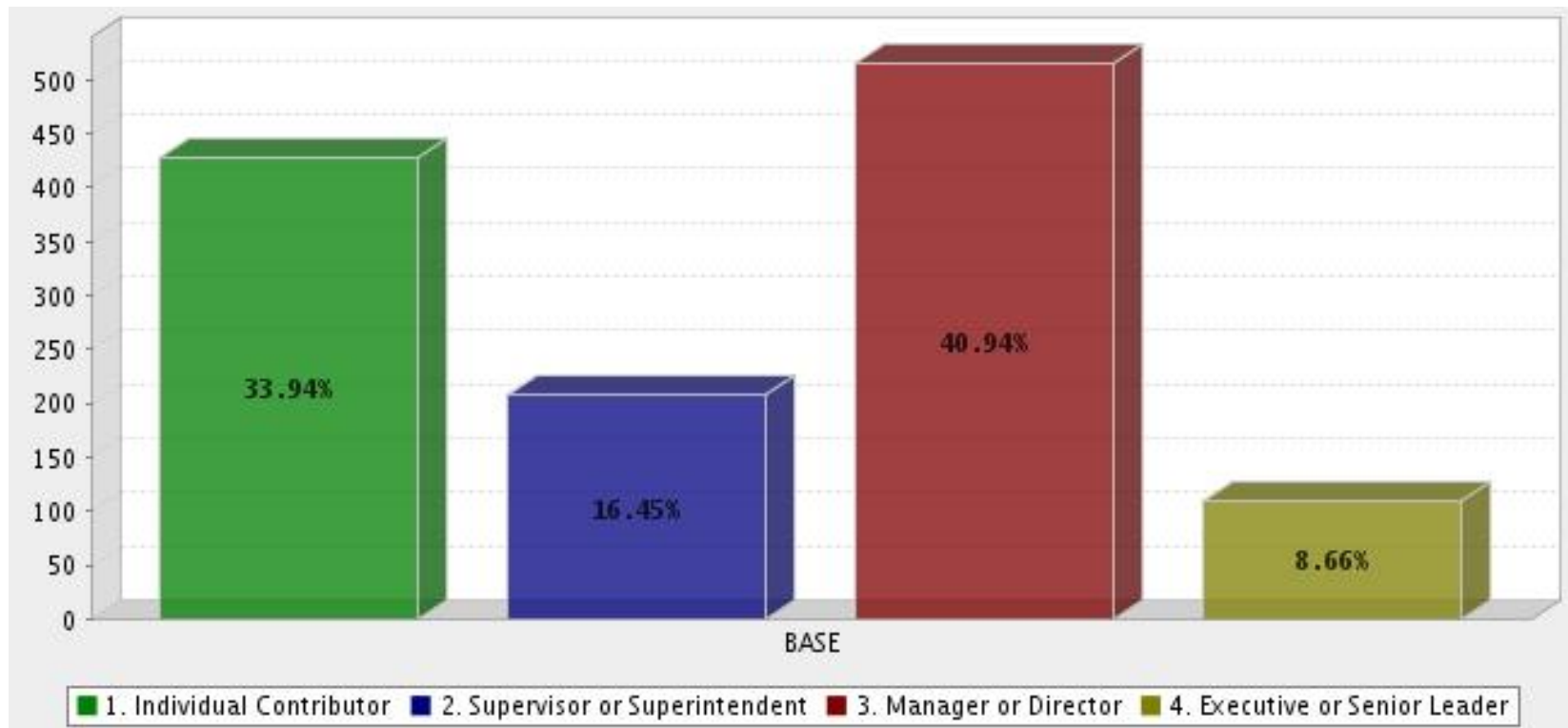


Influencer Survey:
How leaders influence employees' bad behaviors

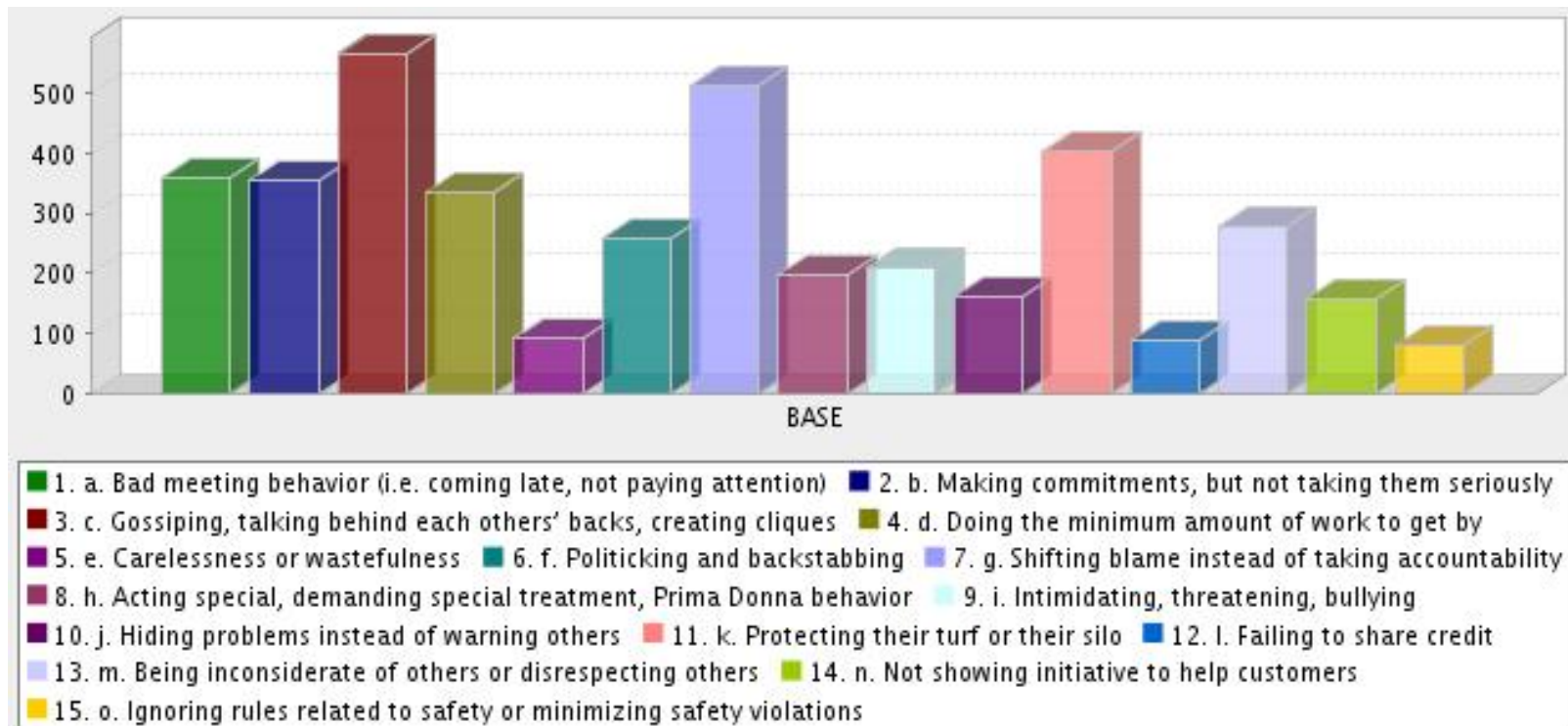
October 2007

By the coauthors of *Influencer: The Power to Change Anything*

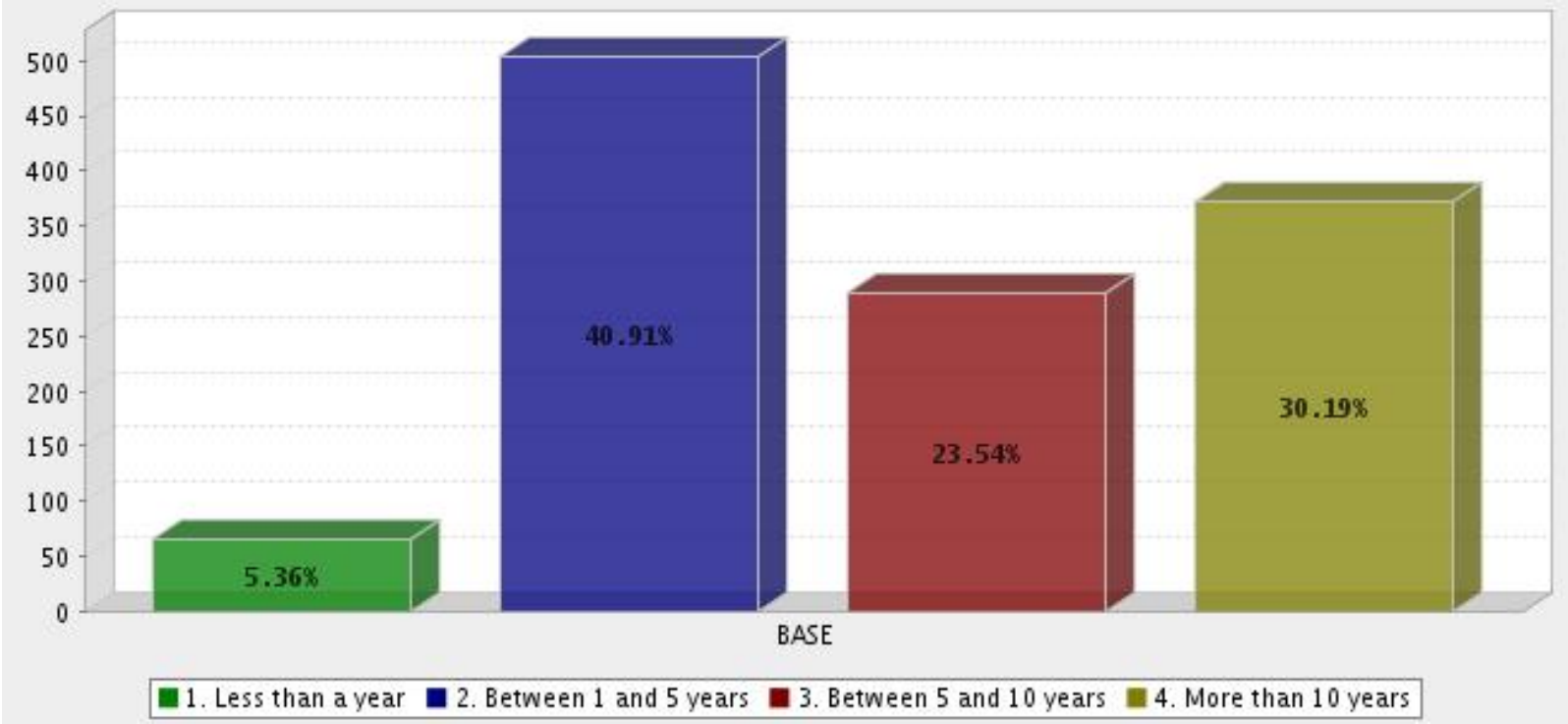
1. What is your current job level?



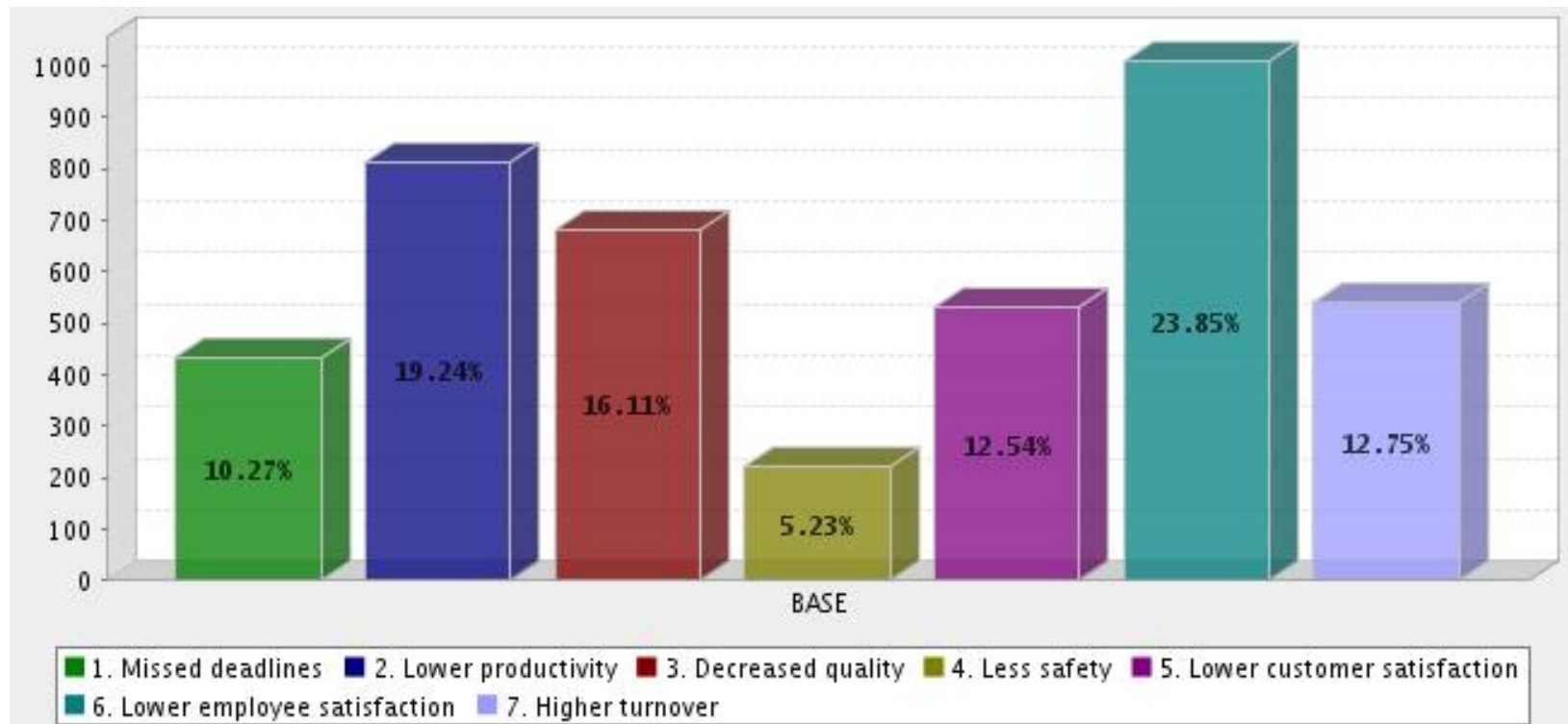
2. Most organizations have “learned to live with” certain ineffective or bad behaviors. They’ve allowed the behaviors to become a cultural norm. The bad behaviors are common enough that nobody is especially surprised when they see them. Please review this list of bad behaviors, and select the THREE that are both common enough and serious enough to have a negative impact on your organization’s performance.



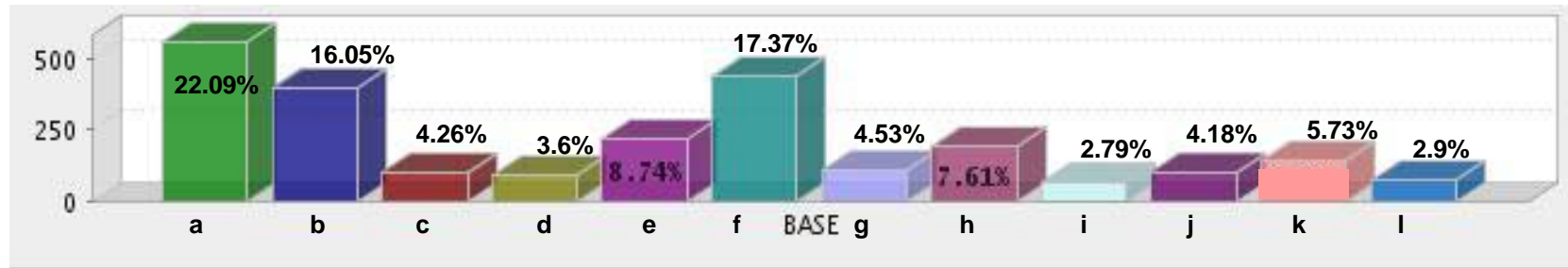
3. Think of the worst bad behavior that has become common or accepted within your organization.
How long has this bad behavior been occurring?



4. Again, think of the worst bad behavior that has become common or accepted within your organization. What are the negative impacts it creates? (Check all that apply).



5. What has your organization done to try to discourage this bad behavior?
(Check all that apply)



- a. Not much at all.
- b. The new behaviors have been communicated verbally and electronically (i.e. e-mails, presentations, memos, and talking points).
- c. The organization has gone far beyond verbal persuasion. It has engaged them with powerful stories, experiences and simulations to help them see which behaviors need to change and why.
- d. The organization has gone beyond business arguments and helped people see the moral imperatives behind the changes they're being asked to make.
- e. The organization has taken great pains to get people's personal buy-in rather than issuing orders or decrees.
- f. The organization has invested in training and coaching so that people have alternatives to the ineffective behaviors.
- g. The organization has identified opinion leaders or respected peers and created a specific strategy to get them involved in encouraging others to make the needed changes.
- h. The organization has made the ineffective behavior an open "topic of discussion" so that no one could ignore it or pretend it didn't exist.
- i. The organization has identified times when the ineffective behaviors are especially likely, and has made sure people have others to support them during these crucial times.
- j. The organization has adjusted formal rewards and punishments to make sure people had incentives to adopt the new behaviors.
- k. Top management has made it clear that even the most senior managers will be held accountable for these ineffective behaviors—there are no exceptions.
- l. The organization has reorganized peoples' physical workplaces to make it more difficult to engage in the ineffective behavior.

6. Taken together, have these strategies reduced or eliminated the bad behavior?

