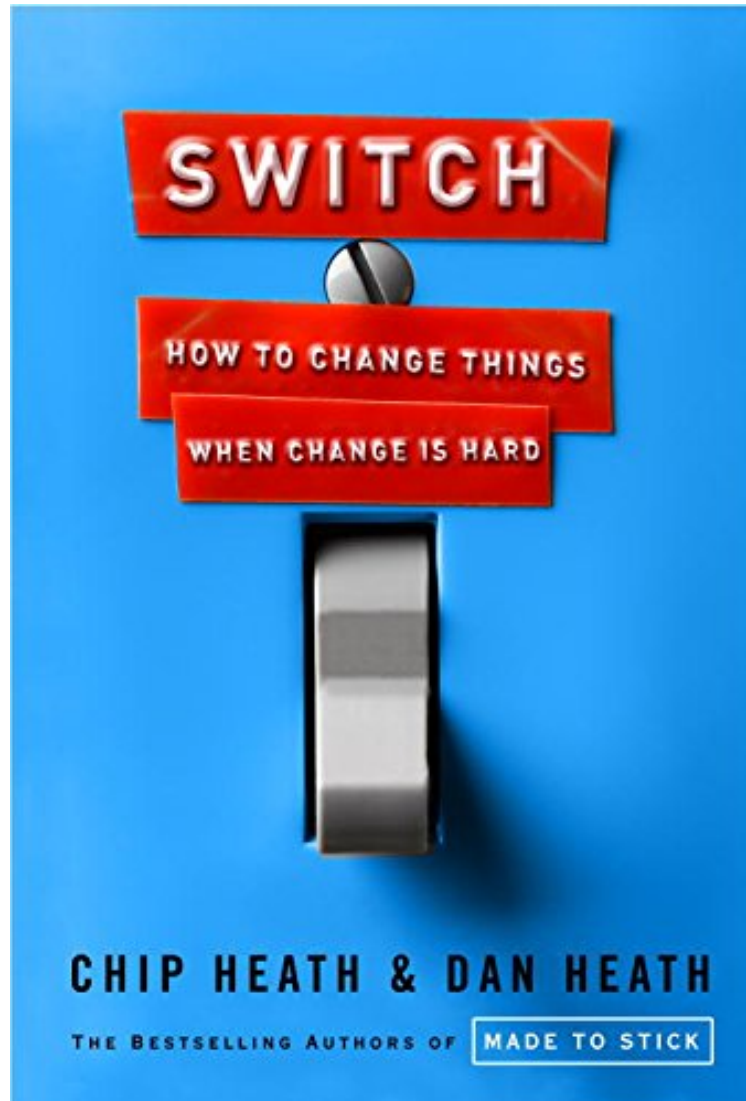


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## Switch: How to Change Things When Change Is Hard

*Chip Heath, Dan Heath*

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guide a team to make change in an organization. Great stories show how to put theories into practice - and why change sometimes gets derailed. 0 of 0 people found the following review helpful. Gold Standard For This Turnaround CEO By Kevin Crenshaw I'm a Turnaround CEO and Advisor, and this is one of the gold standard models I employ when transforming a company or team. The subtitle says it all: "How to change things when change is hard." Teaches a simple model your people can remember and actually use. Filled with research stories that illustrate and anchor the principles in your mind, so it becomes permanent over time. And if you look closely, you'll see that they use their own model to teach you how to use the model. Perfect!

Why is it so hard to make lasting changes in our companies, in our communities, and in our own lives? The primary obstacle is a conflict that's built into our brains, say Chip and Dan Heath, authors of the critically acclaimed bestseller *Made to Stick*. Psychologists have discovered that our minds are ruled by two different systems - the rational mind and the emotional mind - that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort - but if it is overcome, change can come quickly. In *Switch*, the Heaths show how everyday people - employees and managers, parents and nurses - have united both minds and, as a result, achieved dramatic results: - The lowly medical interns who managed to defeat an entrenched, decades-old medical practice that was endangering patients - The home-organizing guru who developed a simple technique for overcoming the dread of housekeeping - The manager who transformed a lackadaisical customer-support team into service zealots by removing a standard tool of customer service - In a compelling, story-driven narrative, the Heaths bring together decades of counterintuitive research in psychology, sociology, and other fields to shed new light on how we can effect transformative change. *Switch* shows that successful changes follow a pattern, a pattern you can use to make the changes that matter to you, whether your interest is in changing the world or changing your waistline.

.com Chip Heath and Dan Heath on *Switch: How to Change Things When Change Is Hard* "Change is hard." "People hate change." Those were two of the most common quotes we heard when we began to study change. But it occurred to us that if people hate change, they have a funny way of showing it. Every iPhone sold serves as counter-evidence. So does every text message sent, every corporate merger finalized, every aluminum can recycled. And we haven't even mentioned the biggest changes: Getting married. Having kids. (If people hate change, then having a kid is an awfully dumb decision.) It puzzled us--why do some huge changes, like marriage, come joyously, while some trivial changes, like submitting an expense report on time, meet fierce resistance? We found the answer in the research of some brilliant psychologists who discovered that people have two separate "systems" in their brains--a rational system and an emotional system. The rational system is a thoughtful, logical planner. The emotional system is, well, emotional--and impulsive and instinctual. When these two systems are in alignment, change can come quickly and easily (as when a dreamy-eyed couple gets married). When they're not, change can be grueling (as anyone who has struggled with a diet can attest). In those situations where change is hard, is it possible to align the two systems? Is it possible to overcome our internal "schizophrenia" about change? We believe it is. In our research, we studied people trying to make difficult changes: People fighting to lose weight and keep it off. Managers trying to overhaul an entrenched bureaucracy. Activists combatting seemingly intractable problems such as child malnutrition. They succeeded--and, to our surprise, we found striking similarities in the strategies they used. They seemed to share a similar game plan. We wanted, in *Switch*, to make that game plan available to everyone, in hopes that we could show people how to make the hard changes in life a little bit easier. --Chip and Dan Heath (Photo copy; Amy Surdacki) From Publishers Weekly The Heath brothers (coauthors of *Made to Stick*) address motivating employees, family members, and ourselves in their analysis of why we too often fear change. Change is not inherently frightening, but our ability to alter our habits can be complicated by the disjunction between our rational and irrational minds: the self that wants to be swimsuit-season ready and the self that acquiesces to another slice of cake anyway. The trick is to find the balance between our powerful drives and our reason. The authors' lessons are backed up by anecdotes that deal with such things as new methods used to reform abusive parents, the revitalization of a dying South Dakota town, and the rebranding of megastore Target. Through these lively examples, the Heaths speak energetically and encouragingly on how to modify our behaviors and businesses. This clever discussion is an entertaining and educational must-read for executives and for ordinary citizens looking to get out of a rut. (Mar.) Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. "Witty and instructive... The Heath brothers think that the sciences of human behavior can provide us with tools for making changes in our lives--tools that are more effective than 'willpower,' 'leadership' and other easier-said-than-done solutions... For any effort at change to succeed, the Heaths argue, you have to 'shape the path.' With *Switch* they have shaped a path that leads in a most promising direction." --The Wall Street Journal "Your brain is not of one mind," say the brothers Heath, co-authors of the bestseller *Made to Stick*. Using the terminology of University of Virginia psychologist Jonathan Haidt, the Heaths designate the emotional side of the mind as the Elephant and the rational side as the Rider... *Switch* is crammed with stories covering a number

of fields to drive home the importance of using the strengths of both the Rider and the Elephant to make change happen. This could be a valuable read for the would-be change-makers of the Obama administration."--Fort Worth Star-Telegram"Whether you're a manager, a parent or a civic leader, getting people to change can be tricky business. In *Switch*, brothers Chip and Dan Heath--authors of the best-selling *Made to Stick*--survey efforts to shape human behavior in search of what works...Even when change isn't easy, it's often worth making."--Tim"Dan and Chip Heath have done it again...Any leader looking to create change in his organization need not look beyond this little book. It is packed with examples and hands-on tools that will get you moving right away. And it is really a fun read."--BusinessWeek.com"No one likes change. Trouble is, of course, that everyone probably needs at least some of it. Here, the authors of the bestselling *Made to Stick* return wit...