

Five 3D-rendered pawns in green, red, blue, and two yellow colors are arranged on a white grid. The pawns are of varying sizes and are positioned in a way that suggests a strategic arrangement. The background is a light gray gradient.

# The Five Disciplines of Viral Change™

**The Five Disciplines of Viral Change™** are the competences of the modern organization, the way to understand the dynamics of the firm today where agility, true employee engagement and bottom-up leadership shape everyday life.

The Five Disciplines are connected between them but each of them deserve focus (understanding, training, enabling, becoming excellent at..) in their own right.

1

### **Behavioural-based management:**

The new organizational focus is behaviours, not process and systems; these are the baseline, a pass, a given.

2

### **Mobilizing scalable influence:**

How to maximize influence and trust within the firm; hierarchical influence is a given (overestimated), peer-to-peer influence is the true engine

3

### **Nurturing informal social networks:**

Formal structures are a given, the default; most of the neat stuff happens in informal social networks, ignore them at your peril.

4

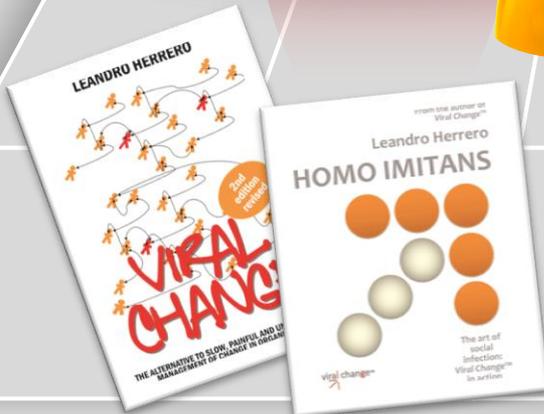
### **Accelerating a new narrative (stories):**

Storytelling is not new although still largely ignored by many business organizations; mastering the art of using the right stories to accelerate a new corporate narrative.

5

### **Fostering distributed leadership:**

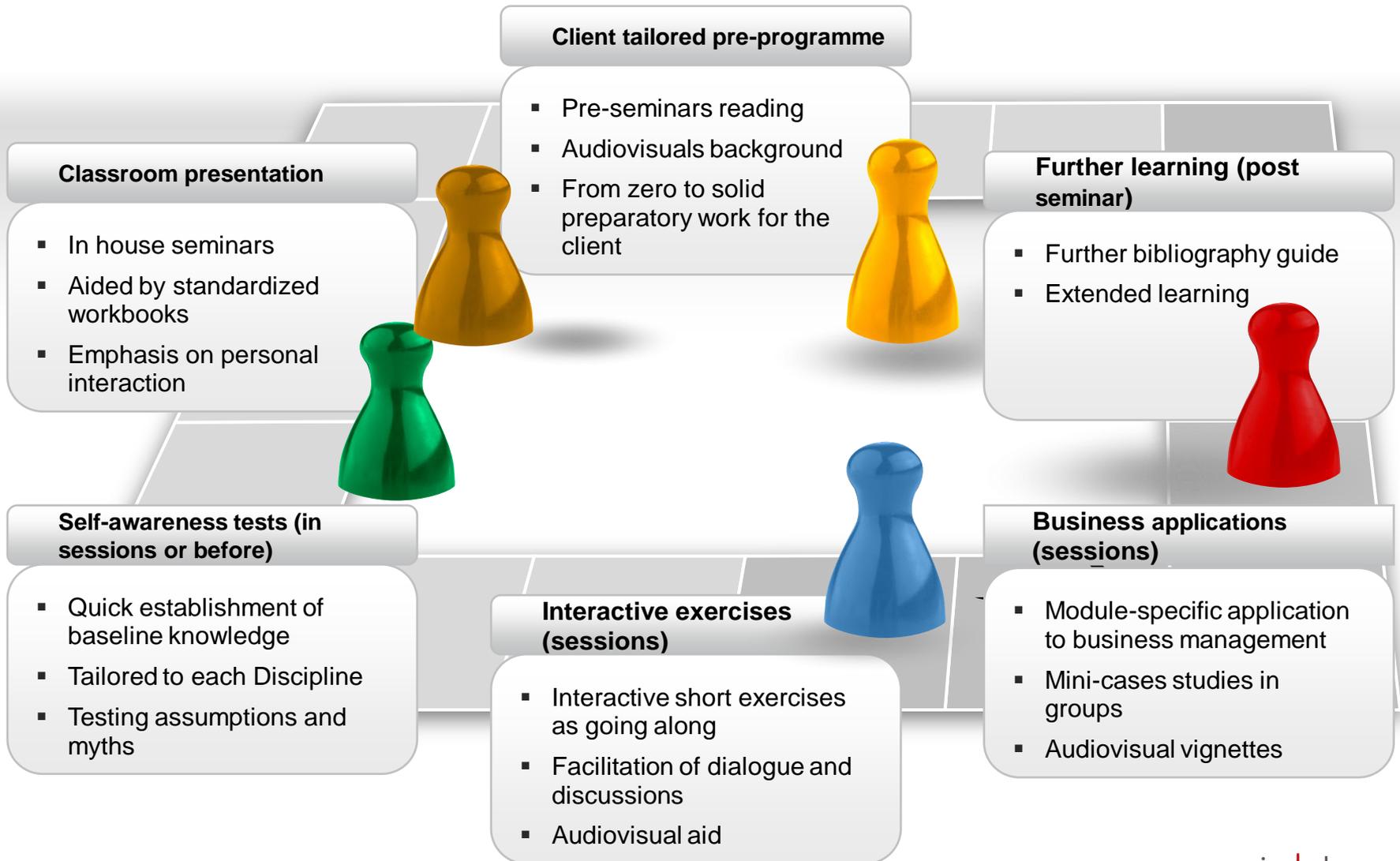
Top-down leadership is a given; the real engine of leadership is distributed around the organization in the form of highly influent people, which influence does not depend on the job description or title..



The art of combining the Five Disciplines (described in Homo Imitans) is at the core of Viral Change™: the way to create fast, sustainable large scale change in organisations and the macro-social world. Watch a summary here (click YouTube)



# The training package delivered : format



# 1

# Behavioural-based management

## Behaviours: key content

- Behaviours: muddle waters. What they are and are not. The 3 big myths
- Folk psychology, carrots and sticks and superficial use in management
- The 10 laws of behaviours
- Reinforcing and rewarding: what works and doesn't. guide to reinforce and extinguish behaviours in the organization
- Competing behaviours: example, effectiveness and innovation
- 'Punished by rewards'
- Flawed incentive schemes
- Triggering behaviours vs. sustaining them: 5 rules
- Portfolio of day to day management applications
- Performance assessment and behaviours
- Job profiling and recruitment
- Leadership and values translated
- Compensation schemes
- Practical ways to use behaviours to inform and shape HR policies



# Mobilizing scalable influence

## Influence: key content

- Three myths of role-modelling. Within the business organizations
- Types of influence inside the organization: recognising and mapping them (social intelligence)
- Conformity. The good, the bad and the ugly of influence. Positive deviance and its influence
- Unlashing the power of peer-to-peer
- Behavioural copying, social copying and social imitation. 3 practical applications
- 3 Models of scalable influence: zero model, orphan model and splash model.
- 5 models of influencers inside the firm
- Change agents, champions, ambassadors.
- Activists or advocates: two worlds apart in influence.
- Opening a new door to employee engagement: tell and communicate vs. mobilize

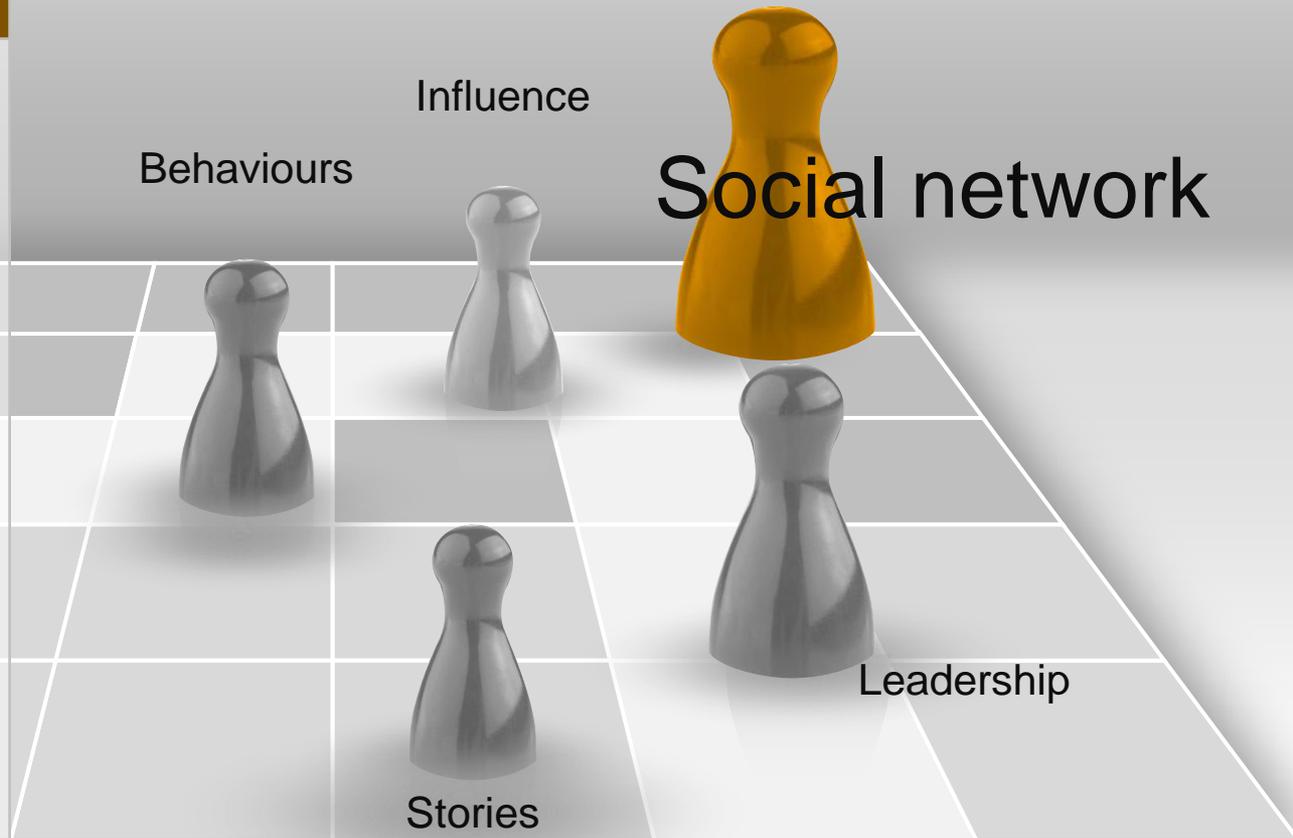
## Influence



# Nurturing informal social networks

## Social network: key content

- The 4 collaborative spaces within the organization. Informal vs. formal spaces
- The organization as an organism
- Understanding and integrating formal and informal structures
- The nature of networks: applications to the organization's life
- The laws of networks and what they mean for the organization: management and leadership implications
- 10 proprieties of the networks. 10 ways to kill the good of social network=fluidity
- Taming conversations; corporatization risks of informal interactions
- Connecting teams and networks: *team-ocracy* and *net-workracy* in tandem .
- Innovation and social networks: the strength of weak ties
- 5 things for the new toolkit to manage the organization as a network



# 4 Accelerating a new narrative

## Stories: key content

- The power of storytelling. Guides, maps and compasses for managers
- 5 things that make a good story. Good stories, bad stories and corporate language. Plots and narratives in business organizations
- Employee-generated stories, capturing and using them
- Social media inside. The oral and written traditional meet web 2.0
- The story as protagonist. Why 'the employee of the month' is flawed
- Heroic and anti-heroic stories
- 5 ways of reinventing Internal communications as function
- Communication and change
- Storytelling backfiring. Managing flow of distorted information.
- Stories, rumours and grapevine
- Creation of narratives. Stories of success as social proof, motivation and anti-defeatism
- 10 ways for leaders to master narratives



# Fostering distributed leadership

## Leadership: key content

- Leadership revisited: top-down, bottom up, multicentre
- Good and bad alternatives to command and control
- Empowerment, an abused word.
- Leaders as brokers
- Visible and invisible leadership, when and now
- A distributed engine of leadership across the organization
- 5 things need to learn from voluntary organizations
- Organization chart vs. network chart: uncovering hidden leadership
- Leadership outside the hierarchical lines
- Learning to back-stage from the top: lose control to gain control
- How to support distributed leaders
- 10 ways to kill distributed leadership
- 5 acid tests of collective leadership
- 5 steps to create a roadmap for distributed leadership



# The Five Disciplines of Viral Change™

To be accredited on The Five Disciplines of Viral Change™ or to know more about how this training programme can be delivered in-house, please contact:

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