

This summary only makes sense if you have read the book, and most of it is in the book's own words.

“What looks like a people problem, is often a situation problem”

We are often of two minds: the planner and the doer, the heart and mind. Often the mind and heart disagree, and to change things, you have to appeal to both. The planner thinks long term, but tends to overanalyze. The doer is emotional and instinctive, but gets things done.

“To change behavior, you’ve got to direct the rider, motivate the elephant, and clear the path” That is, you have to give clear direction, motivate with emotion, and make the way easy.

### **Direct the Rider**

- *Find the Bright Spots*: figure out what is working and do more of that.
- *Script the critical moves*: set exact guidelines for what to do. Clarity dissolves resistance.
- *Point to the destination*: show what the result should be.

### **Motivate the Elephant**

- *Find the feeling*: figure out how to instill hope, optimism, and excitement.
- *Shrink the Change*: a sense of progress is critical. Look for the progress that has already been made, what are the next small steps you could take. Small targets lead to small victories, which can trigger a spiral of positive behavior.
- *Grow your people*: how them they are the kind of people who... Make it a matter of identity, rather than consequences. Adopt a learning mindset, so that failure is seen as a step in the process to success.

### **Shape the Path**

The problem is rarely the people, more often it is the situation. Fundamental Attribution error.

- Make the goal easy, and the old behavior hard or impossible.
- Change the environment.
- *Build habits*: set action triggers (when this happens, I will do this) to change it from a decision to a plan.
- *Rally the herd*: change peer perception - if it seems like others are doing it, more will follow.
- *Keep the change going* with rewards.