



CHIP HEATH Stanford Professor

How to Change Things When Change Is Hard

Chip Heath: One page action plan

Visit heathbrothers.com and download the Rider / Elephant / Path summary and the Switch Your Organization Workbook. (Both are free but you'll have to register for our newsletter to access them.)

Teach your top leadership team about the bifurcation in our brain that determines when change is hard and when it is easy. Make sure they understand the three-part framework for effective change: Direct the Rider/ Motivate the Elephant / Shape the Path. (In any situation we'll naturally consider one or two of the three elements but we'll be more effective if we're at 3/3).

Provide clear direction to the Rider: Have you avoided True But Useless analysis of problems and instead have investigated whether there are bright spots that can be scaled up? Have you overcome decision paralysis by scripting critical moves?

Provide motivation for the Elephant. Have you created an appetite for change through See/Feel/Change? Have you equipped your team to persist during a change effort by shrinking the change and creating a growth mindset?

Shape the Path: The Fundamental Attribution Error may cause us to miss simple tweaks of the environment that lead to profound changes. Have you tried to eliminate every obstacle on the path to change? Have you built habits that make the new behaviors more automatic? Have you jump-started innovation through herd dynamics and free spaces?

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