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Service Improvement
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Influence model



Influence model

What is it?

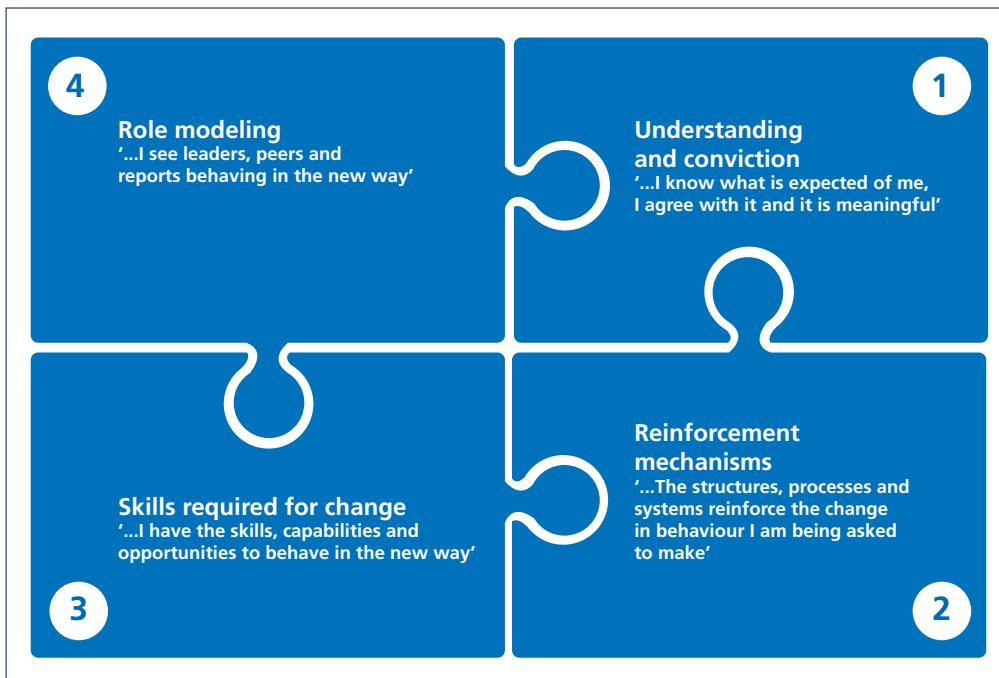
In an improvement effort, where leadership is distributed and changes need to be made across systems, organisations and stakeholder groups, leaders need to be able to influence others.

The Influence Model (Figure 1), sets out four dimensions for supporting leaders to influence others:

- creating understanding and conviction via framing and transformational storytelling
- providing reinforcing structures and processes that encourage desired behaviours and discourage undesirable ones
- attending to training and the development of the skills required in the workforce of the future
- role modelling the desired behaviours themselves

Achieving balance and alignment across the four dimensions of the model is an important principle in leading improvement.

Figure 1: The influence model



Keller and Price (2010)

When to use it?

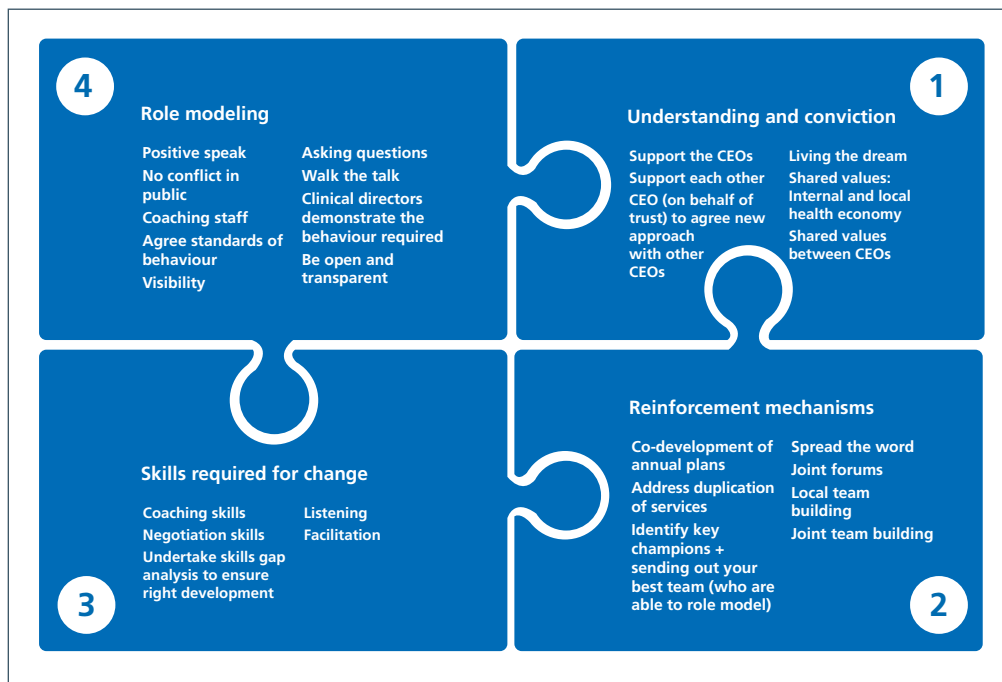
The influence model has an important role to play at any stage of an improvement project in supporting leaders to influencing others.

How to use it?

An example of how to use the model is set out below.

After identifying the mindset shifts required to support partnership working between an acute care hospital and a primary care management organisation, the leaders of the two organisations selected a few mindsets and addressed the question, how might we influence the shift in mindset that we desire? The Influence Model was used to stimulate thinking and organise the results, as illustrated in figure 2.

Figure 2: Influence model example



NHS Institute for Innovation and Improvement Part 1 Leading large scale change: a practical guide (2013) page 104