



# THE GLOBAL LEADERSHIP SUMMIT

PROCESS TOOL

## MASTERING THE SKILL OF INFLUENCE—Joseph Grenny

### GOAL

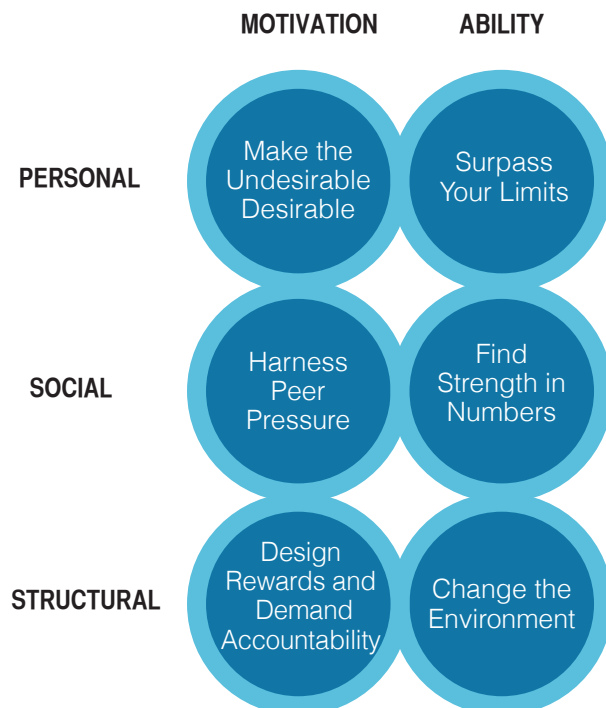
- ▶ To discuss specific ways you could use the six sources of influence to affect change in your organization

### SURVEY YOUR SITUATION

- ▶ After you have watched the video, we suggest that you take 30 to 40 minutes to process the content. Please begin with prayer. Ask God, through the Holy Spirit, to bring the right leadership situations to your mind—and to give you fresh ideas as you think through the implications of this message in your context.
- ▶ If you are at a table with more than eight people, we suggest dividing into smaller groups of four to seven so that everyone has an opportunity to participate.

### PROCESS QUESTIONS

1. In the clip, Grenny described the following six sources of influence that leaders can use to bring about change in the behavior of others.



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With your group, have each person think about their organization and share responses to the following questions:

- Which source(s) of influence do you tend to use the most?
- Which source(s) of influence do you tend to use the least?
- How might adding one or more additional source of influence change outcomes in your organization?

**2.** In your groups, have each person share a specific situation at work where they are trying to change or influence behavior. It could be something internal or external—or if nothing leaps to mind—select a past change initiative.

- The situation where I am trying to affect change is:

Then, take some time individually to brainstorm how you might apply each source of influence to your change initiative. Record your ideas in the chart below. Some prompts are provided to get you started.

	Motivational	Ability
Personal	How can you change the frame so that the good behavior is more desirable and the bad behavior less so?	What skills and practice opportunities are needed?
Social	How could you use positive peer pressure?	How can you promote strength in numbers?
Structural	What rewards can you put in place?	How can you adjust the environment to make the good behavior unconscious and the bad behavior more difficult?

