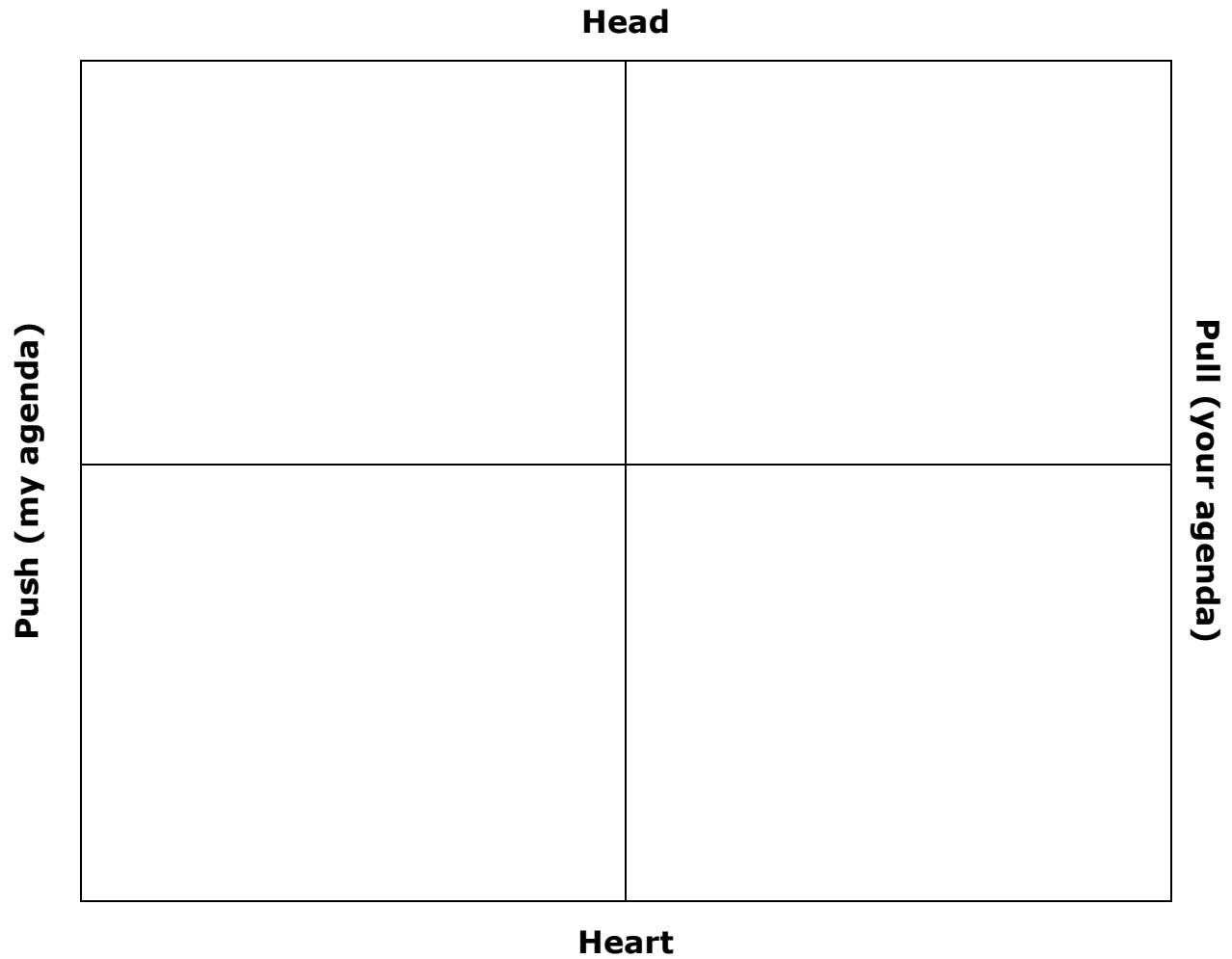


Influencing Styles



Attraction | Persuasion | Bridging | Assertion

Examples

Attraction

Persuasion

Bridging

Assertion

Planning Change Exercise

You are about to introduce agile to a large organisation. Number the following items (from 1-10) in the order you would draw upon for planning your change, where #1 is what you would do first, and #10 is what you would do last.

People one-on-ones – Meet with people and understand how the changes you recommend affect them (for better or worse). Understand their situation to help better communicate the value of your changes

Brown bag/FAQ sessions – Rumours potentially increase the fear of the unknown around large change programs. Hold brown bag/FAQ sessions to invite *critics* to bring forward their concerns in a safe environment. Acknowledge them and address their concerns.

Information sessions – Not knowing about what the change means to each person will increase the resistance from the audience. Hold information sessions to demonstrate what you hope to achieve with change.

Lunch with team members – Social occasions help provide an easier setting to build trust and rapport with people. Use lunch (and other social occasions) to listen to what people want to say about change.

Meet stakeholders – Success of long lasting change requires support at all levels, including grass roots everywhere else in the organisation. Meet with stakeholders to keep them involved and supporting the change at all opportunities.

Invite special guest speaker – External speakers with no direct relationship may provide an independent point of view that increases the confidence of some parties who you may not have enough trust with yet.

Highlight blockers to stakeholders – Some of the greater systematic problems require more authority to change and getting stakeholders involved, highlighting the cause and consequences may help remove any issues along the way.

Work with a team – Spend time with individuals to demonstrate you practice what you preach. Develop a reputation for trustworthiness, clear intentions and deep knowledge.

Communicate progress to all parties – Information sessions may not reach out to some parties, so use other media to communicate about the change initiative. Use flyers, posters and other unusual ways (cupcakes with lettered icing?) to draw people's attention to the change initiative.

Recruit allies – Find out who wants the change and actively involve them in all of the change activities.
