

# Influencing Change

## Activating Others

To promote within an unwilling person a readiness to change, there are four steps:

**Prepare the ground:** Encourage them to relax and feel positive.

- Talk about something that is going well;
- Help them to talk about their own problems.
- Ask them how things are going.

If you are seeking their cooperation with a specific issue, take the conversation in this direction in a relaxed and friendly manner.

**Encourage discovery:** Encourage them to identify the problem for themselves.

- Ask leading questions (“How hard is it to ...?”, “Are you happy with ...?”)
- Lead them into identifying the problems for themselves.
- Discuss the results and urgency of the problems (“What does that cause?”, “What effect does that have on ...?”).
- Help them identify their own desired outcomes (“What would you like to ...?”, “How would it be if you ...?”).

**Identify solutions:** Encourage ownership of the solution.

- Ask what ideas they have for a solution. (The likely answer will be “none”)
- Suggest the generally accepted solution (“How about if we ...?”, “Would it help if ...?”, “Could we ...?”).
- Discuss the benefits of the solution for them (use WII-FM: What’s In It For Me?)

**Generate Commitment:** Foster the motivation to implement the ideas.

- Identify the priorities, based on their own identified and agreed needs and outcomes.
- Agree an action plan (SMARTMACS)
- Agree follow-up.
- Share your own related experiences (fictional if necessary).

Whether you think you can or think you can't - you are right.

Living with change can be a problem. Living without it is a