



Personal efficacy

“Adult learners have to take risks, and those that push themselves to the limits of their capabilities are the most successful.”

Listen for the outcomes policyholders value and connect to effective safety and health alternatives.

Persuasion on the merits

- Preparation
- Humble inquiry
- Effective alternatives

Don't let the perfect be enemy of the good

- Incremental successes
- Patience and persistence
- Develop program change over time

Behavioral change is our objective

- Meaningful behavioral change can lead to positive outcomes. Motive matters.

Debra Ringold's thoughts on personal efficacy:

“You certainly have to be open to the idea that you can learn new things; that you don't know it all. This is the basis for “humble inquiry.”

“Be your authentic, well-prepared self.”

“Humans know very well when you have their interests at heart . . . or don't.”



Dealing with resistance

“When things don't go as you'd planned, don't shift blame to the people you are trying to serve. Blaming the listener, reader, or client never gets us anywhere.”

Reduce policyholder resistance by genuinely appreciating their priorities and constraints while being demonstrably committed to their organization's success.

Policyholders must see the ROI associated with your efforts.

- Preparation
- Humble inquiry
- Improving organization performance through safety and health changes

Negotiate using the alternatives you offer

- Give the policyholder choice among useful alternatives

Never blame the policyholder

- We have not compelled on the merits if we don't achieve success.

Impact NOT activity

- Maintenance vs. meaningful behavioral change

Debra Ringold's thoughts on dealing with resistance:

“Be extremely purposeful in each and every visit. Have an agenda. Be well prepared. Make the policyholder see the return on their investment in meeting with you.”

“We are all in sales. All human interaction is focused on exchange of some form of value.”

“Trust is the function of promises made, promises kept.”



Achieving engagement and commitment

“Who are the relevant decision makers? Ask your contact; build a network of contacts so you are not reliant on one person; work your way “up” to the actual decision makers.”

Both policyholders and consultants share responsibility for both successes and failures.

Network “Up”

- Active pursuit vs. passive acceptance

Make a compelling case for change

- Develop an implementation plan and see it through to completion

Hold yourself and the policyholder accountable for keeping commitments

- Meaningful behavioral change can lead to positive outcomes. Motive matters.

Authenticity means investing in the considerable work necessary.

Debra Ringold's thoughts on achieving engagement and commitment:

“What makes consumers satisfied in the context of service—consulting or otherwise? The number one driver of satisfaction is reliability, followed by responsiveness, expertise, empathy, and tangibles.”

“If you think you are authentic and they don't, what you think doesn't matter.”

“Figure out what information people want, how they want it delivered, then do it. The responsibility for effective communication lies with the speaker.”



A collection of Debra Ringold's reflections and insights from the
Professional Consulting Series

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