

# HOW TO MAKE A SWITCH

*For things to change, somebody somewhere has to start acting differently. Maybe it's you, maybe it's your team.*

*Picture that person (or people).*

*Each has an emotional Elephant side and a rational Rider side. You've got to reach both. And you've also got to clear the way for them to succeed. In short, you must do three things:*

## ➔ **DIRECT** the Rider

**FOLLOW THE BRIGHT SPOTS.** Investigate what's working and clone it. [Jerry Sternin in Vietnam, solutions-focused therapy]

**SCRIPT THE CRITICAL MOVES.** Don't think big picture, think in terms of specific behaviors. [1% milk, four rules at the Brazilian railroad]

**POINT TO THE DESTINATION.** Change is easier when you know where you're going and why it's worth it. ["You'll be third graders soon," "No dry holes" at BP]

## ➔ **MOTIVATE** the Elephant

**FIND THE FEELING.** Knowing something isn't enough to cause change. Make people feel something. [Piling gloves on the table, the chemotherapy video game, Robyn Waters's demos at Target]

**SHRINK THE CHANGE.** Break down the change until it no longer spooks the Elephant. [The 5-Minute Room Rescue, procurement reform]

**GROW YOUR PEOPLE.** Cultivate a sense of identity and instill the growth mindset. [Brasilata's "inventors," junior-high math kids' turnaround]

## ➔ **SHAPE** the Path

**TWEAK THE ENVIRONMENT.** When the situation changes, the behavior changes. So change the situation. [Throwing out the phone system at Rackspace, 1-Click ordering, simplifying the online time sheet]

**BUILD HABITS.** When behavior is habitual, it's "free"—it doesn't tax the Rider. Look for ways to encourage habits. [Setting "action triggers," eating two bowls of soup while dieting, using checklists]

**RALLY THE HERD.** Behavior is contagious. Help it spread. ["Fataki" in Tanzania, "free spaces" in hospitals, seeding the tip jar]