

SWITCH

How to Change Things When Change is Hard

CHIP HEATH and DAN HEATH

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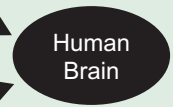
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MAIN IDEA

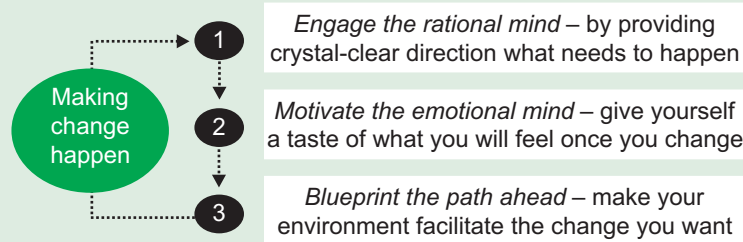
Why is it hard to make lasting change – even when the change is good for you? Change is hard because in the human brain, there is always an underlying tension between your rational mind (which likes long-term payoffs) and your emotional mind (which prefers instant gratification). To change things, you've got to find a way to appeal to both sides of your brain simultaneously. Usually, the best way to do that is to clear the way for these two different sides of your brain to work in unison rather than at cross purposes.

The Rational Mind – which often likes change and understands it is good

The Emotional Mind – which fights change because it's easier to stay the same



To permanently change behavior in any personal or corporate situation or in any team setting, three steps are required:



“We created this framework to be useful for people who don’t have scads of authority or resources. Some people can get their way by fiat. CEOs, for instance, can sell off divisions, fire people, hire people, change incentive systems, merge teams and so on. The rest of us don’t have these tools. As helpful as we hope this framework will be to you, we’re well aware, and you should be, that this framework is no panacea. For one thing it’s incomplete. For another, the world doesn’t always want what you want. You want to change how others are acting, but they get a vote. So we don’t promise that we’re going to make change easy, but at least we can make it easier. Our goal is to teach you a framework, based on decades of scientific research, that is simple enough to remember and flexible enough to use in many different situations – family, work, community, and otherwise.”

– Dan Heath and Chip Heath

<p>1 Engage the rational mind</p> <p>All too often, what looks at first glance to be resistance is actually a lack of clarity. Provide crystal-clear direction what you want people to do and you stand a much better chance of getting the rational mind on the job. Break the new behavior you want down into simple, no-nonsense instructions everyone understands and signs up for.</p> <p>1 Identify your success stories where change is working and then clone those local successes</p> <p>2 Break the big change down into the critical steps required and script them carefully</p> <p>3 Always keep everyone pointing to the promised land and help them understand what it will mean</p> <p>Pages 2 - 3</p>	<p>2 Motivate the emotional mind</p> <p>There are many times when exhaustion gets mistaken for laziness. The rational mind tires when the emotions are pulling in a different direction. Therefore, get people to feel good about the change you’re trying to make and you’re halfway there. Make it easier and more satisfying to go with the change than it is to carry on fighting against it.</p> <p>1 Have a demonstration which makes people feel something about the present pain</p> <p>2 Break the change down into manageable bites which are reasonable and realistic</p> <p>3 Cultivate your people and couch the change as an opportunity to grow and get better</p> <p>Pages 4 - 5</p>	<p>3 Blueprint the path ahead</p> <p>Very often what is assumed at first glance to be a people problem is actually an environment problem instead. To make change happen, fine-tune the physical setting in which you operate. Make it easier to act the new way than it ever was to act the old way and you’ll find people will change – as if by the magic touch of an unseen hand.</p> <p>1 Whenever a situation changes, behavior also changes – so fine-tune your environment</p> <p>2 Find ways you can help people build new habits which align with the change you’re making</p> <p>3 Make change contagious – it’s always easier to pull off when everyone’s doing it</p> <p>Pages 6 - 8</p>
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