



influencer

Change the way you influence, and change your results

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VitalSmarts™

Why Worry about Influence?

The most important capacity you possess is the ability to influence behavior—that of yourself or others.

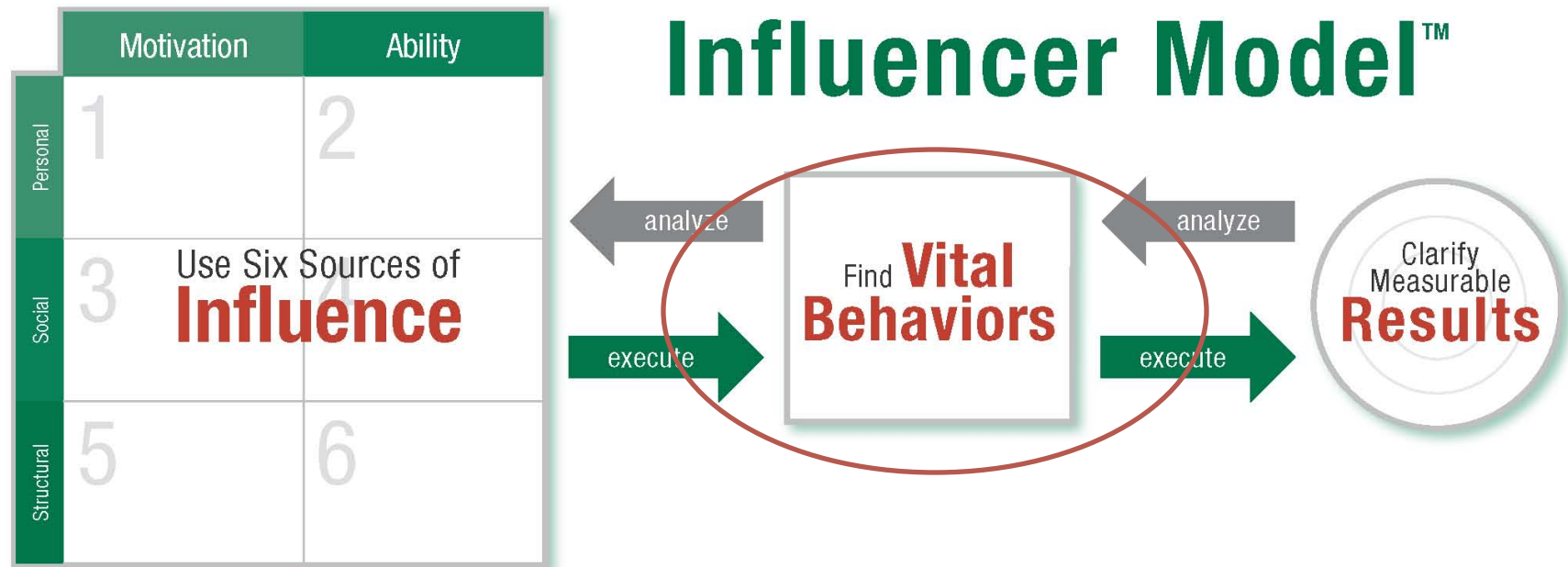
- **Rapidly improve productivity.**
- **Move quality from the bottom quartile to the top.**
- **Engage business leaders in rebuilding an economy.**
- **Launch a critical project on time and on budget.**
- **Dramatically improve school test scores.**
- **Reduce medical errors and increase patient safety.**

We Lack Influence

- **Leadership.** 85% of corporate change efforts fail.
- **Personal Change.** 19 out of 20 diet attempts fail.
- **Social Problems.** 2 out of 3 criminals are rearrested within 3 years of release.
- **Global Problems.** AIDS infected 5 million more people in 2004.



Principle: Make Change Inevitable



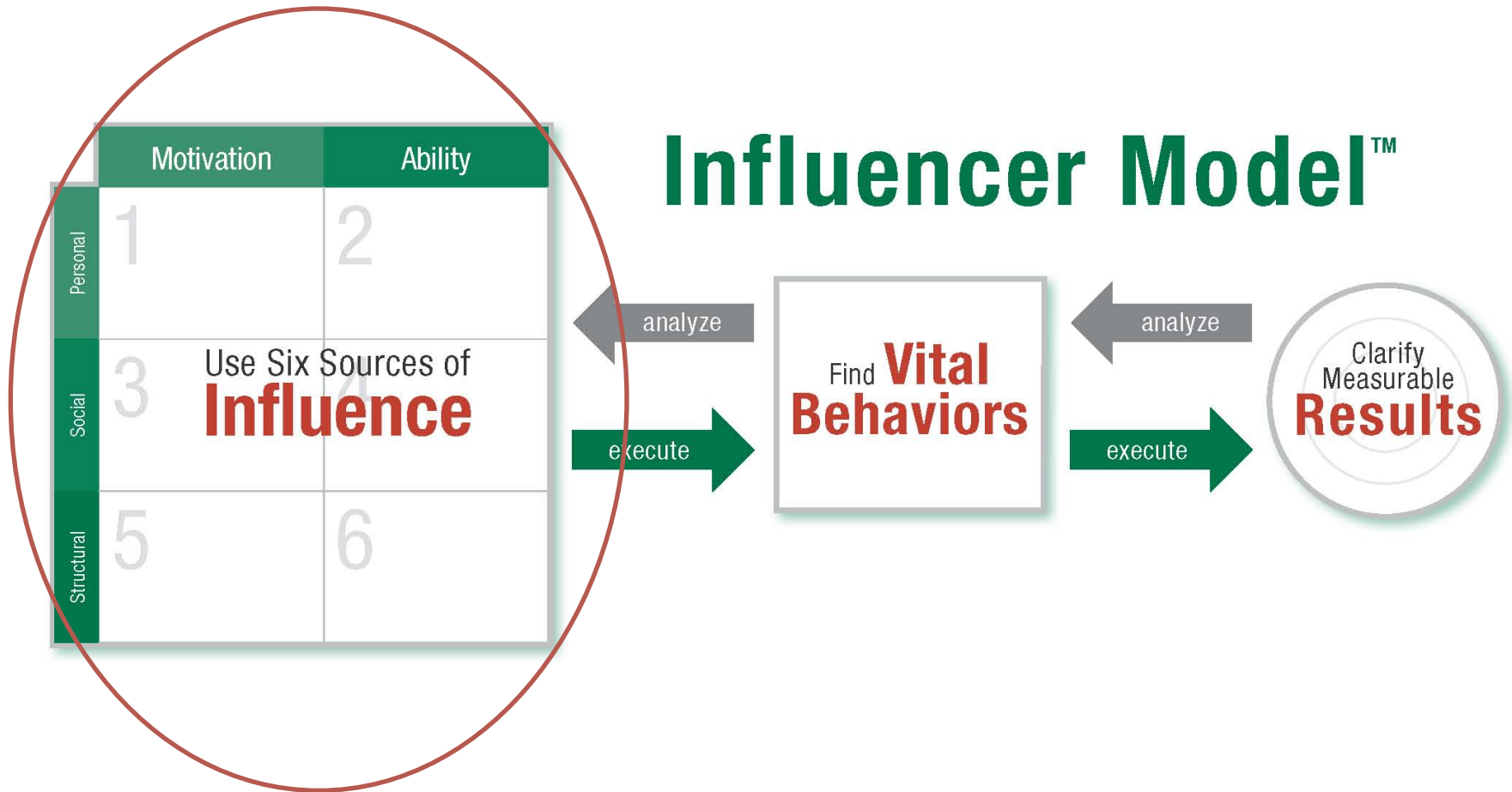
Identify Vital Behaviors



The Big Idea

1. The best way to improve results is to focus not on *results*, but on the behaviors that produce them.
2. Even with complex and long-standing problems, just a few vital behaviors can lead to enormous change.

Principle: Make Change Inevitable



Six Sources

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Surpass Your Limits
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment

Influence vs. Quick Fix

Influencers succeed where the rest of us fail because they “overdetermine” success.

They marshal a critical mass of all Six Sources of Influence to make change inevitable.

Want More Influence?

Those who use four or more sources of influence to change personal habits are **four times** more likely to succeed.

Those who use four or more sources of influence to influence organizational change are **ten times** more likely to succeed.