

“To spark change, we shouldn't think “AND”, we should think “INSTEAD OF”. Less of this, more of that.” (pg 146)

Dan Heath identifies two main ways to make change happen: first identify the spots (leverage points) that you can easily impact with a bit of effort and then focus your time, money, energy, and processes on those things.

Find Leverage Points: Five Ways to Locate the Leverage Points

1. Go and see the work: observe up close what is happening, do not assume you know what is going on or how the systems work - go and see things in action in real time.
2. Consider the goal of the goal: is what you are doing the best or the only way to get to what you want to achieve. Be sure you know what it is you are really trying to achieve, know the destination and why it is important
3. Study the bright spots: identify what's already working or going well and figure out why those things are working so that you can replicate that.
4. Target the constraint: figure out the top thing that is holding you back
5. Map the system: rise above the silos to explore your assumptions and see the relationships between things, and look for system level things to target.

Once you identify the places you want to focus your efforts, you need to make choices. Your resources are not infinite and so you need to realign your resources to focus on some things while minimizing the impact of what you are doing less of.

Restack Resources: Six Strategies to focus resources on the leverage point

1. Start with a burst: people are motivated by progress so begin with an intentional and focused period of work
2. Recycle waste: waste is any activity that does not add value to the customer, from their perspective. Stop doing things that do not serve your mission and that your customers don't see as adding value.
3. Do less AND more: shift your resources from lower-value activities to higher-value activities



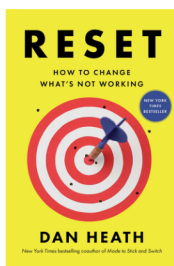
Reset: How to Change What's Not Working by Dan Heath

4. Tap motivation: make it personal and individual, help people see the link between their desires, their interests, their hopes and the change you are wanting to see
5. Let people drive: give people the opportunity to identify their own actions. Leaders may identify which problems to solve or what the goal is but let people/teams figure out how they are going to solve it.
6. Accelerate learning: figure out ways to learn faster - that is learn what's working or not working more quickly, get feedback from the source, act on what you know, get comfortable with trying things and changing directions as needed.

A takeaway for us is that change requires a clear target (leverage point) and focused time. In busy environments, what can make the difference is being disciplined enough to find the right targets and shift your time and resources to make the change happen.

What we like about this book

- The summaries at the end of each chapter
- The graphics and images
- The examples and stories which make the concepts more memorable
- The opportunities for additional learning (e.g., books, articles, resources) at the end of each chapter



Dan Heath has free resources and tools and a graphic image of the concepts in this book available at <http://www.danheath.com/reset>

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