Opening Plenary: Dan Heath, co-author of Switch

Session Hashtag:

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Notes from Microsoft person who introduced Dan
        Technology is seen as a cost center, but if harnessed can bring about incredible change.
        Innovation is happening, but we need more of it.
        There is a power of connectedness.
        Disruption is your friend.

Notes from Dan himself
        Change is hard, but people go into it gleefully. Sometime change is resisted.

        Psychological aspect of change, analogy of a diet. Part of you wants to change the way
you eat, your exercise habits, etc. But 30 minutes later you're ordering a pizza. There's a split in
our own brains that leads to this conflict. It's the way we're wired - the split between the rational
(deliberative) system, and the emotional (unconsious or automatic) system. But it's not a fair
fight - there's a power imbalance - the Emotional system is like the elephant in the room. The
Rational system is like the human riding it.

When we propose change we are appealing to the Rational system. We show the Rational
system PowerPoints, data and business plans.

The Emotional system is the fuel for action, and the fuel for change. It's the impulse that tells
us "let's move" or "let's make a decision." -- When it is motivated.

Dan proposes a three part framework for change
    ● direct the rider
    ● motivate the elephant
        ○ note is isn't "inform" or provide a powerpoint…
    ● shape the path

"Finding the bright spots" - forget the problems, instead focus on *what's working right now,
and how can we do more of it?*

Psychologists describe "bad is stronger than good." It's just human nature to focus on the

negative more than the positive. Part of this is our tendency to problem solve - we're great at it, and it's a great trait. But why don't we train that same analytical energy towards projects that work?

"Analyzing problems comes naturally, analyzing successes doesn't"

Story about Sternin's work with Save the Children in Vietnam - impovershed, war-torn country. Daunting challenges. He started with a survey in a single village. When results came in, he asked if there were any children who were perfectly healthy there. He focused on them, studied the "bright spot" moms, studied what they were doing differently - 4 smaller portions of rice per day rather than 2 larger, sprinkling in shrimp and sweet potato greens (protein and vitamins). Once the best practices were found, organized the moms into cooking groups to share these things. It had an impact on healthier children in the village, eventually spread to other villages, and had real widespread positive impact.

Sternin's term for parsing out what's important and what is not:
TBU = "True but useless"
   ● the stuff that may be true, but you can't control.
   ● Instead, focus on those things you can touch.

Colleagues will change because they feel something, not because they have been informed of something.

Cotter from Harvard says we have the wrong mental model of change. We think that we analyze a situation, think about it, and then act. But in reality we see something, feel the importance of it, and that's when we act.

How we THINK change happens	How change often happens in reality
1. analyze 2. think 3. change	1. see 2. feel 3. change

Pity and Guilt, as motivators, work, but get old and work to repel people over time.

Powerful example of what hope looks like - 100,000 homes campaign, pictures of what people looked like hen they were homeless (before) and after placement in housing (after). That is an example of "selling hope" - this is the impact of your donation. And isn't that a better tactic?

Easier to change the situation then it is to change people.Every tweak matters. How are you shaping the path to change?

Change is one part direction, one part motivation, one part path shaping.

If you want change, failure is part of the norm. We have to give ourselves permission to fail.