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**Authors Purpose:** to show how everyday people have united their both minds (rational and emotional) and as a result have changed and achieved dramatic results.

### Principles and Quotes

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 person has an emotional Elephant side and a rational Rider side. You've got to reach both. And you got to clear the way for them to succeed.

**First: Direct the Rider....give crystal clear direction to.**

#### Find the Bright Spots

When does the problem you're fighting not happen? When have two warring departments collaborated instead of feuding? When does your teenager not talk back?

Bright spots are not the same as benchmarking. Bright spots are specific to you and your team. Where are YOU succeeding now, or where have YOU succeeded before? By pinpointing those moments, you can avoid triggering the "not invented here" reaction. You can reassure people that they're capable of solving their own problems.

#### The Recipe for Bright Spots

Example: Jerry Sternin of Save the Children, helping mothers in Vietnam fight malnutrition.

Gather data on the issue.

*Record the height and weight of all the kids in the village, had local mothers help gather information..*



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## SUMMARY & DIALOGUE IN 60

Study the data to find bright spots (the unusually positive performers).

*There were several kids who were perfectly healthy for their age, despite being very poor.*

Make sure you understand the “normal way” things are done.

*Jerry and the mothers knew that most families served 2 large bowls of rice a day.*

Next, study the bright spots to see what they’re doing differently.

*The bright spot moms were serving 4 small meals (same amt. as in 2 large bowls), and using uncommon foods like sweet potato greens and tiny shrimp.*

Make sure none of these practices are “exceptional” in some way.

*For instance, one of the children had been receiving extra food from a rich relative, remove from study.*

Find a way to reproduce the practices of the bright spots among other people.

*The moms formed cooking circles where they could learn the new practices from each other.*

Remember bright spots don’t have to be shining success stories. Don’t look for perfection, because you may not find it. Look for “the best of what’s available.” Results: 2.2MM children received better nutrition!!!!

### Script the Critical Moves....Action steps

Be clear about how people should act. This is one of the hardest-and most important-parts of the framework. Look for the behaviors.

Pick one place to start, which may not solve the problem, but move you forward on the path. Ex. Buying 1% milk didn’t solve the diet problems of West Virginians small towns, but it was a really important first step.

Checklist: Do you have the Right “Critical Move?” Ex. Shearson’s stock analysts 125 calls per month guideline to clients and industry experts.

Does it evoke emotion? *125 calls per month is not emotional.*

Does it feel doable? *(shrink the change) Yes, it was really hard but within the team’s grasp.*

Was it part of the success stories in the past? *(find the bright spots) Yes, past analysts who succeeded had made way more calls than unsuccessful analysts.*

Will you team see the connection to the big picture? *(point of destination) Theirs was, “I.I or Die”. The phone calls were intended to vault them toward that destination.*

Would it create positive peer pressure? *Manager publicized the number of calls for each analyst.*

Is it consistent with the way people think of themselves in the firm? *The analysts had identified themselves as hard workers and good networkers, therefore they identified with the challenge.*



### Point of Destination

The right destination is a vision of what is concrete and you can see it in your head. It's also motivational as you can understand why it's a destination worth chasing. E.g. A breast clinic with everything under one roof – a woman could come in for a mammogram in the morning and , if the test discovered a growth, she could leave with a treatment plan the same day.

Metrics are poor destinations. SMART goals are fine but they should also be inspiring enough to motivate the Elephant.

Consider moving from process to outcome. “100% hand washing compliance” may not motivate doctors and nurses to wash their hands as much as “0% hospital-acquired infections.

## **Second: Motivate the Elephant....boost their motivation and determination**

### Find the Feeling

Things you can see are more likely to evoke emotion than things you read. If you are trying to encourage your team to provide more consistent service, for instance, could you splice together video footage of your customers talking about bad customer service experiences?

Negative emotions are effective to motivate people to tackle short-run challenges that require clear, forceful action. They're less effective when people need to think flexibly or creatively. Which do you need? If positive can you point to bright spots that remind that they've succeeded in the past?

Build your own shrine. What kind of “shrine” could you put up in the conference room that would wake up YOUR colleagues?

### Shrink the Change

Relativity: Does looking at the historical overview give you confidence that you can tackle the current challenge which may look small in comparison?

Think in terms of one: When people dread change, shrink it down as much as you can. Can you try a new approach with one customer?

Kick the ball forward: Dealing with a kids dirty room, have them clean up for 5 minutes only each day. Watch what happens.

Plan for small wins: Burnout happens when a team confronts the same problem, over and over, without feeling progress. What is a clear milestone that you'll recognize enough to celebrate? Get a small but quick win.



### Grow your People

“I aspire to be the kind of person who would make the change.” Would most of the people on your team agree with that statement? If so, you don’t have an identity challenge. If not, you do.

What do people pride themselves on in your organization? Creative? Hard nosed? People-focused? Customer-obsessed? Honest? Exact? If that adjective seems like one that many people would value, then you are on the right track. You are trying to life your people.

Can you appeal to an identity that already exists?

Doctors and nurses respond to identity as “healers”.

Parents respond to their identity as Moms and Dads.

Citizens respond to their identity as Annapolitans, Marylanders or being Irish.

Is there a public action that can foster an identity? “Don’t mess with Texas!”

Failure in the end is not an option, but an inevitability on the journey there..

### **Third: Shape the Path....create an easier one.**

#### Tweak the Environment

Sometimes it is not a people’s problem, it is a situational problem which defines *Fundamental Attribution Error*.

Amazon has made millions of dollars because of its 1-Click Ordering button. All that button did was remove 1 or 2 steps from the normal checkout process. What 1 or 2 steps can you remove from the normal course of business for your employees?

#### Build Habits

Set an action trigger. The power of action triggers is that decisions are “pre-loaded” and can 3x results  
Place your alarm clock and workout clothes by your bedroom door, so you have to get up to get out!

Habits must have 2 attributions: 1) habit must advance the mission; 2) habit must be easy to embrace.

#### Rally the Herd

“Peer Perception”, we do things because our peers do them, empirical research overwhelming supports this behaviors. The Elephants are constantly looking to the herd for cues on how to behave. Daily Huddles.

Go to [www.heathbrothers.com](http://www.heathbrothers.com) for additional quality information.



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