



# Switch: How to Change Things When Change Is Hard

*Chip Heath, Dan Heath*

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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.

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