

Upstream



Suggested Reading List

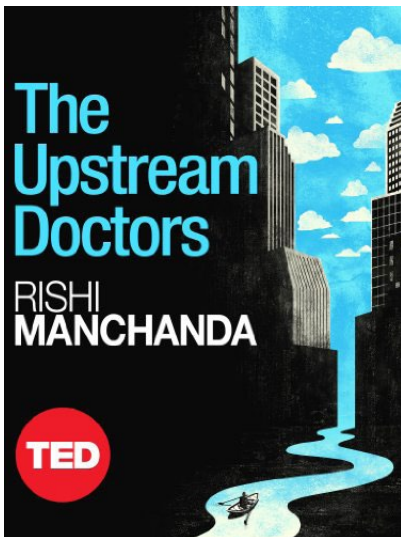
DAN HEATH

New York Times Bestselling Co-author of
Made To Stick and *Switch*

Upstream

Suggested Reading List

What's below is not an attempt to provide sources for the material in the book—that's what the Endnotes are for. Rather, this is a compilation intended to stoke your curiosity. Some of these sources will help you go deeper on a certain topic; others are just fascinating side journeys. I'm deliberately screening everything below for a general audience—experts and academics would probably be wiser to review the Endnotes. Happy exploring!

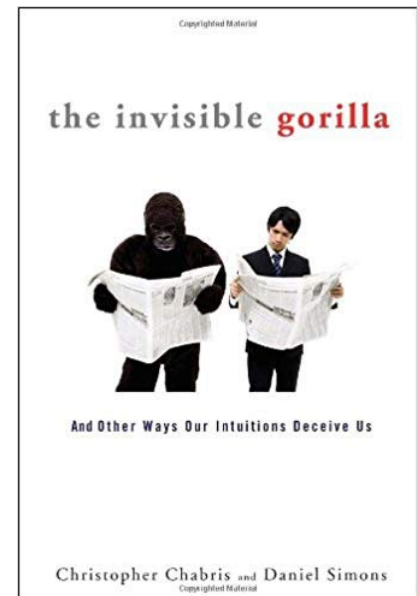


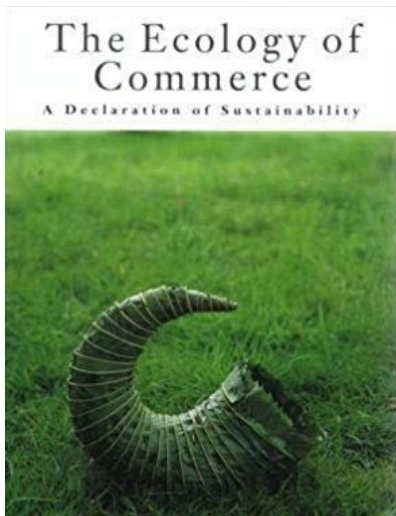
Chapter 1: Going Upstream

If you enjoyed the discussion of upstream vs. downstream health spending, make sure to check out the source: Elizabeth Bradley and Lauren Taylor’s book [The American Health Care Paradox](#), which features lots of research and statistics but also makes an admirable effort to humanize the data with case studies. And for more on what it might look like to create an upstream health system, see the excellent [Upstream Doctors](#) by Rishi Manchanda (a Kindle single). I also recommend [his TED talk](#), “What makes us get sick? Look upstream,” and a consonant talk by Rebecca Onie, “[What if our health care system kept us healthy?](#)” Onie organized the Republican/Democratic focus groups I mentioned. For the deep-dive version of the Mexico City air pollution story, check out the very readable [academic paper by Lucas W. Davis](#). If you’re intrigued by smallpox eradication—perhaps public health’s greatest triumph—don’t miss William Foege’s [House on Fire](#). It is a great read. I also enjoyed the graphic novel version of the tale in Jonathan Roy’s [Smallpox Zero](#).

Chapter 2: Problem Blindness

The doctor and sports trainer Marcus Elliott, who helped the Patriots with their hamstring-injury problem, now runs a sports science firm called P3. There are some [cool videos](#) on the site that shows off their technological capabilities. For more on the Chicago Public Schools story, check out Emily Krone Phillips’ book-length version of the tale, [The Make or Break Year](#). Also, Elaine Allensworth—perhaps the researcher most closely identified with the story—has published a series of accessible research papers on the Freshman On-Track work. You can start with [the original paper](#), cited in the book, that discovered the unique importance of the ninth-grade year. Then, if your appetite grows, keep searching for papers with Allensworth’s name in the subsequent years. If you liked the study with the tiny gorillas in the scans—and the leprechaun trickery it inspired—then don’t miss the fascinating book [The Invisible Gorilla](#) by Christopher Chabris and Daniel Simons. These were the two researchers who brought “inattention blindness” to the world’s attention via the [famous gorilla video](#). For more on the origins of the phrase “sexual harassment,” see a New York Times op-ed by Lin Farley. The title is: “[I Coined the Term ‘Sexual Harassment.’ Corporations Stole It.](#)” (She’s concerned that the meaning of the term has been diluted by the legalistic/compliance-oriented treatment it has received in big companies.) As for the Brazilian C-section story, many of the sources are in Portuguese. (I was working with a Brazilian reporter.) But Olga Khazan wrote a great piece on the phenomenon in [The Atlantic](#).



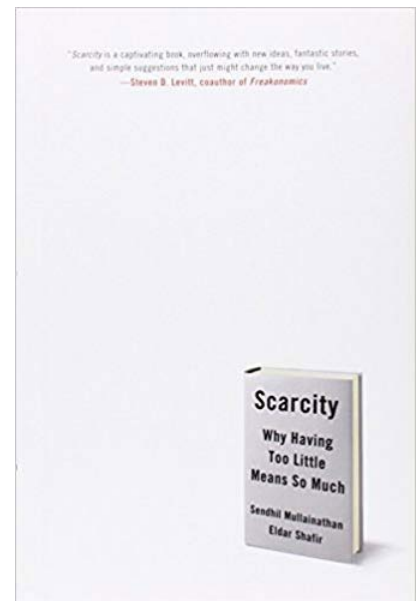


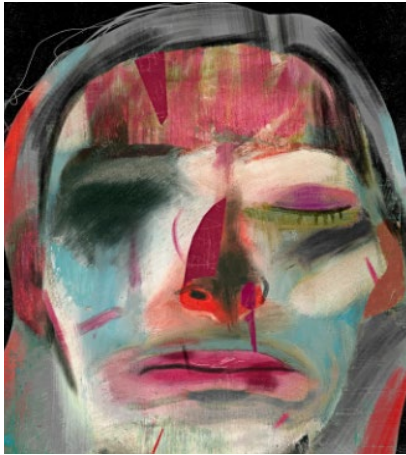
Chapter 3: A Lack of Ownership

Ray Anderson wrote [several memoirs](#) about his experience at Interface. I don't think I would recommend them for general reading, but they are excellent resources for anyone interested in more depth. And you could check out [The Ecology of Commerce](#) by Paul Hawken, the book that Anderson considered a "spear in his chest." Shelness and Charles' original challenge to pediatricians to address the issue of car safety is a great read. [Here's the abstract](#). (And please, someone put this in the public domain! It's 45 years old!) For more on Dr. Bob Sanders, who fought for car seats in Tennessee, [see this oral history](#).

Chapter 4: Tunneling

The essential read here is [Scarcity by Eldar Shafir and Sendhil Mullainathan](#), which is where the term "tunneling" comes from. It is excellent and is guaranteed to help you understand the world (and maybe yourself) better. For more on the nurse study, see [Anita Tucker's paper](#) (co-authored by Amy Edmondson and Steven Spear). It is academic but easy to read. By the way, Steven Spear wrote a book called [The High-Velocity Edge](#) that would be very useful to corporate leaders trying to create a learning culture (as opposed to a workaround culture). In the chapter, I take an extended quote from psychologist Daniel Gilbert's 2006 op-ed, "[If only gay sex caused global warming](#)," but the whole thing is well worth reading. I enjoyed PBS's documentary on the ozone hole response: [Ozone Hole: How We Saved the Planet](#) (may require a subscription). I also loved the [TEDx talk by Sean Davis](#) of NOAA on the topic of "the world avoided."





Chapter 5: How Will You Unite the Right People?

There have been a number of pop-media accounts of the Iceland story, but most of them felt a bit under-cooked to me. I enjoyed reading [Harvey Milkman's reflections](#) on the Iceland work—Milkman is the researcher with the “natural highs” theory. He includes some musings on how the U.S. could follow Iceland’s lead. For more on the Domestic Violence High Risk Team story, your first stop must be [Rachel Louise Snyder's article “A Raised Hand”](#) in the New Yorker. It is exceptional. Joe McCannon, with Becky Margiotta, wrote a great overview—“[Inside the Command Center](#)”—that highlights what makes successful large-scale change efforts tick. McCannon is the guy who contrasted “data for learning” with “data for inspection,” and he and Margiotta expand on that theme in the piece. For more on the “housing first” philosophy reflected in Rockford’s successful efforts, read Rosanne Haggerty’s op-ed in the New York Times, “[For Even the Neediest, Housing Is the Solution to Homelessness.](#)”

Chapter 6: How Will You Change the System?

Anthony Iton’s TEDx talk, “[Change the odds for health,](#)” is a must-watch. Brilliant and inspiring. To read the East Bay Times’ series on the gaps in life expectancy by ZIP code, [click here](#). To learn the full story of the groundskeepers’ chicanery in the Giants-Dodgers series, [read the original Sports Illustrated piece](#). To hear David Foster Wallace tell the “How’s the water?” story in his commencement address at Kenyon College, [go here](#). (It’s at the beginning of his talk.) VanMoof’s clever trick—putting the image of a flatscreen TV on its shipping boxes—went viral, and here’s someone from the company [reflecting comically](#) on the story. For more on Kieshaun White’s healthy air experiment, [check out his web site](#).



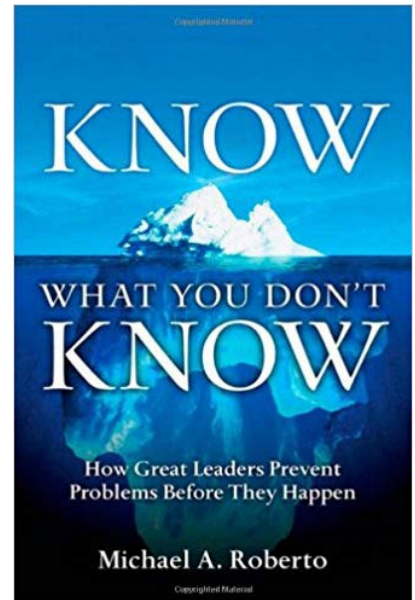


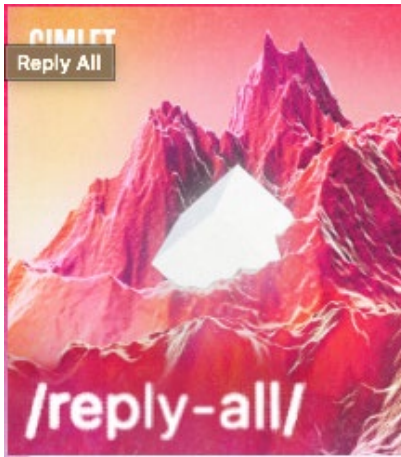
Chapter 7: Where Can You Find a Point of Leverage?

For an antidote to the Uplifting Quote Mafia, see [Demotivators: The World's Best Demotivational Posters](#). For more on the Crime Lab's work, [click around their website](#). It's loaded with interesting articles, links, and videos. Here's the Crime Lab co-founder Jens Ludwig giving [a fascinating talk](#) on preventing youth violence. And here's [an interview with Tony D](#), creator of the BAM program, talking about how it felt when President Obama visited one his sessions. Here's a video that shows off the "[age simulation suits](#)" I write about. And this is a stirring and thought-provoking talk by Bryan Stevenson called "[The Power of Proximity.](#)"

Chapter 8: How Will You Get Early Warning of the Problem?

Business leaders should not miss Michael Roberto's excellent book [Know What You Don't Know: How Great Leaders Prevent Problems Before They Happen](#). As a side note, I did a lot of research in an area that has received a lot of press recently: The flaws in the algorithms that are increasingly relied upon to make decisions in our world, ranging from skin cancer detectors (that have been [trained only on white skin](#)) to resume screeners that [prefer male candidates](#). I ultimately decided that I didn't have much to add to this discussion, and that the topic was too tangential to my main goals in that chapter, but if the subject intrigues you, make sure to check out Cathy O'Neil's [Weapons of Math Destruction](#) and Safiya Noble's [Algorithms of Oppression](#). I found Gil Welch's observations on overtreatment to be eye-opening. Check out his book [Less Medicine, More Health](#) or his talk "[Cancer Screening & Overdiagnosis](#)," both of which explore the turtles/rabbits/birds analogy. He's a compelling writer and speaker—it is complex material but never feels technical in his hands. To watch Sandy Hook Promise's "[Evan](#)" PSA, go here. And they have a new PSA, "[Back-to-School Essentials](#)," that is shattering.



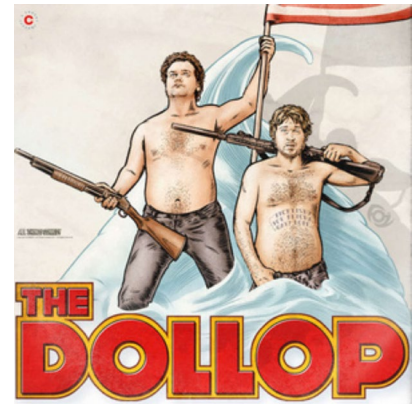


Chapter 9: How Will You Know You're Succeeding?

Please go listen to the Reply All two-part podcast on NYPD's downgrading problem. It's called "[The Crime Machine](#)." It is riveting and horrifying. This is kind of an odd tip, but if you search for "[andy grove paired measures](#)," you'll find 5-10 interesting short pieces that reflect/expand upon/summarize Andy Grove's idea. Or if you're looking for a classic business book, then read Grove's book that introduces the concept: [High Output Management](#). John Doerr's book [Measure What Matters](#) is also a useful review of ways to create helpful measurements.

Chapter 10: How Will You Avoid Doing Harm?

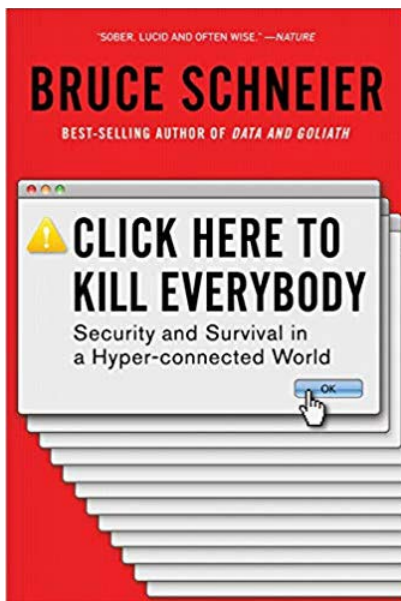
If you have the stomach to learn more about Macquarie Island's history, listen to The Dollop podcast's episode, "[The Animal Horror of Macquarie Island](#)." (This is obscene both in terms of language and the actual historical record. Not for the faint of heart. Still, I found it irresistible in a black-comedy way.) And speaking of podcasts, here's that great Freakonomics Radio episode on "[The Cobra Effect](#)." If you want a deep dive on the plastic bag ban, check out this [accessible academic review](#) of Chicago's new policy. And I can't get enough of the thinking of Donella Meadows (the systems thinker). If you're new to her, check out "[Dancing with Systems](#)" and "[Leverage Points](#)".



Chapter 11: Who Will Pay for What Does Not Happen?

To read A. Arnold Clark's full speech from 1890, email me at dan@heathbrothers.com for a copy of the full proceedings. (His talk begins on p. 32 of the PDF file, which I was unable to locate online, for some reason.) If you have any interest in public health, you'll find it a fascinating browse. If you want an optimistic take on the future of health care—from David Feinberg, the former head of Geisinger, which offers the "Food Farmacies" mentioned in the chapter—check out [this podcast episode](#) with Feinberg and Dr. Robert Pearl, the former head of The Permanente Medical Group. And for more on the power of prevention in health care, from one of the leaders in the field, check out Larry Cohen's [Prevention Diaries](#).





Chapter 12: Distant and Improbable Threats

Of course you will want to see the Leonard Nimoy Y2K video. Here it is: [The Y2K Family Survival Guide!](#) On Y2K, I am hopeful that John Koskinen will eventually publish his memoir (sections of which he shared with me) – keep an eye out for it. In the meantime, you might check out the podcast series [Surviving Y2K by Dan Taberski](#). It is a great show—including an anxiety-making true story of an ill-conceived bank robbery on the dawn of Y2K. (It’s not really an upstream resource—just a tangent on the Y2K theme.) If the Katrina story was compelling to you, I’d highly recommend the [Christopher Cooper book Disaster](#) cited in the chapter. And if you have any interest whatsoever in cybersecurity, then Bruce Schneier’s book [Click Here to Kill Everybody](#) is a must-read. Similarly, if you have any interest in philosophy (or apocalyptic scenarios), please read Bostrom’s entire paper, “[The Vulnerable World Hypothesis](#).” It will disturb you. And for a history of NASA’s planetary protection programs, check out Michael Meltzer’s book [When Biospheres Collide](#). (This book deserves more attention!)

Chapter 13: You, Upstream

Because much of the chapter was devoted to personal stories, I don’t have many additional suggestions for you. Do check out the [Hug-a-Hero Dolls](#) website—it is wonderful. And if you want to hear Darshak Sanghavi tell his version of the final story in the book (in which actuaries initially vetoed the DPP program), check out [his 2018 talk on YouTube](#). It is excellent.

