



BUSINESS BOOK Summaries

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Change Anything

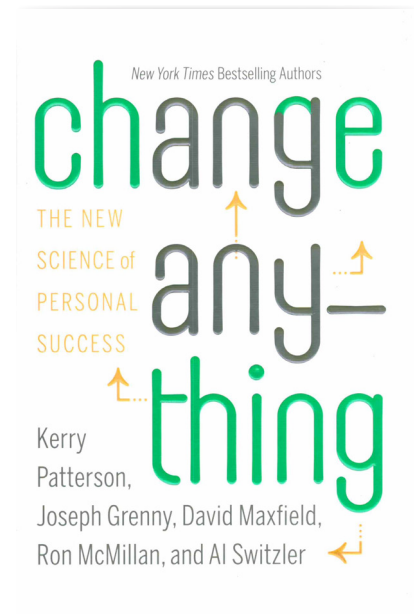
The New Science of Personal Success

Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler

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INTRODUCTION

Many people believe that permanently changing their habits is difficult, if not impossible. However, through behavior change, it is possible to significantly improve results in many different areas of life. In **Change Anything**, Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler explain the science behind personal change, and define the steps that anyone can take to increase chances for success when attempting to transform their careers, health, financial situations, relationships, and more.

THE SCIENCE OF PERSONAL SUCCESS

The authors' findings concerning personal change are based on research focused on "Changers." Changers are people who were able to overcome significant personal challenges and successfully changed their behaviors and habits for at least three years. Research conducted by the Change Anything Labs found that a

major barrier to successfully changing behavior is not a lack of willpower, but the false belief that willpower is essential for change. In reality, skills can be learned that improve a person's ability to successfully change behavior.

Many sources of influence prevent people from altering their habits. Individuals who use tools to control those influences, however, tend to be much more successful at changing behaviors. For example, Change Anything researchers discovered that after learning a few simple skills to control influences, 50 percent of experimental subjects were able to resist temptations.

The authors have identified six sources of influence that affect people as they try to change their habits. They also identify change tactics that can help counteract each of these influences. People who follow these steps and align sources of influence in their

favor are more likely to achieve personal success.

1. *Personal motivation.* Although personal impulses can be compelling, it is possible to interrupt these impulses by connecting with personal goals during crucial moments.
2. *Personal ability.* A proven way to change habits is to enhance personal ability and to learn new skills.
3. *Social motivation.* There is a clear social component to bad habits. When friends encourage bad behavior and also engage in it, this is very difficult to resist. If individuals can transform “accomplices” into “friends” who encourage good behavior, they are more likely to change their habits.
4. *Social ability.* To change longstanding habits, people usually need support from other people. Individuals who get a life coach or mentor are often more successful at changing behaviors.
5. *Structural motivation.* People who connect short-term rewards or punishments to new habits are usually more likely to adopt those new habits.
6. *Structural ability.* Researchers have found that minor environmental changes can have a significant effect on a person’s choices. Individuals experience faster behavior changes when they add visual cues to help them focus on their goals.

By understanding these influences, it is possible for people to consciously design change plans that address them. The authors discovered that individuals who incorporate the six sources of influence into their change plans are ten times more likely to succeed than people who do not take this approach.

Being the Scientist and the Subject

A common characteristic among Changers is that they use a scientific process of trial and error to identify what techniques help them modify their habits. As a result, people must realize that purposeful experimentation is one of the keys to developing an effective personal change plan. In essence, it is necessary for people to become social scientists, and to use themselves as the research subject.

The authors offer four scientific strategies that can help people as they develop a change plan:

KEY CONCEPTS

In **Change Anything**, the authors explain the science behind personal change and define steps that anyone can take to increase their chances for success when attempting to transform their careers, health, financial situations, relationships, and more. People who align the following six sources of influence in their favor are more likely to achieve personal success.

- *Source 1: Love What You Hate.* One of the greatest challenges to changing behaviors is the fact that the things that people should do are often tedious or uncomfortable. However, by facing these things, people can turn their future into a positive force for change.
- *Source 2: Do What You Cannot.* When it comes to personal change programs, skills and knowledge are just as important as willpower. The authors suggest building skills that will support personal change initiatives.
- *Sources 3 and 4: Turn Accomplices into Friends.* It is possible to make peer pressure a positive force for making behavior changes.
- *Source 5: Invert the Economy.* One effective way to change habits is to invert the economy and create penalties for engaging in unhealthy behaviors.
- *Source 6: Control Your Space.* The physical world, such as the design of a home, affects behavior in ways that are often hard to detect.



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www.changeanything.com

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Change Your Questions, Change Your Life

10 Powerful Tools for Life and Work

By Marilee Adams, Ph. D.

1. *Identify crucial moments.* For most people, there are a few situations where they are most at risk of falling back into old behaviors. To identify the crucial moments that create the greatest temptation, it can be helpful to evaluate whether they occur at certain times and places, around certain people, or when a particular physical or emotional state suddenly occurs.
2. *Create vital behaviors.* Vital behaviors define rules that a person will follow when a crucial moment occurs. People who establish rules before facing a challenge are more likely to change their behavior when temptation arises. Crucial moments indicate when a person

Once we understand the forces that are acting on us, we no longer have to fall victim to them. We can knowingly design effective change plans.

is at risk, whereas vital behaviors indicate what should be done in that moment.

3. *Engage all six sources of influence.* It is important to develop a change plan that incorporates all six sources of influence. This is a proven way to avoid making the same mistakes repeatedly.

4. *Turn bad days into good data.* At some point, it is inevitable that people will give into temptation during a crucial moment. However, the key is how individuals respond to this situation. People who become discouraged by these moments of temptation are likely to fall into a pattern of bad days. On the other hand, people who respond with curiosity are able to step back, learn from what occurred, and modify their plans.

In addition to these four strategies, the authors recommend writing down personal change plans. This can increase the likelihood of success by more than 30 percent.

THE SIX SOURCES OF INFLUENCE

Source 1: Love What You Hate

One of the greatest challenges to change is the fact that the things that people should do are often tedious or uncomfortable. As a result, people resist engaging in these activities. If individuals can transform unpleasant activities into pleasurable ones, they can make significant progress toward their goals. The authors recommend five tactics for turning the future into a positive force for change.

1. *Visit the default future.* The default future showcases the life that a person will experience if behaviors are not changed. When individuals consider the worst case scenarios that could affect them, they are often motivated to change.
2. *Tell the whole vivid story.* When Changers encounter temptations, they are sure to tell themselves the whole story concerning the situation. As a part of identifying specific consequences of bad behaviors,

ABOUT THE AUTHORS

Kerry Patterson has written award-winning training programs and led multiple long-term change efforts. In 2004, he received the BYU Marriott School of Management Dyer Award for outstanding contribution in organizational behavior.

Joseph Grenny is an acclaimed keynote speaker and consultant who has implemented major corporate change initiatives for the past twenty years.

David Maxfield is a leading researcher, consultant, and speaker. He has led research studies on the role of human behavior in medical errors, safety hazards, and project execution.

Ron McMillan is a speaker and consultant, as well as a co-founder of the Covey Leadership Center where he served as vice president of research and development.

Al Switzler is a consultant and speaker who has directed training and management initiatives with leaders from dozens of Fortune 500 companies worldwide.

it is important to use vibrant language, as well as specific and meaningful labels to fully remember the behaviors experienced.

3. Use “value words.” Instead of focusing on the unpleasant aspects of new habits, it is better to focus on the values that those activities support. It can be very satisfying to know that new behaviors are closely linked to values.

Researchers can give you generic hints that serve the broad population, but this type of advice serves only a small percentage of people a small percentage of the time. You’re going to have to become a social scientist, using yourself as the subject.

4. *Make it a game.* A common technique used by successful Changers to increase their motivation is to turn chores into games. These games have three key elements: they have a limited duration, a small challenge, and a score.
5. *Create a Personal Motivation Statement.* When crucial moments arise, it is possible to rewire thoughts regarding how to respond by using a Personal Motivation Statement. The best statements include references to the default future, include vivid descriptions, and incorporate lots of value words.

Source 2: Do What You Cannot

When it comes to personal change programs, skills and knowledge are just as important as willpower. When people enhance their personal abilities, it enables them to do things that used to be difficult. As a result, change can occur faster. The authors suggest using three tactics to build skills that will support personal change initiatives:

1. *Start with a skill scan.* Before implementing a change plan, it is a good idea for people to scan whether they have the abilities necessary to achieve their goals. It may be hard for an individual to identify what skills they are lacking. As a result, it can be useful to seek help from others.
2. *Employ deliberate practice.* When people have debilitating fears related to new behaviors, it can be very difficult to change habits. However, using deliberate practice has been shown to help people learn new skills two to three times faster than other

methods. A good first step is to practice for crucial moments by determining what skills will be necessary to survive these high stakes situations. Once the skills have been identified, people should break them into small pieces and practice each skill in short intervals. It can be beneficial to evaluate progress as well as prepare for setbacks.

3. *Learn the will skill.* Despite popular belief, willpower can be learned, and the best way to learn it is through deliberate practice. First, it is necessary to enumerate crucial moments from the least risky to the most risky. Begin deliberate practice by placing oneself in a tempting, but low-risk situation and then use a tool, such as distraction, to strengthen willpower. The authors recommend engaging in riskier situations only if a coach is available.

Sources 3 and 4: Turn Accomplices into Friends

People in positions of authority wield social pressure which can influence people in positive and negative ways. Negative influences can be very challenging when an individual is striving to change habits. However, it is possible to use social pressure as a positive force for making behavior changes. The authors outline five tactics that people can use to transform others into positive influences:

1. *Know who is a friend and who is an accomplice.* Friends support others as they strive to live better lives. Accomplices, in contrast, promote negative behaviors. It is important to keep in mind that peers define what appears to be “normal” and acceptable. In addition, peers also can lower a person’s aspirations and hold a person accountable to bad behaviors. People who want to change must identify the accomplices in their life and either ask them to become friends or minimize interaction with them. People with six or more friends are almost 40 percent more likely to succeed than those with less than half a dozen friends.
2. *Redefine normal.* Since accomplices can affect what people believe is “normal,” it is a good idea to rise above the shared sense of what is acceptable. People can do this by asking themselves how they

want to live and feel, and who they want to be.

3. *Hold a transformation conversation.* An effective way to transform others into coaches and fans is to tell exactly what is needed to succeed. During a transformation conversation, a person explains to others how they unintentionally promote bad behaviors and asks for a healthier relationship.
4. *Add new friends.* One way to find new friends is to join associations and social networks comprised of like-minded people.
5. *Create distance with the unwilling.* If a peer is unwilling to become a friend, it is necessary to create distance with that individual. This can be painful, but the negative power of accomplices cannot be underestimated.

Source 5: Invert the Economy

Incentives often motivate behaviors, but unfortunately those behaviors are often the wrong ones. One effective way to change habits is to invert the economy and create penalties for engaging in unhealthy behaviors. The authors outline three tactics that can be used to motivate change:

1. *Use carrots and the threat of losing carrots.* Human nature motivates people to avoid loss. As a result, when individuals put something that they value at risk, they are more likely to change. For instance, after paying for a personal trainer, people are more likely to go to the gym because they do not like paying for services that go unused.
2. *Use incentives in moderation and in combination.* Big incentives can be counterproductive because they become a primary source of motivation. Small rewards, used in moderation and in combination with social and personal motivators, are usually most effective.
3. *Reward small wins.* A good practice is to break large, long-term goals into smaller, short-term ones. Small goals should be rewarded, rather than only recognizing the achievement of the ultimate goal. The greatest risk for a long-term change project is not failing at the end, but dropping out at the

beginning. It is also important to reward actions, rather than results.

Source 6: Control Your Space

The physical world, such as the design of a home or an office, affects behavior in ways that are often hard to detect. In order to take control of behavior, it is also necessary to take control of space, and redesign it in ways that support new habits. The authors have identified five tactics people can use to reconfigure their environment:

1. *Build fences.* Creating boundaries can prevent a person from encountering tempting situations. When building fences, there are two rules of thumb to follow. First, the decision to fence off temptations should be made by the person who wants to change. Second, fences should not be used as a substitute for a plan that addresses the six sources of influence. People often rely on fences as their only defense. This can be problematic if individuals do not prepare for a world where those boundaries do not exist.
2. *Manage distance.* If it is possible to create distance between temptations, it is a good idea to do so. Researchers have found that moving a temptation even a few feet away can have a positive impact on behavior.
3. *Change cues.* Cues indicate what a person should think about and want. They transform wants into needs. It is possible to create cues that are consistent with the change a person wants to make. One of the best cues is a scorecard which charts a person's progress toward a goal. However, cues become an invisible part of the environment over time, so it is important to create new cues periodically.
4. *Engage the autopilot.* Humans have a default bias, which means once a behavior is established people prefer not to change it. To take advantage of this phenomenon, people should set up positive de-

As you work on your change effort, rid yourself of the notion that success will require a lifetime of self-denial. You can take steps to change how you feel about both negative and positive choices by making your future salient, poignant, and real.

faults. Once a person is on autopilot with positive behaviors, they are likely to continue.

5. *Use tools.* Tools like online counters and other tracking systems can help reinforce positive behaviors.

HOW TO CHANGE ANYTHING

To illustrate how powerful the science of personal success can be, the authors describe how Changers have successfully applied the techniques to common problems and succeeded at changing their habits.

Every time you try your best to do what you know is right and you fail, there's a good chance that your failure can be traced in part to a gap in knowledge or a missing skill. Knowledge and skill can be just as important as will in any personal change program.

Getting Unstuck at Work

Research conducted by Change Anything Labs found that top performers in a wide variety of organizations demonstrate the same three vital behaviors. First, they focus on the technical aspects of their jobs and work hard at mastering those. Second, they contribute to tasks that are key to the organization's success. Third, they have a reputation for helping others solve their problems. To succeed at work, people must tailor these three vital behaviors to their own circumstances.

In a case study focused on an accountant named Melanie, the authors explain how she created a six source plan to improve her professional situation:

- *Source 1: Love What You Hate.* Melanie developed a Personal Motivation Statement and visited her default future by looking at co-workers who had leveled out early in their careers. She also set up an automatic motivational email and developed a game based on tracking her billable hours.
- *Source 2: Do What You Cannot.* Melanie completed a skill scan and enrolled in a tax law seminar.
- *Sources 3 and 4: Turn Accomplices into Friends.* Melanie held a transformation conversation with her life partner, converted her boss from an accomplice into a friend, and cultivated new friends.
- *Source 5: Invert the Economy.* Melanie made use of

financial incentives, by saving for a new bicycle each week she met her goals, and sending money to a political party she opposed when she did not.

- *Source 6: Control Your Space.* Melanie used cues like photos and motivational messages, built fences, and used tools to stay on track.

Losing Weight, Getting Fit, and Staying That Way

With weight loss and fitness, short-term campaigns do not work. Instead, it is necessary to develop new lifelong habits. According to the authors, people who have successfully lost weight all demonstrate three vital behaviors. First, they assessed their overall health before starting a diet or exercise program. Second, they ate more healthfully and ate less. Third, they incorporated a mix of exercise, including stretching, strengthening, and cardiovascular activities.

The authors offer the following examples of how people can engage the six sources of influence to support weight loss and improved fitness.

- *Source 1: Love What You Hate.* It is important to find food and exercise options that are enjoyable. Consider visiting the default future to resist temptation or count calories as a game.
- *Source 2: Do What You Cannot.* Conduct a skill scan and identify whether new skills beyond dieting and fitness skills are needed.
- *Sources 3 and 4: Turn Accomplices into Friends.* Try to find a partner in training and work together on diet and fitness goals. Also, ensure that the person who does the food shopping and cooking is a friend, rather than an accomplice.
- *Source 5: Invert the Economy.* Weight loss goals should be short-term, such as losing one pound per week. The authors describe a person who wanted to lose 20 pounds in 20 weeks. Each week he missed his target, he lost \$10.
- *Source 6: Control Your Space.* One way to build fences is to do a food audit and discard unhealthy foods. Joining a gym that is closer to work or home is an effective way to manage distance. Both cues and tools can be used to promote better nutrition

and exercise.

Becoming Financially Fit and Staying Out of Debt

In a case study that focused on Shiree and Tyson, the authors explain how a married couple developed a plan to get out of debt and improve their financial situation. First, they identified their crucial moments and created vital behaviors. Their four vital behaviors were to (1) track all their expenditures in a mobile phone app, (2) make a list of what they intended to buy before going to the store, (3) save 10 percent from their paychecks before spending anything, and (4) hold a weekly wealth review to discuss what they spent and agree on the next week's budget.

Shiree and Tyson used the six sources of influence to achieve their financial goals:

- *Source 1: Love What You Hate.* They interviewed each other and created a Personal Motivation Statement. In addition, they used a web tool to vividly illustrate that their monthly expenditures exceeded their monthly income. To make their goals more manageable, they made it a game focused on small wins and with a visible scoreboard.
- *Source 2: Do What You Cannot.* After Shiree and Tyson did a financial skills scan, they created a plan to become more financially knowledgeable. They also worked on impulse control by taking a list of planned purchases to the store and delaying unplanned purchases until they had thought about them for 24 hours.
- *Sources 3 and 4: Turn Accomplices into Friends.* Shiree and Tyson realized that they had been accomplices to one another, so they changed their behaviors. In addition, they developed a circle of virtual "friends," comprised of other people who listened to a personal finance radio talk show.
- *Source 5: Invert the Economy.* Each week that the couple maintained their financial plan, they rewarded themselves with a free Wednesday night date.
- *Source 6: Control Your Space.* The most important tool Shiree and Tyson used was a mobile phone app that displayed how much they had remaining

in each budget category. Other tactics they used were to build a "cash fence" and to pay for everything with cash for six months, and to avoid situations that would tempt them to spend money.

Taking Life Back From Addiction

A case study about a man named Lee describes how one person overcame an addiction to cigarettes. The authors suggest that three actions are important to adopt when dealing with an addiction. First, it is important to say no and to stop engaging in the bad habit. Second, it is essential to engage in incompatible activities. This typically equates to activities which distract the person from their addiction. Third, physical activity seems to reprogram the brain's internal circuits which help to break addictions.

- *Source 1: Love What You Hate.* Lee focused on his long-term aspirations and how smoking detracted from them. He used value words to counteract temptations and also began hiking.

When you see clearly the difference between a friend and an accomplice, and take action to transform accomplices into friends, you're no longer blind and outnumbered. Get the crowd behind you, and you can change anything.

- *Source 2: Do What You Cannot.* After conducting a skill scan, Lee learned more about his addiction and also discovered ways to distract himself from the urge to smoke.
- *Sources 3 and 4: Turn Accomplices into Friends.* Lee held transformation conversations with his wife, father, and smoking friends at work. He also added new friends by joining a hiking club.
- *Source 5: Invert the Economy.* When Lee met his goals, he took the money that would have been spent on cigarettes and used it to fund family outings. After a few months of success, he and his wife also invested in the future by cleaning the carpets, washing the walls, and throwing away Lee's smoking chair.
- *Source 6: Control Your Space.* Lee built fences by getting rid of cigarettes and smoking related objects. He also used tools on his mobile phone and computer which encouraged him to change.

Changing Relationships by Changing Oneself

In relationships, negative experiences can color the way a person perceives the entire relationship. Marriage scholar Howard Markman has identified four actions related to how people argue which predict with 90 percent accuracy whether a couple will remain happy or not. These actions are criticism, defensiveness, contempt, and stonewalling. Couples who use these tactics are unlikely to remain happy in their relationships.

The authors use the case study of Patricia to describe how the science of personal change can be used to revitalize relationships. After watching three friends go through divorces, Patricia began to consider breaking up with her husband, Jonathan. To save her marriage, she created a plan based on the six influences:

- *Source 1: Love What You Hate.* Patricia visited her default future if nothing changed and realized that she must take action. She also began to take responsibility for her role in the relationship, rather than believing she was the innocent victim.
- *Source 2: Do What You Cannot.* Patricia and Jonathan got coaching from a marriage therapist and worked on their skills together.
- *Sources 3 and 4: Turn Accomplices into Friends.* Patricia's brother acted as a true friend and helped her understand that her own behavior might be affecting her relationship.
- *Source 5: Invert the Economy.* After developing a plan for change, Patricia and Jonathan used incentives to keep them on track. They celebrated weeks when they enacted their vital behaviors with a special night out or nice bottle of wine.
- *Source 6: Control Your Space.* Some of Patricia and Jonathan's problems originated from their beautiful home and large mortgage. The payments drove Patricia to work long hours. As a result, they decided to change their environment. They also took steps to fence off harsh verbal conflict.



FEATURES OF THE BOOK

Reading Time: 5 hours, 262 pages

In **Change Anything**, Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler address six sources of influence that can lead to permanent behavior modifications. Many chapters conclude with a summary of key points and recommended next steps. Since the ideas build from one chapter to the next, the book should be read from cover-to-cover. **Change Anything** is of interest to anyone who wants to make lasting changes to their professional or personal life. At the end of the book, notes, and an index have been provided for reference.

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