



Getting Results Through Positive Influence™

Core Workshop for Belts

Why this Workshop?

No process improvement project or initiative (Lean, Six Sigma, Lean Six Sigma, Continuous Improvement, OpEx, etc.) can succeed without the cooperation of key people.

If Belts and initiative leaders can't get resources, time, support, and desired new behaviors from stakeholders, the project/initiative will be at risk. The business world is littered with such failures, many of which involved huge expenditures of time and money, but delivered very little in the way of intended results.

While you can adjust a *machine* to get the exact output you want, that doesn't work when results depends upon *people*. Demanding change—or using implied threats—can create temporary compliance. But that approach will *not* create the kind of sustained results leaders expect and need. Worse, it can often have the unintended consequence of creating cynicism and adversely affecting future change initiatives.

A much more effective approach is the use of *positive influence*. Positive influence involves:

- identifying the *stakeholders* whose cooperation is required
- clarifying what *behaviors* you need from them in order to get *sustainable results*
- *creating a situation* in which stakeholders are both *willing* and *able* to change their behaviors

Getting Results Through Positive Influence™: Core Workshop for Belts is designed to help Belts and initiative leaders build their positive influence skills and *immediately* apply those skills to the process improvement projects or the overall initiative.

Target Audience

- Master Black Belts, Black Belts, Green Belts
- Process Improvement initiative leaders

Workshop Outcomes

The Core Workshop gives Belts the opportunity for uninterrupted focus on the human side of their project/initiative. They learn the key fundamentals of *what drives human behavior in an organization*, and are able to apply this knowledge to their own stakeholders and situations. The “workshop” approach—small group, high levels of interaction—allows participants to learn from peers as well as from the facilitator.

Participants leave the workshop with:

- a *comprehensive list of stakeholders* for their project/initiative
- an *analysis* of one key stakeholder and a *plan* to influence that person
- an *approach to understanding and influencing behavior* that they can use with any stakeholder, on any project or initiative
- awareness of the *cognitive biases* that can make it difficult to understand stakeholder behavior...and ways to avoid those biases
- a binder of *workshop materials*, including slides, templates, summary sheet, references

Influencing is a skill that can be built and strengthened, like any other skill. This very practical workshop starts the skill-building process; after-workshop practice and coaching can further develop it.



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Agenda

DAY 1

- Introduction/orientation to workshop
- Participant “influence baseline”
- Stakeholder (SH) management
 - Model
 - Identification/mapping
 - Sorting & selection; select key SH
 - Pinpointing behaviors
- Understanding/changing SH behavior
 - Fundamentals of behavior
 - Cognitive biases
 - ABC model
- Recap/evaluation of DAY 1

DAY 2

- Review of DAY 1
- Understanding/changing SH behavior
 - Seeing things from the SH’s perspective
 - Insights from neuroscience
 - Positive consequences for SHs
- Stakeholder management
 - Analysis of key SH
 - Creation of influence plan for key SH
 - Input to analysis/plan
 - Identification of next steps
- New participant “influence baseline”
- Recap/evaluation of workshop

Approach

- Highly interactive
- Mix of theory/practice, with emphasis on putting information to immediate use
- Use of participant-specific influence challenges as subject of exercises
- Use of examples and exercises related to Lean/Six Sigma/etc.

Length

- 2 days*

Timing

- 9:00am – 5:00pm (or equivalent) daily

Recommended Class Size

- 8-12 participants

Required Pre-Work

- None, but should be working on a Belt project or helping lead the initiative

Recommended Follow-Up

- Execution of plan developed during workshop
- Continued practice
- Continued interaction with learning partner
- Additional reading
- Individual and/or team coaching to solidify learning and provide ongoing guidance

* Modules on communication and additional influence techniques are also available in a longer version of this workshop