

## **Switch - How To Change Things When Change Is Hard By Chip Heath & Dan Heath Book Summary**

To change someone's behavior you need to change their situation.

To change a behavior you need to appeal to both the rational and emotional sides of thinking.

Self-control/willpower is an exhaustible resource.

Change is hard because people wear themselves out.

What looks like laziness is often exhaustion.

What looks like resistance is often a lack of clarity.

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

Make the change you want specific and give it a specific deadline.

We all think our group is the smartest, this bias is unlikely because only one group can be the smartest.

Spend as much time analyzing why things went well as you do agonizing about why things went wrong.

When change is needed too much analysis in the face of many problems can lead to no action.

Identify the tangible signs of the solution, and identify the last time the tangible signs showed up.

Determine what's working and figure out how you can do more of it.

Big problems are often solved by a sequence of small solutions.

Bad and negative things are more memorable than good things.

More options, even good ones can freeze us and make us retreat to the default plan.

Change begins at the level of individual decisions and behaviors.

Choosing between ambiguous options tires us out and puts our efforts at risk.

Set goals that have emotional resonance, and are specific, measurable, actionable, relevant, and timely.

The goals you set must be all or nothing with zero wiggle room.

The last defense of a charlatan is always that something is strategic.

Script the beginning and the end the middle will take care of itself.

We are all bad at self-evaluation.

It's more motivating to be partly finished with a longer journey than to be starting a shorter journey.

Shrinking the amount of change required increases our motivation to do it.

Get people to change by giving them a new identity instead of telling them the consequences of not changing.

Expecting failures on the path to success will increase the likelihood of rising each time you fall.

A growth mindset is necessary to create and sustain change, and a fixed mindset will prevent sustainable change and a fixed mindset usually results in no change at all.

Give yourself specific time slots to do what you know you are supposed to do increases your chances of actually doing it. (This is called an action trigger).

Action triggers increase your chances of achieving a difficult goal because they help you form habit loops.

Make sure your habits are aligned with your mission.

A good leader never thinks people are acting badly because they are bad people - A good change leader thinks about how they can set up a situation that brings out the good in these people.

Checklists ensure against overconfidence.

Checklists make big screw-ups less likely.

People are more likely to respond in an emergency when they are alone when compared to being in a group because they care too much about what everyone else thinks.

To trigger a social movement small scale meetings where reformers can gather and ready themselves for collective action without being observed by members of the dominant group, allows the growth of a new identity and the removal of censorship.

The more you are exposed to something the more you like it.

When you act differently you think of yourself differently.

Change rarely happens unless it is motivated by a feeling.

Any type of person can change to any extent.

Don't beat yourself up when you experience the inevitable failures on the path to success.