


INFLUENCER: THE NEW SCIENCE OF LEADING CHANGE



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Influencer



FOR TODAY'S DISCUSSION



**GETTING STARTED
&
BRIEF OVERVIEW**

**BREAKOUT DISCUSSIONS
ON SIX SOURCES OF
INFLUENCE**

**BRINGING IT ALL
TOGETHER**



AAAE Leadership Academy

Influencer



GETTING STARTED



What do you consider an influencer?



vs.



AAAE Leadership Academy



LEADERSHIP IS INFLUENCE



What qualifies people to be called “leaders” is their capacity to influence others to change their behavior in order to achieve important results (pg. 6)

Problems ultimately call for the ability to change *what people do*



Three Keys to Influence



FOCUS AND MEASURE



Start change with a clear and compelling statement of the goal you're trying to achieve

Measure your progress

- Measure the right thing and measure it frequently


FIND VITAL BEHAVIORS



Changing vital behaviors leads to change

- It takes only a few behaviors to create big change
- Notice the obvious
- Look for crucial moments
- Learn from positive deviants
- Spot cultural busters

ENGAGE ALL SIX SOURCES OF INFLUENCE



Find ways to get people to actually carry out the vital behaviors needed for change

Influencers succeed in creating change because they *overdetermine* success using all six sources of influence

ENGAGE ALL SIX SOURCES OF INFLUENCE

- ↑ Personal Motivation
- ↑ Personal Ability
- ↑ Social Motivation
- ↑ Social Ability
- ↑ Structural Motivation
- ↑ Structural Ability



PERSONAL SOURCES OF INFLUENCE



- Personal Motivation
- Personal Ability

MOTIVATION

ABILITY

PERSONAL

Help Them
Love What
They Hate

Help Them
Do What
They Can't

SOCIAL SOURCES OF INFLUENCE



MOTIVATION

ABILITY

SOCIAL



Social Motivation

Social Ability



STRUCTURAL SOURCES OF INFLUENCE



STRUCTURAL

MOTIVATION

ABILITY

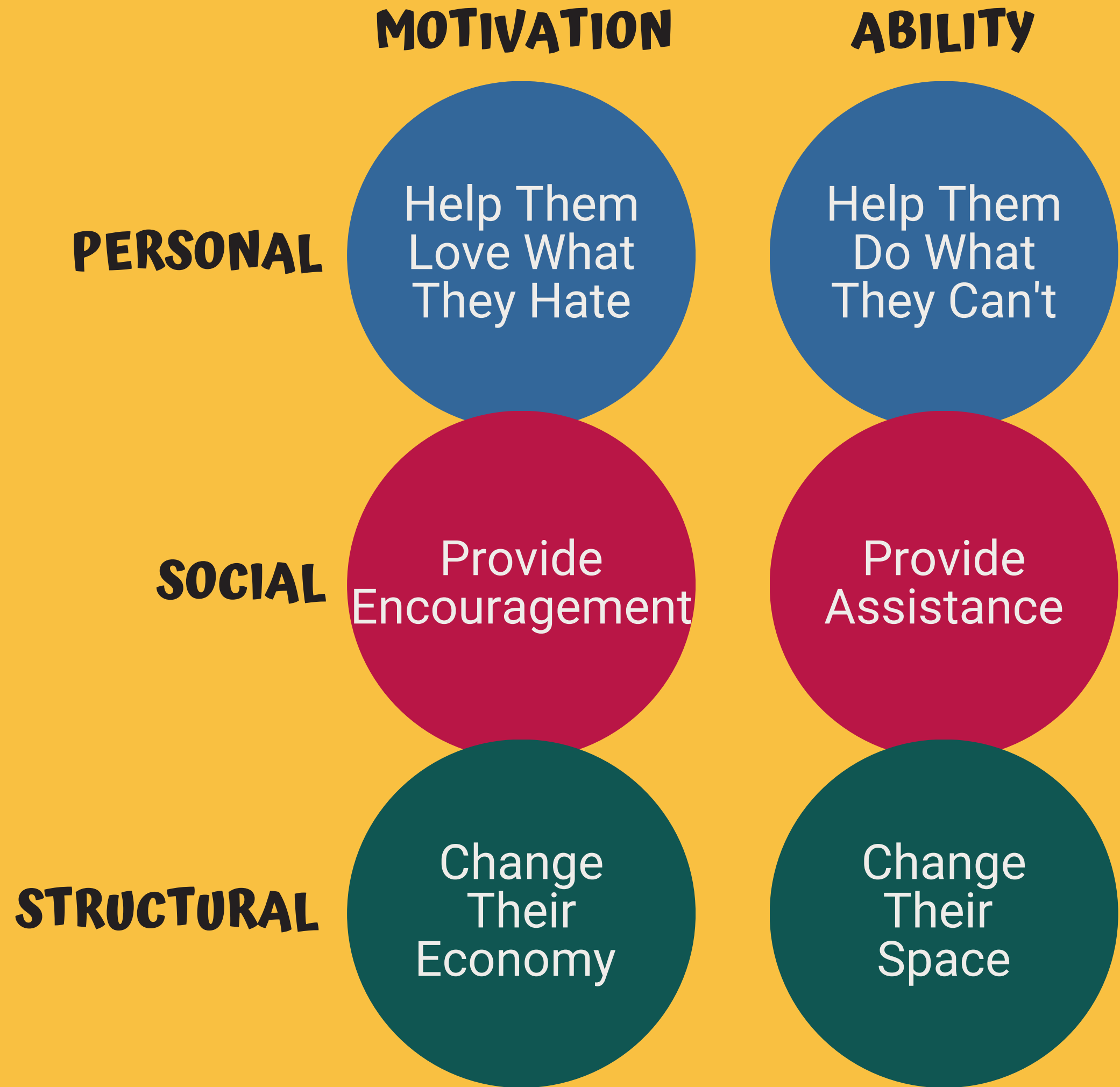


Structural Motivation

Structural Ability

ENGAGE ALL SIX SOURCES OF INFLUENCE

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Bringing It all Together



FOCUS AND MEASURE



- Identify what you want
- Develop measures that help focus on the objective
- Assess measures to validate if the correct behavior is being influenced

FIND VITAL BEHAVIORS



- Identify 2-3 behaviors that will motivate unequal amounts of change
- Be aware of behaviors needed to eliminate old cultural norms

ENGAGE ALL SIX SOURCES OF INFLUENCE



- Discern which sources are inhibiting your growth
- Next, engage all six to develop your strategic influence



FOOD FOR THOUGHT

#1



Who do you consider an influencer in academia? And why?

#2



How will you use these six sources to influence the academy?

#3



How can we use these tactics to influence change in AAAE?



LEAD WITH INFLUENCE

