Switch by Chip & Dan Heath

💡 I avoid mistaking a situation problem for a people problem

💡 In order to get others to change their behavior, I look for ways to influence their minds, hearts and environment (direct the Rider, motivate the Elephant and shape the Path)

💡 I recognize that self-control is an exhaustible resource (impacting ability to think creatively, focus, inhibit impulses and persist)

💡 I avoid mistaking exhaustion for laziness

💡 I avoid mistaking lack of clarity for resistance

💡 I look for bright spots (what's working and how we can do more of it) to help solve many different problems at once

💡 In situations where changes is needed, I avoid analysis-paralysis and tend toward productive action

💡 I realize that understanding a problem doesn't necessarily solve it; knowing is not enough

💡 I solicit and notice the first small signs of noticeable progress toward solutions (What's the first small sign you'd see…?)

💡 I always look for the sequence of small solutions that most often solve big problems

💡 I spend more time scaling successes than solving problems

💡 I avoid analysis- & decision-paralysis (retreating to default) generated by too many options

💡 I am hands-on when it comes to leading change

💡 I consistently translate ambiguous goals into concrete behaviors by scripting critical moves

💡 I make my path to success clearer by removing barriers

💡 I leverage clarity to dissolve resistance

💡 I leverage destination postcards to vividly picture the future that hard work can make possible; and generate inspiration

💡 I marry my long-term goals with short-term critical moves

💡 I combine strong beginnings (critical moves) with strong endings (destination postcards) for maximum impact

💡 I help others see problems or solutions in ways that influence emotions, not just thought (See-Feel-Change)

💡 I avoid positive illusions and focus on realistic assessment of my capabilities and gaps

💡 I cultivate interest - which sparks the desire to get involved, learn new things and tackle new experiences

💡 I recognize that change doesn't have to be hard or painful

💡 I focus on being partly finished with a longer journey (shrink the change) than to be a the starting gate of a shorter one

💡 I get started quickly on challenging tasks by scaling down the mission to be accomplished into quick-win chunks

💡 I realize that motivation is more important than math

💡 I know that hope is precious to a change effort - it's Elephant fuel

💡 I leverage a miracle scale ranging from 0 to 10 to demystify the journey and to celebrate every incremental victory

💡 I evaluate new situations through the lens of my identity and my values

💡 I respect and consider the identities of others (rather than consequences) when leading them through change

💡 I leverage the fact that people are receptive to developing new identities - growing from small beginnings

💡 I create the expectation of failure - not of my mission, but on the journey so that I can learn, improve and grow

💡 My brain and my abilities are like muscles - they can be strengthened with practice

💡 I shrink change and grow myself and others to enable successful outcomes

💡 I avoid the Fundamental Attribution Error of ignoring situational forces that shape other people's behavior

💡 I focus on making our journey easier; I have some control over every situation

💡 I make the right behaviors a little easier and the wrong behaviors a little harder

💡 When I change my path, I change my behavior - it beats self-control every time

💡 I design my environment to reinforce good habits and deter bad ones

💡 I leverage action triggers (preloading decisions) as an effective way to jump-start new habits

💡 I protect my goals (from distraction, bad habits and competing goals) and preserve my self-control by passing control of my behavior onto my environment

💡 I ensure that my actions and habits serve my mission; and are easy to embrace

💡 I leverage checklists to ensure that I'm taking the best approach to completing important actions

💡 I recognize that behavior is contagious

💡 I publicize situations where my teams are embracing the desired behavior (catch people doing something right)

💡 I describe simple actions that can help resolve complex problems

💡 I cultivate "free spaces" - where like-minded people can gather and prep for action without disturbance

💡 I reward each tiny step toward my destination; reinforcing bright spot behaviors along the way

💡 The more I am exposed to something, the more I will like it; and small changes tend to snowball

💡 I make the switch by Following Bright Spots, Scripting Critical Moves, Pointing to the Destination, Finding the Feeling, Shrinking the Change, Growing my People, Tweaking the Environment, Building Habits and Rallying the Herd