



Switch

**HOW TO CHANGE THINGS WHEN
CHANGE IS HARD**

Chip and Dan Heath



SWITCH

How you can lead and encourage changes of human behavior, both in **yourself** and in **others**, by focusing on the **three forces** that influence it.

HOW DOES THIS APPLY TO US?

- Change behavior in ourselves
- Working with clients
- Working with each other
- Marketing (user behaviour)
- Donation marketing

IS IT MANIPULATION?

Exercising unscrupulous control or influence over a person or situation



QUESTION

What factors influence changes in behaviour?

KNOWLEDGE

“Knowledge does not change behaviour. We have all encountered crazy shrinks, obese doctors and divorced marriage counsellors.”

THE THREE FORCES

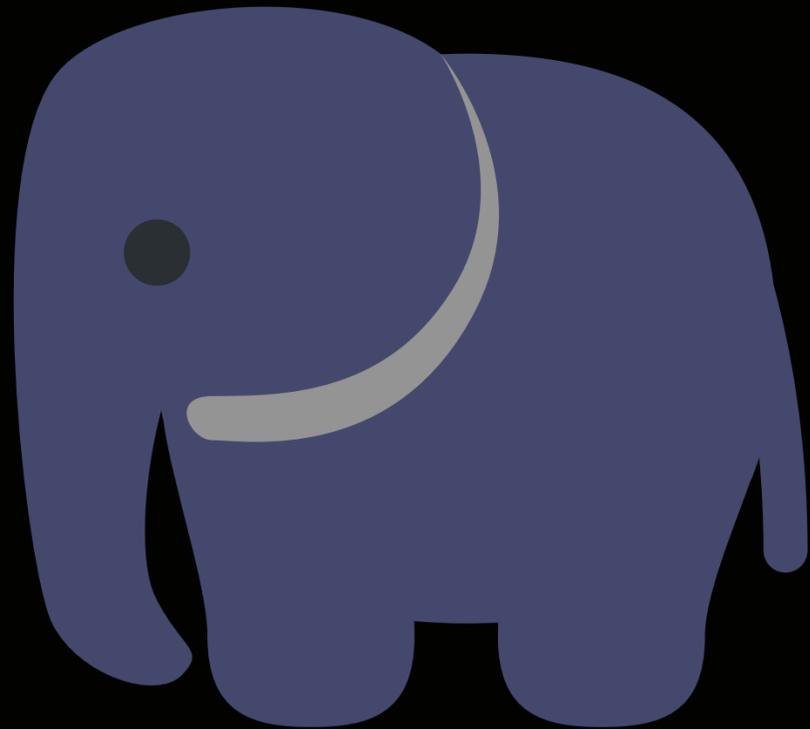


RATIONAL

THE THREE FORCES



RATIONAL

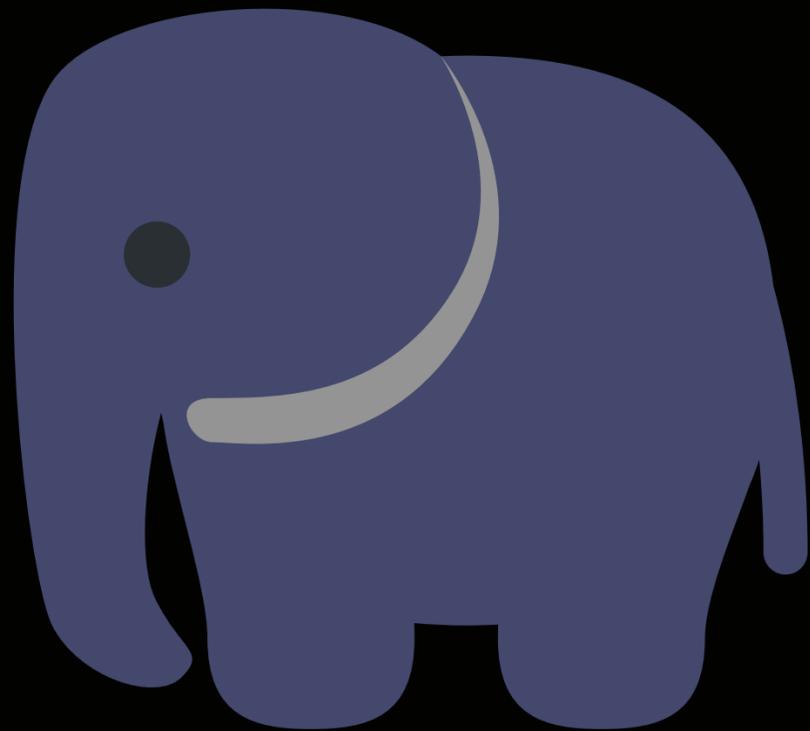


EMOTIONAL

THE THREE FORCES



RATIONAL



EMOTIONAL



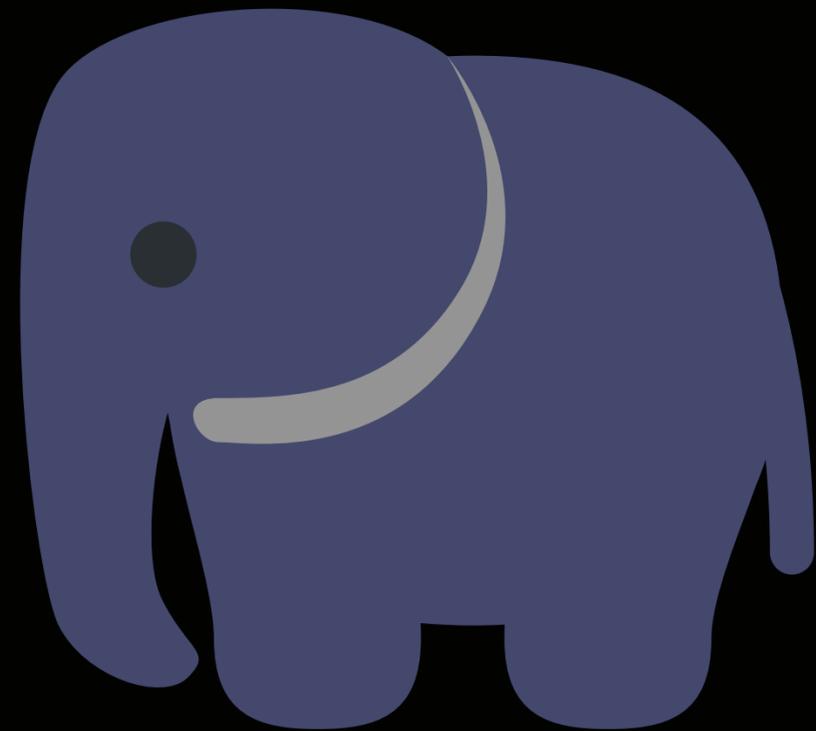
ENVIRONMENT



RIDER

Focus on one specific, critical aspect of the change.

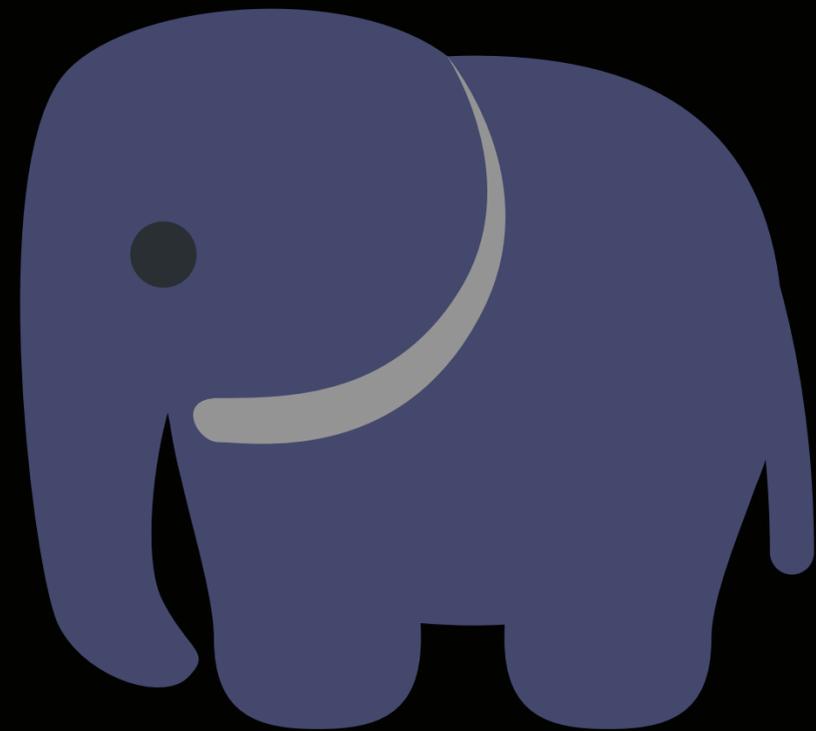
The rider of the elephant is your neocortex, the newest, most rational part of your brain. It loves to think, to ponder and to look at all angles of a situation. This is very helpful when analysing complex problems, but changing your behavior often isn't one of them.



ELEPHANT

Get the elephant moving with a powerful emotion.

The elephant cares little about logical arguments and rational reasoning. It's a stubborn, emotional creature, but once you get it moving, it takes you a long way.



ELEPHANT

Get the elephant moving with a powerful emotion.

Both positive and negative emotions can get the elephant to move. Negative emotions work better with obvious problems, as shock and outrage give us a sense of urgency. If the problem is more complex and there's no clear solution, focus on positive emotions, which will broaden your vision and make you more creative in tackling it.

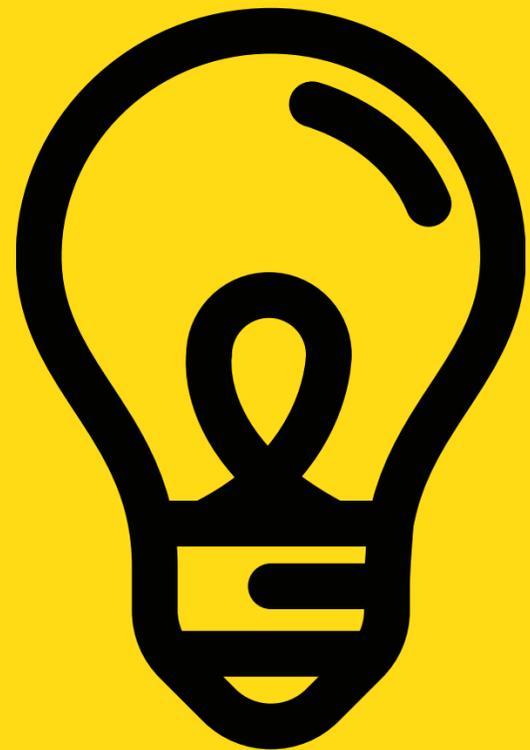


PATH

Make the path of change easy to follow

Human behavior is very fluid, and it highly depends on the situation.

The easier it is to follow through with your change in any given situation, the more likely you'll be to pull it off. Wherever you can, design your environment to make it a pleasant, downhill stroll for your rider and elephant.



KEY TAKEAWAY FOR EACH FACTOR

Here are three ways to influence the **rider**, the **elephant** and the **path** they're on:

1. Focus on one specific, critical aspect of the change, so the rider doesn't have to decide.
2. Get the elephant moving with a powerful emotion.
3. Make the path of change easy to follow, because human behavior is highly situational.



THANK YOU