

Sticky Change

Make Change Happen Quickly Smoothly Easily



BOOK
RAPPER

Derived from : Chip & Dan Heath, *Switch*

Sticky Change

Make Change Happen Quickly Smoothly Easily

THE BOOK

Chip and Dan Heath, *Switch : How to Change Things When Change is Hard*

THE BIG IDEA

Our brains are not designed to make change happen easily. They prefer the status quo to the novel. We need smart tactics to skirt our limitations and stick new habits.

SPEED RAP

For change to happen we need to act differently. Three key ideas will help your changes stick: ❶ Provide clear directions ❷ Bountiful motivation and ❸ A supportive environment.

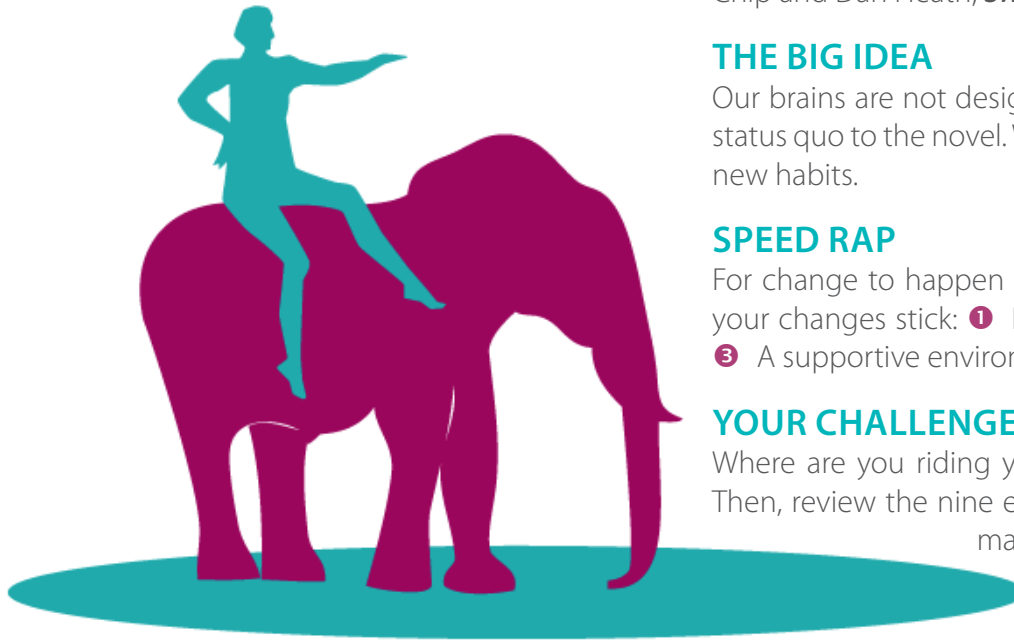
YOUR CHALLENGE

Where are you riding your elephant to? Pick a change you want to make. Then, review the nine elements, identify your best strategy, implement and make it stick. Done! You're now the master of your own destiny.

RESOURCES : anything you use to generate wealth.

ACTIONS : an act of will, a deed completed.

PROFITS : to gain an advantage or benefit.



Contents : Sticky Change

Book Rapper Issues are not direct summaries of the books we review. We take what we consider to be the most important ideas from the book. We then re-package these key ideas so you can easily digest them in about 30 minutes. We also make it clear how you can take decisive action to benefit from these insights. In some parts we follow the book closely and in others we add our own models and interpretations. Given the **Book Rapper** Issue is much smaller than the book we may not cover each chapter. If you want more details than what's in this issue, we say '*buy the book*'.

BR Review : Switch

RAP1 : The Rider and the Elephant

RAP2 : Three Surprises

RAP3 : Find the **Bright** Spots

RAP4 : Script the Critical Moves

RAP5 : Point to the Destination

RAP6 : Find the Feeling

RAP7 : Shrink the Change

RAP8 : Grow Your People

RAP9 : Tweak the Environment

RAP10 : Build Habits

RAP11 : Rally the Herd

Action : Sticking Your Change

Here's a couple more related **Book Rapper** issues to rap your head around...



Chip and Dan's previous book that we also rapped - How to give your ideas a potent twist.

Derived from Chip and Dan Heath's *Made to Stick*



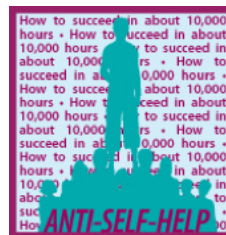
Explores how to be a true innovator by overcoming three crucial roadblocks: our perception, our fears and our social intelligence.

Derived from: Gregory Berns' *Iconoclast*.



The key to a breakthrough in your performance lies in changing the context you're operating from.

Derived from: Steve Zaffron and Dave Logan's *The Three Laws of Performance*.

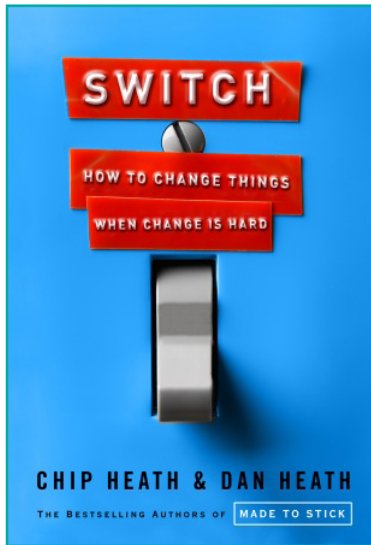


To be a world-class performer requires two specific things: the community in which you live and your effort over time.

Derived from both: Malcolm Gladwell's *Outliers* AND Geoff Colvin's *Talent is Overrated*.

BR Review : Switch

Chip and Dan Heath, *Switch : How to Change Things When Change is Hard*; Random House, New York, 2010.



PRÉCIS

Why is change hard? Because our brain is not set up to make it easy. The Brothers Heath unlock the patterns for making change quickly, smoothly and easily.

FEATURES

- Simple nine part framework for making change happen.
- Engaging stories derived from psychology, sociology and more that make change real.
- Worked examples so you can see this change model in situations you may be facing today.

BENEFITS

- Can be applied to almost any change : personal, social, organizational.
- Great structure - learn how to package your ideas into a compelling book.
- Practical, pragmatic and actionable so you can use it today.

WHO'S IT'S FOR

Leaders wanting to make change happen.
Authors wanting to structure their book for success.



CHIP AND DAN HEATH

Two smart brothers – one a professor of organizational behaviour at Stanford, the other at Duke University.

In their previous book *Made to Stick*, Chip and Dan explained how to nurture ideas that will succeed - ideas that will penetrate clutter and then 'stick' - in a noisy, unpredictable, chaotic, changing world.

We rapped it as The Sticking Point .

Website : <http://heathbrothers.com/> - Log on to download some podcasts and other useful things.

RECOM
MEND
ATION

BOOK RAPPER THINKS...

A masterclass in how to make your ideas stick. Oops! That was their previous book. And, that still applies here. It's such a well thought out book the only layer Book Rapper could add was some visuals.

Great job!

Buy it if you want to see how to design your ideas into an easy to read, compelling and insightful book.

Otherwise, **buy it** because you want to make change happen.

RAP1 : The Rider and the Elephant

PROFIT : When it comes to change our rational planner and our emotional doer are often in conflict. They prefer different things. To make a change stick, you need both modes operating together. You need your Rider and your Elephant working together.

OUR TWO SYSTEMS

When it comes to adapting to change our rational and our emotional systems often act as competing forces. One wants one thing, the other something else. The planner wants to plan, the doer wants to do.

In his book *The Happiness Hypothesis*, Jonathan Haidt uses the analogy of the Rider and the Elephant to highlight this tension.

He describes our **E**motional side as an **E**lephant and our **R**ational side as the **R**ider. The Rider sits atop the elephant with reins in hand driving the Elephant where he wants to go. Yet, this level of control is limited at best. The much bigger Elephant ultimately will decide which way it wants to go.

When change fails it's usually the Elephant's fault because the Rider can't keep the Elephant on track for long enough.

Weakness

Spins the wheels
Over Thinks
Over Analyses

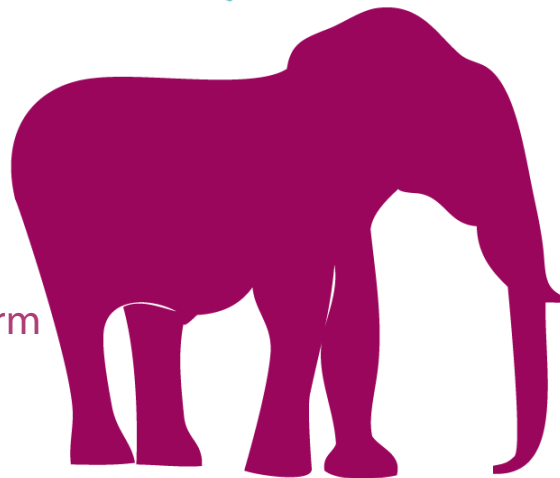
Strength

Thinks long term
Provides planning and direction



Lazy, fickle
Wants instant gratification
Feels short term

Provides the energy to get things done



Separately the Rider and the Elephant find change hard. If you reach the Rider without the Elephant you get direction without motivation. If you reach the Elephant without the Rider you'll go around in circles. **Together they make change easy.**

RAP2 : Three Surprises

PROFIT : Change is having people behave in new ways. To make this happen, three things need to happen : direct the Rider, motivate the Elephant and shape the Path. These are the three surprises of change that form the basis of Chip and Dan's book and this issue.

① *What looks like resistance is often a lack of clarity.*

Two health researchers in the US wanted to promote a 'healthier diet'. But what does this mean? They decided to focus on one key food: milk. A simple switch from full-cream milk to 1% fat milk would achieve their desired aim of cutting saturated fat in the diet. Often people want to change, they just need to know how. The more clarity you give, the less resistance you're likely to get.

Action : Provide clarity. Direct the rider.

② *What looks like laziness is often exhaustion.*

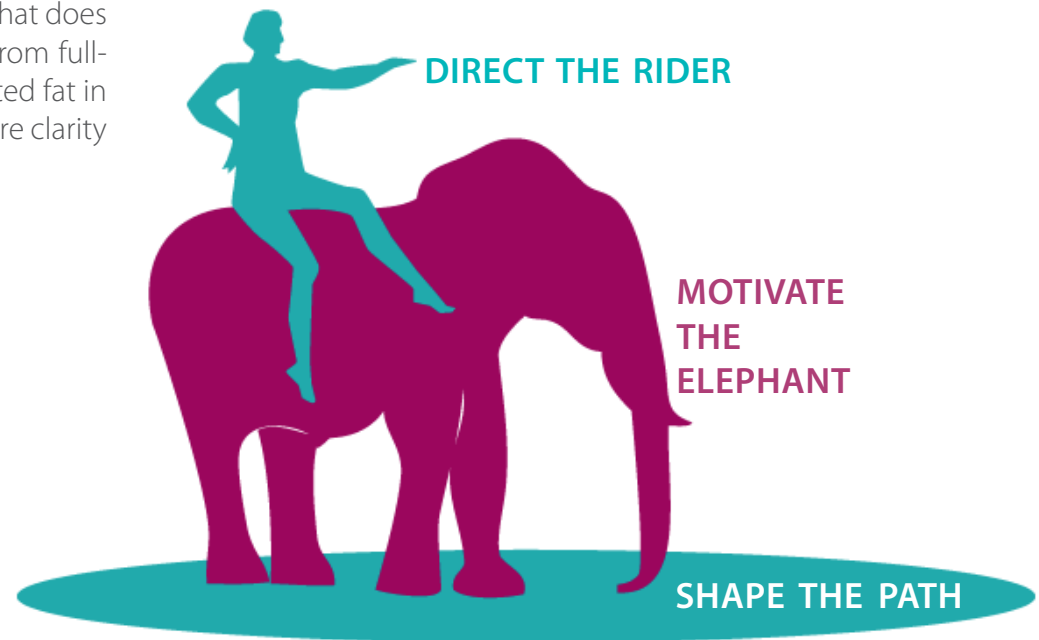
Self-control is like lifting weights at the gym. The first time we do it, it's relatively easy. Then each time after it gets more difficult until we can't do it anymore. We give in. And, the bigger the change we want to make the more self-control and self-supervision it takes. In making change happen we have a choice. The old habitual way is easy and automatic. The new way is different and requires more effort. Change is hard because people wear themselves out.

Action : Engage the emotions. Motivate the elephant.

③ *What looks like a people problem is often a situation problem.*

Big change is possible and often easy. Think getting married and having a baby. We adjust because we want the change and design our lives to cope. Yet some changes are harder than others. Think giving up smoking. In a research study, movie goers ate less popcorn simply by serving it in a smaller container. To get people to think and act differently, we can change their situation to make the change easier.

Action : Alter the situation. Shape the path.



RAP3 : Find the Bright Spots

PROFIT : Our brain is wired to look for what is not working. the problem and not the solution that is right in front of us.

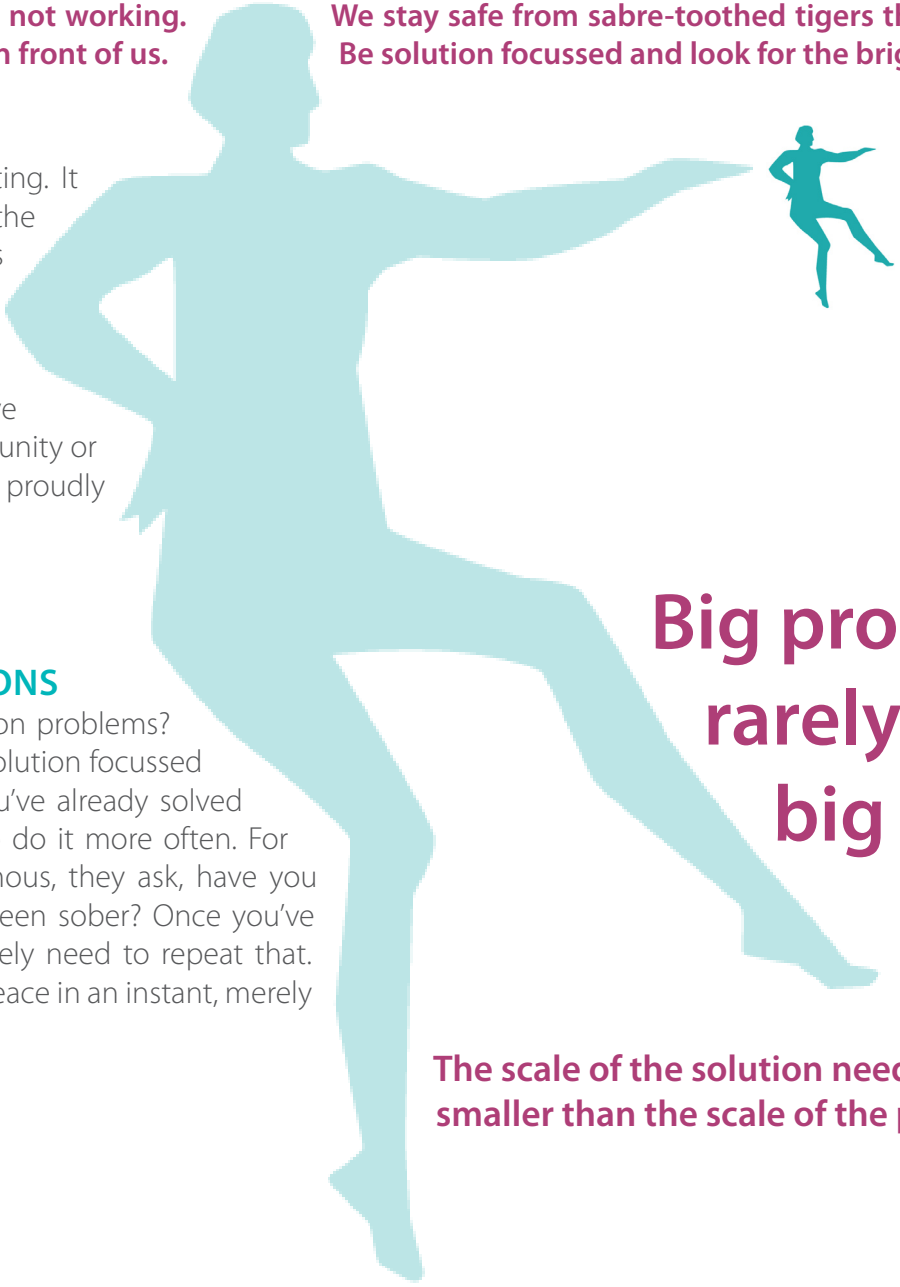
We stay safe from sabre-toothed tigers this way. And, too often we focus on Be solution focussed and look for the bright spots that already working.

IT'S OUR IDEA!

A **bright** spot is a successful effort worth emulating. It gives the Rider a highly specific instruction and the Elephant gets a positive feeling of hope. And, it's not the idea that matters. Knowledge does not change behaviour. The key is the source of the idea. Find an idea that's already working. Then find ways to do more of that. Even better, because you've sourced the idea in your existing workforce, community or team, they're more likely to accept it, adopt it and proudly run with it. **Clone ideas don't impose them.**

PROBLEMS AND SOLUTIONS

How much time do you focus on problems? And how much on solutions? Solution focussed therapy looks for proof that you've already solved the problem - you just need to do it more often. For example, at Alcoholics Anonymous, they ask, have you ever had a day where you've been sober? Once you've answered 'yes' to that, you merely need to repeat that. You don't need to solve world peace in an instant, merely be peaceful right now. Ditto.



Big problems are rarely solved by big solutions.

The scale of the solution needs to be much smaller than the scale of the problem.

RAP4 : Script the Critical Moves

PROFIT : When confronted by too many choices, the Rider spins his wheels and goes into analysis paralysis. And, nothing happens. To shift this create concrete actions. In particular the must-have, essential, make or break actions.

When there's too many choices we go back to our default. This usually means the status quo, the familiar and no change.

This is not rational and it is human.

Our brains are lazy. see Book Rapper issue *Eye Create* Most of the time we're on auto-pilot. And, most of the time this is okay. However, when we want to change it doesn't work.

A compelling vision is vital and not enough. We need to focus on the process not the end result.

Our goal is to make the behaviour instinctive so the Rider needs less self-control.

We need to remove ambiguity and create concrete, clear and concise actions.

Ideally, you want to script the critical moves. Explain it clearly, visually and simply.

Use rules of thumb, use simple diagrams and set behavioural goals. And, if you have to give a command, add a reason why to make it more relevant.

To find the critical moves, ask 'If I didn't do this, would the outcome still happen?'



**① Add Clarity,
Remove Ambiguity**



**② Make actions
concrete + visible**



**③ Script the
Critical Moves**



RAP5 : Point to the Destination

PROFIT : To make change happen and satisfy both the Rider and the Elephant, we need to know where we are going and why we are doing it.

Destinations can be dangerous. We can use them as an excuse to continue analysing options until we get the right one. The Rider will love this. The Elephant won't.

If you **redirect the energy from the what to the how** you'll engage both the Rider and the Elephant.

CONTEXTUALIZE THE CHANGE

Change your destination from an end point and into the context you operate from. Let the future call you into action. See Book Rapper Issue Frog Power

Changing the context of what you're doing now will change the action you take. This is crucial as most goals lack emotion. If you want to inspire a first grader, ask them to act like third graders.

ZERO TOLERANCE

Make your goals clear and decisive. Ideally, make them all or nothing, make or break and zero tolerance. They're easier to manage this way and you'll avoid the Rider wasting time looking for loopholes.

And, beware the Rider who'll want to plan every step. Don't. Set the course and pick your critical first moves. Once you're along the track you'll be better placed to plan what's next.

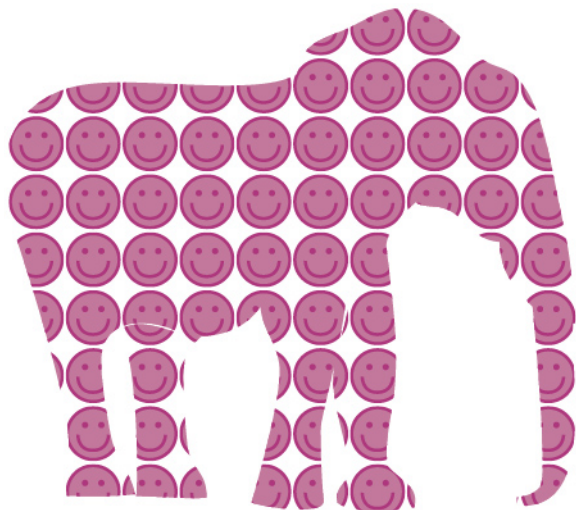
Marry the long term vision with the short term critical moves. Then get started. Off you go!

RAP6 : Find the Feeling

PROFIT : The Rider wants to think, not act. That's why data appeals to the Rider and makes no difference to change. Instead, to make big change happen you need the Elephant. And, you need to find the feeling that inspires them over time.

In their book *The Heart of Change*, John Kotter and Dan Cohen suggest when it comes to change most managers focus on the wrong things. Data, numbers, strategy, culture, systems and the past are poor motivators for big change. Instead of analysis and thinking we need emotion. In particular, **we need evidence that makes us feel something**. We need both the Elephant and the Rider.

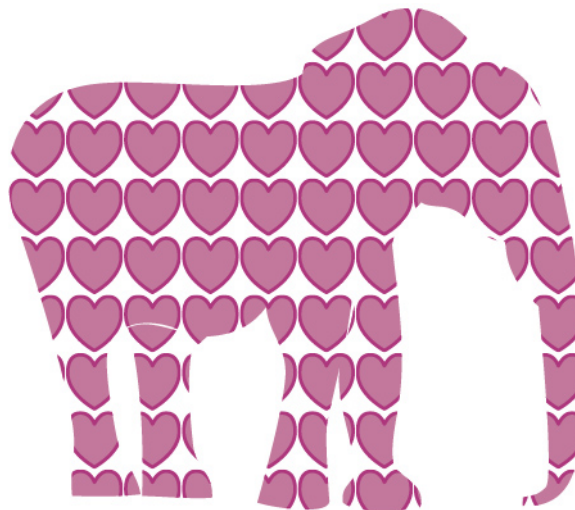
Analyse Past > Think it > No Change
See Evidence > Feel It > Change It



APPEAL TO IDENTITY

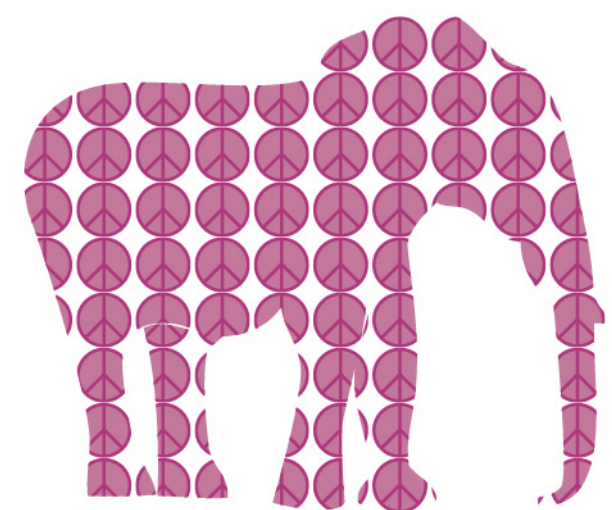
To personalize change, appeal to a change of identity. TV ads do it all the time. "If I buy a Prius, I'm going to be this kind of person..."

People who love their kids wouldn't smoke. Can you feel the allure of this kind of appeal?



KNOWING-DOING GAP

When people fail to change they think it's a lack of understanding. Not so. Smokers understand the risk and often don't quit. It's the Knowing-Doing gap. When we fail to change our first instinct is to teach. This speaks to the Rider and not the Elephant.

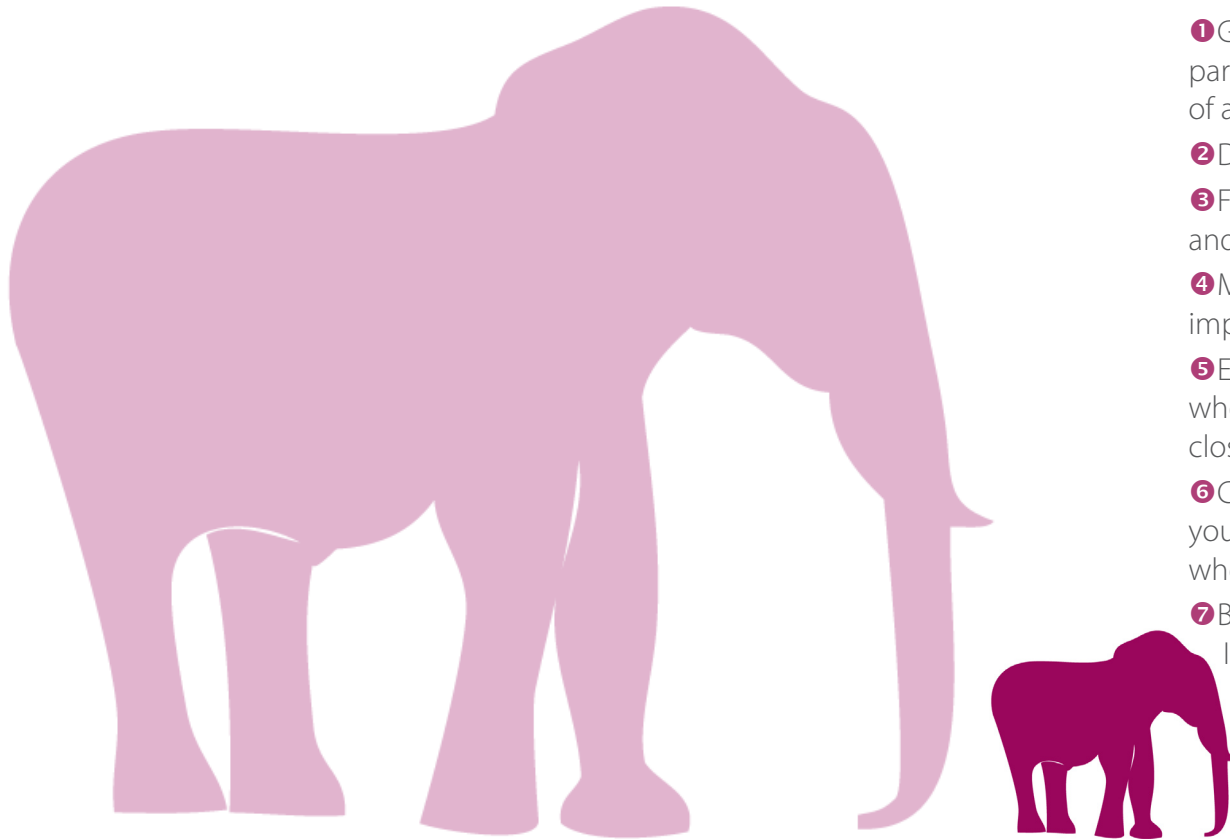


WHAT FEELING?

To motivate the Elephant we need to find the feeling. If you need a quick, specific, stone in the shoe response, use a negative emotion to spark action. Otherwise, inspire hope, open minds and creativity to broaden and build our choices. It worked for Obama!

RAP7 : Shrink the Change

PROFIT : The Elephant loses morale quickly. Therefore, a sense of progress towards the goal is critical. The key is to make the person feel big relative to the change. In other words, shrink the change. Here's some suggestions for motivating your Elephant...



- 1 Give yourself a headstart. It feels easier to start partly finished on a longer goal than at the beginning of a shorter one.
- 2 Do a 5 minute blitz.
- 3 Follow David Allen's *Getting Things Done* advice and focus only on 'what's the next action?'
- 4 Make the change small enough so it's almost impossible not to achieve it.
- 5 Engineer early successes. This is Elephant fuel where each step makes us feel ourselves moving closer and closer to our outcome.
- 6 Create micro-milestones and measures to record your change in small increments. Use a 0-10 scale where 10 is the completion of your miracle.
- 7 Big changes comes from a series of small changes. If Alcoholics Anonymous can take one day at a time what can you do today? Today? And Today?
- 8 Ensure the achievement of your goal is shaped by things you can control.
- 9 Break a bigger goal into smaller chunks.

RAP8 : Grow Your People

PROFIT : Shrinking the task makes you feel bigger. When you shrink it AND also grow your people you magnify the impact. Build strength, motivation and resilience to take the desired action. And, acknowledge failure rather than avoid talking about it.

IDENTITY CHANGE

What does a good mother do? What does a professional do? What would a smart person do? How we define our identity is a potent source of inspiring resilience in the face of change. If a change in behaviour is going to violate our sense of who we are, it is almost certain to fail. Think health and smoking.

- Who am I?
- What kind of situation is this?
- What would someone like me do in this situation?

Make your change relative to your identity not the consequence. Ask: Am I the kind of person who would make this change? Or, would I like to be the kind of person who would?

FRAME HOW PEOPLE ACT

At *Disney*, staff are cast members. This identity defines their behaviour. Brazilian company *Brasiliate* redefined their teams as 'innovators' to have them rethink how they could approach their work.

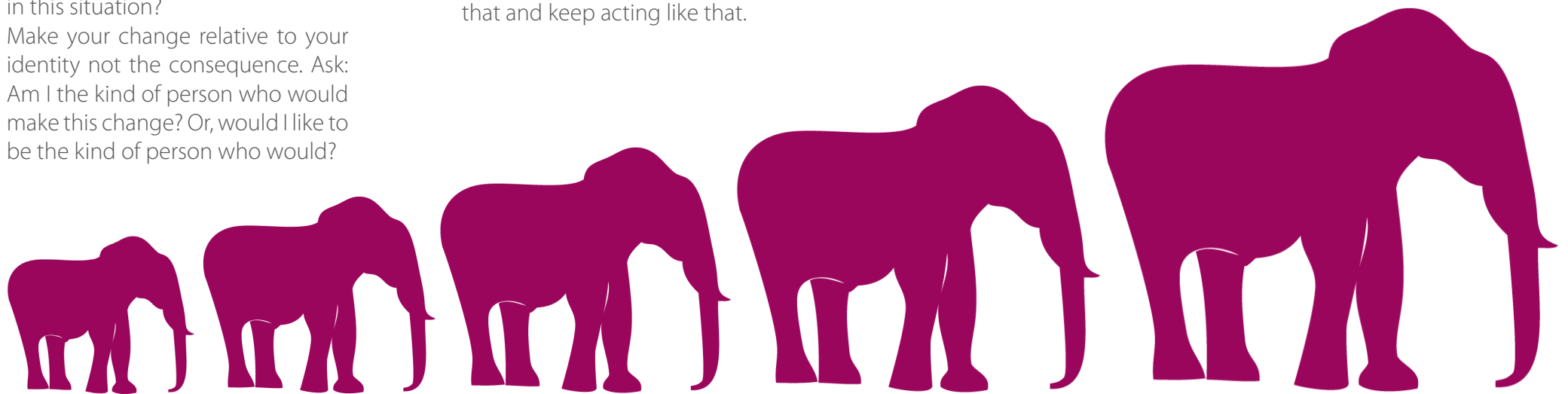
The key to creating a new identity is to plant seeds and take small steps. You grow your new identity by taking action consistent with who you want to be.

Start small, start seeing yourself as that and keep acting like that.

EXPECT FAILURE

Frame failure as part of the growth and change. A 'Not Yet' is better than a fail. And fail on the journey not the mission. Admit you didn't complete the task, regroup, go again.

Your response to failure may be the defining element in your change process. Are you going to get back onto the Elephant?



RAP9 : Tweak the Environment

PROFIT : People problems are often situation problems. If we want to change the way people act the short cut is to change the environment they operate within. Environmental tweaks will beat self-control every time.

MAKE IT EASIER

If it was harder to do the wrong behaviour then we'd be more likely to do the right behaviour. Think Amazon and their 1-click ordering system. Easy!

HOLIDAY ROMANCE

Ever wondered why so many romances happen on holidays?

When it comes to change we often make a basic attribution error.

We think that someone's behaviour is who they are and not the situation they are in.

A Rider needs clear direction.

An Elephant needs a motivation boost.

And shaping the Path can make the journey easier.

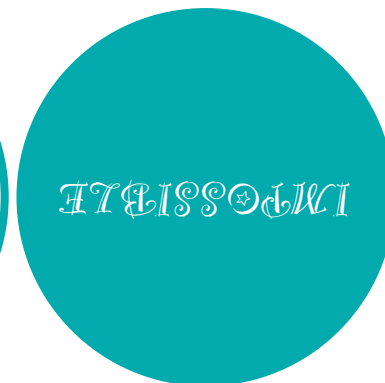
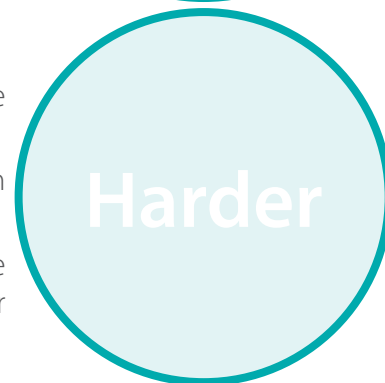
We can make it downhill and we can remove the obstacles.

We can also display signs that we're getting closer and reward the behaviour we want.



MAKE IT SMALLER

Studies show that if you use smaller dinnerware you'll eat less. Likewise, pouring your snack food into a bowl is likely to save you from eating the whole packet.



MAKE IT IMPOSSIBLE

If you really want something to happen then take away the safety net. If you want customer service to happen make it impossible to avoid the customer.

MAKE IT HARDER

Make it harder to do the wrong thing by restricting access to it. Take email off your laptop if it's a distraction.

RAP10 : Build Habits

PROFIT : Behaviour is contagious. What we see others doing influences what we will do. To overcome this we can pass control over to our environment. Alternatively, we can build habits to pre-program our behaviour. Here's four ways you can build a habit to master your changes.

People are sensitive to their environment and their culture.

This shows up in what is considered to be normal and in our expectations of how to behave.

We want to fit in and belong.

The environment either reinforces or deters our habits.

Making a move to a new location or office can be the crucial piece that makes a change last.

Habits are good because they're like behavioural autopilot.

When on autopilot, it's like getting things done for free - minimal effort is required.

Without habits the Rider would exhaust their self-control and the change is unlikely to stick.

Habits can be helped by the environment and they also require some mental work.

Decide

DECIDE IN ADVANCE

Action triggers are like pre-loading a decision into your thinking. When you reach the first set of traffic lights, turn left.

Commit

COMMIT IN ADVANCE

Schedule your time in advance to protect yourself from possible distractions. It's a form of passing control over to your environment. To create effective triggers they need to be visible and specific. It needs to be clear that it's happening or happened. 'When someone does something good' is not specific enough.

Prepare

PREPARE IN ADVANCE

An instant habit can be formed if you prepare what's going to happen ahead of time. For instance, lay out your gym clothes before you go to bed. Or stand up in meetings to keep them short.

Think

THINK IN ADVANCE

Checklists save lives. They make it less likely you'll make big mistakes - highly important in hospital intensive care units.

RAP11 : Rally the Herd

PROFIT : Sometimes in new situations, nobody knows how to behave. And, this can lead to problems. The band kept playing as the Titanic sank. In this situation you have to seed the behaviour you desire. Here's four ways you can rally your herd.

Behaviour is contagious. And, you can use this to your advantage to set the tone for what is normal. It's called peer perception. You do things because you see your peers doing them.

Bartenders seed their tip jars to set the expectation *that's what people do here*.

Where the majority of your herd are doing the right behaviour reinforce this by promoting it. It establishes the norm and others are informally invited to follow their lead.

This is the basis of creating desired cultures.

To seed a new rule in the face of existing culture follow these four guidelines...

Meetings

NEW MEETINGS

Start with small scale meetings where reformers can gather and prepare for collective action away from the dominant group. They need the time to form a group and define their approach to the task ahead.

Identity

NEW IDENTITY

Allow an identity split to form. Let there be an 'us' and 'them' for a while. Gradually as the new habits, new language and the new identities emerge a fresh invitation to join the group will arise.

Language

NEW LANGUAGE

Articulate what is new and better about the change. Define empowering ways to speak about the new opportunities that are now available.

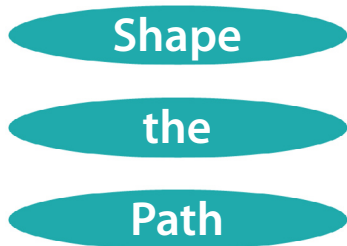
Habits

NEW HABITS

Start visualizing when and where to take the new action. Define either symbolic actions or low-key efforts depending upon your outcome and situation.

Action : Sticking Your Change

PROFIT : Change is a process and not an event. It all starts with a single step. The key is to spot the movement and reinforce it. Catch people doing good things and reward them. And, embrace the pattern of: giving clear directions (Rider), plentiful motivation (Elephant) and a supportive environment (Path). Use this worksheet to make your changes stick.



Define the change you want...

Find the Bright Spots

Script the Critical Moves

Point to the Destination

Find the Feeling

Shrink the Change

Grow Your People

Tweak the Environment

Build Habits

Rally the Herd



Want More?

PROFIT : Want more? Here's some suggestions to deepen your thinking and sharpen your learning. If you like this RAP, the best way you can say thanks is to share what you've found with others on Twitter, Facebook, in your blog, face to face, by sending them a copy or directing them to our website.

Geoff McDonald is a former architect who loves reading books, mapping ideas and designing board games.

The Ideas Architect



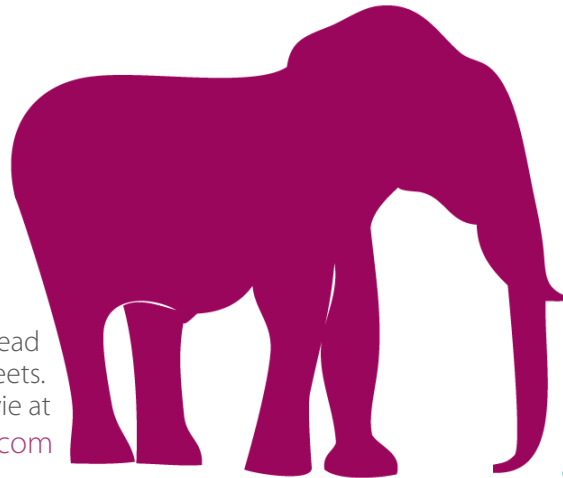
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