



The Power to Change Anything

proven strategies
for successfully
changing behavior

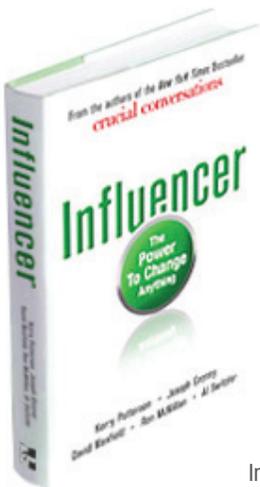
influencer

VitalSmarts®



Create Change Strategies that Work

Can a small group of people or even just one person truly drive large-scale change? Whether you're looking to uproot unwanted habits, execute initiatives, or drive lasting improvement, the power to achieve change stems from your ability to influence behavior.



Influencer Training is based on the *New York Times* bestselling book *Influencer: The Power to Change Anything*

Do any of these scenarios sound familiar?

- A team struggles to achieve on-time, on-budget project delivery. They consistently fall into the same patterns of behavior that produce poor results.
- Safety or quality policies aren't being followed or enforced in an organization—despite programs to increase awareness.
- An organization that has implemented Six Sigma is struggling to take it from “program of the month” to “the way we do things here.”
- Medical errors in a hospital could be dramatically reduced—if only employees would change a few key behaviors.

Influencer Training™. Winner of *Human Resource Executive's* “Training Product of the Year” Award.



Influencer Training Can Help You:

- Lead successful change initiatives.
- Diagnose the real causes behind problems.
- Identify a handful of high-leverage behaviors that, if changed, will lead to desired results.
- Transform corporate culture.
- Influence behavior across an organization—with or without formal authority.

Teaching Best Practices

Influencer Training draws on the best practices of many of the world's leading change agents and on more than five decades of the best social-science research. This award-winning training introduces a powerful model for changing behavior that anyone can learn and apply.

The authors tested these best practices in large-scale change projects with more than twenty-five organizations and 250,000 employees in over a dozen industries. They had consistent success in rapidly changing behavior and profoundly affecting business performance.

The authors also found and interviewed powerful influencers—people who were creating and maintaining life-altering change around the globe, from eradicating disease to rehabilitating criminals to instituting social reform. They discovered that these influencers cited the same scholars and theories used in creating Influencer Training. These influencers and their change efforts are spotlighted as case studies throughout the training.

What Others Say About Influencer Training

“Influencer Training is the best I have seen. The videos and the exercises are excellent. VitalSmarts has really outdone themselves with Influencer.”

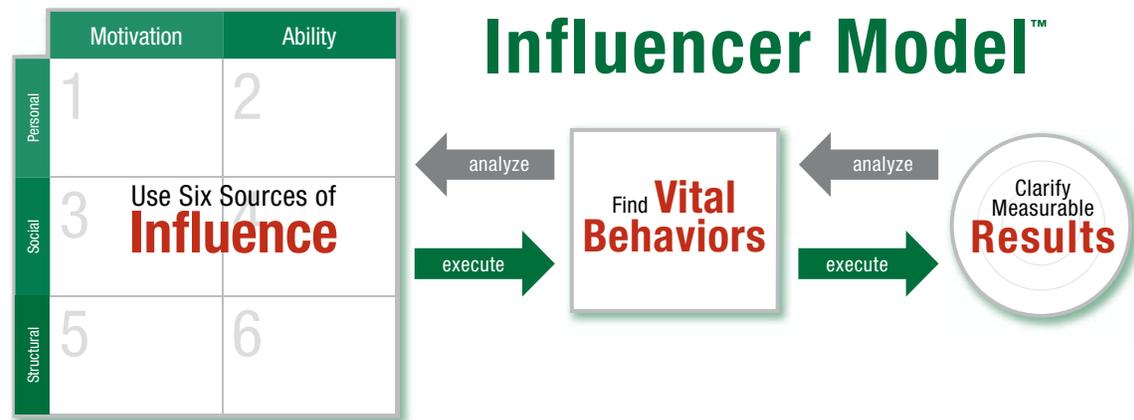
Bill Patrick, Organizational Development Officer,
Michigan Department of Human Services

“Organizations that are experiencing resistance and persistent personal, team, or organizational problems would do well in providing this program to their staff . . . **It is a program that can lead to changing behavior and getting results.**”

John-Paul Morgante, Director of Human Resources
and Administration, Elbit Systems of America

“The strategies and **tools I have learned through the Influencer program have made a difference** not only in the way I think about change, but also the results I get.”

Paul Dyer, Head of Operational Support, SLAC
Customer Service



The Influencer Training model was named the “**2009 Change Management Approach of the Year**” by *MIT Sloan Management Review*.

Understanding Influencer Training

Learn why influence is one of the most powerful and important capacities you possess. During the training, you will meet influencers from across the world who have taken on massive change initiatives and have been enormously successful. Plus, you will learn the Influencer Model—a simple model for bringing about rapid and sustainable behavior change.

Clarify Measurable Results

You'll learn to identify the results you want to achieve—outcomes that are specific and measurable. Too often, would-be influencers are either too vague about what they're trying to achieve, or they focus on the wrong outcomes.

Find Vital Behaviors

Savvy influencers focus on just a handful of high-leverage behaviors that will have the biggest effect on creating change. You'll learn to

- Identify a small number of high-leverage behaviors that will bring about the greatest amount of positive change.
- Identify crucial moments—the moments where the right behavior will have an enormous effect on results.
- Study and utilize “positive deviance”—instances when some people succeed where most others fail.

Diagnose Why Change Seems Impossible

There is rarely only a single source of influence behind chronic poor performance. You will learn and apply the Six Sources of Influence to discover the most significant causes of your current problem.

Use Six Sources of Influence to Create Change

Use each of the six sources to create an influence strategy that will make change inevitable.

- Make seemingly painful and undesirable behaviors painless and enjoyable.
- Help others and yourself consciously connect vital behaviors to values through personal and vicarious experiences.
- Understand the concept of “deliberate practice” and how it can significantly enhance personal ability.
- Harness the power of peer pressure in enacting desired behaviors.
- Leverage others to enable and empower positive and meaningful behavior change.
- Learn to effectively use incentives.
- Use the power of the environment to make desired behaviors inevitable.

ABOUT THE MATERIALS

A Step-by-Step Approach

Influencer Training is a highly interactive, two-day course. Course pacing is active and engaging, with extensive in-class practice, and time for personal reflection as participants explore and master these strategies.

By the end of the course, participants will have examined methods for making change inevitable and created their own influence strategy for tackling problems at work or at home.

Cutting-Edge Technology

The VitalSmarts Instructional Platform was built specifically to meet the needs of trainers and participants. It offers a variety of significant enhancements to the training and learning experience, including:

- Award-Winning Video—The influence strategies taught are illustrated throughout the training in award-winning video segments of many of the influencers highlighted in the book.
- Participant Response System—an interactive system designed to allow all participants to respond to questions and scenarios. It also helps trainers assess participant comprehension.
- Closed captioning—can be toggled on or off with the click of a button.
- Multiple OS compatibility—can be installed on either Mac or PC.
- Modern Design—makes transitions fluid and navigation seamless.

Participant Materials

- *Influencer: The Power to Change Anything*—The *New York Times* bestselling book behind the training.
- The Influencer Participant Toolkit—The participant's personal guide through the two-day training.
- The Influencer Model Cards—Visual reminders of the influencer process and the Six-Source Model.
- The Influencer Audio Companion—A six-CD set featuring the authors discussing, applying, and expanding on the concepts of the training.
- The Influence Challenge Workbook—A guide that walks participants through the steps to solve their most challenging influence problems.
- Web Site Access—An opportunity for participants to continue learning by accessing author videos, extended case studies, and additional learning resources at www.ThinkLikeanInfluencer.com.
- A Course Completion Certificate.



Who Should Participate?

Influencer Training is ideal for individuals who manage people or processes as well as those who have supervisory or cross-functional management responsibilities.

For true change to be achieved, involving teams and even entire organizations is essential.

How Do I Get Started?

*Influencer Training provides real application of the concepts and strategies that the *New York Times* bestselling book introduced. There are three ways training can be delivered:*

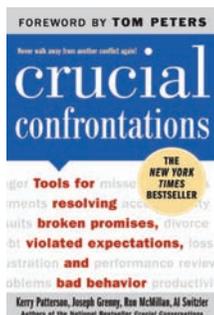
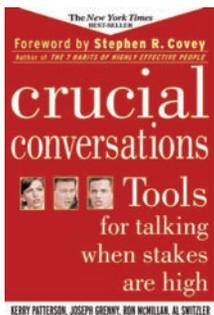
IN-HOUSE TRAINING—One of our expert trainers delivers Influencer Training at a location of your choice.

PUBLIC WORKSHOP—Your employees attend a public two-day training class at a pre-set location.

TRAINER CERTIFICATION—Trainers or leaders from your organization become certified to train Influencer within your organization.

Additional Training Products

Want to rapidly improve the results you care about most? Interested in making a difference in your team or organization around accountability, performance, and execution? Then check out our other training courses based on the *New York Times* bestsellers *Crucial Conversations: Tools for Talking when Stakes are High* and *Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior*.



Frequent conference speakers, subject-matter experts, consultants to the Fortune 500, and the bestselling authors of *Crucial Conversations*, *Crucial Confrontations*, and *Influencer* (from left to right) David Maxfield, Ron McMillan, Al Switzler, Kerry Patterson, and Joseph Grenny.

COMPANY OVERVIEW

About VitalSmarts

An innovator in corporate training and organizational performance, VitalSmarts helps teams and organizations achieve the results they care about most. With award-winning training products based on more than 30 years of ongoing research, VitalSmarts has helped more than 300 of the Fortune 500 realize significant results using a proven method for driving rapid, sustainable and measurable change in behaviors. VitalSmarts has been ranked by *Inc.* magazine as one of the fastest-growing companies in America for five consecutive years, and has taught more than 2 million people worldwide.

VitalSmarts is home to multiple training offerings, including *Crucial Conversations*®, *Crucial Confrontations*®, and *Influencer Training*™. Each course improves key organizational outcomes by focusing on high-leverage skills and strategies. The VitalSmarts authors have written three *New York Times* bestsellers: *Influencer*, *Crucial Conversations*, and *Crucial Confrontations*. VitalSmarts also offers on-site consulting, research, executive team development, and speaking engagements.

"[*Crucial Conversations*] is a breakthrough book. I found myself being deeply influenced, motivated, and inspired." Stephen R. Covey, author of *The 7 Habits of Highly Effective People*

"*Crucial Conversations* is one of the most powerful and useful tools I have found." Mike Miller, Director of Business Billing, AT&T

"These skills . . . enabled us to win the largest contract in our industry's history." Dain Hancock, Former President, Lockheed Martin Aeronautics

