved hand hygiene compliance from 60 to 90%
• Unprecedented 98% hand hygiene compliance one year
• Marked behavior change in the way staff confront and speak to each other
• Staff now hold others accountable for other safety outcomes
“Human progress is neither automatic nor inevitable... Every Step... requires the tireless exertions and passionate concern of dedicated individuals.”

Martin Luther King, Jr.