

Lynne Cunningham's
Book Review

I just read a great book that I think should be added to your Service Excellence Library.

Book	<i>Influencer: The Power to Change Anything</i>
Author	Kerry Patterson, Joseph Grenny, et. al.
Pillar of Excellence	All – this is a leadership book
Publisher's Book Description	<p>An INFLUENCER motivates others to change.</p> <p>An INFLUENCER replaces bad behaviors with powerful new skills.</p> <p>An INFLUENCER makes things happen.</p> <p>This is what it takes to be an INFLUENCER.</p> <p>Whether you're a CEO, a parent, or merely a person who wants to make a difference, you probably wish you had more influence with the people in your life. But most of us stop trying to make change happen because we believe it is too difficult, if not impossible. We develop complicated coping strategies when we should be learning the tools and techniques of the world's most influential people.</p> <p>But this is about to change. From the bestselling authors who taught the world how to have <i>Crucial Conversations</i> comes <i>Influencer</i>, a thought-provoking book that combines the remarkable insights of behavioral scientists and business leaders with the astonishing stories of high-powered influencers from all walks of life. You'll be taught each and every step of the influence process-including robust strategies for making change inevitable in your personal life, your business, and your world. You'll learn how to:</p> <ul style="list-style-type: none"> •Identify a handful of high-leverage behaviors that lead to rapid and profound change. •Apply strategies for changing both thoughts and actions. •Marshall six sources of influence to make change inevitable. <p><i>Influencer</i> takes you on a fascinating journey from San Francisco to Thailand where you'll see how seemingly "insignificant" people are making incredibly significant improvements in solving problems others would think impossible. You'll learn how savvy folks make change not only achievable and sustainable, but inevitable. You'll discover why some managers have increased productivity repeatedly and significantly-while others have failed miserably.</p> <p>No matter who you are, or what you do, you'll never learn a more valuable or important set of principles and skills. Once you tap into the power of influence, you can reach out and help others work smarter, grow faster, live, look, and feel better, even save lives. The sky is the limit...for an <i>Influencer</i>.</p>
LC Review	A very energizing book. Lots of applications in both professional and personal areas.

	There are good summaries at the end of chapters. The book includes many healthcare examples – both clinical and operational. This will be an excellent book for your book club or for a leadership development preassignment. Buy this book and read it. My review isn't enough.
Page	<i>Lynne suggests that you pay special attention to some of these features in the book.</i>
8	Many of us don't realize that it's our duty to become good at exerting influence. Instead of owning up to our responsibility of becoming effective agents of change and then going about the task of improving our influence repertoire, we grumble, threaten, ridicule and find ways to cope. People tend to be better copers than influencers. In fact, we're wonderful at inventing ways to cope.
23	Before you can influence change, you have to decide <i>what</i> you're trying to change.
28	Discover a few <i>vital</i> behaviors, change those, and problems – no matter their size – topple like a house of cards. <i>Incredible example of the accuracy of predicting whether a married couple will stay married. It's all about how you argue!</i>
30	Two key high-leverage behaviors that can transform organizations: <ol style="list-style-type: none"> 1. Have each person take responsibility for someone else's success. 2. Everyone confronts everyone else about every single violation of the standards of behavior.
33	Vital behaviors: <ul style="list-style-type: none"> ▶ Praise versus punishment. Top performers reward positive performance far more frequently than their counterparts. Bottom performers quickly become discouraged and mutter things such as, "Didn't I just teach you that two minutes ago?" The best consistently reinforce even moderately good performance, and learning flourishes. ▶ Top performers rapidly alternate between teaching and questioning or otherwise testing. When required they make immediate corrections. Poor performers drone on for a long time and then let the students struggle, often leaving students to repeat the same errors.
35 – 37	The concept of Positive Deviance <ul style="list-style-type: none"> ▶ The handful of vital behaviors that will help solve the problem you're attacking. ▶ Healthcare example – what you need to do to get higher customer satisfaction scores: <ul style="list-style-type: none"> ○ Smile ○ Make eye contact ○ Identify yourself ○ Let people know what you're doing and why

	<ul style="list-style-type: none"> ○ End each interaction by asking, "Is there anything else that you need?"
72	With persistent and resistant problems, talk has very likely failed in the past and it's time to help individuals experience for themselves the benefits of the proposed behavior. It's time for a field trip. When it's impossible to create an actual experience, it's best to create a vicarious experience. For most of us, that means we'll make use of a well-told story. Remember, stories need to deal with both "Will it be worth it?" and "Can I do it?" When it comes to changing behavior, nothing else matters.
75+	Bringing a simple solution to a complex and resistant problem almost never works. When it comes to creating a culture of quality, it'll take a great deal more than a training class. It takes a combination of strategies aimed at a handful of vital behaviors to solve profound and persistent problems.
78	Six sources of influence model: <ol style="list-style-type: none"> 1. Make the undesirable desirable 2. Surpass your limits 3. Harness peer pressure 4. Find strength in numbers 5. Design reward and demand accountability 6. Change the environment
112	Fundamental attribution error – we assume that when people don't change, it's simply because they don't want to change. Even when we do realize that people may lack the ability required to enact a vital behavior, we often underestimate the need to learn and actually practice that behavior. When leaders and training designers combine too much motivation with too few opportunities to improve ability, they don't produce change; they create resentment and depression.
122	<p>Deliberate Practice</p> <ul style="list-style-type: none"> ▼ Demand full attention for brief intervals ▼ Provide immediate feedback against a clear standard ▼ Break mastery into mini goals ▼ Prepare for setbacks; build in resilience
138	When seeking influence tools that have an impact on profound and persistent problems, no resource is more powerful and accessible than the persuasion of the people who make up our social networks.
148	The merit of an idea does not predict its adoption rate. What predicted whether an innovation was widely accepted or not was whether a specific group of people embraced it. Period. The first people to latch onto a new idea are unlike the masses in many ways. These people are <i>innovators</i> . They tend to be open to new ideas and smarter than average. The key to getting the majority of any population to adopt a vital behavior is to find out who these innovators are <i>and avoid them like the</i>

	<p>plague. If they embrace your new idea, it will surely die.</p> <p>The second group to try an innovation is made up of what are termed early adopters. They are commonly known as opinion leaders. They represent about 13.5% of the population. They are smarter than average, and tend to be open to new ideas. They are different from innovators in one critical respect: They are socially connected and respected. The rest of the population will not adopt the new practices until opinion leaders do.</p>
153	<p>Here's what it takes to become and remain an opinion leader.</p> <ol style="list-style-type: none"> 1. These people are viewed as knowledgeable about the issue at hand. They tend to stay connected to their area of expertise, often through a variety of sources. 2. They are viewed as trustworthy. They don't merely know a great deal about a certain area but they also have other people's best interest in mind.
164	<p><i>Credit is infinitely divisible. Give it away every chance you get, and there's always plenty left for you.</i> Don Berwick</p>
Chapter 7	<p>Great discussion of microbusiness and the power of social capital.</p> <p>I recommend that you have your Standards Team read this chapter.</p>
176+	<p>When exactly should you build social capital to bring about challenging changes?</p> <ul style="list-style-type: none"> ▼ When others are part of the problem ▼ When you can't succeed on your own
189	<p><i>The tragedy of the commons.</i></p>
Chapter 8	<p>This chapter provides an extensive discussion of incentives. It should be required reading for Reward and Recognition Teams and for Blood Centers.</p>
194	<p>Stories of well-intended rewards that inadvertently backfire are legion. The primary cause of most of these debacles is that individuals attempt to influence behaviors by using rewards as their first motivational strategy. In a well-balanced change effort, rewards come third. Influence masters first ensure that vital behaviors connect to intrinsic satisfaction. Next, they line up social support.</p>
205	<p>Reward small improvements in behavior along the way. Don't wait until people achieve phenomenal results, but reward small improvements in behavior.</p>
251	<p>When it comes to developing a change strategy, we just don't think about things as our first line of influence. Given that things are far easier to change than people, and that these things can then have a permanent impact on how people behave, it's high time we add the power of the environment to our influence repertoire.</p>
257	<p>After identifying the vital behaviors that have worked for others, learn what works best for you by applying the principles of positive deviance. Examine the times when you have succeeded and try to identify the force or strategy that led to your success.</p>

260	Cafeteria-style change efforts – where people pick only a few elements from a broader array – happen all the time.	
265+	Self-Defeating Behaviors	
	<ul style="list-style-type: none"> ▼ Fact-Free Planning ▼ Project Chicken ▼ AWOL Sponsors 	
Overall rating	Excellent. This will definitely be on my list of best books of the year.	
Publisher and Year Published	2008	McGraw-Hill
Price	\$24.95	Discounted at www.amazon.com
Recommended by	Studer Group Coach Faye Sullivan and Colleague Chuck Bohlen, formerly of VHA and now with B of A	

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