










Think Like the Influencers

How the Influencers overwhelmed overwhelming problems using a comprehensive influence strategy

Influencer	Problem	Sources of Influence	Vital Behaviors	Results
 <p>Donald Berwick President and CEO of the Institute for Healthcare Improvement (IHI)</p> <p>Spotlight: Lesson 2 – Clarify Measureable Results</p>	<p>An estimated 98,000 people die in the United States every year due to medical errors.</p>	<p><i>Source 1:</i> Used compelling stories of medical error to enlist hospital executives. <i>Source 2:</i> Provided training to increase capacity around vital behaviors. <i>Source 3:</i> Enlisted the brightest scientists, enrolled the most prestigious hospitals, and included <i>Source 4:</i> Created a Collaborative Series and hospital networks so hospitals could work together to share ideas and best practices around patient safety. <i>Source 5:</i> Highlighted the financial costs of medical errors. <i>Source 6:</i> Provided tools and resources, such as Reducing Surgical Complications How-to Guide, to help hospitals prevent accidents.</p>	<ol style="list-style-type: none"> 1. Deploy rapid response teams to patients at risk of cardiac or respiratory arrest. 2. Behaviors that prevent adverse drug events through drug reconciliation. 3. Behaviors that prevent central line infections. 4. Behaviors that prevent surgical-site infections. 5. Behaviors that prevent ventilator-associated pneumonia. 	<p>100,000 Lives campaign. Between December 2004 and June 2006, IHI is credited with saving 122,342 lives.</p>
 <p>Donald Hopkins Vice President, Health Programs, The Carter Center</p> <p>Spotlight: Lesson 3 – Find Vital Behaviors</p>	<p>Guinea worm disease is the largest human parasite. It infects sources of drinking water and is extremely painful and debilitating to the victim. In 1986 there were a recorded 3.5 million cases in Asia and sub-Saharan Africa.</p>	<p><i>Source 1:</i> Educational campaigns teach villagers how to avoid getting infected. <i>Source 2:</i> Villagers receive water filter training. <i>Source 3:</i> Village elders, teachers, community leaders are engaged. <i>Source 4:</i> Everyone holds everyone else accountable to vital behaviors. <i>Source 5:</i> T-shirts and other give-aways for reporting Guinea worm cases <i>Source 6:</i> Free water purifiers were provided to villagers.</p>	<ol style="list-style-type: none"> 1. Filter your drinking water. 2. Don't enter the drinking water with infected limbs. 3. Hold others accountable to doing the first two behaviors. 	<p>Guinea Worm Eradication Campaign. The number of Guinea worm cases was been reduced from 3.5 million to fewer than 10,000 by 2006—a 99.7 percent reduction. 11 of the 20 countries considered endemic in 1986 were certified as free of the Guinea worm disease as of 2007.</p>
 <p>Ethna Reid Researcher and Founder, The Exemplary Center for Reading Instruction (ECRI)</p> <p>Spotlight: Lesson 3 – Find Vital Behaviors</p>	<p>Poor teach performance and low student test scores.</p>	<p><i>Source 2:</i> Teachers go through a rigorous ECRI training program. <i>Sources 3&4:</i> School and district administration implement the ECRI program. <i>Source 5:</i> Schools with higher scores receive more funding from states. <i>Source 6:</i> Teachers receive self-evaluation and skill reinforcement tools.</p>	<ol style="list-style-type: none"> 1. Reinforce correct responses and positive behavior 2. Elicit rapid over responses 3. Closely monitor students' responses 4. Increase rate of responses among all students 5. Expect learning mastery 6. Re-teach when students fail to learn 7. Model for students during instruction 8. Teach reading, writing, listening and speaking in all fields. 	<p>Multiple studies have shown children's reading scores increased from the 50th percentile to the 98th percentile when they experienced Reid's teaching technique, and an average student gain of two grade levels in reading skills.</p>

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 <p>Martha Swai Program Manager, Radio Tanzania</p> <p>Spotlight: Lesson 5 – Source 1</p>	<p>Rampant spread of HIV/AIDS in Tanzania.</p>	<p>Source 1: The long-running narrative of the radio show created a vicarious experience. Sources 3 & 4: Narrator asked villagers to discuss questions about the show with their neighbors and spouses. Source 6: The show directed people to community clinics.</p>	<ol style="list-style-type: none"> 1. Have no more than one sexual partner 2. Use a condom 3. Talk about these behaviors with your spouse 	<p>Radio Tanzania. 88 percent of listeners (7 million people) in a test area reported adopting an HIV/AIDS preventative behavior as a result of listening to the show. Two years into the test, these dramatic results let Radio Tanzania to stop the test and broadcast the program to the rest of the country.</p>
 <p>Mike Miller VP of Billing Systems</p> <p>Spotlight: Lesson 6 – Source 2</p>	<p>Competitors produced billing statements for half of his organization's cost. Miller was asked to reduce staff by 33 percent, transform 20 separate programs into a more current language and retain high quality staff while increasing employee satisfaction by 15 percent—all within 18 months.</p>	<p>Source 1: Collectively created a mission. Gave employees the personal experience of meeting customers face to face to reinforce mission. Source 2: Training courses and practice around dialogue skills. Source 3: Employed opinion leaders to lead the way in the culture change initiative. Source 4: Engaged the chain of command. Got leadership to provide employees with direction and feedback. Source 5: Tied performance to bonus. Source 6: Incorporated vital behaviors into performance reviews—provided feedback on performance.</p>	<ol style="list-style-type: none"> 1. Speak up candidly and respectfully 2. Receive feedback thoughtfully and non-defensively 	<p>A billing system overhaul. Retained all key subject matter experts while other billing units lost between 20-40 percent. Billing costs were reduced by 30 percent, quality improved by 25 percent, employee satisfaction rose by 20 percent.</p>
 <p>Garth Japhet Founder and CEO, Soul City</p> <p>Spotlight: Lesson 7 – Sources 3 & 4</p>	<p>Rampant domestic violence and high HIV/AIDS transmission rates in South Africa.</p>	<p>Source 1: HIV/AIDS educational campaign creates awareness. Source 2: HIV coping and prevention trainings courses are held. Sources 3 & 4: Positive behavior modeling in TV and radio shows encourages community discussion. Source 6: A range of advocacy tools, including research, media, lobbying, that bring about social change in policy and legislation.</p>	<ol style="list-style-type: none"> 1. Engage in safe sex practices. 2. Don't be physically violent towards women. 3. Discuss safe sex practices. 4. Discuss equality of women within society. 	<p>Soul City. Soul City's multimedia entertainment education strategy is strongly associated with an increase in discussion about domestic violence and decrease in the transmission of HIV/AIDS.</p>
 <p>Mimi Silbert Founder and President, Delancey Street Foundation</p> <p>Spotlight: Lesson 8 – Source 5</p>	<p>According to the U.S. Dept of Justice, 2 out of 3 criminals are rearrested within three years of release.</p>	<p>Source 1: Just try it. Residents try new jobs and find new forms of entertainment and legitimate lifestyles. Source 2: Residents are trained in at least 3 trades and receive their GED and sometimes a college education. Source 3: Everyone has a mentor and belongs to a group of 10 people who encourage positive behavior. Source 4: "Each one teach one" is the motto. Longer-term residents teach, coach, train, and hold the newer residents accountable. Source 5: WAM (walk around money) and promotions encourage progress. Source 6: Excellent living conditions close to good influences and far away from the bad.</p>	<ol style="list-style-type: none"> 1. Care for others 2. Hold others accountable for their behavior 	<p>90 percent of graduates never return to drugs or crime, but instead they become contributing citizens of today's society</p>

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 <p>Muhammad Yunus Founder, Grameen Bank</p> <p>Spotlight: Lesson 7 – Source 3 & 4</p>	<p>Widespread and entrenched poverty in Bangladesh.</p>	<p><i>Source 1:</i> The desire to feed children and send them to school provides plenty of personal motivation.</p> <p><i>Source 2:</i> Borrowers have to practice saving for a period of time before they can borrow. They are trained to keep track of their financial transactions.</p> <p>Source 3: Borrowers must organize themselves into borrowing groups to take out a loan. Borrowers feel strong peer pressure to repay.</p> <p>Source 4: Borrowing groups share information, help each other with business ideas, and help delinquent borrowers repay their loans.</p> <p><i>Source 5:</i> Borrowers receive bigger loans as they save more money and are on time with repayments.</p> <p><i>Source 6:</i> A transaction booklet and centralized meeting buildings aid in repayment.</p>	<ol style="list-style-type: none"> 1. Save money 2. Repay loans 	<p>As of 2006, Yunus has helped provide small loans to over 7 million of the world's poorest people. More than 4 million have already pulled themselves out of poverty.</p>
 <p>Wiwat Rojanapithayakorn HIV/AIDS Team Leader, WHO</p>	<p>200,000 new cases of HIV/AIDS every year in Thailand. The booming sex industry was the largest contributor to the epidemic.</p>	<p><i>Source 1:</i> An education campaign taught sex workers that unprotected sex could mean disease, the loss of a job, and even death.</p> <p><i>Source 2:</i> Sex workers were trained in negotiation skills, enabling them to handle aggressive customers who demand sex without a condom.</p> <p><i>Source 3:</i> Experienced sex workers and brothel owners were on board to ensure others would follow their lead.</p> <p><i>Source 4:</i> All brothels were simultaneously on board with the program. If not, customers would have to go to the ones with lax rules.</p> <p><i>Source 5:</i> Any brothel that employed sex workers found having sex without a condom would first be given a warning, then penalized, and eventually be shut down by the local authorities for non-compliance.</p> <p><i>Source 6:</i> Condoms were provided to sex workers by the government free of charge to make condom use easy.</p>	<ol style="list-style-type: none"> 1. Sex workers practice safe sex with condom use 100 percent of the time 2. Brothel owners hold sex workers accountable for condom use 	<p>100% Condom Program. As a result of the 100% Condom Use Program, condom use rate in sex work began to increase, from 14% in early 1989 to more than 90% since June 1992.</p> <p>The number of new HIV infections decreased by more than 80 percent from 1991 to 2001.</p> <p>As of 2005, the 100% condom campaign is responsible for preventing an estimated 5 million cases of HIV/AIDS in Thailand alone.</p>